



**A STUDY ON PERFORMANCE APPARISAL IN RAMTECH
CONSTRUCTION COVERS AND BLOCKS PRIVATE LTD AT
THIRUVARUR**

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BONAFIDE CERTIFICATE

Certified that this project titled **“A STUDY OF PERFORMANCE APPARISAL AT RAMTECH CONSTRUCTION COVERS AND BLOCKS PRIVATE LTD THIRUVARUR.”** is the bonafide work of **Mr. M. MOHAMED IJILAN JUBAIR**, Registration number: **8208E21BAR047**, who carried out the research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on the earlier occasion on their or any other candidate.

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TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Mr. M. MOHAMED IJILAN JUBAIR**
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in research entitled performance appraisal for period 45 days.

During the training period his code and conduct were good.

For RAMTEC CONSTRUCTION COVERS
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ABSTRACT

The project report entitles “**A STUDY OF PERFORMANCE APPRAISAL IN RAMTECH CONSTRUCTION COVERS AND BLOCKS PRIVATE LTD THIRUVARUR**” is intended to determine the organization. In every organization various factors like promotion, Training & Development programs, incentives, reward and various factors are considered and given based on their performance. So for this almost all the organization conduct performance appraisal for the employees.

Performance appraisal is the important tool to access the performance of the employee in the organization starting from small organization. Inefficient performance appraisal system will directly or indirectly affect the functioning of the organization’s objectives.

The study is carried out in thiruvavarur. The duration of the study is two month. The population is 150 with sample size 120 employees. A detailed questionnaire has been prepared on the basic of objectives. The primary data are collected through questionnaire. The secondary data are collected through books, journals, company records and internet. Sampling was selected the method of simple random sampling. The collected data are tabulated and analysed by using simple analysis technique such as percentage analysis and statistical analysis technique such chi-square, correlation and anova. The study provides some findings that were interrupted from the analysis of the collected data. The suggestion was given by the researcher which may help the company to improve the employee’s performance appraisal.

ACKNOWLEDGEMENT

I have taken efforts in this project. However, it would not have been possible without the kind support and help of many individuals and organizations. I would like to extend my sincere thanks to all of them.

I heartedly express my deep sense of gratitude to **Dr. S. RAMABALAN, Principal, E.G.S. Pillay Engineering College** for providing me an opportunity to do this project in final MBA. I am highly indebted to **Dr. R. KARTHI, Director, Department of Management Studies**, E.G.S. Pillay Engineering College, Nagapattinam for his expert advice throughout this project.

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TABLE OF CONTENTS

CHAPTER NO	PARTICULARS	PAGE NO
	ABSTRACT	ii
	LIST OF TABLES	v
	LIST OF CHARTS	viii
	CHAPTER I	
	1.1. INTRODUCTION	1
	1.2. NEEDS OF THE STUDY	13
	1.3. SCOPE OF THE STUDY	14
	1.4. OBJECTIVES OF THE STUDY	15
	1.5. LIMITATION OF STUDY	16
	1.6. COMPANY PROFILE	17
	1.7. REVIEW OF LITERATURE	26
	1.8. RESEARCH METHODOLOGY	29
	CHAPTER-II	
II	2.1. DATA ANALYSIS & INTERPRETATION	34
	CHAPTER-III	
	3.1. FINDINGS	70
	3.2. SUGGESTION	72
	3.3. CONCLUSION	73
	APPENDICES	
	REFERENCES	74
	QUESTIONNAIRE	75

LIST OF TABLES

TABLE NO	INDEX	PAGE NO
2.1.1	GENDER OF THE RESPONDENT	34
2.1.2	AGE OF THE RESPONDENT	35
2.1.3	QUALIFICATION OF THE RESPONDENT	36
2.1.4	EXPERIENCE OF THE RESPONDENT	37
2.1.5	SALARY OF THE RESPONDENT	38
2.1.6	IS PERFORMANCE APPRAISAL HELPS IN THE ASSESSMENT OF INDIVIDUAL POTENTIAL	39
2.1.7	DOES THE PERFORMANCE APPRAISAL SYSTEM FOLLOWED IN THE ORGANIZATION IS RATIONAL AND FAIR	40
2.1.8	ARE THE COMPANY'S PROMOTION POLICIES ARE CLEARLY DEFINED AND SHARED WITH YOU	41
2.1.9	DOES THE PERFORMANCE APPRAISAL PROVIDE AN OPPORTUNITY FOR SELF-REVIEW AND REFLECTION	42
2.1.10	DOES THE PERFORMANCE APPRAISAL HELP THE ORGANIZATION IN ACHIEVING ITS GOALS	43
2.1.11	COMMUNICATION AND COORDINATION BETWEEN DEPARTMENTS WILL IMPROVE EMPLOYEE PERFORMANCE.	44
2.1.12	THE USE OF TRAINING AND TECHNOLOGY WILL INCREASE EMPLOYEE PERFORMANCE	45
2.1.13	HIGH SALARIES ARE GOOD MOTIVATORS OF EMPLOYEE PERFORMANCE	46
2.1.14	ATTENDING ZONE, NATIONAL AND INTERNATIONAL TRAINING MEETS WILL INCREASE EXECUTIVES' PERFORMANCE	47
2.1.15	MOTIVATIONAL LEVEL OF YOUR PERSONNEL	48
2.1.16	QUALITY OF WORKING ENVIRONMENT WILL GIVE OPTIMUM PERFORMANCE	49
2.1.17	HOW WOULD YOU RATE THE QUALITY OF YOUR EMPLOYEE PERFORMANCE SYSTEM	50

2.1.18	DO YOU FEEL THAT PERFORMANCE APPRAISAL ENCOURAGES YOU TO PUT IN MORE EFFORT IN REACHING YOUR GOAL	51
2.1.19	ARE THE PERFORMANCE APPRAISAL HELPS IN THE ASSESSMENT OF INDIVIDUAL POTENTIAL	52
2.1.20	IS THE PERFORMANCE APPRAISAL GIVES ORGANIZATIONAL EFFECTIVENESS	53
2.1.21	THE PERFORMANCE APPRAISAL PROVIDES AN OPPORTUNITY FOR SELF-REVIEW AND REFLECTION	54
2.1.22	PERFORMANCE APPRAISAL AFFECTING IN ANY WAYS OF YOUR WORKING ABILITY	55
2.1.23	FROM THE PERFORMANCE APPRAISALS ARE ABLE TO FIND OUT YOUR JOB-RELATED STRENGTH AND WEAKNESS	56
2.1.24	PERFORMANCE APPRAISAL IS CREATING GRIEVANCES BETWEEN YOU AND YOUR SUBORDINATES	57
2.1.25	THE PERFORMANCE APPRAISAL METHODS PROVIDING STANDARDS/STANDARDIZATION FOR WORK?	58
2.1.26	THE PERFORMANCE APPRAISAL PROCEDURE ALLOW THE APPRAISAL TO EXPRESS HIS DEVELOPMENTAL NEEDS?	59
2.1.27	ARE YOU HAPPY WITH THE PERFORMANCE APPRAISAL SYSTEM	60
2.1.28	THE FEEDBACK OF PERFORMANCE HAS TO BE GIVEN TO YOU AFTER APPRAISAL	61
2.1.29	YOU HAVE CHANCE TO INSTINCT ANY CHANGE IN THE PERFORMANCE APPRAISAL SYSTEM?	62
2.1.30	THE APPRAISAL SYSTEM BRINGS OUT THE TRAINING NEEDS OF THE EMPLOYEE?	63
2.1.31	CHI-SQUARE RELATIONSHIP DIFFERENCE BETWEEN EXPERIENCE OF THE RESPONDENTS AND SALARY OF THE RESPONDENT.	64
2.1.32	CORRELATION RELATIONSHIP DIFFERENCE BETWEEN THE PERFORMANCE APPRAISAL PROVIDES AN OPPORTUNITY FOR SELF-REVIEW AND REFLECTION AND THE PERFORMANCE APPRAISAL PROCEDURE ALLOW THE APPRAISAL TO EXPRESS HIS DEVELOPMENTAL NEEDS.	66

2.1.33	ANOVA RELATIONSHIP DIFFERENCE BETWEEN QUALIFICATION OF RESPONDENT AND FROM THE PERFORMANCE APPRAISAL ARE ABLE TO FIND YOUR RELATED STRENGTH AND WEAKNESS.	68
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LIST OF CHART

TABLE NO	INDEX	PAGE NO
2.1.1	GENDER OF THE RESPONDENT	34
2.1.2	AGE OF THE RESPONDENT	35
2.1.3	QUALIFICATION OF THE RESPONDENT	36
2.1.4	EXPERIENCE OF THE RESPONDENT	37
2.1.5	SALARY OF THE RESPONDENT	38
2.1.6	IS PERFORMANCE APPRAISAL HELPS IN THE ASSESSMENT OF INDIVIDUAL POTENTIAL	39
2.1.7	DOES THE PERFORMANCE APPRAISAL SYSTEM FOLLOWED IN THE ORGANIZATION IS RATIONAL AND FAIR	40
2.1.8	ARE THE COMPANY’S PROMOTION POLICIES ARE CLEARLY DEFINED AND SHARED WITH YOU	41
2.1.9	DOES THE PERFORMANCE APPRAISAL PROVIDE AN OPPORTUNITY FOR SELF-REVIEW AND REFLECTION	42
2.1.10	DOES THE PERFORMANCE APPRAISAL HELP THE ORGANIZATION IN ACHIEVING ITS GOALS	43
2.1.11	COMMUNICATION AND COORDINATION BETWEEN DEPARTMENTS WILL IMPROVE EMPLOYEE PERFORMANCE.	44
2.1.12	THE USE OF TRAINING AND TECHNOLOGY WILL INCREASE EMPLOYEE PERFORMANCE	45
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2.1.14	ATTENDING ZONE, NATIONAL AND INTERNATIONAL TRAINING MEETS WILL INCREASE EXECUTIVES’ PERFORMANCE	47

2.1.15	MOTIVATIONAL LEVEL OF YOUR PERSONNEL	48
2.1.16	QUALITY OF WORKING ENVIRONMENT WILL GIVE OPTIMUM PERFORMANCE	49
2.1.17	HOW WOULD YOU RATE THE QUALITY OF YOUR EMPLOYEE PERFORMANCE SYSTEM	50
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2.1.19	ARE THE PERFORMANCE APPRAISAL HELPS IN THE ASSESSMENT OF INDIVIDUAL POTENTIAL	52
2.1.20	IS THE PERFORMANCE APPRAISAL GIVES ORGANIZATIONAL EFFECTIVENESS	53
2.1.21	THE PERFORMANCE APPRAISAL PROVIDES AN OPPORTUNITY FOR SELF-REVIEW AND REFLECTION	54
2.1.22	PERFORMANCE APPRAISAL AFFECTING IN ANY WAYS OF YOUR WORKING ABILITY	55
2.1.23	FROM THE PERFORMANCE APPRAISALS ARE ABLE TO FIND OUT YOUR JOB-RELATED STRENGTH AND WEAKNESS	56
2.1.24	PERFORMANCE APPRAISAL IS CREATING GRIEVANCES BETWEEN YOU AND YOUR SUBORDINATES	57
2.1.25	THE PERFORMANCE APPRAISAL METHODS PROVIDING STANDARDS/STANDARDIZATION FOR WORK?	58
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2.1.29	YOU HAVE CHANCE TO INSTINCT ANY CHANGE IN THE PERFORMANCE APPRAISAL SYSTEM?	62
2.1.30	THE APPRAISAL SYSTEM BRINGS OUT THE TRAINING NEEDS OF THE EMPLOYEE?	63

2.2.31	ANOVA RELATIONSHIP DIFFERENCE BETWEEN QUALIFICATION OF RESPONDENT AND FROM THE PERFORMANCE APPRAISAL ARE ABLE TO FIND YOUR RELATED STRENGTH AND WEAKNESS.	69
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CHAPTER- I

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1.1 INTRODUCTION

Performance appraisal is a formal, structured system of measuring and evaluating an employee job related behaviours and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee organization and society all benefit’.

Performance appraisal is a process of summarizing, assessing and developing the work performance of an employee. In order to be effective and constructive, the performance manager should make every effort to obtain as much objective information about the employee’s performance as possible.

It is a review and discussion of an employee’s performance of assigned duties and responsibilities based on results obtained by the employee in their job, not on the employee’s personality characteristics. Personality should be considered only when it relates to performance of assigned duties and responsibilities.

It is a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development.

In many organizations- but not all- appraisal result is used, either directly or indirectly, to help determine reward outcome. That is the appraisal is used to identify the better performing employees who should be the majority of available merit pay increase, bonus and promotions.

PERFORMANCE APPRAISAL

Performance appraisal may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development. Performance appraisal, also known as employee appraisal, is a method by which the job performance of an employee is evaluated (generally in terms of quality, quantity, cost and time). Performance appraisal is a part of career development.

Performance appraisals are regular reviews of employee performance within organizations. Generally, the aims of a performance appraisal are to:

- Give feedback on performance to employees.
- Identify employee training needs.
- Document criteria used to allocate organizational rewards.
- Form a basis for personnel decisions: salary increases, promotions, disciplinary, action etc.
- Provide the opportunity for organizational diagnosis and development.
- Facilitate communication between employee and administration

Validate selection techniques and human resource policies to meet federal Equal Employment Opportunity requirements.

Performance appraisal is the assessment of individual performance in a systematic way. It is a developmental tool used for all round development of the employee and the organization. The performance is measured against such factor as job knowledge, quality and quantity of output, initiative, leadership ability, supervisor, dependability, co-operation, judgement, versatility and health.

It is:

1. Goal oriented
2. Result oriented
3. Enhance the performance
4. Achieve the organization goal.

PERFORMANCE APPRAISAL SUMMARY

Performance appraisal, while enabling a manager to identify the training needs of employees, and evolving a training plan for them, also, serves to meet other objectives. Performance appraisal satisfies the psychological needs individuals have to know how they are performing their job and increases employees' job satisfaction and morale by letting them know that the manager is interested in their progress and development. Systematic performance appraisal also provides both the firm and the employee a careful evaluation, rather than a snap judgement of an employee's performance. Many firms use performance appraisals to plan placements and transfers and to provide input into decisions regarding salary increases, promotions, and

transfers. Finally, performance appraisals may be used as a basis for the coaching and counselling of individual employees by their superiors. To summarize the uses of performance appraisal:

- Performance improvement
- Compensation
- Placement
- Training & development needs assessment
- Career planning

IMPORTANCE OF PERFORMANCE APPRAISAL

The following are the importance of performance appraisal:

1. Performance Feedback

Most employees are very interested in knowing how well they are doing at present and how they can do better in a future. They want this information to improve their performance in order to get promotions and merit pay. Proper performance feedback can improve the employee's future performance. It also gives him satisfaction and motivation.

2. Employee Training and Development Decisions

Performance Appraisal information is used to find out whether an employee requires additional training and development. Deficiencies in performance may be due to inadequate knowledge or skills. For e.g. a professor may improve his efficiency by attending workshops or seminars about his subject. Performance appraisal helps a manager to find out whether he needs additional training for improving his current job performance. Similarly, if the performance appraisal results show that he can perform well in a higher position, then he is given training for the higher level position.

3. Layoff Decisions

Performance appraisal is a good way of taking layoff decisions. Employees may be asked to lay off, if the need arises. The weakest performers are the first to be laid off. If there is no performance appraisal, then there are chances that the best men in the department may be laid off.

4. Human Resource Planning (HRP)

The appraisal process helps in human resource planning (HRP). Accurate and current appraisal data regarding certain employees helps the management in taking decisions for future employment. Without the knowledge of who is capable of being promoted, demoted, transferred, laid off or terminated, management cannot make employment plans for the future.

5. Career Development

Performance appraisal also enables managers to coach and counsel employees in their career development.

ADVANTAGES OF PERFORMANCE APPRAISAL:

It is said that performance appraisal is an investment for the company which can be justified by following advantages:

Promotion:

Performance Appraisal helps the supervisors to chalk out the promotion programs for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.

Compensation:

Performance Appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which include bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority.

Employees Development:

The systematic procedure of performance appraisal helps the supervisors to frame training policies and programs. It helps to analyse strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programs.

Selection Validation:

Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure. The supervisors come to know the validity and thereby the strengths

and weaknesses of selection procedure. Further changes in selection method can be made in this regard.

Communication:

For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication can be sought for in the following ways:

- Through performance appraisal, the employers can understand and accept skills of subordinates.
- The subordinates can also understand and create a trust and confidence in superiors.
- It also helps in maintaining cordial and congenial labour management relationship.

Motivation:

Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future.

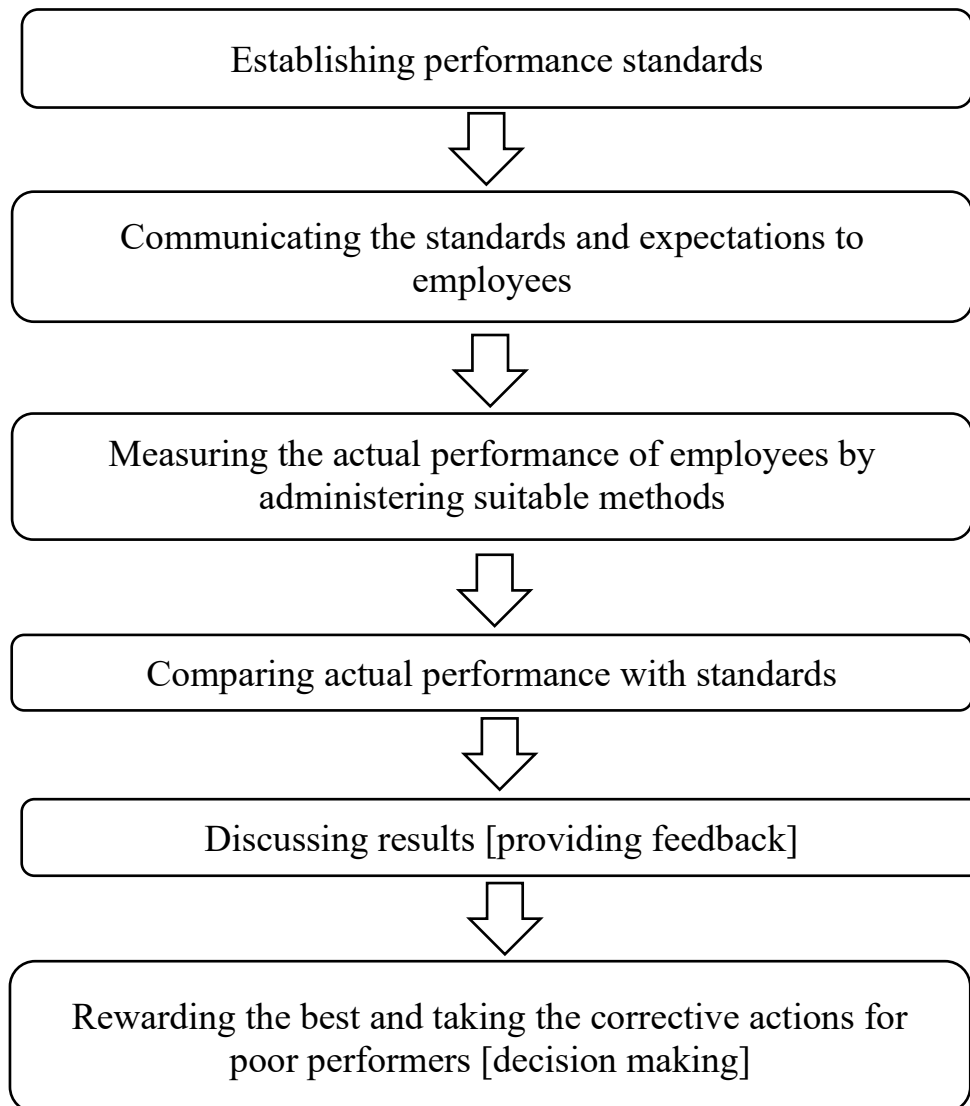
DISADVANTAGES OF PERFORMANCE APPRAISAL

- If the performance appraisal is not executed in a proper way, then they can create a negative experience to both the employees and the organization.
- Performance appraisals are very time consuming and can be overwhelming to managers with many employees.
- The performance appraisals are based on human assessment and are subjected to rated errors and biases.

