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**A STUDY ON THE PERFORMANCE APPRAISAL SYSTEM
AT SUGUNA POULTRY FARMS LTD.,
UDUMALPET, COIMBATORE DISTRICT.**

By

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of

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Kumaraguru College of Technology

Coimbatore

A PROJECT REPORT

Submitted to the

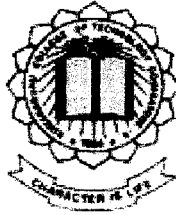
FACULTY OF MANAGEMENT SCIENCES

In partial fulfillment of the requirements
for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

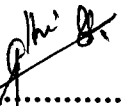
June, 2007



**DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY
COIMBATORE**


BONAFIDE CERTIFICATE

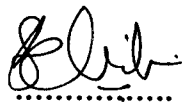
Certified that this project titled ‘A STUDY ON THE PERFORMANCE APPRAISAL SYSTEM AT SUGUNA POULTRY FARMS LTD.,UDUMALPET, COIMBATORE DISTRICT.’ is the bonafide work of Ms. K.MALARVIZHI (71205631032) who carried out the research under my supervision. Certified further, that to the best of my knowledge the 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 an earlier occasion on this or any other candidate.


.....
Faculty Guide


.....
Director

Evaluated and viva-voce conducted on.....2.07.2007.....


.....
Examiner I


.....
Examiner II

Date: 15.06.2007


SUGUNA
G R O U P

PROJECT COMPLETION CERTIFICATE

This is to certify that Ms. K. MALARVIZHI (Roll No. 05MBA32) a student of KCT Business School, Kumaraguru College of Technology, had undergone a Project between 01.02.2007 and 31.05.2007 entitled A STUDY ON THE PERFORMANCE APPRAISAL SYSTEM.

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For SUGUNA POULTRY FARM LTD.,


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Manager - HR & Administration

For SUGUNA POULTRY FARM LTD.,


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Manager - HR & Administration

DECLARATION

I, hereby declare that the project report entitled as “**A STUDY ON PERFORMANCE APPRAISAL SYSTEM AT SUGUNA POULTRY FARMS LTD.,UDUMALPET,COIMBATORE DISTRICT**” has been undertaken for academic purpose submitted to Anna University in partial fulfillment of the requirements for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of faculty guide Prof.Col.N.Jothilingam during the academic year 2006 – 2007.

I, also declare hereby, that the information given in this report is correct to best of my knowledge and belief.

PLACE: COIMBATORE

DATE: 1.06.2007

K. Malvizhi
(K. MALARVIZHI)

ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

The first step towards success is to dream and I would like to thank His Excellency **Dr. A.P.J. Abdul Kalam, President, Republic of India** for reemphasizing this golden path.

Dream though has go hand in hand with execution and I would like to thank **Dr. Joseph V. Thanikal, Principal Kumaraguru College of Technology, Coimbatore** who gave us the scope and infrastructure to the project.

I would like to express my heartfelt gratitude towards **Prof.Col.N. Jothilingam** without whose support, the project would have taken much longer in its execution.I thank for his efforts for providing ideas and guiding me through all the stages.

I would like to thank all the staff members who have helped throughout the course of the project work.

Above all, I thank **Almighty** and **my family** for giving me the grace and constant support in successfully completing this project to the best of my ability.

K.MALARVIZHI

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The researcher has taken the project titled “**A STUDY ON THE PERFORMANCE APPRAISAL SYSTEM AT SUGUNA POULTRY FARMS LTD.**” to know the employees level of performance and potential. It is the systematic examination of an employee’s strengths and weaknesses in terms of the job specifications. Performance appraisal is a scientific or objective study. Formal procedures are used in this study. The same approach is adopted for all jobholders so that the results are comparable. It is an ongoing or continuous process wherein the evaluations are arranged periodically according to a definite plan. Performance appraisal is a systematic and objective way of judging the relative work or ability of an employee in performing their task.

Performance appraisal incases the motivation and commitment of employee. It provides opportunities for individuals to express their aspiration and expectation about work.

To suggest suitable measures for improving the existing programme, hundred and twenty respondents were identified from the universe of 220 employees by using simple random sampling method at Suguna Poultry Farms Ltd. This also deals with the percentage analysis of data collected and interpretation is done based on statistical chi-square test, weighted average method.

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INTRODUCTION

1.INTRODUCTION

1.1BACKGROUND OF THE STUDY

Performance Evaluation or Performance Appraisal is the process of assessing the performance and progress of an employee or of a group of employees on a given job and his potential for future development. According to Flippo, "Performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job". It is the process of obtaining, analysing and recording information about the relative worth of an employee. It is designed primarily to cover rank and file personnel. On the other hand, performance appraisal focuses on the performance and future potential of employee.

The main characteristics of performance appraisal are as follows:

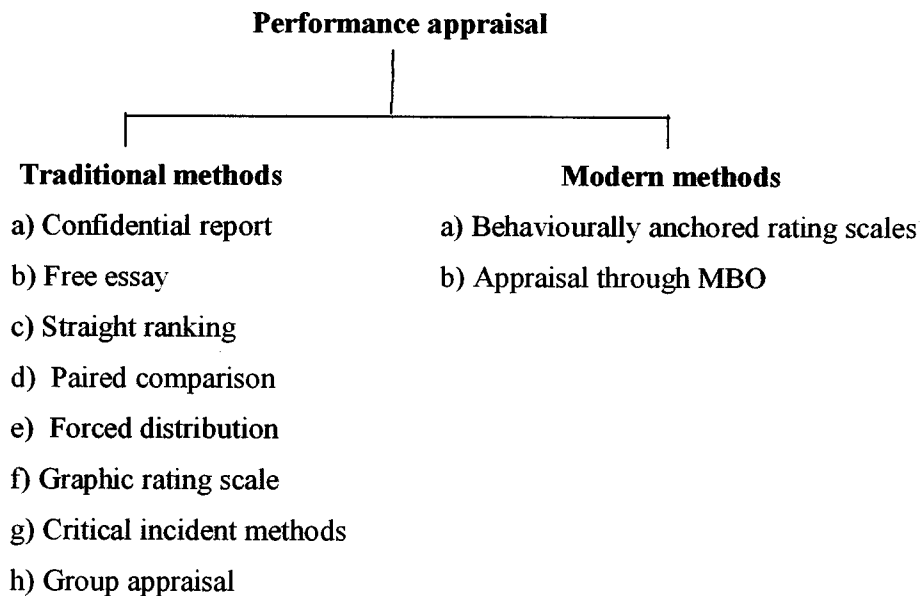
- ✓ Performance appraisal is a process consisting of a series of steps.
- ✓ It is the systematic examination of an employee's strengths and weaknesses in terms of the job.
- ✓ Performance appraisal is a scientific or objective study. Formal procedures are used in this study. The same approach is adopted for all jobholders so that the results are comparable.
- ✓ It is an ongoing or continuous process wherein the evaluations are arranged periodically according to a definite plan.

The process of Performance Appraisal:

1. **Establishing performance standards**
2. **Communicating the standards**
3. **Measuring performance**
4. **Comparing the actual with the standards**
5. **Appraisal based on the assessment**
6. **Taking corrective actions**

1.1.1 METHODS OF PERFORMANCE APPRAISAL:

Several methods and techniques are used for evaluating employee performance. These may be classified into two broad categories:



a) CONFIDENTIAL REPORT

This is a traditional form of appraisal used in most government organizations. A confidential report is a report prepared by the employee's immediate superior. It covers the strengths and weaknesses, main achievements and failure, personality and behaviour of the employee.

Advantage: It is descriptive appraisal used for promotions and transfers of employees

Disadvantage: No feedback is provided to the employee being a confidential report and, therefore its credibility is very low.

b) FREE ESSAY METHOD:

Under this method, the evaluator writes a short essay on the employees performance on the basis of overall impression. The description is expected to be as factual and concrete as possible. An essay can provide a good deal of information about the employee especially if the evaluator is asked to give examples of each one of his judgments.

Advantage: This is a simple and easy way of appraising

Disadvantage: It involves bias as evaluation is not based on specific performance dimensions related to the job. Quality of appraisal depends on the writing ability of the evaluator rather than appraisal of actual performance

c) STRAIGHT RANKING METHOD:

In this technique, the evaluator assigns relative ranks to all the employees in the same work unit doing the same job. Employees are ranked from the best to the lowest on the basis of overall performance. 'The wholeman is compared with the whole man' without analysing performance;

Advantage: It is time saving process and a comparative evaluation technique of appraisal.

Disadvantage: The method only indicates how a person stands in relation to others in the group but does not tell how much better or worse he is than another.

d) PAIRED COMPARISON METHOD:

This is a modified form of man to man ranking. Herein, each employee is compared with all the others in pairs one at a time. The number of times an employee is judged better than the others determines his rank. Comparison is made on the basis of overall performance. The number of comparisons to be made can be decided on the basis of the following formula:

$N(N-1)/2$, where N is the number of persons to be compared.