USES OF PERFORMANCE APPRAISAL:

- Promotions
- Confirmations
- Training and Development
- Compensation Reviews
- Competency Building
- Improve Communication
- Evaluation of HR Programs
- Feedback & Grievances

PERFORMANCE APPRAISAL PROCESS



I. Establishing performance standards

- The first step in the process of performance appraisal is the setting up of the standards which will be used to as the base to compare the actual performance of the employees.
- This step requires setting the criteria to judge the performance of the employees as successful or unsuccessful and the degrees of their contribution to the organizational goals and objectives. The standards set should be clear, easily understandable and in measurable terms.
- In case the performance of the employee cannot be measured, great care should be taken to describe the standards.

II. Communicating the standards and expectations to employees

Once set, it is the responsibility of the management to communicate the standards to all the employees of the organization. The employees should be informed and the standards should be clearly explained to the employees. This will help them to understand their roles and to know what exactly is expected from them. The standards should also be communicated to the appraisers or the evaluators and if required, the standards can also be modified at this stage itself according to the relevant feedback from the employees or the evaluators.

III. Measuring the actual performance of employees by administering suitable methods

The most difficult part of the Performance appraisal process is measuring the actual performance of the employees that is the work done by the employees during the specified period of time. It is a continuous process which involves monitoring the performance throughout the year. This stage requires the careful selection of the appropriate techniques of measurement, taking care that personal bias does not affect the outcome of the process and providing assistance rather than interfering in an employees work.

IV. Comparing actual performance with desired performance

The actual performance is compared with the desired or the standard performance. The comparison tells the deviations in the performance of the employees from the standards set. The result can show the actual performance being more than the desired performance or, the actual performance being less than the desired performance depicting a negative deviation in the organizational performance. It includes recalling, evaluating and analysis of data related to the employees' performance.

V. Discussing results [Feedback]

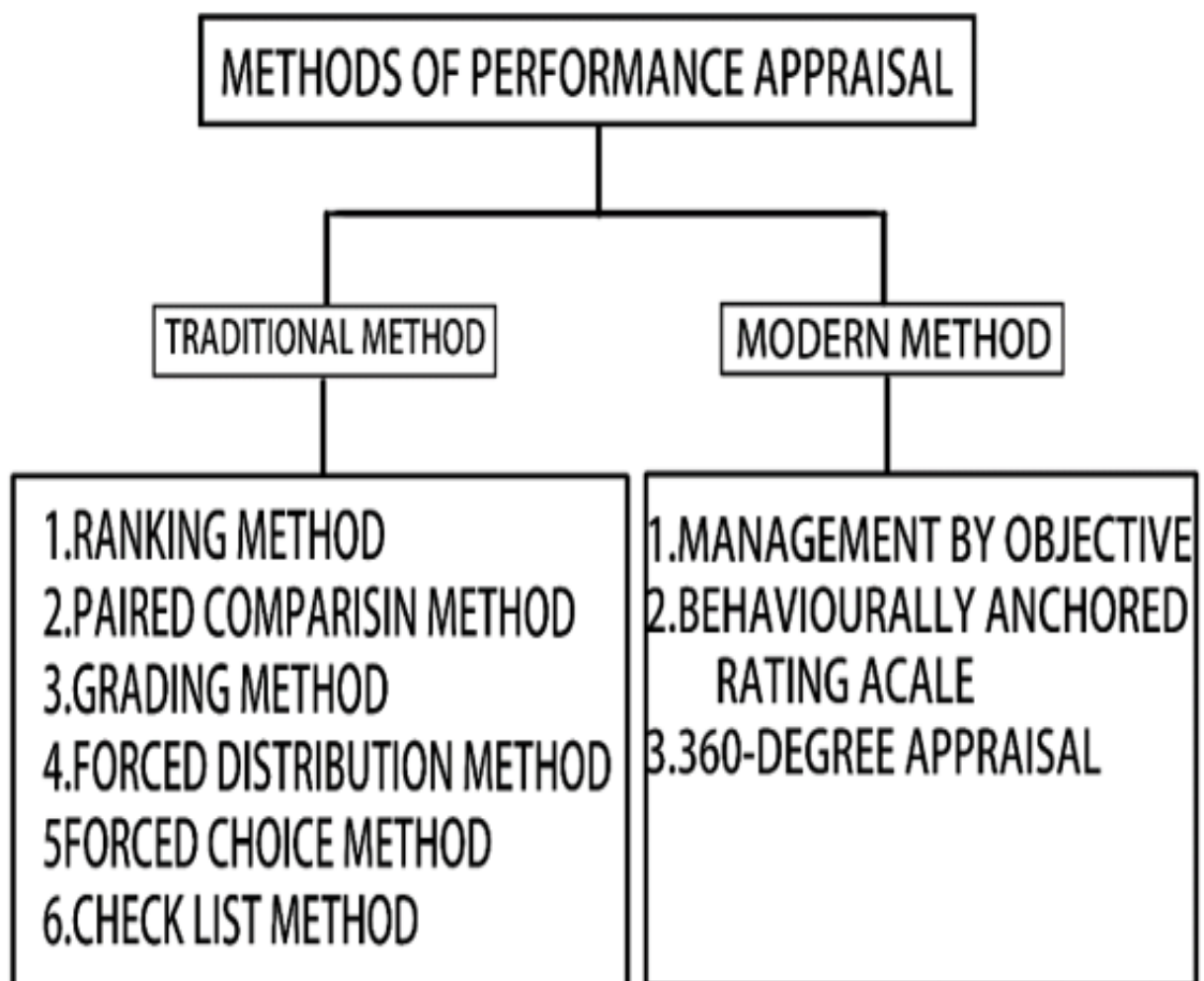
The result of the appraisal is communicated and discussed with the employees on one-to-one basis. The focus of this discussion is on communication and listening. The results, the problems and the possible solutions are discussed with the aim of problem solving and reaching consensus. The feedback should be given with a positive attitude as this can have an effect on the employees' future performance. Performance appraisal feedback by managers should be in such way helpful to correct mistakes done by the employees and help them to motivate for better performance but not to demotivate. Performance feedback task should be handled very

carefully as it may lead to emotional outburst if it is not handling properly. Sometimes employees should be prepared before giving them feedback as it may be received positively or negatively depending upon the nature and attitude of employees.

VI. Decision making

The last step of the process is to take decision which can be taken either to improve the performance of the employees taken the required corrective actions or the related HR decisions like rewards, promotions, demotions, transfer etc.

METHODS OF PERFORMANCE APPRAISAL



TRADITIONAL METHOD

1. Ranking method

In this, the superior ranks his or her subordinates in the order of their merit, starting from the best to the worst. It is the simplest and old method of merit rating. Every employee is judged as a whole without distinguishing the rates from his performance. All that the HR department knows is that A is better than B. The 'how' and 'why' are not questioned nor answered.

No attempt is made to fractionalize what is being appraised into component elements. This method is subject to the halo and regency effects, although ranking by two or more rates' is averaged to help reduce bias. Its advantages include ease of administration and explanation.

2. Paired comparison

The paired comparison method is almost similar to ranking method. When variations are made in the ranking method so that it can easily be used in large groups, it becomes paired comparison method. In paired comparison method, every person is compared trait wise with the other persons one at a time. The number of times one person is compared with others is tallied on a piece of paper. With the help of these numbers, ranks are allotted to the employees.

Rater is provided with the bunch of slips, each containing a pair of names. The rater puts a tick mark against the person whom he considers better of the two, and the final ranking is determined by taking the total of number of times an employee is ranked better than another employee.

3. Grading

In this method, certain characteristics or abilities of performance are identified in advance and the employees are put into the category according to their behaviour and traits. Such categories are defined as outstanding, good, average, below average, and poor in terms of letters like A, B, C, D, E where A indicates the best, and E the poorest. This method is used for the promotions based on performance.

4. Forced Distribution Method

Raters sometimes suffer from a constant error i.e., either they rate the employees as good, average, or poor. They do not evaluate the employees properly. This system minimises the rater's bias so that all employees are not similarly rated. In this method, the appraiser is forced to appraise the appraises according to the pattern of the normal curve. This system is based on

the assumption that all employees can be divided in five categories i.e., outstanding, above average, average, below average, and poor.

5. Forced Choice Method

This method requires the rater to choose from statements, often in pairs, that appear equally favourable(Most) or equally unfavourable(Least). The statements, however, are designed to distinguish between successful and unsuccessful performance. The rater selects one statement from the pair without knowing which statement correctly describes successful job behaviour.

6. Checklist Method

Under this method, a checklist of statements on the traits of the employees and his or her job is prepared in two columns – viz. a ‘Yes’ column and a ‘No’ column. It is a list of statements that indicate the performance of the employees on the job. All that the rater has to do is to tick ‘Yes’ column if the answer to the statement is positive and column ‘No’ if the answer is negative. The performance of the employee is rated on the basis of the number of positive checks.

Modern methods:

1. Management by Objectives

Management by Objective (MBO) is a process whereby the superior and subordinate managers of an organization jointly identify its common goals, define each individual’s major areas of responsibility in terms of results expected of him and use these measures of guides for operating the unit and assessing the contribution of its members.

2. Behaviourally Anchored Rating Scales

An approach that has received considerable attention by academics in past years involves BARS. This method uses critical incidents to serve as anchor statements on the scale. A BARS rating form, usually contains 6 to 10 specifically defined performance dimensions each with five or six critical incident anchors. The dimensions have both negative and positive job-related critical incidents. These scales combine major elements from the critical incident and adjective rating scale approaches.

3. 360 – Degree Appraisal

In this method of performance appraisal, information is collected from all persons around the employees — superiors, subordinates, peers, and internal and external customers. Hence, the title 360-degree feedback. The feedback is usually used for determining training and development needs rather than the compensation revision. The appraiser, listed earlier, complete survey questionnaires on the individual.



➤ Top Management

The top management normally evaluates the middle level managers. However, in a small organization, they also evaluate the performance of the lower level managers and senior employees.

➤ Immediate Superior

The immediate superior is in a very good position to evaluate the performance of his subordinates. This is because they have direct and accurate information about the work performance of their subordinates.

➤ Peers / Co-workers

Peer or colleagues also evaluate each other's performance. They work continuously with each other, and they know each other's performance. Peer evaluation is used mostly in cases where team work is important.

➤ **Subordinates**

The Subordinates can also evaluate the performance of his superior. Now-a-days students are asked to evaluate the performance of their teachers.

➤ **Self-Appraisal**

In the self-appraisal, a person evaluates his own performance. He should be honest while evaluating himself. This results in self-development.

➤ **Customers**

Customers can also evaluate the performance of the employees who interacts with them. This evaluation is best because it is objective. It is also given a lot of importance because the customer is the most important person for the business. Organizations use customer appraisals to improve the strengths and remove the weaknesses of their employees.

In addition to these six parties, appraisal can also be done by an Appraisal Panel. This panel consists of 5 to 6 different types of members. Outside Consultants are also used for conducting appraisals. In some cases, Personnel Department also conducts an appraisal of employees and managers.

1.2 NEEDS OF THE STUDY

- ❖ Provided information about the performance ranks decision regarding salary fixation confirmation promotion transfer and demotion are taken based on employee performance.
- ❖ Provide feedback about the level of achievement and behaviour of the subordinates.
- ❖ The information helps to reviews the performance subordinates.
- ❖ Provide necessary information to the management.
- ❖ Creating and maintaining the satisfactory level of performance of employees in their present jobs.
- ❖ Organisation must have a good procedure in rating the employee who is very important for the development of the organisation.

1.3 SCOPE OF THE STUDY

- ❖ This study covers employees of RAMTECH CONSTRUCTION COVERS AND BLOCKS PRIVATE LTD.
- ❖ The management can identify the employee's opinion of the existing performance appraisal system.
- ❖ This study focuses on type, effectiveness and employee attitude of the appraisal system.
- ❖ The study can be used to make the present appraisal system more effective and satisfied among employees.
- ❖ It could be used to identify training and development needs for the individual and the company as a whole.

1.4 OBJECTIVES OF THE STUDY

- ❖ To understand the current performance appraisal process being handled in Ramtec Construction Covers and Blocks Private Limited.
- ❖ To identify the effect of performance appraisal on employee at Ramtec Construction Covers and Blocks Private Limited.
- ❖ To access the attitude of employee in the organization towards performance appraisal.
- ❖ To evaluate how performance appraisal is really helping employees to improve their performance.
- ❖ To provide possible suggestion based up the study to improve the performance appraisal in Ramtec Construction Covers and Blocks Private Limited.

1.5 LIMITATIONS OF THE STUDY

- ❖ All attempts were made to make this an objective study, but biases on the part of respondents might have resulted in some subjectivity.
- ❖ There were a few difficulties encountered at the time of data collection by the researcher.
- ❖ Questionnaires were used to collect the data. So the findings were therefore based on how the respondents would have perceived the questions.
- ❖ Time was the major constraint as the mentioned period was not enough to collect the data in detail.
- ❖ The methods used in this project are random sampling method and results obtained may not be accurate and believable.
- ❖ Most of the respondents are busy with their work schedule.
- ❖ The performance appraisal study is conducted on a limited number of employees and on the entire work force.
- ❖ The answers given by the respondents highly depend on the mood and interest and thus the accuracy fluctuates sometimes.
- ❖ Sample size is 120 respondents.

1.6 COMPANY PROFILE



RAMTEC Construction Covers and Blocks Private Limited offer the finest quality Building Construction Materials at competitive prices, thus winning accolades and appreciation of the clients. RAMTEC is one of the renowned Vermiculite Manufacturers in the vicinity and is the top slot amongst the competitors. Since Concrete Cover Blocks have different uses & durability factor, they are preferred amongst the prominent brands.

RAMTEC Construction Covers and Blocks Private Limited is a Private incorporated on 28 March 2019, it is classified as Non - Govt Company and is registered at Registrar of Companies, Chennai. Its authorized share capital is Rs. 1,000,000 and its paid up capital is Rs. 1,000,000.

RAMTEC Construction Covers and Blocks Private Limited's Annual General Meeting (AGM) was last held on 31 December 2020 and as per records from Ministry of Corporate Affairs (MCA),

Directors of RAMTEC Construction Covers and Blocks Private Limited are **Usharani** and **Babu**.

RAMTEC Construction Covers and Blocks Private Limited's Corporate Identification Number is (CIN) U36999TN2019PTC128350 and its registration Number is 128350. Its Email address is ramtecbabu@gmail.com and its registered address is No.3-607 THIRUKKANNAMANGAI MAIN ROAD, AMMAIYAPPAN THIRUVARUR TN-610104

Current status of RAMTEC Construction Covers and Blocks Private Limited is- **Active**

The company has firmly established itself planning to export worldwide, especially in Malaysia, Singapore Middle East, and Sri Lanka.

We implement the best business etiquette while dealing, it has ascertained our position as the most trustworthy organization amidst the clients we offer the finest quality Building

Construction Materials at competitive prices, thus winning accolades and appreciation of the clients.

We are one of the renowned Vermiculite suppliers in the vicinity, which gives use the top slot among our competitors. Since Concrete Cover Blocks have different uses and durability factor, they are preferred among the prominent brands.

Leading Innovative Building Materials Manufacturing Company with Dedicated, most professional, Experienced Technical Experts, R&D and Reliable Management to fulfil the current needs in Construction Industry.

ABOUT COMPANY

Leading innovative Building materials manufacturing company with dedicated most professional, experienced technical experts, R&D and reliable management to fulfil the current needs in construction industry.

MISSION

“Think Green, Build Green”

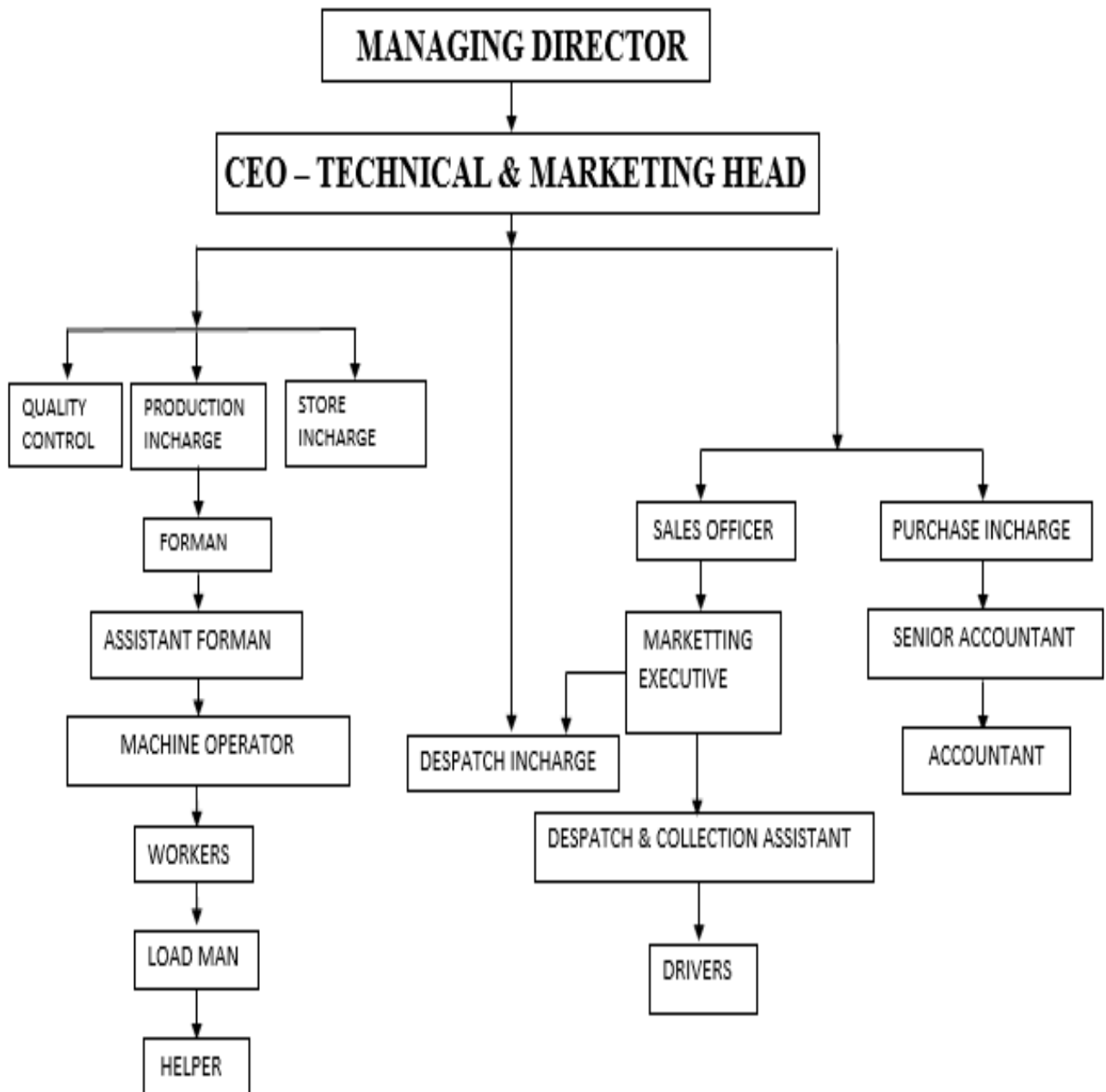
VISION

- Needs to demonstrate its ability to consistently provide product that meets customer and applicable regulatory requirements.
- Result in customer satisfaction.