Advantage: This method is easier and simpler than the ranking method.

Disadvantage: It is subjective because appraisal is not based on specific job related performance.

e) FORCED DISTRIBUTION METHOD:

In this technique, the rater is required to distribute his ratings in the form of a normal frequency distribution curve. The purpose is to eliminate the rater's bias of central tendency.

Advantage: First, this method is highly simple to understand and easy to apply. Second, this method also helps to reduce the bias involved in straight ranking and paired comparisons.

Disadvantage: Employees are placed in certain category and not ranked within a category. The does not explain why the employee is placed in a certain category.

f) GRAPHIC RATING SCALE:

It is a numerical scale indicating different degrees of a particular trait. The rater is given a printed form for each employee to be rated. The form contains several characteristics relating to the personality and performance of employees. Intelligence, quality of work, leadership skills, etc. are some of these characteristics. The rater records his judgment on the employee's trait on the scale.

The numerical points are given to an employee are added up to find out his overall performance a standing in the group.

	Poor	Average	Good	Excellent
Attitude	_____	_____	_____	_____
Quality of Work	_____	_____	_____	_____

Advantage: Is widely used, easy to understand and use. It is economical to design and administer rating scales.

Disadvantage: It is assumed that each trait is equally important for all jobs. The method imposes a heavy burden on the rater.

g) CRITICAL INCIDENT METHOD:

In this method the supervisor keeps a written record of critical events and how different employees behaved during such events. The rating of an employee depends on his positive/negative behaviors during these events. These critical incidents are identified after thorough study of the job and discussion with the staff.

Advantage: Avoids making vague impressions and general remarks, as the rating is based on actual records of behavior/performance and to allow improvements.

Disadvantage: It is very time consuming and cumbersome for the superior to maintain a written record for each employee during every major event.

h) GROUP APPRAISAL METHOD:

Under this method, a group of evaluators assesses employees. This group of the immediate supervisor of the employee, other supervisors having close contact with the employee's work, head of the department and a personnel expert. The group determines the standards of performance for the job, measures actual performance of an employee analyses the causes of poor performance and offers suggestions for improvements

Advantage: It is simple yet more thorough. Due to multiple evaluators personal bias is minimised.

Disadvantage: It is a time consuming process.

i) BEHAVIORALLY ANCHORED RATING SCALES (BARS):

This method combines graphic rating scales with critical incidents method. BARS are descriptions of various degrees of behaviour relating to specific performance dimensions. Critical areas of job performance and the most effective behaviour for getting results are determined in advance. The rater records the observable job behaviour of an employee and compares these observations with BARS. In this way an employee's actual job behaviour is judged against the desired behaviour.

Advantage: The ratings are likely to be accurate because these are done by experts. The method is more reliable and valid as it is job specific and measurable behaviour.

Disadvantage: It is expensive to develop BARS for every job. Behaviors are used more activity-oriented than results-oriented.

REVIEW OF LITERATURE:

Cumming [1972] "Theory of practice at personnel management. William Heinemann Limited London". The overall objectives of performance appraisal to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individual employed.

Dayal [1976] made a case for taking cultural factors into account when developing an appraisal system. The social environment lays more emphasis on the concepts of self-loyalty and regard for authority. An understanding of this difference is relevant to the administrative practices and systems.

Feigenbaums [1980] used the term to describe the reduction of a large body of knowledge to a precise sets of facts and rules. The term knowledge has come to be used for person responsible of a system development and concise job description.

Warier [1981] found that the level of satisfaction with the existing performance system is very low. A number of factors contribute to this low level of satisfaction.

Prominent among them were subjectivity of the raters, low inter-rater reliability, secrecy, items in forms not related to job contents and lack of awareness about the criteria by appraiser.

Varma [1985] points out that many organizations have introduced self-appraisal, exercises in target settings and identifying key result areas and the even number point rating system as against the odd number system, peer appraisal, etc.

Ziyon [1986] performance group is based in suburban Philadelphia and was founded with the sole purpose of helping the clients to improve the employee performance through better performance measurement. They offer help with accessing your system, creating customized performance measures, training your managers and employees, providing on the training and measurement tool.

Rao's [1987] effective appraisal should help in identifying the strengths and the weakness of the employees so that subsequent training and developmental activities can be used to reinforce strengths and overcome the weakness of the employees. Hence appraisal is not merely a tool to judge the performance of the employee in the previous years, but it is also an opportunity to tap their potential and discover mechanism to bring that potential to the surface.