OUR STRENGTH

- ISO 9001:2015 Certified Company
- Well-developed R&D
- Experienced Technical Team
- Qualitative products
- Timely delivery
- Wide network
- Service after sales

ORGANISATION CHART



OUR PRODUCTS



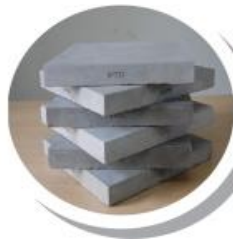
Concrete Cover Blocks

Hollow & Solid Blocks



Paver Blocks & Concrete Tiles

Insta Weather Tile



**Water Proof Coating
Hi-Cool**

Vermiculite



COVER BLOCK PRODUCTION CAPACITY



15 mm (1/2")



20 mm (3/4")



25 mm (1")



**2 in 1
20 & 25 mm
(3/4" & 1")**



**2 in 1 Hole
20 & 25 mm
(3/4" & 1")**



30 mm (1 1/4")



**30 mm Hole
(1 1/4")**



**4 in 1
20, 25, 40 & 50 mm
(3/4", 1", 1 1/2", & 2)**



**4 in 1 Hole
20, 25, 40 & 50 mm
(3/4", 1", 1 1/2", & 2)**



**25 mm (1")
Circular with 12 mm
Hole**



**40 mm (1 1/2")
Circular with 16 mm
Hole**



**50mm (2")
Circular with 16mm Hole**



**75 mm (3")
Circular with 23 mm
Hole**



**90 mm (3 1/2")
Circular with 25 mm
Hole**



**40 & 50 mm
(1 1/2" & 2")**



**60 & 75 mm
(2 1/2", & 3)
With wire Hole**

Application Areas:

Concrete cover blocks

A **cover block** is used to lift the rebar matrix off the ground so that **concrete** may flow underneath the rebar. **Cover Blocks** is used to provide spacing at Slab, Column, Beam & foundation. **Application** is very simple as place **Cover Block** between Rebar (Reinforcement bar) and ground/wall.



Insta Weather Tile

RAMTEC has also developed cool roof and wall tiles which reflect sun rays thereby keeping the inside temperature cool and also save energy. It has devised a special process of glazing that makes the tiles reflect most of the solar heat.



Water Proof Coating Hi-Cool

We are one of the prominent green building material manufacturers, exporters, and supporters of Waterproof Coatings in India. Our green mineral waterproof coatings are extensively demanded in the market due to its high quality and effective performance. Our Waterproof Coatings one of its kind products available in the market, give assurance of the best waterproof and thermal proof coating. You can avail our Waterproof Coatings easily at affordable prices.



Vermiculite

Avail from us a huge assortment of premium Vermiculite that consists of thin, flat flakes containing microscopic particles of water. Our Vermiculite is available in the market under the brand name of “KB Tulaslite”. We are well reckoned as one of the premier Vermiculite Manufacturers, Exporters, and Suppliers based in India. Our Vermiculite is available in fine, medium, and coarse grades. High insulation, vibration absorbent power, and lightweight of our Vermiculite make it perfect to be used for construction purposes.



Hollow & Solid Blocks

They are prepared as solid blocks from cement, water and materials like ground sand, pulverized fly ash together with additives to aerate and stabilize the air bubbles.

The final result is a mixture of thick liquid which is then poured into steel moulds to form large cakes. After some time, the mixture sets and ready to cut into a series of individual blocks of required size using taut steel wires.

Hollow blocks are specially made for loadbearing walls, which are useful in reducing a dead load of masonry in buildings. Blocks can also be with cement and sand called cement-sand blocks or with cement and soil called soil-cement blocks which are of low strength and use for low-cost construction.

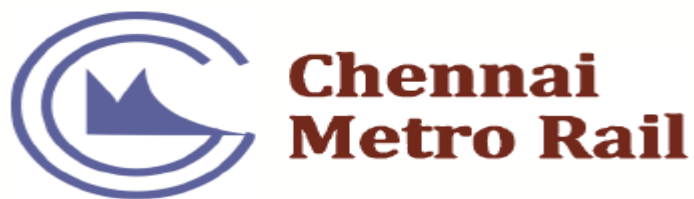


Paver Blocks & Concrete Tiles

Paver Blocks & Concrete Tiles are technically well designed, stronger than application needs and are available in several design and finish options. Normally one either has pavers with good finish or pavers with good strength. From ramtec you have Pavers with the highest strength and aesthetic finish.



CLIENTS:



1.7 REVIEW OF LITERATURE

PERFORMANCE APPRAISAL

Performance appraisal is defined as the process of assessing the performance and progress of an employee or a group of employees on a given job and his / their potential for the future development. It consists of all procedure used in working organization and potential of employees. Performance appraisal means systematic evaluation of the personality and performance of each employees by his superior or some other persons trained in the technique of merit rating. It employs various ratings technique for comparing individual employees in a work group, in terms of personnel qualities or deficiencies and the requirements of their respective jobs.

According to **DALE YODER**, “Performance appraisal includes all formal procedure used to evaluate personalities and contributions and potential of group members in a working organization. It is a continuous process to secure information’s necessary for making corrections and objective decisions of employees”.

According to **EDWIN B. FLIPPO**, “Performance appraisal is the systematic, period and an importance rating of an employee’s excellence in matters pertaining to his present job and his potential for a better job”.

According to **JOHN A. SHUBIN** define as “merit rating is a systematic appraisal of the employee’s personality and performance on the job and designed to determine his contribution and relative worth to the firm”.

According to **BRUMBRACH** (1988, cited in Armstrong, 2000) – Performance can be actions as well as their consequences. Behaviours originate from a performer and convert performance from a concept to an act. Not just the instruments for results, behaviours are also outcomes in their own right – the product of mental and physical effort applied to tasks – and can be judged apart from results. This definition considers performance to be involving both the actions, in other word behaviours, taken during the process in attempting to achieve goals and outputs obtained as a result from the effort.

ARMSTRONG (2000) emphasizes the need for managers to deal with the potential of employees and accomplishments while managing performance. To determine if performance has been achieved, measures have to be developed to appraise the accomplishments and

establish the rate at which it has been accomplished. Above all, performance should be about the decision and action taken with available information at any Existing situation.

WILLCOXSON, (2000) High performance is considered to be achievable in different ways, two of which are the humanistic and rational process perspectives. According to proponents of the humanistic perspective, high performance is attributed to investment in the ‘softer people aspects of organizational life. Through valuing, trusting, developing and empowering employees, encouraging cooperative modes of operating and stakeholder engagement, organizations can achieve high performance. Emphasis is also placed on organizational culture as a key element of success or failure (Willcoxson, 2000).

ROBERT AND ANGELO, (2001) The success or failure of public sector business organizations hinges on the ability to attract, develop, retain, empower and reward a diverse array of appropriately skilled people and is the key to improving organizational performance. The explanation therefore is that human resource managers in the public sector business concerns should embark on periodic performance management reviews of their employees in order to re-position their business organizations though owned by government for better performance and improved competitiveness.

GROTE (2002) describes performance appraisal as a formal management tool that helps evaluate the performance quality of an employee. Schneider and Beatty as cited in Patterson (1987) define it as a process which apart from evaluating also identifies and develops human performance.

ACCORDING TO FAJANA (2002) ARE THREE FOLDS appraisal entails historical review of employee’s performance: it is a means for distributing rewards as well as a means for determining training and development.

ROBERT.G(2003). Participatory performance appraisal is an essential component of a fair and ethical evaluation of an employee. When employees possess meaning role in the appraisal process, employee acceptance and satisfaction with the appraisal process is strongly enhanced.

SUNG & ASHTON, (2005) It is the business strategy that gives the high performance working practices their dynamism and provides the framework against which performance can be evaluated and improved. Thus, the concern is not with the specific type or number of practices employed, but the way they are linked to organizational performance.

TERATANAVAT, RAITANO AND KLEINER (2006) found outcomes like reduced employee stress, review of overall progress, linkage between current performance and employee's goals, and development of specific action plans for future.

WATKINS (2007) puts it, most public sector business organization like those in Delta State of Nigeria have not given adequate attention to performance management review as a tool for improving performance even when recent studies suggest that performance review benefit organizational performance in both private & public sectors. Performance management has been described as a systematic approach to the management of people, using performance goal measurement, feedback and recognition as a means of motivating them to realize their maximum potentials. Public sector business organizations that strive to deliver quality services at competitive Price are those that embrace various performance review practices to assess their employee performance and motivate them with incentives.

MANOHARN, MURALIDHARAN AND DESHMUKH (2009) post that performance appraisal (PA) is an important management tool to assess employee's efficiency in the workplace, and may be defined as a structured formal interaction between a subordinate and supervisor that usually takes the form of a periodic review which could be annual or semi-annual to evaluate work performance.

Joshi. M. (2013) Performance Appraisal provides information which is highly useful in making decisions regarding various aspects such as promotions and merit rating. It is helpful in preventing grievances because it is a definite aid to management in promoting fairness. It provides accurate information which plays a vital role in the organization as a whole.

Imran. M. (2014) Performance Appraisal system has a clear sense of path, honest and meaningful feedback. There should be instant and honest strengthening and give a chance to employees to contribute in set the goals and standards for performance management. The purpose of appraisal system to allow for nonstop communication between organization and employees about job performance and as well as increased the organizational performance.

Rajput, et al, (2015) A performance appraisal is conducted on an annual basis for existing employees whereas for trainee and new recruits it is done on quarterly basis in many organizations. Here author studies about the multidimensional nature of job where the nurse manager gives rating to different job of nursing process. Thus, Employees who have relatively less competition or lenient appraisers have higher appraisal than to equally competent employees.

1.8 RESEARCH METHODOLOGY

INTRODUCTION

Research is a scientific and systematic search for pertinent information on a specific topic. Research is an art of scientific investigation. According to **CLIFFORD WOODY**, “Research comprises defining and redefining problems, formulating hypothesis or suggested solution, collecting, organizing and evaluating data, making deductions and reaching conclusions to determine whether they fit the formulating hypothesis”.

RESEARCH DEFINITION:

Defined as human activity based on intellectual application in the investigation of matter. The primary purpose for applied research is discovering, interpreting, and the development of methods and system for the advancement of human knowledge on a wide variety of scientific matters of our world and the universe. Research can use the scientific method, but need not do so.

RESEARCH MEANING:

Research is a process to discover new knowledge to find answers to a question. The word research has two parts re (again) and search (find) which denote that we are taking up an activity to look into an aspect once again or we want to look for some new information about something. E.g. Front Office Executive has to learn about the facilities, timings, key features of products and services available at the hotel if one wants to become a wonderful sales professional other than being a host. "All progress is born of inquiry. Doubt is often better than overconfidence, for it leads to inquiry, and inquiry leads to invention" is a famous Hudson Maxim in context of which the significance of research can well be understood.

RESEARCH METHODOLOGY

Research Methodology is a plan of action for a research project and explain in detail how data are collected analysed and presented. So that they will provide meaningful information. This section gives enough background effectiveness of employees which is collected from the specific category of employees. This study was conducted mainly on the area of performance appraisal in Ramtech Construction Covers and Blocks Private Limited Thiruvavur. The research design, sampling technique used for data collected are discussed here.

RESEARCH DESIGN

Research Design is the plan structure and strategy of investigation concluded so as to obtain answer research question and to control variance.

DESCRIPTIVE RESEARCH DESIGN

- The type of research design selected for this project is Descriptive Research Design. Descriptive research design involves surveys and fact – finding enquires of different kinds.
- The major purpose of descriptive design is the description of the state of affairs as exists are present.
- The main characteristic of this method is that the researcher has no control over the variables can only report what has happened or what happening.
- It is overall operational pattern or framework of the project that stimulates what information is to be collected from which sources by what happening.
- Descriptive researcher statistical researches provide data about the population or universe being studied.

DATA COLLECTION

Data source can be classified into two categories namely primary and secondary source. The data collection method is based on the nature and purpose of the study.

PRIMARY DATA

Data refers to inform or facts. It includes numerical figures, non-numerical figures and descriptive facts. Qualitative and quantitative information. The task of data collection begins after a research problem has been defined and research plan has been decided. The type of data used in primary data is using structured questionnaire. This means all respondents were given the same set of questions. The primary data are those that are collected for time and thus happen to be original in character. The primary data used for this project was collected using questionnaires. The information was collected from the employees through personal contacts.

SECONDARY DATA

Apart from the primary data collected, the data collected through the text books, records of the organization, journals from library, academic reports and internet used for the study.

SELECTION OF SAMPLES

POPULATION SIZE

There are totally 150+ employees working in the organization.

SAMPLE SIZE

Out of the total population 150 the sample taken are 120 from the organization.

SAMPLING AREA

The research area was conducted at Ramtech Construction Covers and Blocks Private Limited Thiruvavur.

SAMPLE METHOD

The researcher adopted survey method Simple Random Sampling techniques, because it provides equal opportunity. The researcher adopted survey method because of is population in the organization and planned to give opportunity for all employees to share their views.

SAMPLING TECHNIQUE

SIMPLE RANDOM SAMPLING

- A randomly selected sample from a sample or population, giving all the individuals in the sample an equal chance to be chosen.
- In a simple random sampling, individuals are chosen at random and not more than once to prevent a bias that would negatively affect the validity of the experiment.

TOOLS FOR DATA COLLECTION

The data was collected with the help of specially prepared questionnaires reschedule. The questionnaire related to the general information about the age, educational, qualification, income, factors and satisfaction level of employees in Ramtech Construction Covers and Blocks Private Limited Thiruvavur.

TOOL OF DATA COLLECTION

Research Instrument: A structured questionnaire is used for data collection.
Questionnaire design: Closed ended questions are used.

STATISTICAL TOOLS

- Percentage analysis
- Chi-square test
- Correlation coefficient
- ANOVA

PERCENTAGE TOOLS

Percentage area is a one of the simplest and useful statistical device used for interpretation of selected data in the research, business and economics statistic. It refers to a special kind of rates; percentages are used in making comparison between two or more series of data. A percentage is used to determine relationship between the series.

$$\text{Percentage of respondent} = \frac{\text{Number of respondents}}{\text{Total number of respondents}} \times 100$$

CHI – SQUARE TEST

The chi – square test is one of the simplest and most widely used non parametric tests in statistical work. The symbol χ^2 is the Greek letter chi Karl Pearson first used the chi –square test in the year 1980. The quantity chi – square describes the magnitude of the discrepancy between theory and observation. In this chi – square test Yates correction is used when the value of observed frequency is less than 10. The formula is given.

$$\text{Chi – square test, } \chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

Where,

X^2 = Chi square

O = Observed frequently

E = Expected frequently

CORRELATION

Correlation is a statistical techniques used to measure the magnitude of linear relationship between variables. To analyses the relation between two variables, two prominent correlations are used the person product correlation and spearman's rank correlation.

$$R = \frac{N (\sum xy - \sum x \sum y)}{\sqrt{(n \sum X^2 - (\sum x)^2) (n \sum y^2 - (\sum y)^2)}}$$

Where,

X and Y – values of variables

n – Size of the sample

ANOVA

Analysis of variance (ANOVA) is a collection of statistical model and their associated estimated procedures (such as the “variation” among and between groups) used to analyses the differences among group means in a sample. ANOVA was developed by statistician and evolutionary biologist Ronald Fisher. In the ANOVA setting, the observed variance in a particular variable is partitioned into components attributable to different sources of variation.

CHAPTER- II

2.1 DATA ANALYSIS AND INTERPRETATION

2.1 PERCENTAGE ANALYSIS

TABLE NO: 2.1.1

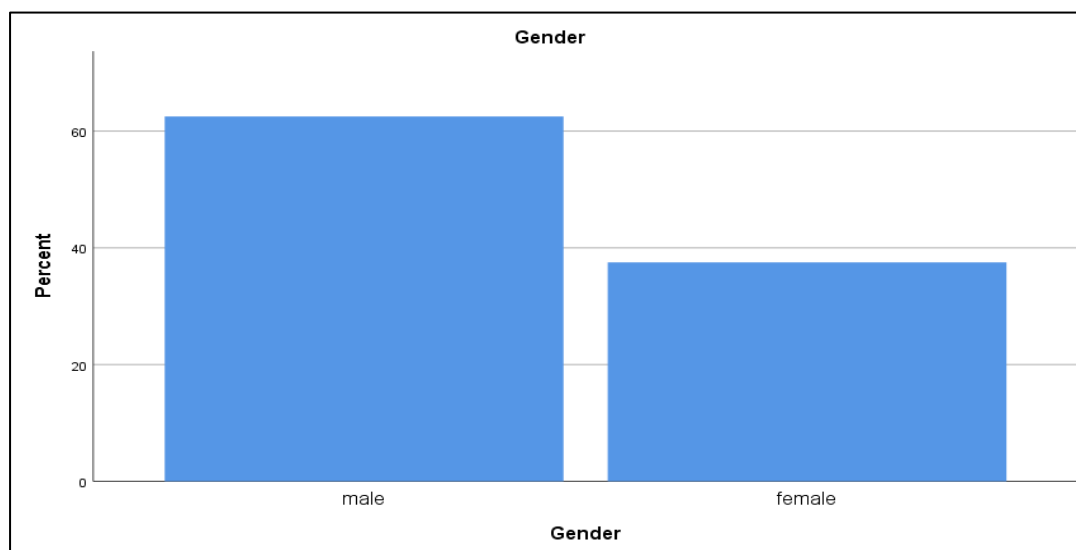
GENDER OF THE RESPONDENT

Gender of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	75	62.5	62.5	62.5
	Female	45	37.5	37.5	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.1

GENDER OF THE RESPONDENT



INFERENCE:

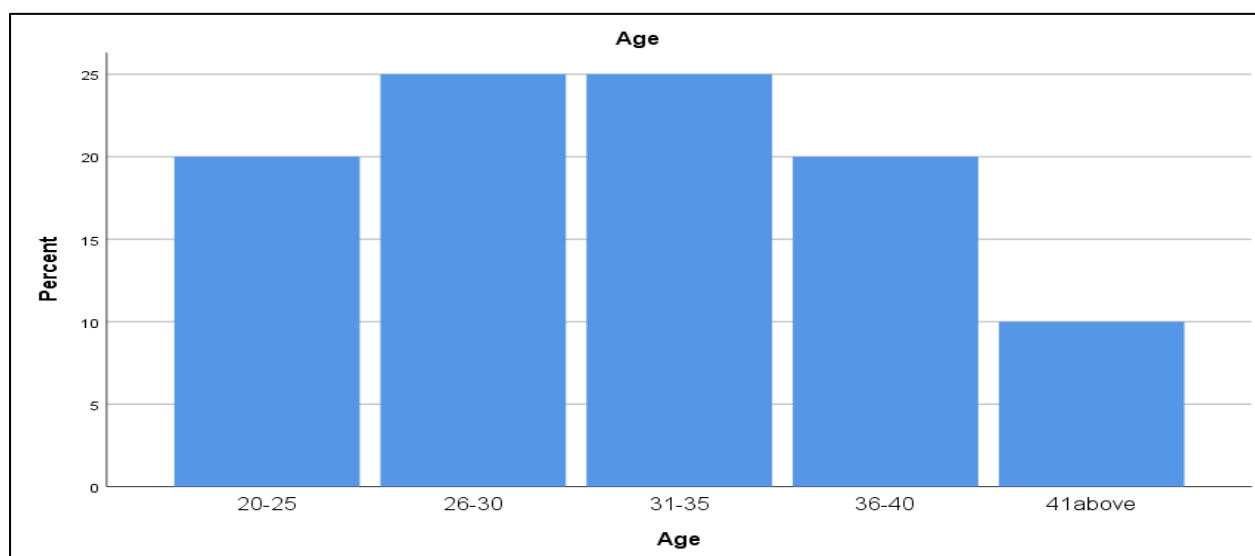
From the above table it is observed that, 62.5% of that respondents are MALE, 37.5% of the respondent are female, for the majority of respondents are MALE.