1.2 OBJECTIVES OF THE STUDY:

The study is conducted with the following objectives:

- To study the existing performance appraisal system at M/s Suguna Poultry Farms Ltd.
- To suggest improvements in the system based on the perception of employees.
- To provide feedback to employees which helps to know their potential and can improve their performance.
- To know whether good performers are identified and rewarded.
- To develop positive superior subordinate relations and thereby reduce grievances.
- To offer suggestions for the organization to improve the present system.

1.3 SCOPE OF THE STUDY:

The study concentrates on the assessment and development of performance appraisal system at M/s Suguna group of companies. Appraising an employee and rewarding him on high performance will be a motivating factor for high performers in future also. Performance appraisal can provide certain additional human resource information that is useful in determining both individual and group training and development needs.

Output of the appraisal process should be information that identifies the kind and level of knowledge and skill currently possessed by the employee.

The study will help the organization to find out the drawbacks of the Performance Appraisal System and to take up remedial measures.

1.4 RESEARCH METHODOLOGY:

1.4.1 TYPE OF STUDY:

The study assumes the characteristics of descriptive research. The study helps to understand the characteristics of a group in a given situation, think systematically about aspects in a given situation, offer ideas for further research and help to make certain simple decisions.

1.4.2 SAMPLING DESIGN :

To suggest suitable measures for improving the existing programme, hundred and twenty respondents were identified from 220 employees by using simple random sampling method at M/s Suguna Poultry Farms Ltd.

1.4.3 DATA COLLECTION :

Personnel study can be conducted by two types of data collection methods. They are Primary and secondary data. In the present study the researcher collected primary data through the closed ended questionnaire by conducting personal interview. The secondary data is obtained from records, files, brochures of organization.

1.4.4 TOOLS OF ANALYSIS :

In the study the researcher followed simple percentage method. The data collected were carefully analyzed and processed. The employees were selected on the basis of simple random sampling techniques. Statistical techniques like weighted average method, chi square test are used in this study.

1.5. LIMITATIONS

The following are the limitations of the study:

- The study cannot cover all the employees of the organization.
- Some employees hesitate to give correct answer due to certain company norms.
- The study is limited to M/s Suguna Poultry Farms Ltd. and it cannot be generalized to other industries.
- The samples represent only a small percent of the work force.

1.6 CHAPTER SCHEME:

The study is reported in five chapters.

The first chapter discusses the background to study, objectives, scope, limitations and methodology of study which includes type of study, data collection and tools of analysis.

The second chapter discusses about the organization profile that includes the history of organization, management, organization structure, products profile and market potential, competitive strength of the company, future plans and the description of various functional areas.

The third chapter discusses about the macro-micro economic analysis which deals with the prevailing economic scenario with the industry.

The fourth chapter deals with data analysis and interpretation.

The fifth chapter deals with the results and discussions and considered recommendations.

**ORGANIZATION
PROFILE**

2.ORGANIZATION PROFILE

2.1 HISTORY OF THE ORGANIZATION

Incorporated as a company in 1994, Suguna Poultry Group rapidly grew into a corporate entity that has few parallels in history. Started as a small traditional enterprise, Suguna has grown into a highly professional Rs.1101 crore turnover corporate enterprise and offers products and services that encompass the whole gamut of the Poultry Industry. The success of Suguna is a glorious testimony of the power of human visionary zeal, innovation, determination and co-operation. “Poultry Integration” is a concept introduced and achieved by Suguna. Suguna has been successful in the integration of tens of thousands of farmers, thereby enhancing their life-styles. Suguna has steadily and positively grown on its core ideals of Total Quality Management, constant Innovation, impeccable hygiene and understanding Customer needs. Suguna is one of India’s leading poultry companies, with a steadily increasing global presence. Having successfully established operations in the Middle East through a joint venture with Supreme Foods Co. Limited, the company is now poised for expansion into the Japanese market with the supply of specialised poultry meat products.

Suguna Poultry Group consists of Contract Farms, Broiler Operation Centers, Poultry Feed Plants, Hatcheries, State-of-the-art Chicken Processing Export Oriented Units, Regional Establishments and Management Information Systems

Suguna is Asia’s first poultry organization to have been accredited the ISO 9001: 2000 Certification. Suguna Poultry Group is the proud six time recipient of the National Productivity Awards in a decade for “excellence in Domestic Broiler Birds Marketing, Hatching, Eggs Export, Processed Meat Export, Quality Consciousness, Research & Development and Continual Development of Value Added Products”.

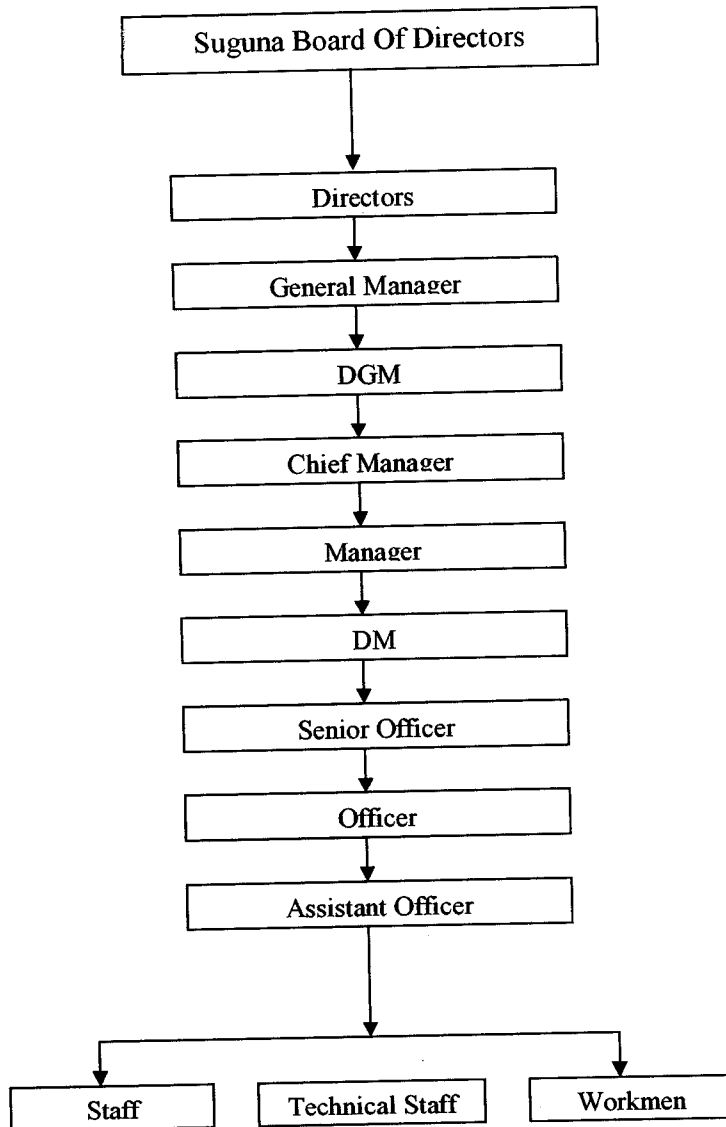
Suguna has signed up with IFC, the private sector arm of world bank for \$11 million investment for its expansion. It also has a tie up with Lohmann-Germany, Ross Breeders-U.K. It has a joint venture with Supreme foods Co Ltd.

Apart from its business, Suguna creates awareness amongst people about social issues like Tree Plantation. Suguna has been responsible for planting tens of thousands of trees across the country. This apart, Suguna conducts social projects on Eye Camp, Blood donation, Limp donation etc

2.2 MANAGEMENT

Mr. B.Soundarajan	Managing Director
Mr. G.B.Sundarajan	Joint Managing Director
Mr. Pramod Kumar Bharadwaj	General Manager(Accounts &Finance)
Mr. P.K.Kutty	General Manager(Layers)
Mr. Chander Rajagopal	General Manager(Marketing)
Dr. Ramasamy.R.M	General Manager(Feed)
Dr. Ravindran.K	General Manager(Layer-Marketing)
Mr. Krishnakumar.S	General Manager, Tamil Nadu Region
Mr. Ashok Kumar Tyagi	General Manager, Karnataka Region
Dr. Chitti Babu Chala	General Manager, Andhra Pradesh Region
Mr. Sudhir Kumar Babharey	General Manager, Maharashtra Region

2.3 ORGANIZATIONAL STRUCTURE



2.4. PRODUCTS PROFILE AND MARKET POTENTIAL

Grand Parent

Suguna has Grand Parent farms to house, imported world renowned Ross Breeders Chicks. Ross Chicks fed with Suguna's high nutritional feed and bred under intensive farm management, produce hygienic hatching eggs. These hatching eggs are then hatched to produce quality Parent Chicks.

Parent Stock

Parent Chicks are placed in select parent farms. Suguna's Parent feed and intensive farm management results in quality hatchable eggs, which are set in hygienic hatcheries to produce high quality broiler chicks. These broiler chicks are distributed to Broiler Farmers across the country.