TABLE NO: 2.1.2
AGE OF THE RESPONDENT

Age of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	24	20.0	20.0	20.0
	26-30	30	25.0	25.0	45.0
	31-35	30	25.0	25.0	70.0
	36-40	24	20.0	20.0	90.0
	41above	12	10.0	10.0	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.2
AGE OF THE RESPONDENT



INFERENCE:

From the above table shows that 20% of the respondents were between 20-25 years old, 25% of the respondents were between 26-30 years old, 25% of the respondents were between 31-35 years old, 20% of the respondents were between 36-40 years old, 10% of the respondents were between above 41 years.

TABLE NO: 2.1.3

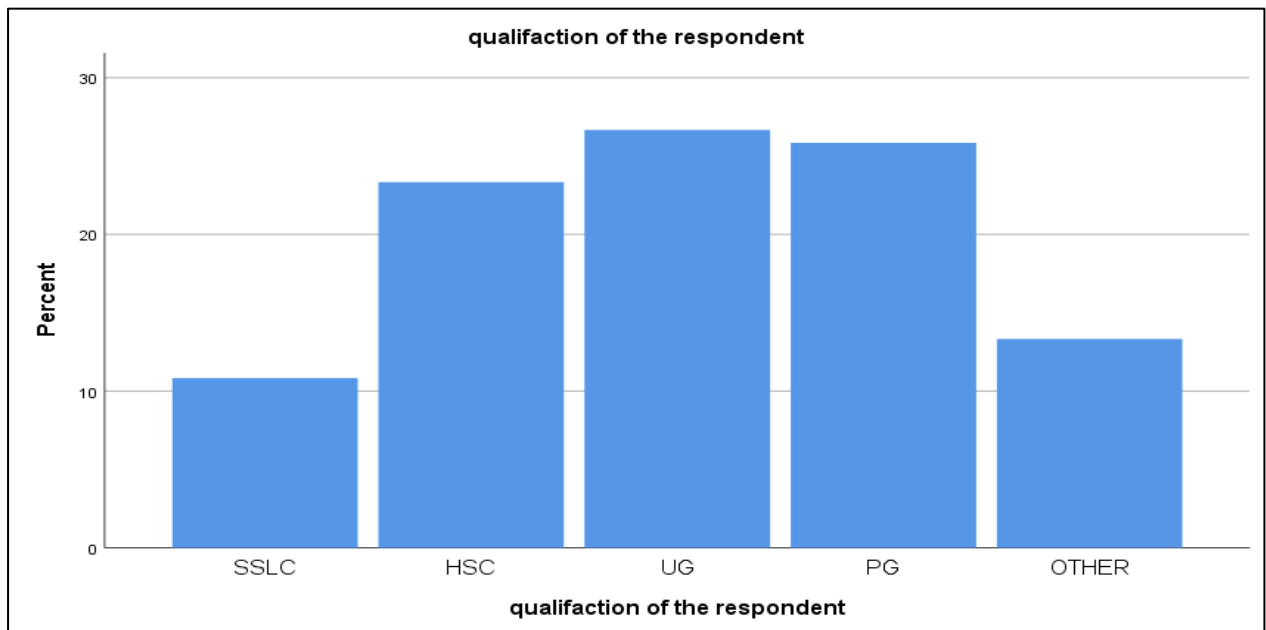
QUALIFICATION OF THE RESPONDENT

Qualification of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSLC	13	10.8	10.8	10.8
	HSC	28	23.3	23.3	34.2
	UG	32	26.7	26.7	60.8
	PG	31	25.8	25.8	86.7
	OTHER	16	13.3	13.3	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.3

QUALIFICATION OF THE RESPONDENT



INFERENCE:

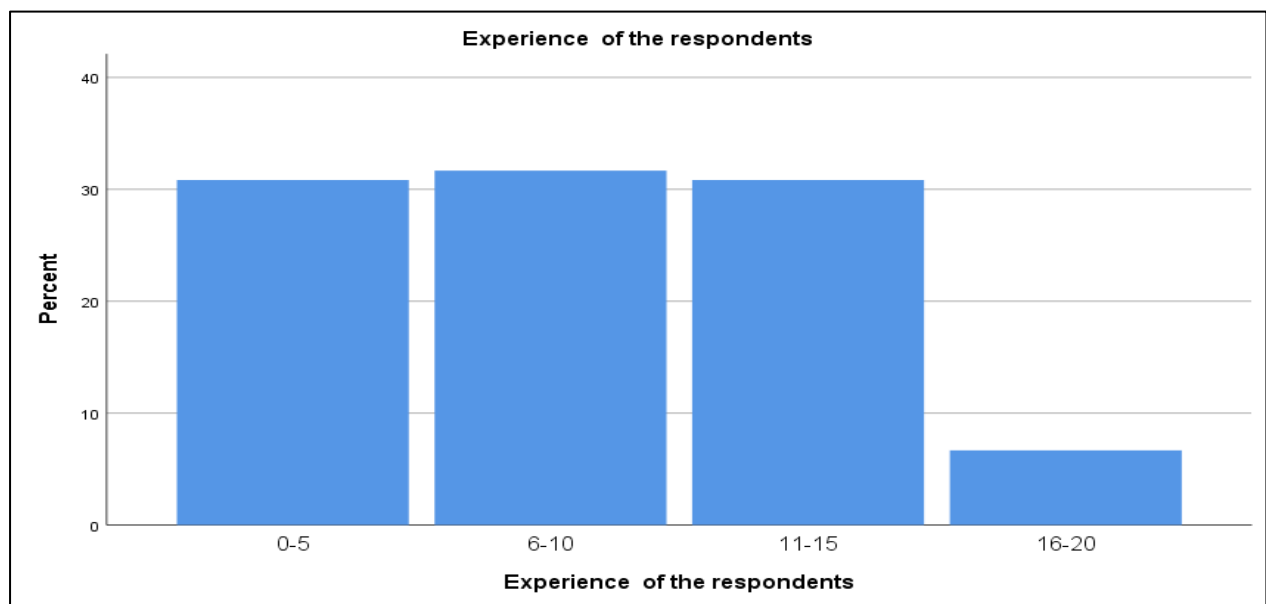
From the above table shows that 10.8% of the respondents are qualified that SSLC, 23.3% of the respondents are qualified that HSC, 26.7% of the respondents are qualified that UG, 25.8% of the respondents are qualified that PG, 13.3% of the respondents are qualified that Other qualification.

TABLE NO: 2.1.4
EXPERIENCE OF THE RESPONDENT

Experience of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	37	30.8	30.8	30.8
	6-10	38	31.7	31.7	62.5
	11-15	37	30.8	30.8	93.3
	16-20	8	6.7	6.7	100.0
	Total	120	100.0	100.0	100.0

SOURCE: Primary Data

CHART NO: 2.1.4
EXPERIENCE OF THE RESPONDENT



INFERENCE:

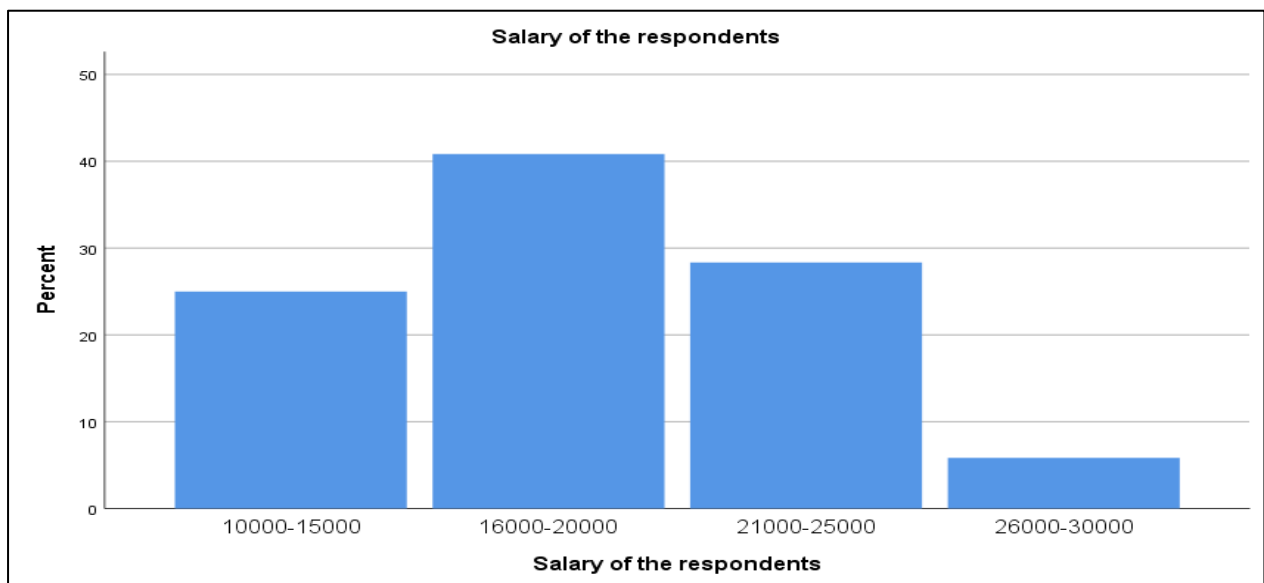
From the above table shows that 30.8% of the respondents are working in this organization is 0-5 years, 31.7% of the respondents working in this organization is 6-10 years, 30.8% of the respondents working in this organization is 11-15 years, 6.7% of the respondents working in this organization is 16-20, 0% of the respondents are working in this organization is above 21 years.

TABLE NO: 2.1.5
SALARY OF THE RESPONDENT

Salary of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10000-15000	30	25.0	25.0	25.0
	16000-20000	49	40.8	40.8	65.8
	21000-25000	34	28.3	28.3	94.2
	26000-30000	7	5.8	5.8	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.5
SALARY OF THE RESPONDENT



INFERENCE:

From the above table shows that 25.0% of the respondents are earn the monthly salary of 10000-15000, 40.8% of the respondents are earn the monthly salary of 16000-20000, 28.3% of the respondents are earn the monthly salary of 21000-25000, 5.8% of the respondents are earn the monthly salary of 26000-30000, 0% of the respondents are earn the monthly salary of 31,000 above.

TABLE NO: 2.1.6

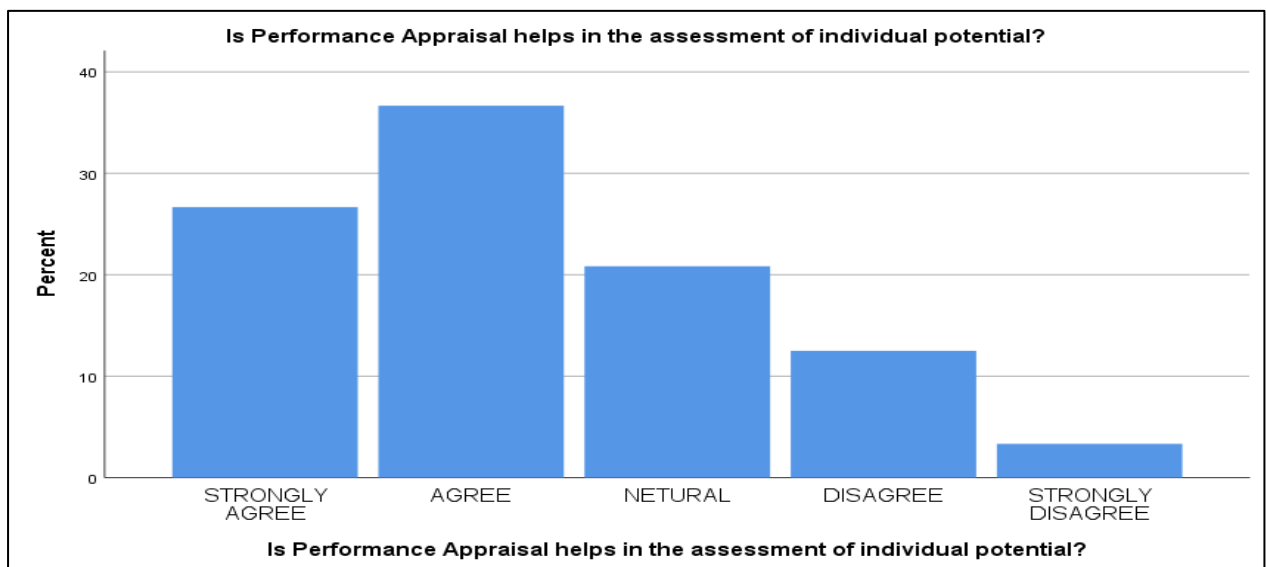
Is Performance Appraisal helps in the assessment of individual potential?

Is Performance Appraisal helps in the assessment of individual potential?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	32	26.7	26.7	26.7
	AGREE	44	36.7	36.7	63.3
	NEUTRAL	25	20.8	20.8	84.2
	DISAGREE	15	12.5	12.5	96.7
	STRONGLY DISAGREE	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.6

Is Performance Appraisal helps in the assessment of individual potential?



INFERENCE:

From the above table shows that 26.7% of respondents are strongly disagree, 36.7% of the respondents are agree, 20.8% of the respondents are neutral, 12.5% of the respondent are disagree, 3.3% of the respondents are strongly disagree.

TABLE NO: 2.1.7

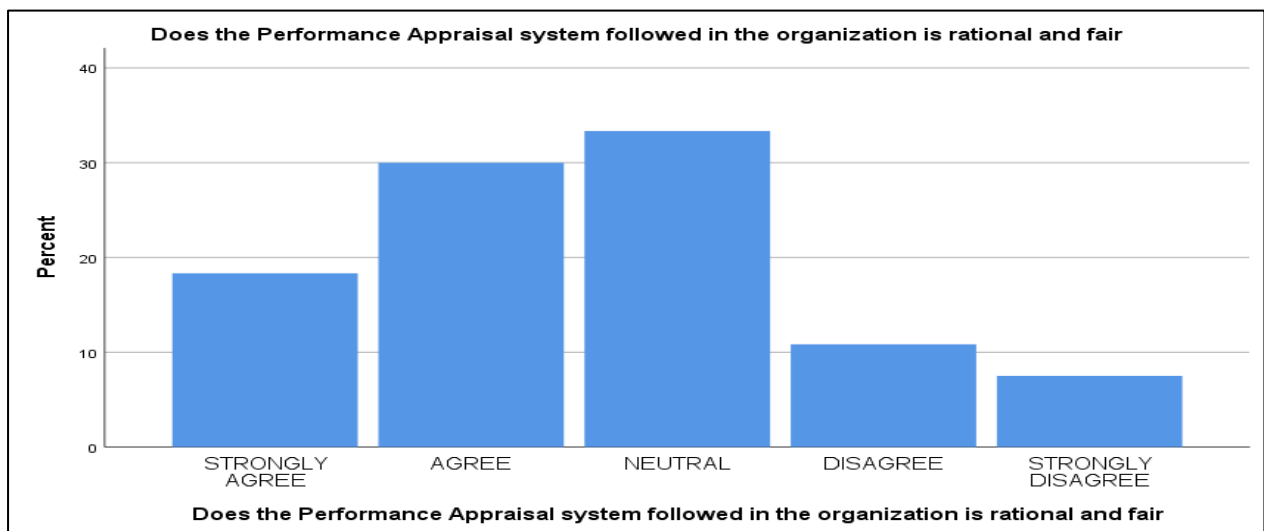
Does the Performance Appraisal system followed in the organization is rational and fair?

Does the Performance Appraisal system followed in the organization is rational and fair?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	22	18.3	18.3	18.3
	AGREE	36	30.0	30.0	48.3
	NEUTRAL	40	33.3	33.3	81.7
	DISAGREE	13	10.8	10.8	92.5
	STRONGLY DISAGREE	9	7.5	7.5	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.7

Does the performance appraisal system follow in the organization is rational and fair?



INFERENCE:

From the above table shows that 18.3% of respondents are strongly disagree, 30.0% of the respondents are agree, 33.3% of the respondents are neutral, 10.8% of the respondent are disagree, 7.5% of the respondents are strongly disagree.

TABLE NO: 2.1.8

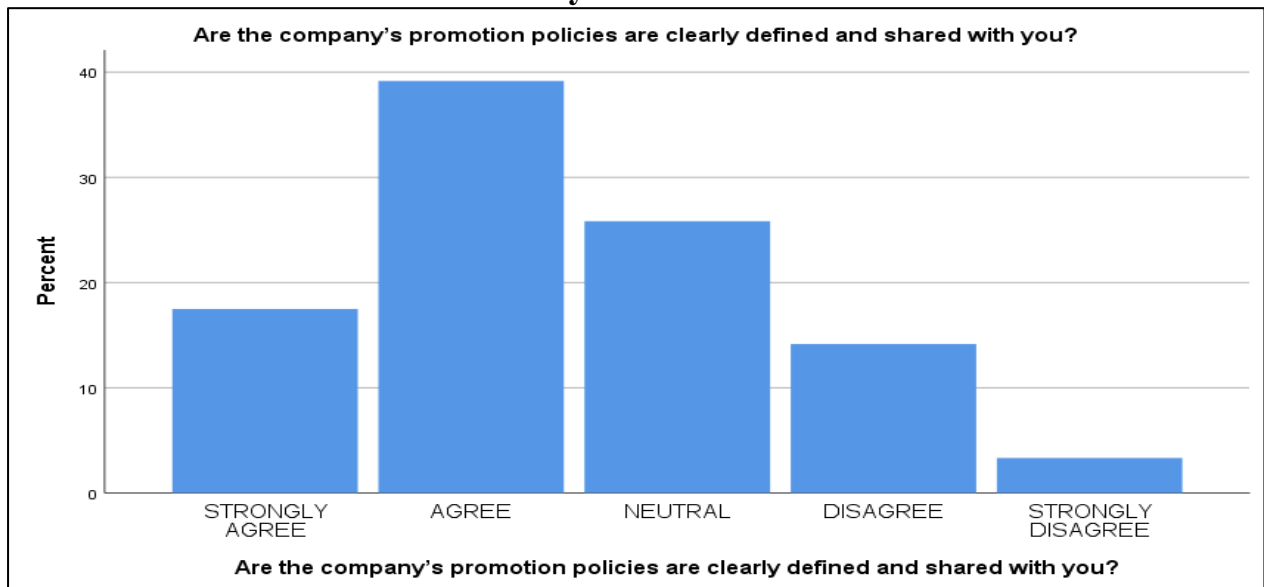
Are the company's promotion policies are clearly defined and shared with you?

Are the company's promotion policies are clearly defined and shared with you?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	21	17.5	17.5	17.5
	AGREE	47	39.2	39.2	56.7
	NEUTRAL	31	25.8	25.8	82.5
	DISAGREE	17	14.2	14.2	96.7
	STRONGLY DISAGREE	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.8

Are the company's promotion policies are clearly defined and shared with you?



INFERENCE:

From the above table shows that 17.5% of respondents are strongly disagree, 39.2% of the respondents are agree, 35.8% of the respondents are neutral, 14.2% of the respondent are disagree, 3.3% of the respondents are strongly disagree.