Broiler Farms

Broiler chicks are placed in various Contract Poultry Farms. Suguna, imparts technical know – hows, practices in rearing and bird farming. to rear the birds. Upon maturity, these birds are segregated based on quality and marketed to customers.

Feed Mills

To cater to the needs of Grand Parent, Parent and Broiler birds, Suguna has state-of-art pellet mills. Apart from this, Suguna markets Quality Feed to external markets also.

There are two types of feeds-pellet and mash.

Meat Processing Unit

Supreme Suguna Foods Company Ltd., 100% EOU, exports processed meat to the Middle East and other countries. These products viz., Sugies and Tanmia are ensured to conform to international Quality Standards.

Windmill

Suguna established its own windmill to support the need of its power consumption. The excess power generated is sold to Tamil Nadu Electricity Board.

MARKET POTENTIAL:

Suguna Poultry Farm has signed a long-term agreement with Dutch hatchery technology company Pas Reform for the supply of its Smart incubation system at four hatcheries in India. The agreement was signed with Managing Director Mr. B. Soundararajan to include four hatchery sites at Tamil Nadu, Maharashtra, Karnataka and Andhra Pradesh, for the exclusive supply of SmartSet™ setters, SmartHatch™ hatchers, SmartDrive™ incubator control systems and SmartCenter™ hatchery information systems. Suguna is one of India's leading poultry companies, with a steadily increasing global presence. Having successfully established operations in the Middle East through a joint venture with Supreme Foods Co. Limited, the company is now poised for expansion into the Japanese market with the supply of specialised poultry meat products.

To further enhance productivity and market Suguna Products worldwide, the group has entered into partnerships with leaders of various countries. Suguna has a tie-up with Ross Breeders of UK for the supply of Grand Parent Chicks. The group also has a joint venture with Supreme Foods Co. Ltd. in the Gulf, which led to the institution of Supreme Suguna Foods Co. Ltd.- an ultra modern chicken processing facility certified with HACCP.

2.5 COMPETITIVE SRENGTH OF THE COMPANY

Suguna Poultry Group considers as its core strength, its wealth of human endeavour and excellence. The group has a wealth of people truly dedicated to its core ideals and customers. This is amply proven by the fact that an over whelming majority of the work force has been with the company for years together. Suguna has also made tens of thousands of direct and indirect employments. And this has made all the difference.

Suguna Poultry has conceived a novel concept of Integration under Franchise in the Poultry Industry. While taking other rural opportunities, Poultry farming through Franchise arrangement will benefit both the producer and farmers with high income generation per batch and per annum and get the required support from the Integrator.

Under an Integrated poultry farming practice, Suguna Poultry (Integrator) will provide day old healthy broiler Chicks, Poultry Feed, Medicine and vaccine besides daily monitoring and providing veterinary doctor's advise for healthy rearing management practice of birds. Above all Suguna Poultry will provide new technological inputs and transfer the best results get it from Research and Development.

2.6 FUTURE PLANS

The company's strategy has always been to identify core areas of business and build international competitiveness through cost leadership and TQM. In the future it will continue to focus on products where developing countries have competitive advantage and will deliver extraordinary value to its customers and shareholders while aggressively chasing global growth in its core businesses through strategic acquisitions, alliances and partnerships.

2.7 DESCRIPTION OF VARIOUS FUNCTIONAL AREAS

PERSONNEL DEPARTMENT:

The company's human resource development activities focus on three broad areas capability building of the organization, productivity improvement and institution building. The key focus of HR activities was to integrate Suguna into a cohesive organization through HR driven revolution. This included stress on learning from each other, appreciating and mutually adopting best practices, and synergizing efforts to take the organization to a higher level of quality in terms of processes and activities.

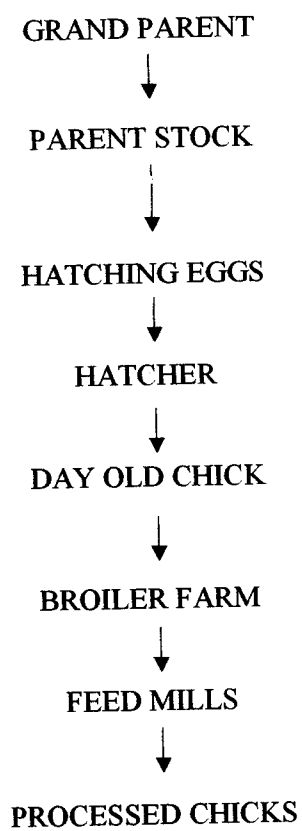
The company provides welfare facilities such as canteen, drinking water facilities, neat sanitary facilities, safety measures, first aid appliances, fire extinguishers, uniforms, lockers, medical dispensary, traveling allowances, etc. Management provides workers with goggles, helmets, gloves and shoes. Posters exhibiting the needs and importance of safety are displayed all around the workplace. First aid appliances are provided at a meaningful number to the workmen. Workmen are trained to first aid others during the time of need. A dispensary with a doctor throughout the day is inside the campus. Suguna management also provides festival allowance, annual bonus. It follows promotion based on the performance. As per the act all employees are allowed to take 18 days of leave per year. Other than these medical leaves are sanctioned for emergency situation. It also settles personal grievances, where they arrange for counseling the employee and take necessary action.

MARKETING DEPARTMENT:

Suguna has various customers from both Domestic & International Market. Suguna has a joint venture with Saudi Arabia based supreme foods co. Ltd. For processed meat. Suguna has struck a landmark deal with a Germany based Lohmann for the supply of world famous LSL lite layer chicks. They have a tie up with Ross breeders of UK for the supply of Grand parent chick. Their competitors in India are Pioneer,. The company has recently commenced its product-market development LSL lite layer chicks in Germany.

PRODUCTION DEPARTMENT:

- ❖ The main products are
 - Breeder chicks.
 - Hatching eggs.
 - Poultry feed.
 - Processed meat.
 - Day old broiler chicks.

PRODUCTION PROCESS

FINANCE DEPARTMENT:

Suguna's financial results reflect the company's thrust on growth. Export revenues have gone higher. The turn over is up from \$822 million to \$1101 million. Suguna has signed up with IFC, the private sector arm of world bank for \$11 million investment for its expansion. The department prepares the balance sheet, profit and loss account, cash flow statement, etc. It frames the accounting policies.

INFORMATION TECHNOLOGY DEPARTMENT:

IT department plays a vital role in integrating the management systems of Suguna's different business and sites. It has provided autonomous maintenance across the plants. The department has introduced software packages to meet the need for quality documentation for invoicing and collections for its international clientele. It also allowed the business to meet its local tax requirements, in terms of report submissions and timely utilization of export credits. IT department has completed its ERP implementation. This system was extended to link customer sales orders to the production plan, which is the heart of the production system.

RESEARCH AND DEVELOPMENT:

Suguna has well equipped R & D center to support innovation. It has been engaged in continuous innovation in feed technologies, trial farms and quality enhancement of the products. It has a constant endeavour in the areas of breeder enhancement and farmer performance improvement.

**MACRO - MICRO
ECONOMIC ANALYSIS**

3. MICRO-MACRO ANALYSIS

Suguna has customers in many countries and a clear market leadership in India with 25% share. Suguna achieved a turnover of 11,000 million rupees last year and is looking at 14,000 million during the current financial year. Indian broiler company Suguna is entering the layer market in association with Lohmann Tierzucht. Suguna is also the first Indian agri business company to get the equity/debt funding from International Finance Corporation (IFC), the private arm of the World Bank, which has extended \$30 million including a \$11-million equity finance for the Coimbatore based company to enable the latter to develop its capacity building in areas of supply chain management/corporate governance.

Suguna Poultry group has chalked up plans to invest Rs 600 crore over the next three years on poultry production expansion for domestic market. The integrated poultry group, which has already lined up a capital investment of Rs 250 crore for this year, has proposed to expand its poultry farming including setting up new generation hatcheries and production of pellet feeds aimed at achieving higher poultry productivity. The vertically integrated poultry company having contract poultry production centers in 130 locations spread across 10 States in the country currently produces 60 lakh chickens a week, accounting for a 17 per cent share in the country's commercial broiler production. Suguna has set to raise its market share to 25 per cent by 2010 and its income from the present Rs 1,300 crore to Rs 3,000 crore by then.

**DATA ANALYSIS
AND
INTERPRETATION**

4. DATA ANALYSIS AND INTERPRETATION

This chapter deals with the percentage analysis of data collected and interpretation is done based on statistical chi-square test and weighted average method.

TABLE – 4.1

Distribution of Respondents By Their Age

Age	No of Respondents	Percentage%
21-30Years	75	63
31-40Years	41	34
41-50Years	4	3
<51Years	0	0
Total	120	100

INFERENCE :

From the table 4.1 it is clear that 63% of the respondents are between 21-30 years, 34% of the respondents are between 31-40 years, 3% of the respondents are between 41-51 years.