TABLE NO: 2.1.9

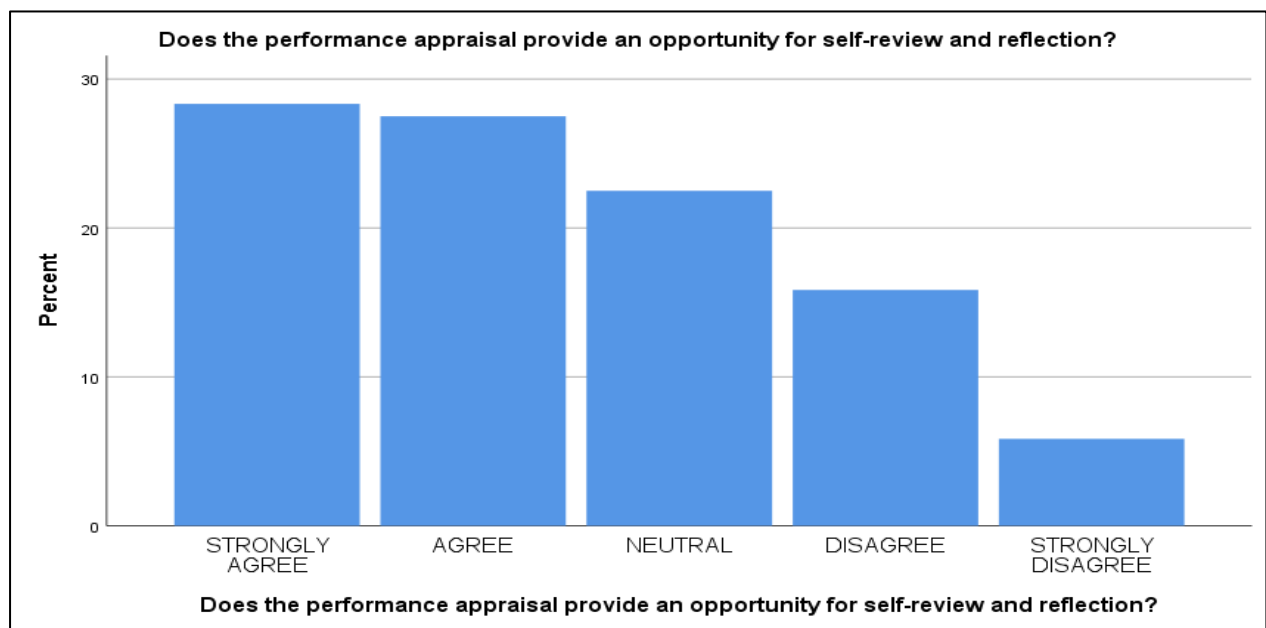
Does the Performance Appraisal provide an opportunity for self-review and reflection?

Does the performance appraisal provide an opportunity for self-review and reflection?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	34	28.3	28.3	28.3
	AGREE	33	27.5	27.5	55.8
	NEUTRAL	27	22.5	22.5	78.3
	DISAGREE	19	15.8	15.8	94.2
	STRONGLY DISAGREE	7	5.8	5.8	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.9

Does the Performance Appraisal provide an opportunity for self-review and reflection?



INFERENCE:

From the above table shows that 28.3% of respondents are strongly disagree, 27.5% of the respondents are agree, 22.5% of the respondents are neutral, 15.8% of the respondent are disagree, 5.8% of the respondents are strongly disagree.

TABLE NO: 2.1.10

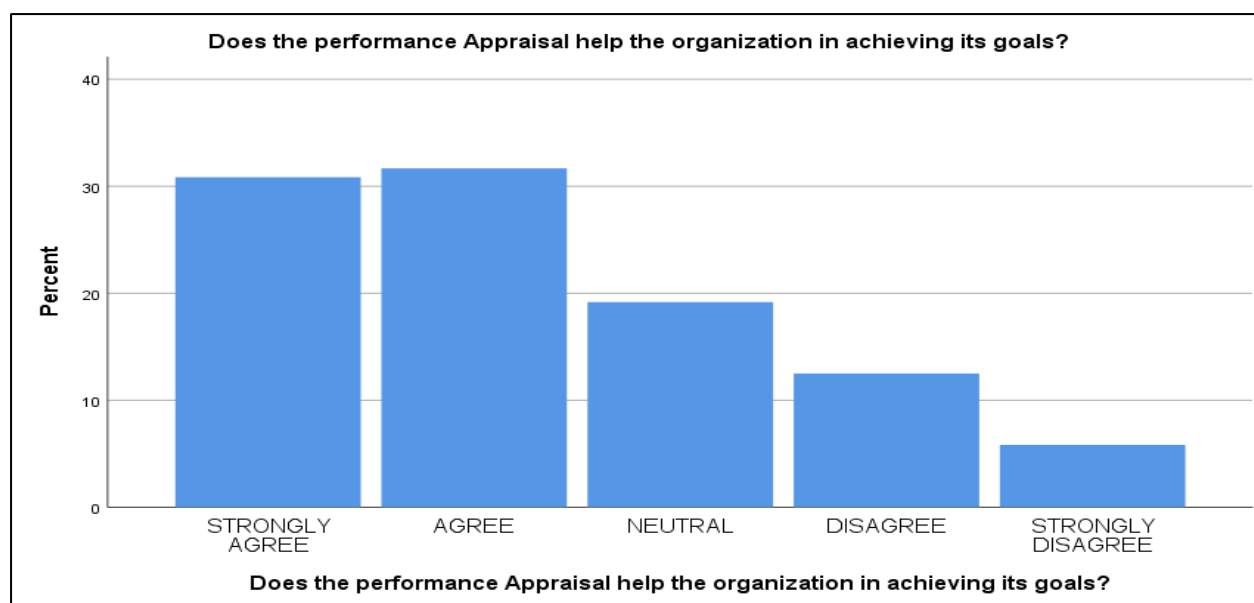
Does the Performance Appraisal help the organization in achieving its goals?

Does the performance Appraisal help the organization in achieving its goals?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	37	30.8	30.8	30.8
	AGREE	38	31.7	31.7	62.5
	NEUTRAL	23	19.2	19.2	81.7
	DISAGREE	15	12.5	12.5	94.2
	STRONGLY DISAGREE	7	5.8	5.8	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.10

Does the Performance Appraisal help the organization in achieving its goals?



INFERENCE:

From the above table shows that 30.8% of respondents are strongly disagree, 31.7% of the respondents are agree, 19.2% of the respondents are neutral, 12.5% of the respondent are disagree, 5.8% of the respondents are strongly disagree.

TABLE NO: 2.1.11

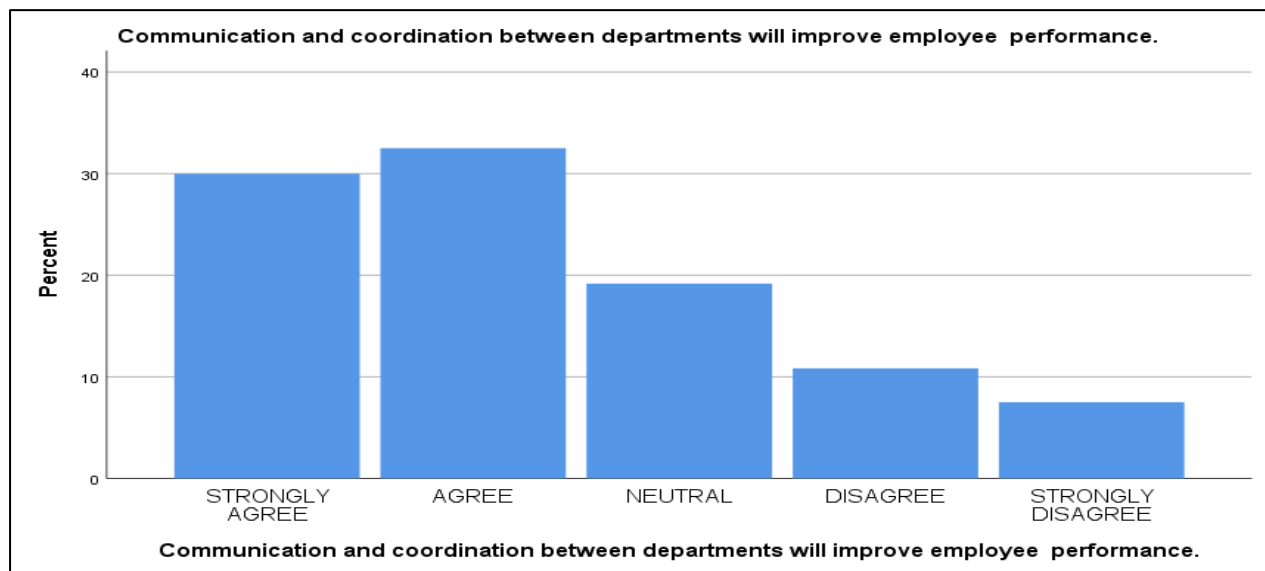
Communication and coordination between departments will improve employee performance?

Communication and coordination between departments will improve employee performance.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	36	30.0	30.0	30.0
	AGREE	39	32.5	32.5	62.5
	NEUTRAL	23	19.2	19.2	81.7
	DISAGREE	13	10.8	10.8	92.5
	STRONGLY DISAGREE	9	7.5	7.5	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.11

Communication and coordination between departments will improve employee performance?



INFERENCE:

From the above table shows that 30.0% of respondents are strongly disagree, 32.5% of the respondents are agree, 19.2% of the respondents are neutral, 10.8% of the respondent are disagree, 7.5% of the respondents are strongly disagree.

TABLE NO: 2.1.12

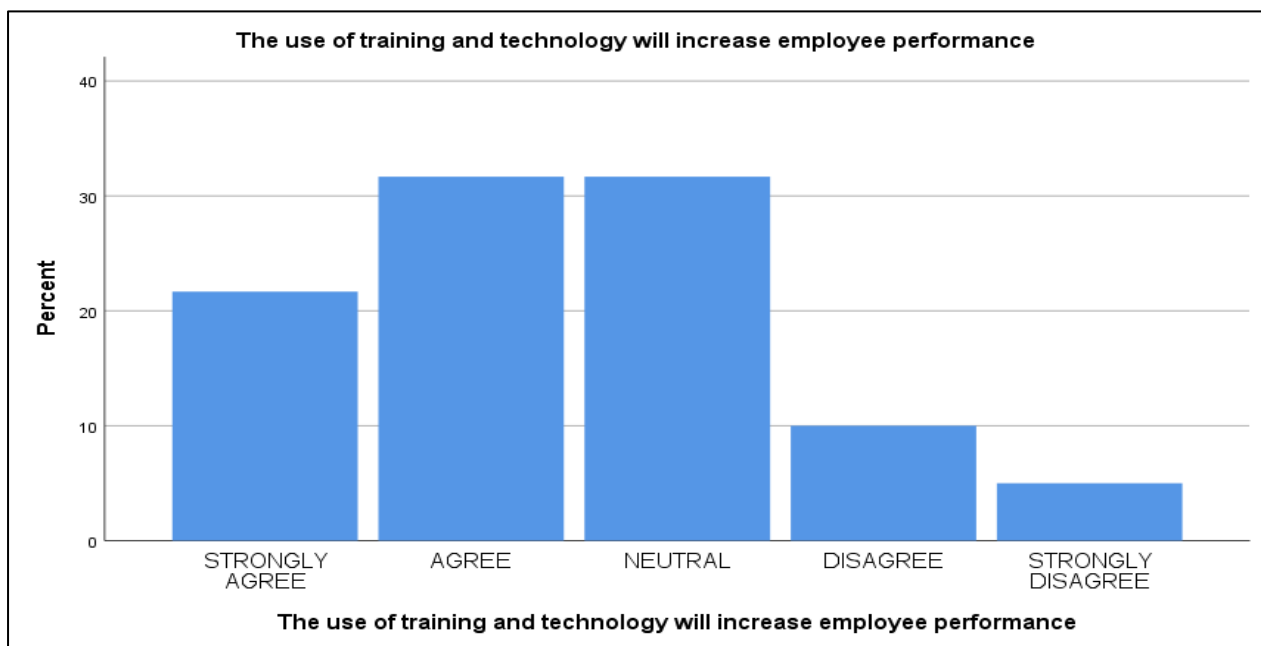
The use of training and technology will increase employee performance?

The use of training and technology will increase employee performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	26	21.7	21.7	21.7
	AGREE	38	31.7	31.7	53.3
	NEUTRAL	38	31.7	31.7	85.0
	DISAGREE	12	10.0	10.0	95.0
	STRONGLY DISAGREE	6	5.0	5.0	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.12

The use of training and technology will increase employee performance?



INFERENCE:

From the above table shows that 21.7% of respondents are strongly disagree, 31.7% of the respondents are agree, 31.7% of the respondents are neutral, 10.0% of the respondent are disagree, 5.0% of the respondents are strongly disagree.

TABLE NO: 2.1.13

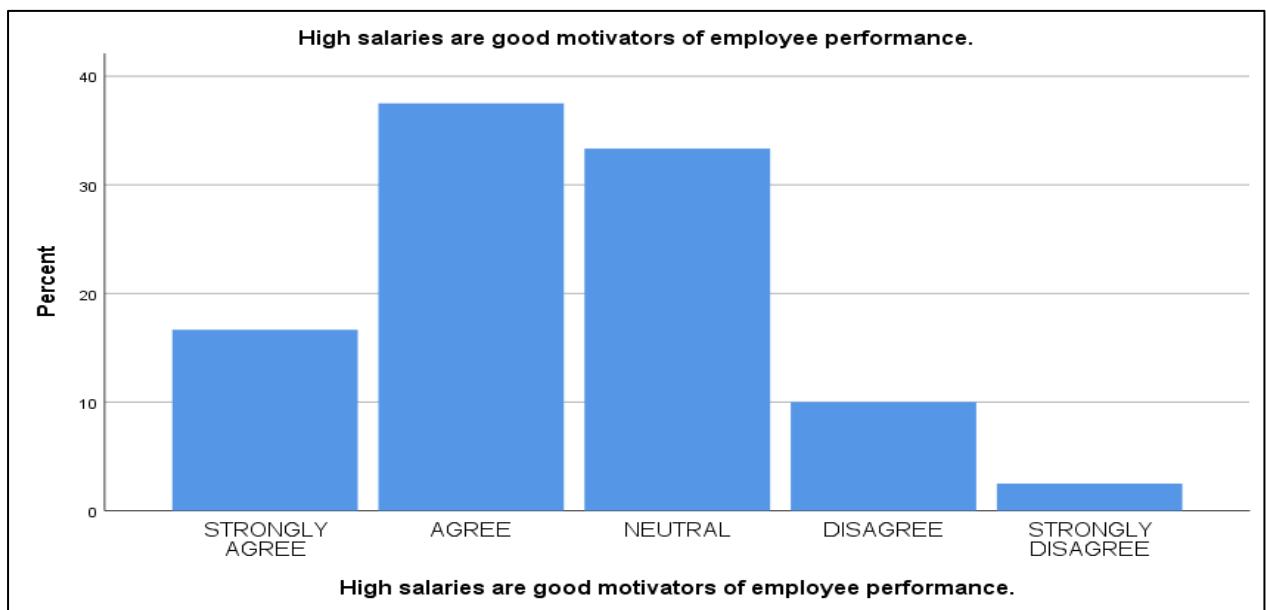
High salaries are good motivators of employee performance

High salaries are good motivators of employee performance.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	20	16.7	16.7	16.7
	AGREE	45	37.5	37.5	54.2
	NEUTRAL	40	33.3	33.3	87.5
	DISAGREE	12	10.0	10.0	97.5
	STRONGLY DISAGREE	3	2.5	2.5	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.13

High salaries are good motivators of employee performance



INFERENCE:

From the above table shows that 16.7% of respondents are strongly disagree, 37.5% of the respondents are agree, 33.3% of the respondents are neutral, 10.0% of the respondent are disagree, 2.5% of the respondents are strongly disagree.

TABLE NO: 2.1.14

Attending zone, National and international training meets will increase executives' performance

Attending zone, National and international training meets will increase executives' performance.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	26	21.7	21.7	21.7
	AGREE	47	39.2	39.2	60.8
	NEUTRAL	26	21.7	21.7	82.5
	DISAGREE	17	14.2	14.2	96.7
	STRONGLY DISAGREE	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.14

Attending zone, National and international training meets will increase executives' performance



INFERENCE:

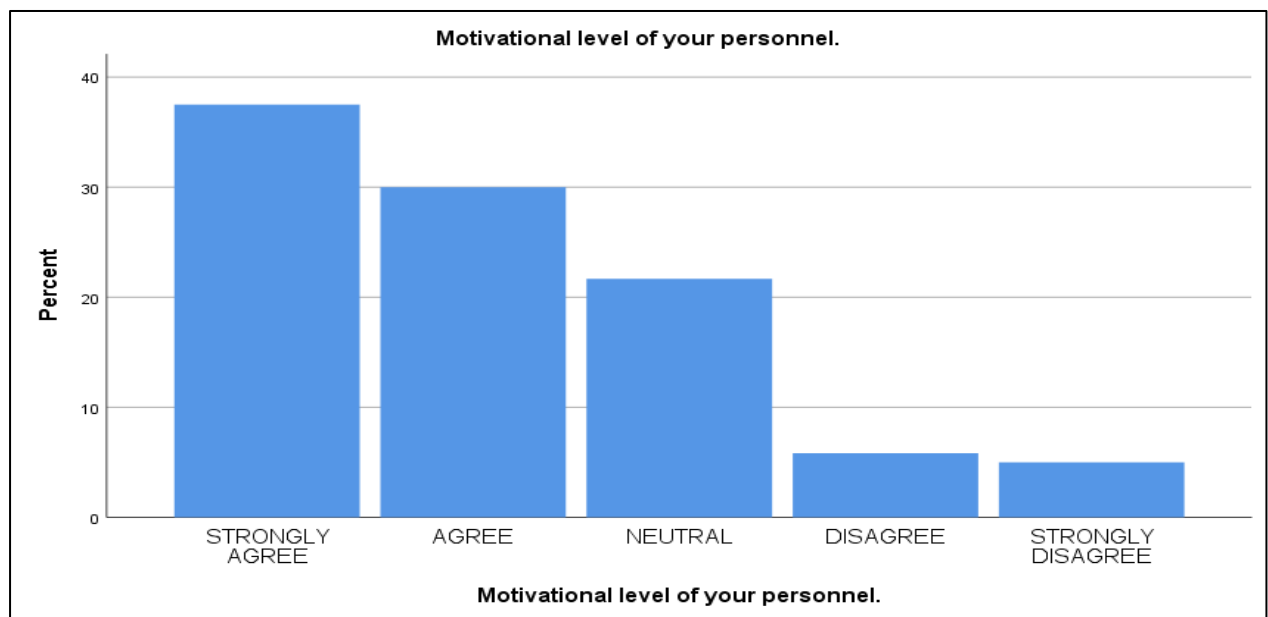
From the above table shows that 21.7% of respondents are strongly disagree, 39.2% of the respondents are agree, 21.7% of the respondents are neutral, 14.2% of the respondent are disagree, 3.3% of the respondents are strongly disagree.

TABLE NO: 2.1.15
Motivational level of your personnel

Motivational level of your personnel.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	45	37.5	37.5	37.5
	AGREE	36	30.0	30.0	67.5
	NEUTRAL	26	21.7	21.7	89.2
	DISAGREE	7	5.8	5.8	95.0
	STRONGLY DISAGREE	6	5.0	5.0	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.15
Motivational level of your personnel



INFERENCE:

From the above table shows that 37.5% of respondents are strongly disagree, 30.0% of the respondents are agree, 21.7% of the respondents are neutral, 5.8% of the respondent are disagree, 5.0% of the respondents are strongly disagree.

TABLE NO: 2.1.16

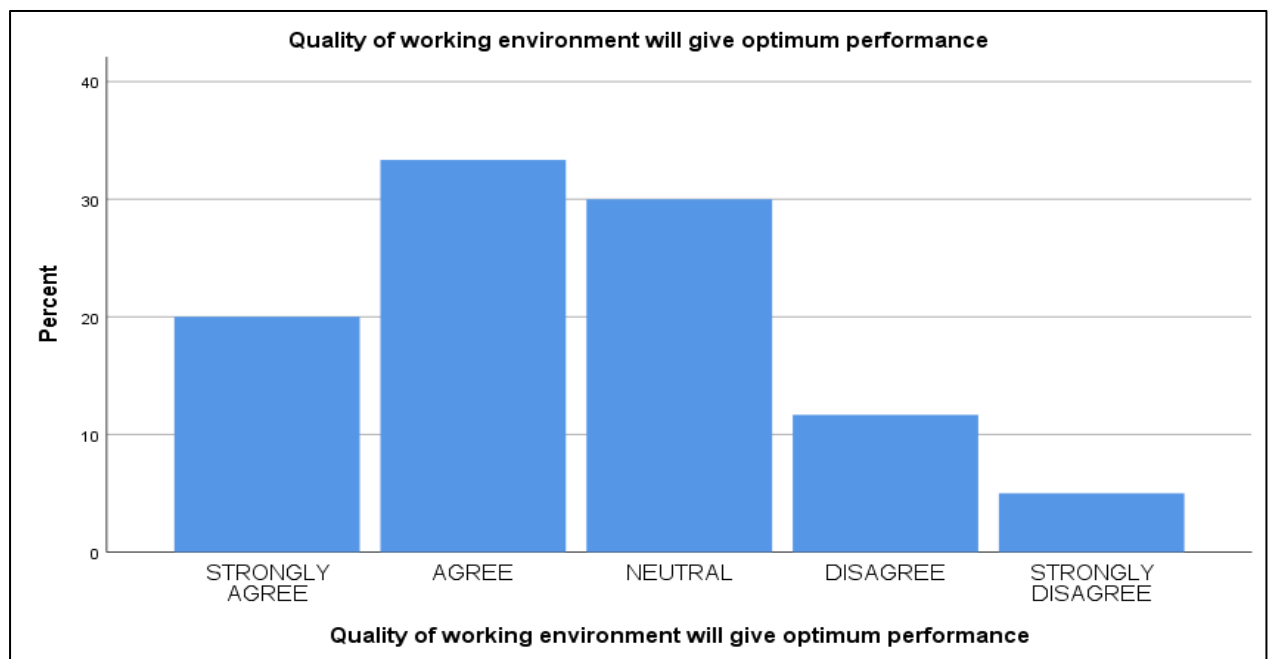
Quality of working environment will give optimum performance

Quality of working environment will give optimum performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	24	20.0	20.0	20.0
	AGREE	40	33.3	33.3	53.3
	NEUTRAL	36	30.0	30.0	83.3
	DISAGREE	14	11.7	11.7	95.0
	STRONGLY DISAGREE	6	5.0	5.0	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.16

Quality of working environment will give optimum performance



INFERENCE:

From the above table shows that 20.0% of respondents are strongly disagree, 33.3% of the respondents are agree, 30.0% of the respondents are neutral, 11.7% of the respondent are disagree, 5.0% of the respondents are strongly disagree.

TABLE NO: 2.1.17

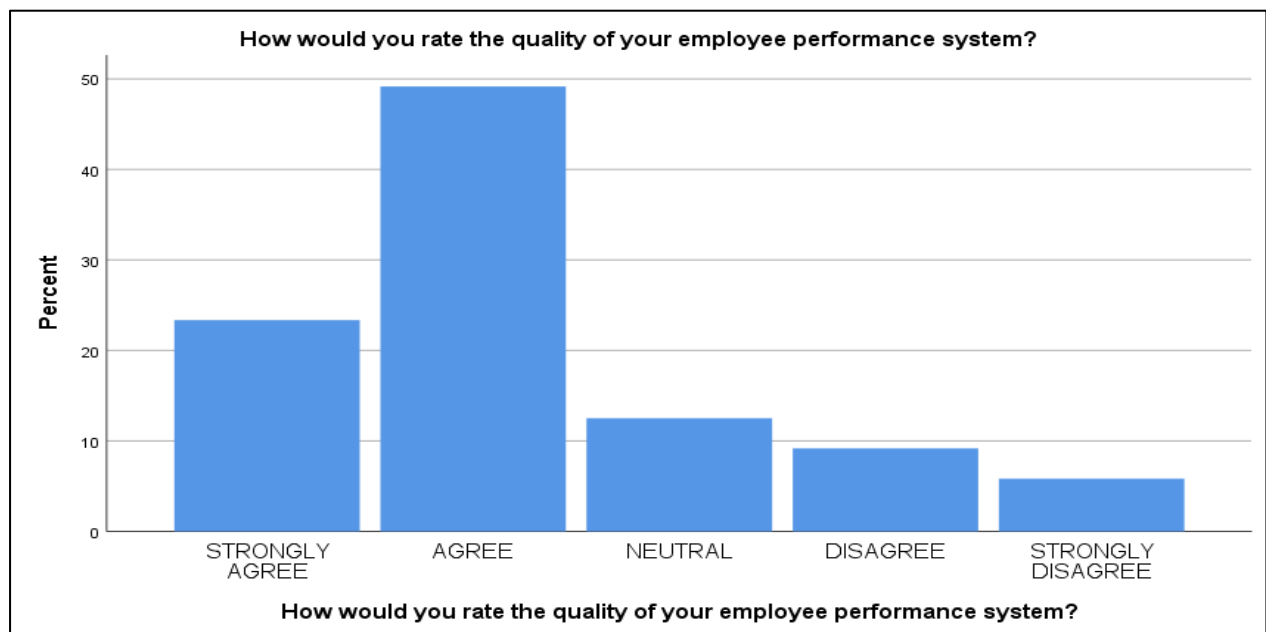
How would you rate the quality of your employee performance system?

How would you rate the quality of your employee performance system?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	28	23.3	23.3	23.3
	AGREE	59	49.2	49.2	72.5
	NEUTRAL	15	12.5	12.5	85.0
	DISAGREE	11	9.2	9.2	94.2
	STRONGLY DISAGREE	7	5.8	5.8	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.17

How would you rate the quality of your employee performance system?



INFERENCE:

From the above table shows that 23.3% of respondents are strongly disagree, 49.2% of the respondents are agree, 12.5% of the respondents are neutral, 9.2% of the respondent are disagree, 5.8% of the respondents are strongly disagree.

TABLE NO: 2.1.18

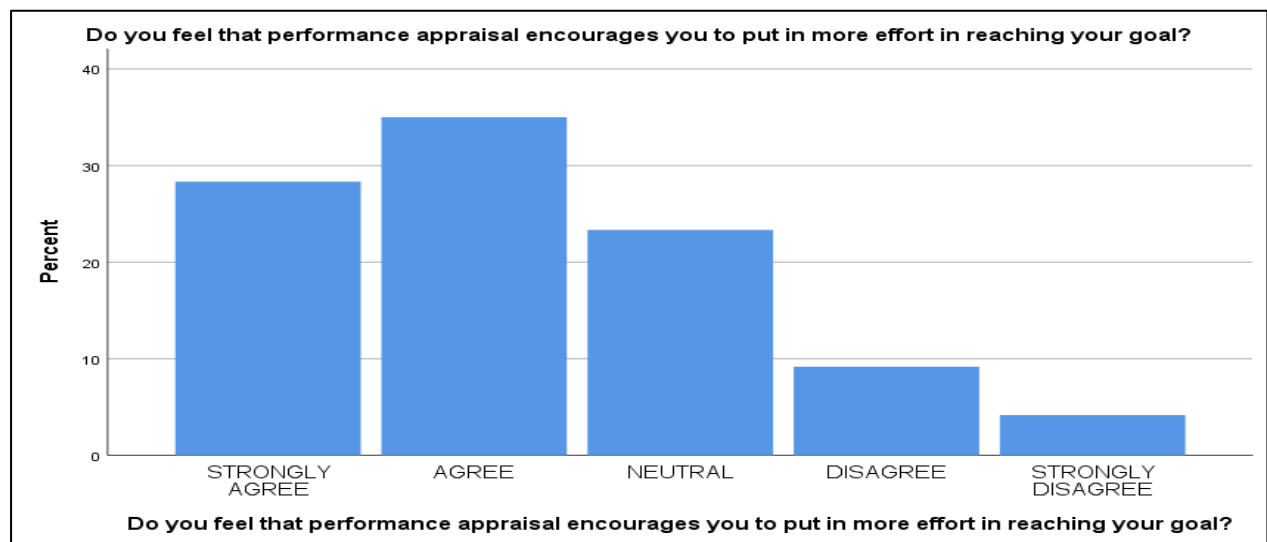
Do you feel that performance appraisal encourages you to put in more effort in reaching your goal?

Do you feel that performance appraisal encourages you to put in more effort in reaching your goal?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	34	28.3	28.3	28.3
	AGREE	42	35.0	35.0	63.3
	NEUTRAL	28	23.3	23.3	86.7
	DISAGREE	11	9.2	9.2	95.8
	STRONGLY DISAGREE	5	4.2	4.2	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.18

Do you feel that performance appraisal encourages you to put in more effort in reaching your goal?



INFERENCE:

From the above table shows that 28.3% of respondents are strongly disagree, 35.0% of the respondents are agree, 23.3% of the respondents are neutral, 9.2% of the respondent are disagree, 4.2% of the respondents are strongly disagree

TABLE NO: 2.1.19

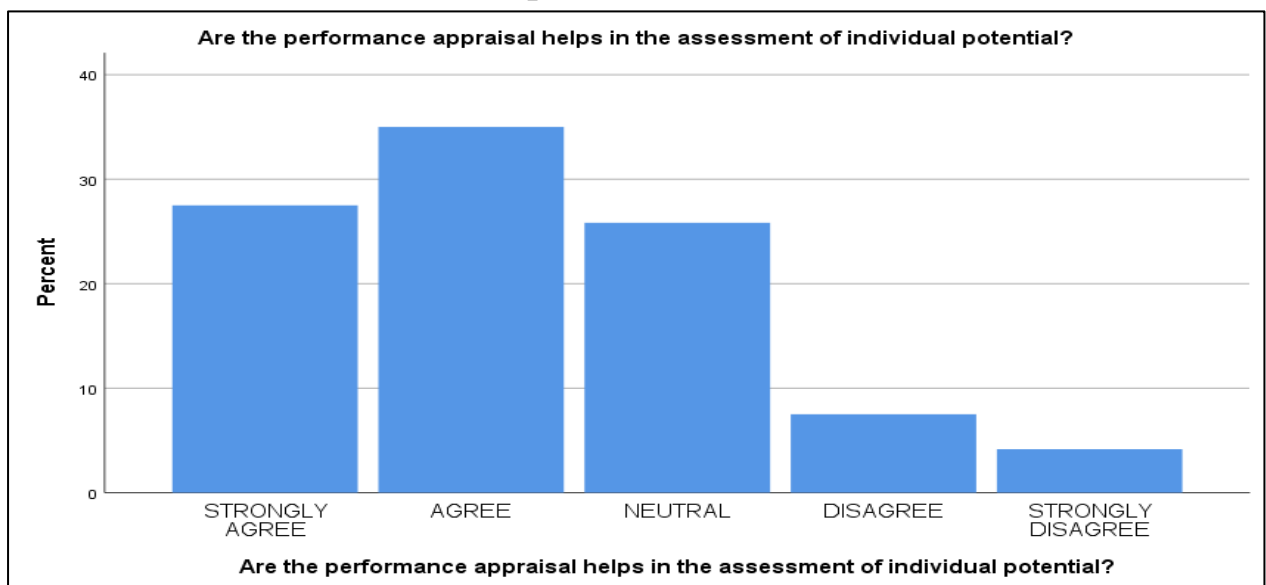
Are the performance appraisal helps in the assessment of individual potential?

Are the performance appraisal helps in the assessment of individual potential?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	33	27.5	27.5	27.5
	AGREE	42	35.0	35.0	62.5
	NEUTRAL	31	25.8	25.8	88.3
	DISAGREE	9	7.5	7.5	95.8
	STRONGLY DISAGREE	5	4.2	4.2	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.19

Are the performance appraisal helps in the assessment of individual potential?



INFERENCE:

From the above table shows that 27.5% of respondents are strongly disagree, 35.0% of the respondents are agree, 25.8% of the respondents are neutral, 7.5% of the respondent are disagree, 4.2% of the respondents are strongly disagree

TABLE NO: 2.1.20

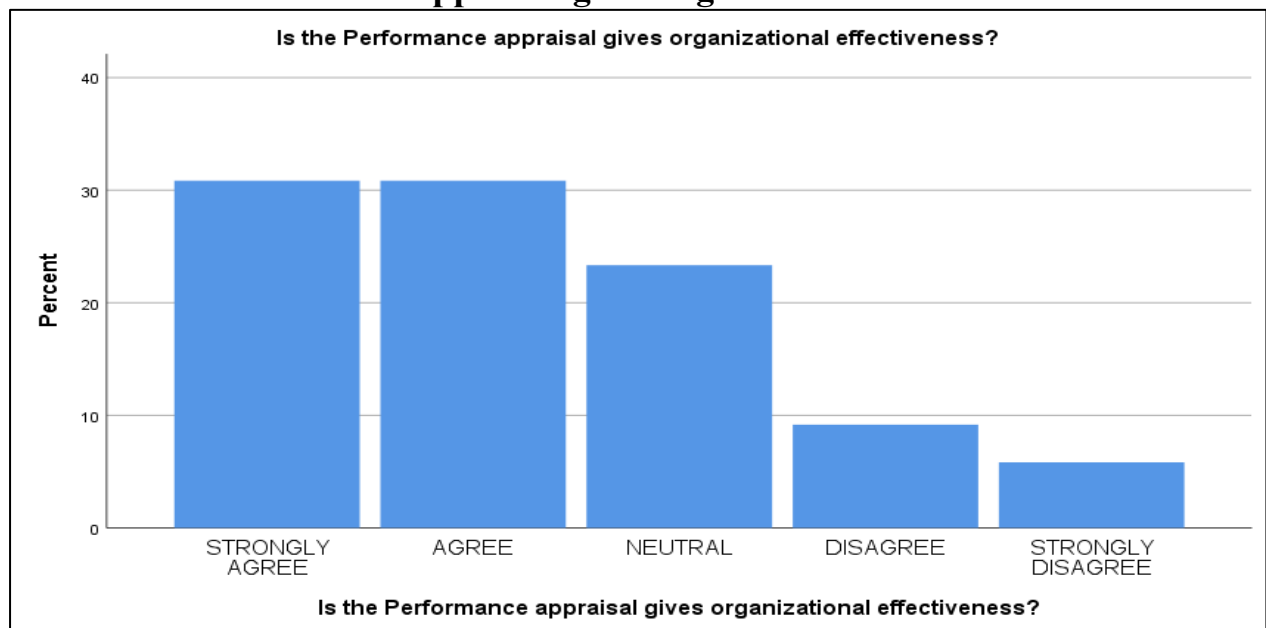
Is the Performance appraisal gives organizational effectiveness?

Is the Performance appraisal gives organizational effectiveness?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	37	30.8	30.8	30.8
	AGREE	37	30.8	30.8	61.7
	NEUTRAL	28	23.3	23.3	85.0
	DISAGREE	11	9.2	9.2	94.2
	STRONGLY DISAGREE	7	5.8	5.8	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.20

Is the Performance appraisal gives organizational effectiveness?



INFERENCE:

From the above table shows that 30.8% of respondents are strongly disagree, 30.8% of the respondents are agree, 23.3% of the respondents are neutral, 9.2% of the respondent are disagree, 5.8% of the respondents are strongly disagree.

TABLE NO: 2.1.21

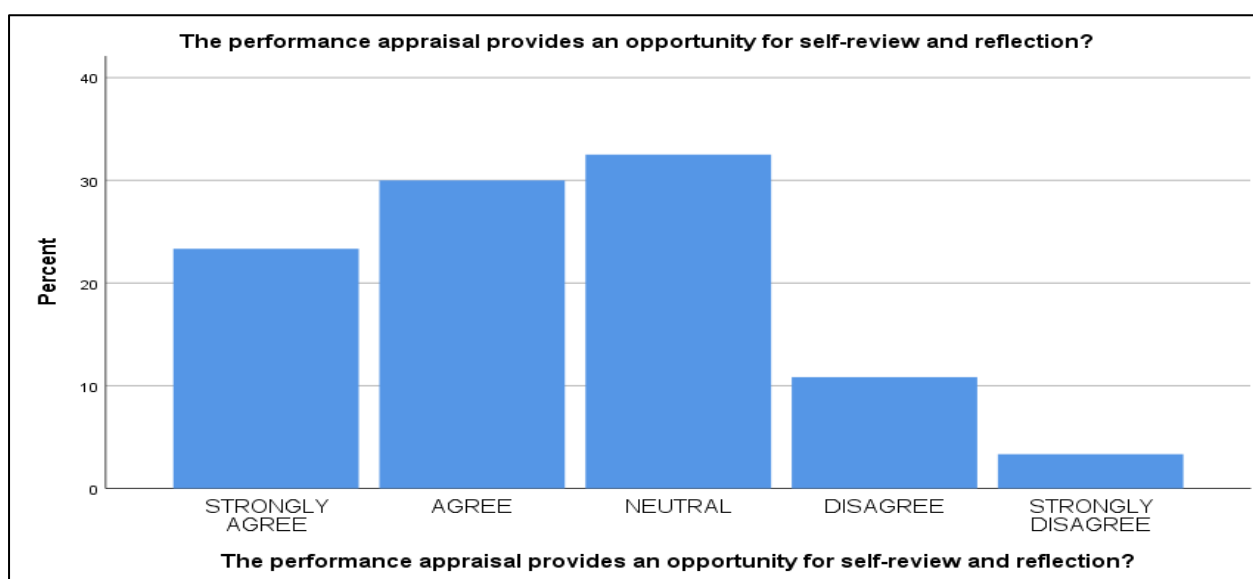
The performance appraisal provides an opportunity for self-review and reflection?

The performance appraisal provides an opportunity for self-review and reflection?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	28	23.3	23.3	23.3
	AGREE	36	30.0	30.0	53.3
	NEUTRAL	39	32.5	32.5	85.8
	DISAGREE	13	10.8	10.8	96.7
	STRONGLY DISAGREE	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.21

The performance appraisal provides an opportunity for self-review and reflection?



INFERENCE:

From the above table shows that 23.3% of respondents are strongly disagree, 30.0% of the respondents are agree, 32.5% of the respondents are neutral, 10.8% of the respondent are disagree, 3.3% of the respondents are strongly disagree.

TABLE NO: 2.1.22

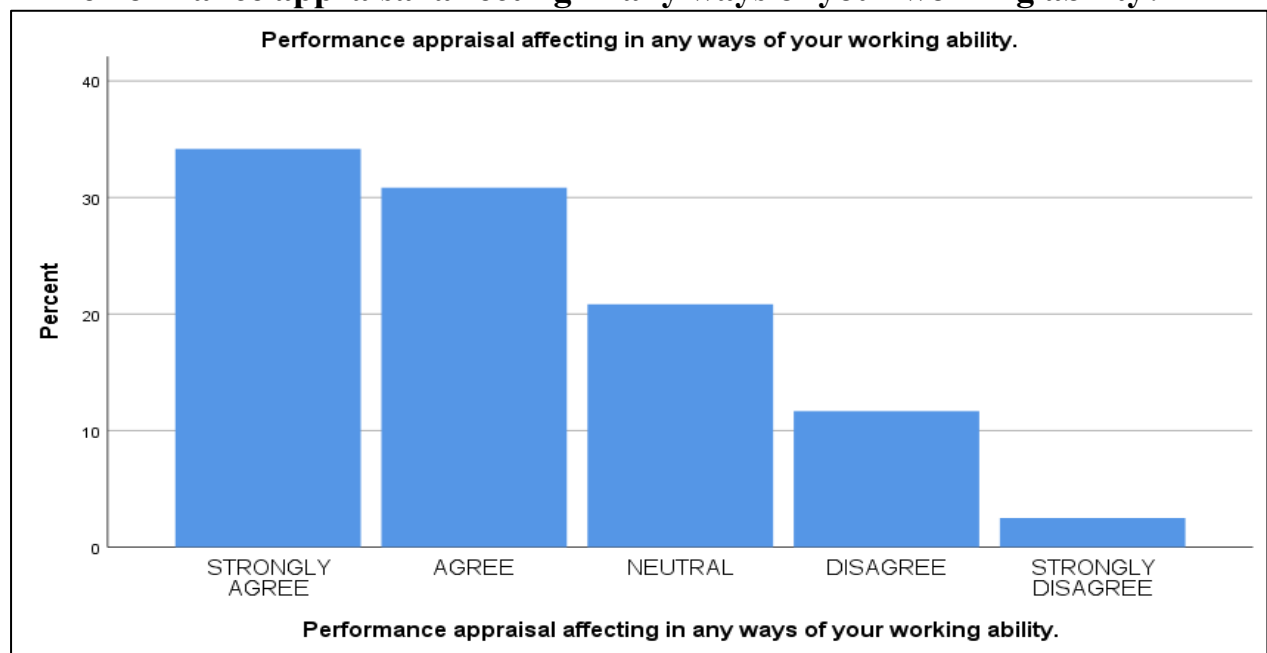
Performance appraisal affecting in any ways of your working ability?