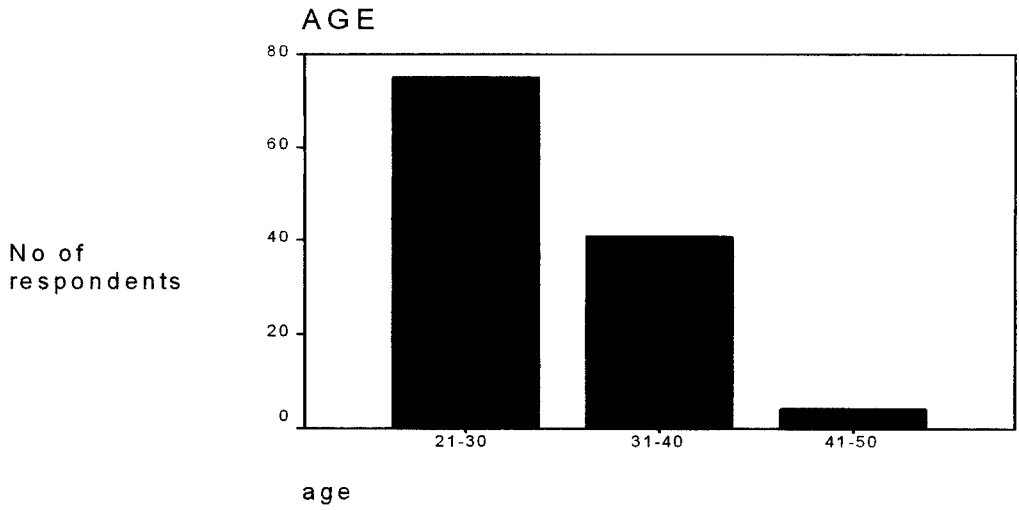


TABLE – 4.2

Distribution of Respondents By Their Gender

Gender	No of Respondents	Percentage %
Male	103	86
Female	17	14
Total	120	100

INFERENCE:

From the table 4.2 it is clear that 86% of the respondents are male and 14% of the respondents are female.

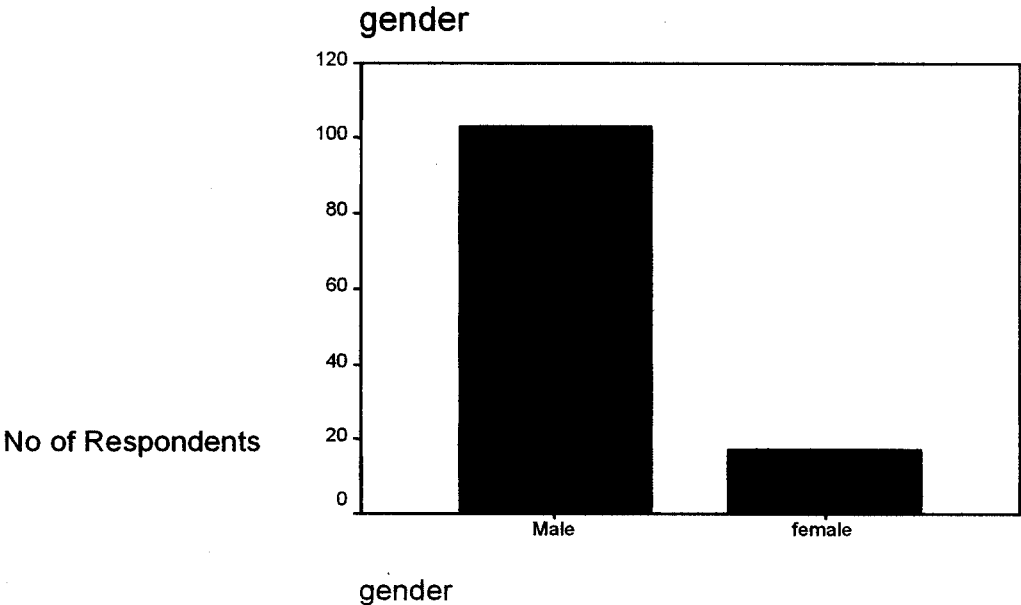


TABLE – 4.3**Distribution of Respondents By Their Marital Status**

Marital status	No of Respondents	Percentage%
Married	51	43
Unmarried	69	57
Total	120	100

INFERENCE :

From the table 4.3 it is clear that 43% of the respondents are married and 57% of the respondents are not married.