Performance appraisal affecting in any ways of your working ability.					
		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	41	34.2	34.2	34.2
	AGREE	37	30.8	30.8	65.0
	NEUTRAL	25	20.8	20.8	85.8
	DISAGREE	14	11.7	11.7	97.5
	STRONGLY DISAGREE	3	2.5	2.5	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.22

Performance appraisal affecting in any ways of your working ability?



INFERENCE:

From the above table shows that 34.2% of respondents are strongly disagree, 30.8% of the respondents are agree, 20.8% of the respondents are neutral, 11.7% of the respondent are disagree, 2.5% of the respondents are strongly disagree.

TABLE NO: 2.1.23

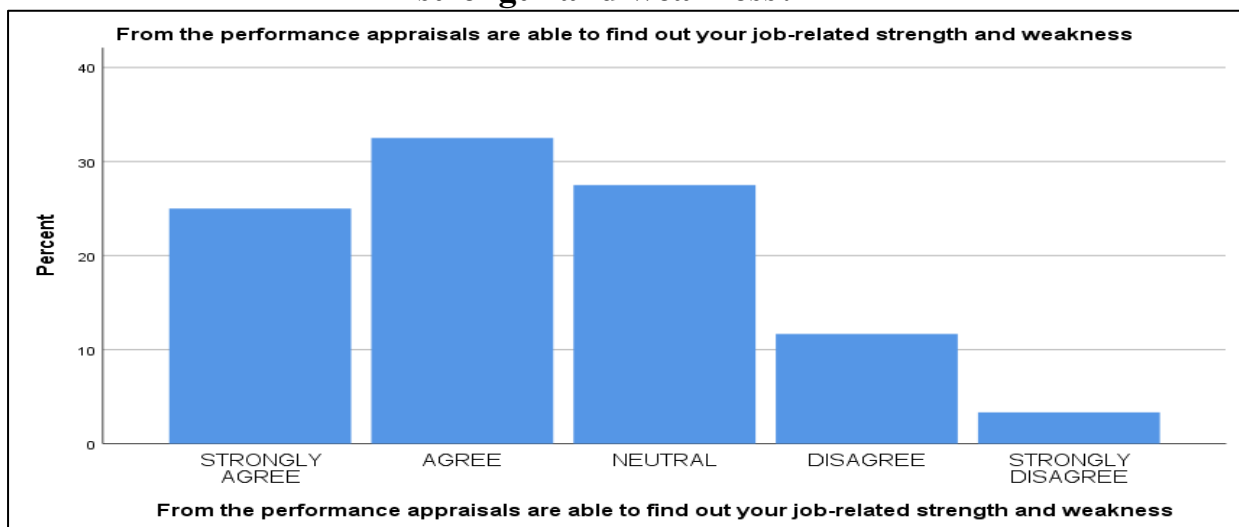
From the performance appraisals are able to find out your job-related strength and weakness?

From the performance appraisals are able to find out your job-related strength and weakness					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	30	25.0	25.0	25.0
	AGREE	39	32.5	32.5	57.5
	NEUTRAL	33	27.5	27.5	85.0
	DISAGREE	14	11.7	11.7	96.7
	STRONGLY DISAGREE	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.23

From the performance appraisals are able to find out your job-related strength and weakness?



INFERENCE:

From the above table shows that 25.0% of respondents are strongly disagree, 32.5% of the respondents are agree, 27.5% of the respondents are neutral, 11.7% of the respondent are disagree, 3.3% of the respondents are strongly disagree.

TABLE NO: 2.1.24

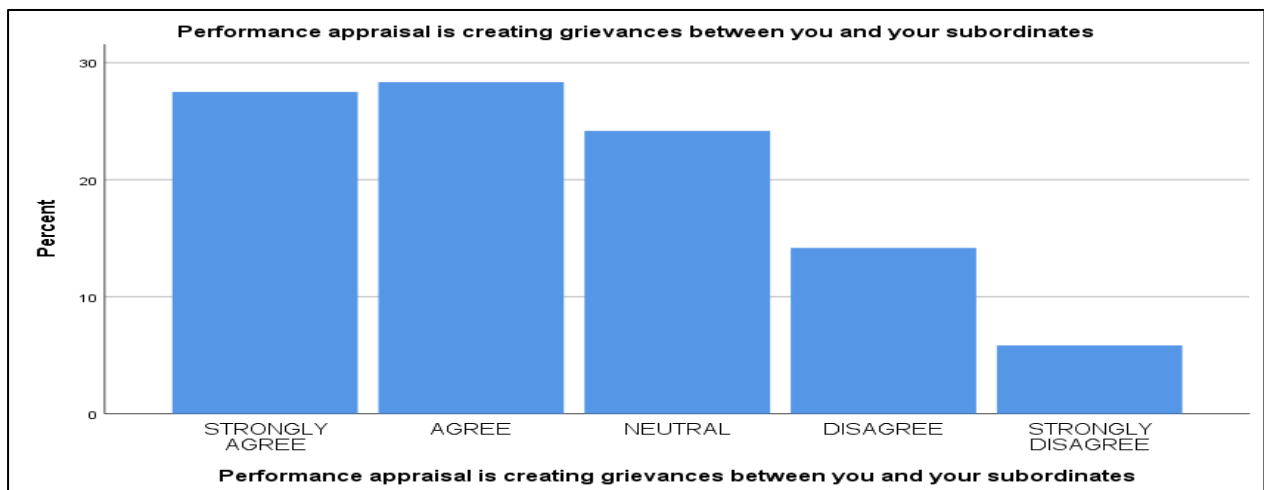
Performance appraisal is creating grievances between you and your subordinates?

Performance appraisal is creating grievances between you and your subordinates					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	33	27.5	27.5	27.5
	AGREE	34	28.3	28.3	55.8
	NEUTRAL	29	24.2	24.2	80.0
	DISAGREE	17	14.2	14.2	94.2
	STRONGLY DISAGREE	7	5.8	5.8	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.24

Performance appraisal is creating grievances between you and your subordinates?



INFERENCE:

From the above table shows that 27.5% of respondents are strongly disagree, 28.3% of the respondents are agree, 24.2% of the respondents are neutral, 14.2% of the respondent are disagree, 5.8% of the respondents are strongly disagree.

TABLE NO: 2.1.25

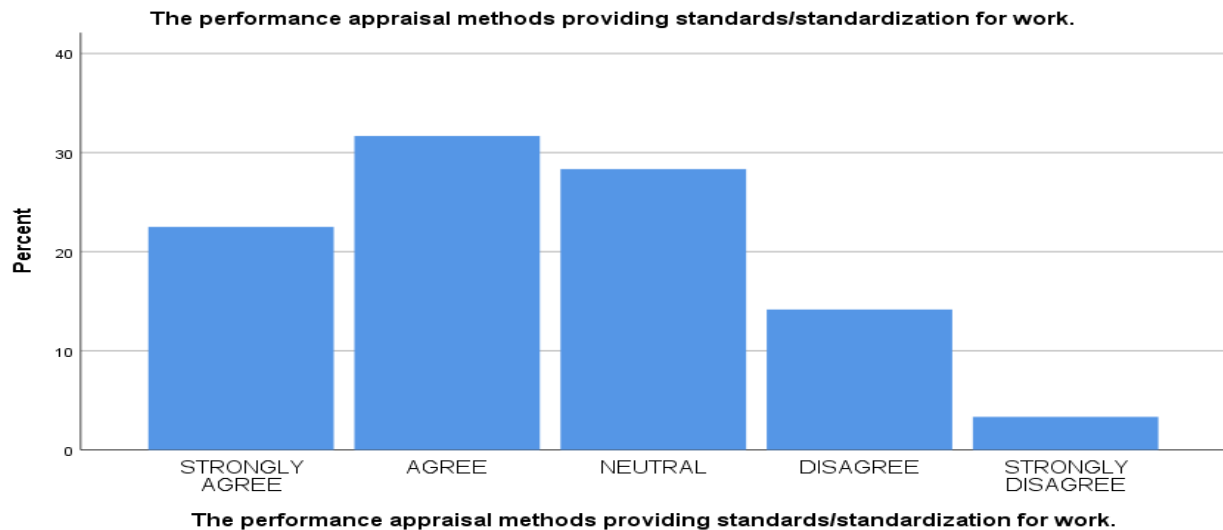
The performance appraisal methods providing standards/standardization for work?

The performance appraisal methods providing standards/standardization for work.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	27	22.5	22.5	22.5
	AGREE	38	31.7	31.7	54.2
	NEUTRAL	34	28.3	28.3	82.5
	DISAGREE	17	14.2	14.2	96.7
	STRONGLY DISAGREE	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.25

The performance appraisal methods providing standards/standardization for work?



INFERENCE:

From the above table shows that 22.5% of respondents are strongly disagree, 31.7% of the respondents are agree, 28.3% of the respondents are neutral, 14.2% of the respondent are disagree, 3.3% of the respondents are strongly disagree.

TABLE NO: 2.1.26

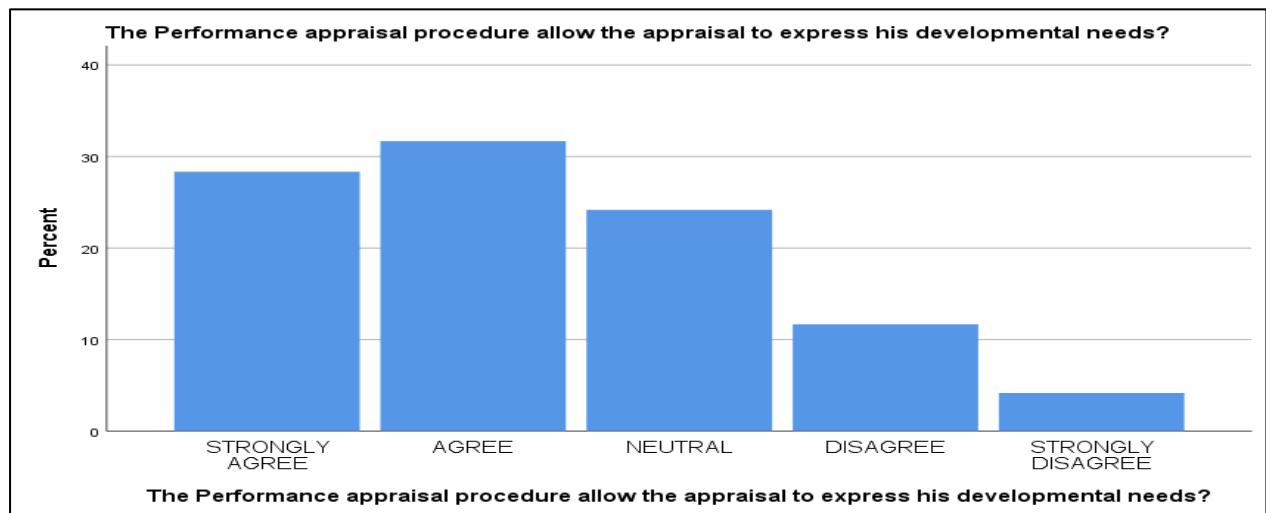
The Performance appraisal procedure allow the appraisal to express his developmental needs?

The Performance appraisal procedure allow the appraisal to express his developmental needs?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	34	28.3	28.3	28.3
	AGREE	38	31.7	31.7	60.0
	NEUTRAL	29	24.2	24.2	84.2
	DISAGREE	14	11.7	11.7	95.8
	STRONGLY DISAGREE	5	4.2	4.2	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.26

The Performance appraisal procedure allow the appraisal to express his developmental needs?



INFERENCE:

From the above table shows that 28.3% of respondents are strongly disagree, 31.7% of the respondents are agree, 24.2% of the respondents are neutral, 11.7% of the respondent are disagree, 4.2% of the respondents are strongly disagree.

TABLE NO: 2.1.27

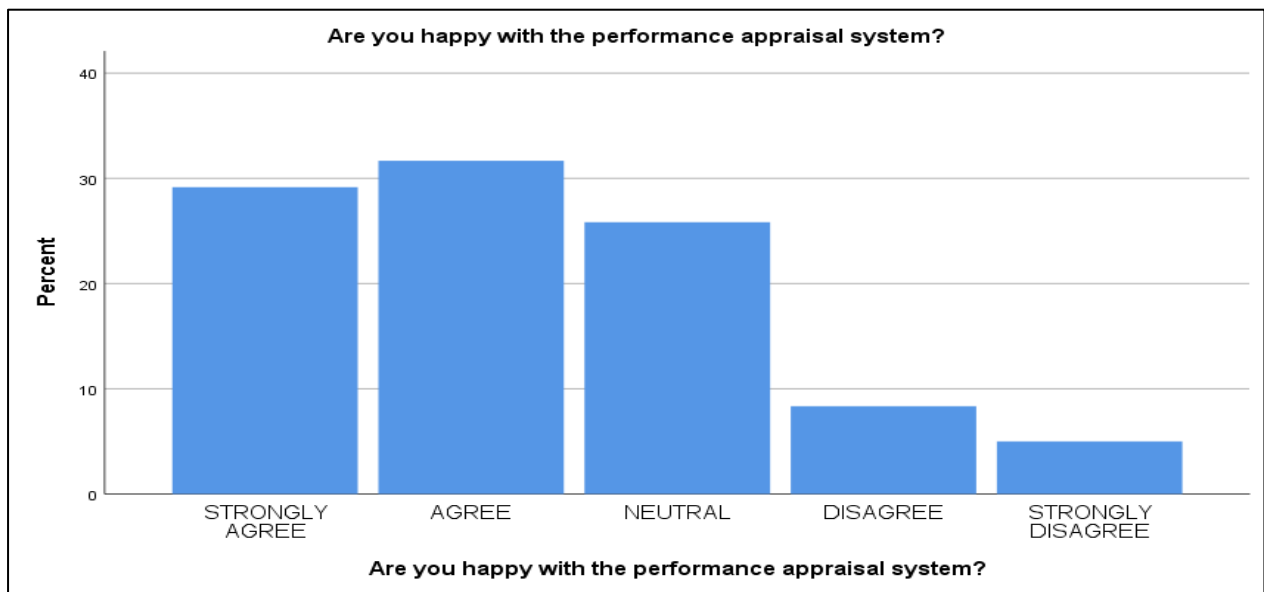
Are you happy with the performance appraisal system?

Are you happy with the performance appraisal system?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	35	29.2	29.2	29.2
	AGREE	38	31.7	31.7	60.8
	NEUTRAL	31	25.8	25.8	86.7
	DISAGREE	10	8.3	8.3	95.0
	STRONGLY DISAGREE	6	5.0	5.0	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.27

Are you happy with the performance appraisal system?



INFERENCE:

From the above table shows that 29.2% of respondents are strongly disagree, 31.7% of the respondents are agree, 25.8% of the respondents are neutral, 8.3% of the respondent are disagree, 5.0% of the respondents are strongly disagree.

TABLE NO: 2.1.28

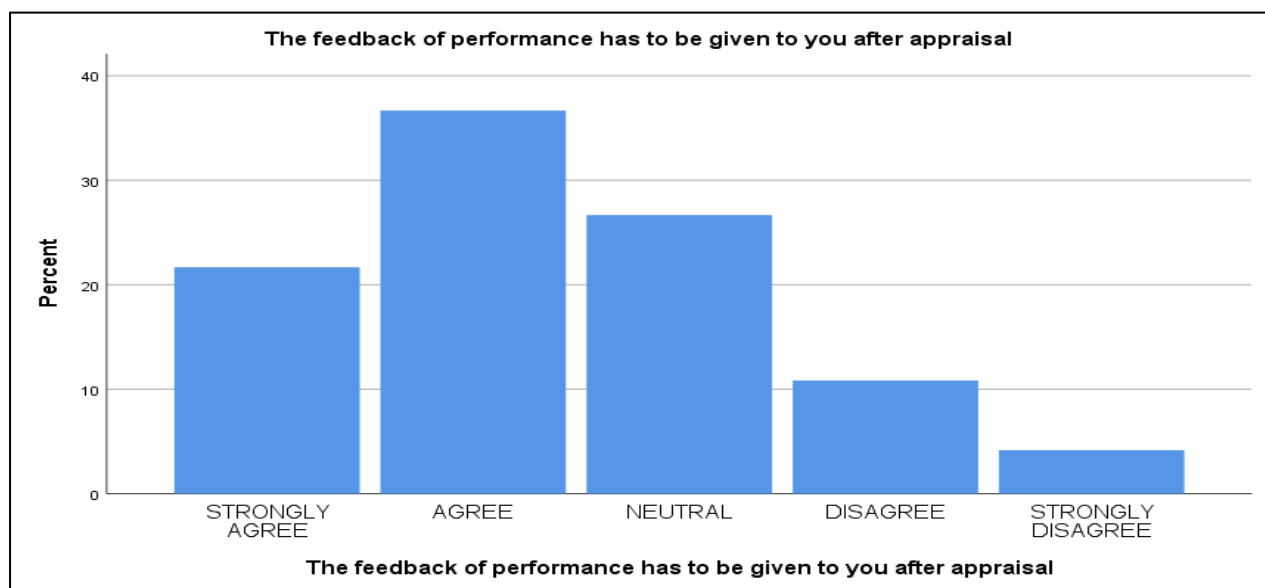
The feedback of performance has to be given to you after appraisal?

The feedback of performance has to be given to you after appraisal					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	26	21.7	21.7	21.7
	AGREE	44	36.7	36.7	58.3
	NEUTRAL	32	26.7	26.7	85.0
	DISAGREE	13	10.8	10.8	95.8
	STRONGLY DISAGREE	5	4.2	4.2	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.27

The feedback of performance has to be given to you after appraisal?



INFERENCE:

From the above table shows that 21.7% of respondents are strongly disagree, 36.7% of the respondents are agree, 26.7% of the respondents are neutral, 10.8% of the respondent are disagree, 4.2% of the respondents are strongly disagree.

TABLE NO: 2.1.29

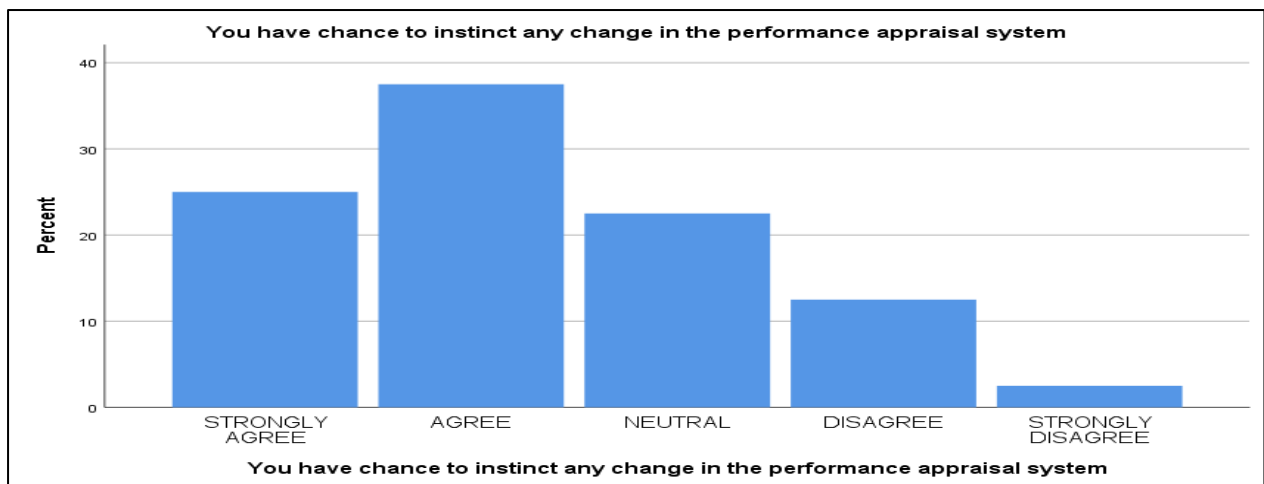
You have chance to instnict any change in the performance appraisal system?

You have chance to instnict any change in the performance appraisal system					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	30	25.0	25.0	25.0
	AGREE	45	37.5	37.5	62.5
	NEUTRAL	27	22.5	22.5	85.0
	DISAGREE	15	12.5	12.5	97.5
	STRONGLY DISAGREE	3	2.5	2.5	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.29

You have chance to instnict any change in the performance appraisal system?



INFERENCE:

From the above table shows that 25.0% of respondents are strongly disagree, 37.5% of the respondents are agree, 22.5% of the respondents are neutral, 12.5% of the respondent are disagree, 2.5% of the respondents are strongly disagree

TABLE NO: 2.1.30

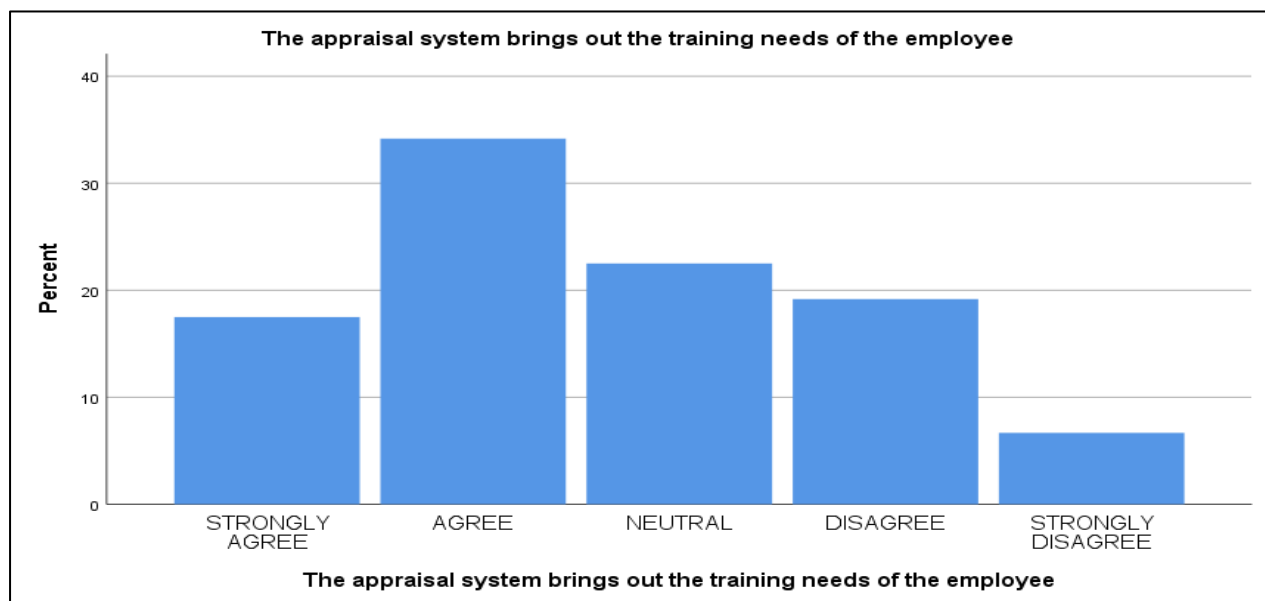
The appraisal system brings out the training needs of the employee?

The appraisal system brings out the training needs of the employee					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	21	17.5	17.5	17.5
	AGREE	41	34.2	34.2	51.7
	NEUTRAL	27	22.5	22.5	74.2
	DISAGREE	23	19.2	19.2	93.3
	STRONGLY DISAGREE	8	6.7	6.7	100.0
	Total	120	100.0	100.0	

SOURCE: Primary Data

CHART NO: 2.1.30

You have chance to instnict any change in the performance appraisal system?



INFERENCE:

From the above table shows that 17.5% of respondents are strongly disagree, 34.2% of the respondents are agree, 22.5% of the respondents are neutral, 19.2% of the respondent are disagree, 6.7% of the respondents are strongly disagree.

TABLE 2.1.31
CHI-SQUARE

HYPOTHESIS:

NULL HYPOTHESIS (H0): There is no significant difference between Experience of the respondents and salary of the respondent.

ALTERNATIVE HYPOTHESIS (H1): There is significant difference between Experience of the respondents and salary of the respondent.

Descriptive Statistics					
	N	Mean	Std. Deviation	Minimum	Maximum
Experience of the respondents	120	2.133	.9343	1.0	4.0
Salary of the respondents	120	2.1500	.86627	1.00	4.00

Experience of the respondents			
	Observed N	Expected N	Residual
0-5	37	30.0	7.0
6-10	38	30.0	8.0
11-15	37	30.0	7.0
16-20	8	30.0	-22.0
Total	120		

Salary of the respondents			
	Observed N	Expected N	Residual
10000-15000	30	30.0	.0
16000-20000	49	30.0	19.0
21000-25000	34	30.0	4.0
26000-30000	7	30.0	-23.0
Total	120		

Test Statistics				
			Experience of the respondents	Salary of the respondents
Chi-Square			21.533 ^a	30.200 ^a
df			3	3
Asymp. Sig.			.000	.000
Monte Carlo Sig.	Sig.		.000 ^b	.000 ^b
	95% Confidence Interval	Lower Bound	.000	.000
		Upper Bound	.025	.025
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 30.0.				
b. Based on 120 sampled tables with starting seed 624387341.				

RESULT:

From the above table shows the significant is 0.000 which is less than 0.05. So the Alternative Hypothesis (H1) is accepted. It means there is Significant difference between Experience of the respondents and salary of the respondent.

TABLE 2.1.32
CORRELATION

HYPOTHESIS:

NULL HYPOTHESIS (H0): There is no Significant Difference between The performance appraisal provides an opportunity for self-review and reflection and The Performance appraisal procedure allow the appraisal to express his developmental needs.

ALTERNATIVE HYPOTHESIS (H1): There is Significant Difference The performance appraisal provides an opportunity for self-review and reflection and The Performance appraisal procedure allow the appraisal to express his developmental needs.

Descriptive Statistics			
	Mean	Std. Deviation	N
The performance appraisal provides an opportunity for self-review and reflection?	2.4083	1.06507	120
The Performance appraisal procedure allow the appraisal to express his developmental needs?	2.3167	1.13006	120

Correlations			
		The performance appraisal provides an opportunity for self-review and reflection?	The Performance appraisal procedure allow the appraisal to express his developmental needs?
The performance appraisal provides an opportunity for self-review and reflection?	Pearson Correlation	1	.129
	Sig. (2-tailed)		.160
	N	120	120
The Performance appraisal procedure allow the appraisal to express his developmental needs?	Pearson Correlation	.129	1
	Sig. (2-tailed)	.160	
	N	120	120

r=0.129

RESULT:

In the above the correlation value is .129 it is positive correlation and the significant value 0.160 greater than 0.05. So we accept H0 and reject H1 there is no significant difference between The performance appraisal provides an opportunity for self-review and reflection and The Performance appraisal procedure allow the appraisal to express his developmental needs.

TABLE 2.1.33

ANOVA

HYPOTHESIS:

NULL HYPOTHESIS (H0): There is no Significant difference between Qualification of respondent and from the performance appraisal are able to find your related strength and weakness.

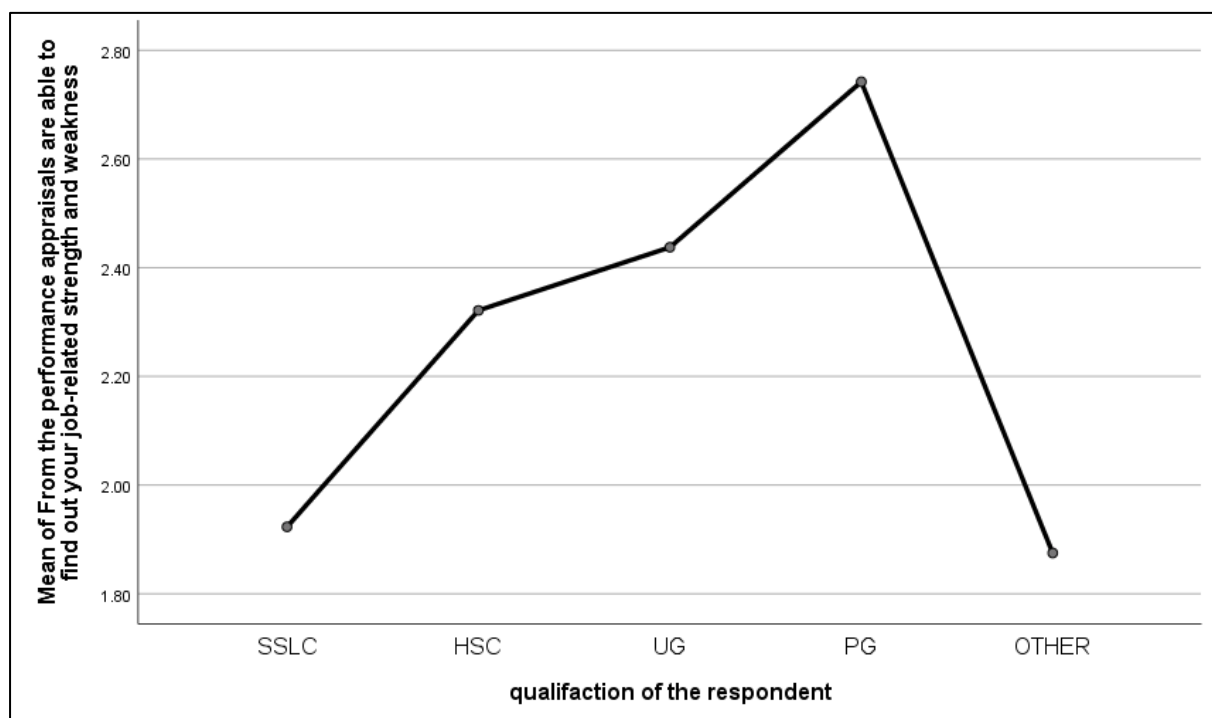
ALTERNATIVE HYPOTHESIS (H1): There is Significant difference between Qualification of respondent and from the performance appraisal are able to find your related strength and weakness.

Descriptives								
From the performance appraisals are able to find out your job-related strength and weakness								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
SSLC	13	1.9231	1.03775	.28782	1.2960	2.5502	1.00	4.00
HSC	28	2.3214	1.18801	.22451	1.8608	2.7821	1.00	5.00
UG	32	2.4375	1.04534	.18479	2.0606	2.8144	1.00	5.00
PG	31	2.7419	1.03175	.18531	2.3635	3.1204	1.00	5.00
OTHER	16	1.8750	.88506	.22127	1.4034	2.3466	1.00	4.00
Total	120	2.3583	1.08307	.09887	2.1626	2.5541	1.00	5.00

Test of Homogeneity of Variances					
		Levene Statistic	df1	df2	Sig.
From the performance appraisals are able to find out your job-related strength and weakness	Based on Mean	1.001	4	115	.410
	Based on Median	.620	4	115	.649
	Based on Median and with adjusted df	.620	4	110.970	.649
	Based on trimmed mean	.852	4	115	.495

ANOVA					
From the performance appraisals are able to find out your job-related strength and weakness					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	11.001	4	2.750	2.460	.049
Within Groups	128.591	115	1.118		
Total	139.592	119			

CHART NO2.1.31



RESULT:

From the above table shows the significant is 0.049 which is less than 0.05. So the Alternative Hypothesis (H1) is accepted. It means there is difference between Qualification of respondent and from the performance appraisal are able to find your related strength and weakness.

CHAPTER- III

3.1 FINDINGS

- ❖ Majority of 62.5% of respondents are male employees.
- ❖ Majority of 25% of respondents are age between the 26-30.
- ❖ Majority of 26.7% of respondent are comes under the category ug.
- ❖ Majority of 31.7% of respondent are comes under the category 6-10 years' experience.
- ❖ Majority of 40.8% of respondents are come under the category 16,000-20,000 group of employee's salary.
- ❖ Majority of 36.7% of respondent are comes under the category agree at is performance appraisal helps in the assessment of individual potential.
- ❖ Majority of 33.3% of respondent are comes under the category neutral at does the performance appraisal system followed in the organization is rational and fair.
- ❖ Majority of 39.2% of respondent are comes under the category agree at are the company's promotion policies are clearly defined and shared with you.
- ❖ Majority of 28.3% of respondent are comes under the category strongly agree at does the performance appraisal provide an opportunity for self-review and reflection.
- ❖ Majority of 31.7% of respondent are comes under the category agree at does the performance appraisal help the organization in achieving its goals.
- ❖ Majority of 32.5% of respondent are comes under the category agree at communication and coordination between departments will improve employee performance.
- ❖ Majority of 31.7% of respondent are comes under the category agree at the use of training and technology will increase employee performance.
- ❖ Majority of 37.5% of respondent are comes under the category agree at high salaries are good motivators of employee performance.
- ❖ Majority of 39.2% of respondent are comes under the category agree at attending zone, national and international training meets will increase executive's performance.
- ❖ Majority of 37.5% of respondent are comes under the category strongly agree at motivational level of your personnel.
- ❖ Majority of 33.3% of respondent are comes under the category agree at quality of working environment will give optimum performance.
- ❖ Majority of 49.2% of respondent are comes under the category agree at how would you rate the quality of your employee performance system.
- ❖ Majority of 35.0% of respondent are comes under the category agree at do you feel that performance appraisal encourages you to put in more effort in reaching your goal.

- ❖ Majority of 35.0% of respondent are comes under the category agree at are the performance appraisal helps in the assessment of individual potential.
- ❖ Majority of 30.8% of respondent are comes under the category strongly agree at is the performance appraisal gives organizational effectiveness.
- ❖ Majority of 32.5% of respondent are comes under the category neutral at the performance appraisal provides an opportunity for self-review and reflection.
- ❖ Majority of 34.2% of respondent are comes under the category strongly agree at performance appraisal affecting in any ways of your working ability.
- ❖ Majority of 32.5% of respondent are comes under the category agree at from the performance appraisals are able to find out your job-related strength and weakness.
- ❖ Majority of 28.3% of respondent are comes under the category agree at performance appraisal is creating grievances between you and your subordinates.
- ❖ Majority of 31.7% of respondent are comes under the category agree at the performance appraisal methods providing standards/standardization for work.
- ❖ Majority of 31.7% of respondent are comes under the category agree at the performance appraisal procedure allow the appraisal to express his developmental needs.
- ❖ Majority of 31.7% of respondent are comes under the category agree at are you happy with the performance appraisal system.
- ❖ Majority of 36.7% of respondent are comes under the category agree at the feedback of performance has to be given to you after appraisal.
- ❖ Majority of 37.5% of respondent are comes under the category agree at you have chance to instinct any change in the performance appraisal system.
- ❖ Majority of 34.2% of respondent are comes under the category agree at the appraisal system brings out the training needs of the employee.

3.2 SUGGESTIONS

- ❖ Implement more methods of performance appraisal and update the employees about the type of method used for performance evaluation.
- ❖ Performance appraisal may help employee to identify the development need.
- ❖ Overtime should be taken care of at the time of performance appraisal, which would motivate the employees to perform better for longer hours.
- ❖ The company should give some advice and suggestion to the employees during the process and should get their feedbacks about the process.
- ❖ The performance appraisal is helpful to the employees by the assignment of superior's task by training and development which should be more effective so that the other employees will also be attracted.

3.3 CONCLISION

Performance appraisal may be understood as the assessment of an individual's performance in a systematic way. In Ramtech construction covers and blocks private ltd employees were cooperated and fully supporting the performance appraisal in the institution and it was found to be highly effective in the employee's performance. Performance appraisal can be conducted more effectively by using the right tools and properly reviewing and updating the performance appraisal system. provide information about the employee's performance appraisal which help in taking important decision for the development of an individual and the organization.

APPENDICES

REFERENCES

BOOKS:

- ❖ Dr C.B. Gupta, Human Resource Management.
- ❖ C.R. Kothari, Research Methodology Methods and Techniques.
- ❖ Aswathappa, Human Resource Management.
- ❖ P. C. Tripathi & P. N. Reddy, Principles of Management.

WEBSITES:

- ❖ www.performanceappraisal.com
- ❖ www.google.com
- ❖ www.wikipedia.com
- ❖ www.ssrn.com
- ❖ www.slideshare.in

QUESTIONNAIRE

1. Name: _____

2. Gender:

- a. Male b. Female

3. Age group:

- a. 20-25 b. 26-30 c. 31-35 d. 36-40 e. 41 above

4. Qualification:

- a. SSLC b. HSC c. UG d. PG e. other

5. Year of experience:

- a. 0-5 b. 6-10 c. 11-15 d. 16-20 e. 21 above

6. Salary:

- a. 10,000-15,000 b. 16000- 20,000 c. 21,000-25,000 d. 26,000-30,000 e. 31,000 above

I. To understand the current performance appraisal process being handled in Ramtec Construction Covers and Blocks Private Limited.

1. Is Performance Appraisal helps in the assessment of individual potential?

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

2. Does the Performance Appraisal system followed in the organization is rational and fair?

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

3. Are the company's promotion policies are clearly defined and shared with you?

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

4. Does the performance appraisal provide an opportunity for self-review and reflection?

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

5. Does the performance Appraisal help the organization in achieving its goals?

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

II. To identify the effect of performance appraisal on employee performance at the at Ramtec Construction Covers and Blocks Private Limited

6. Communication and coordination between departments will improve employee performance.

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

7. The use of training and technology will increase employee performance
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
8. High salaries are good motivators of employee performance.
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
9. Attending zone, National and international training meets will increase executives' performance.
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
10. Motivational level of your personnel.
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

III. To access the attitude of employee in the organization towards performance appraisal.

11. Quality of working environment will give optimum performance
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree.
12. How would you rate the quality of your employee performance system?
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
13. Do you feel that performance appraisal encourages you to put in more effort in reaching your goal?
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
14. Are the performance appraisal helps in the assessment of individual potential?
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
15. Is the Performance appraisal gives organizational effectiveness?
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

IV. To evaluate how performance appraisal is really helping employees to improve their performance.

16. The performance appraisal provides an opportunity for self-review and reflection?
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
17. Performance appraisal affecting in any ways of your working ability.
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
18. From the performance appraisals are able to find out your job-related strength and weakness
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
19. Performance appraisal is creating grievances between you and your subordinates
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

20. The performance appraisal methods providing standards/standardization for work.
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

V. To provide possible suggestion based up the study to improve the performance appraisal in Ramtec Construction Covers and Blocks Private Limited

21. The Performance appraisal procedure allow the appraisal to express his developmental needs?
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
22. Are you happy with the performance appraisal system?
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
23. The feedback of performance has to be given to you after appraisal
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
24. You have chance to instinct any change in the performance appraisal system
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
25. The appraisal system brings out the training needs of the employee.
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree.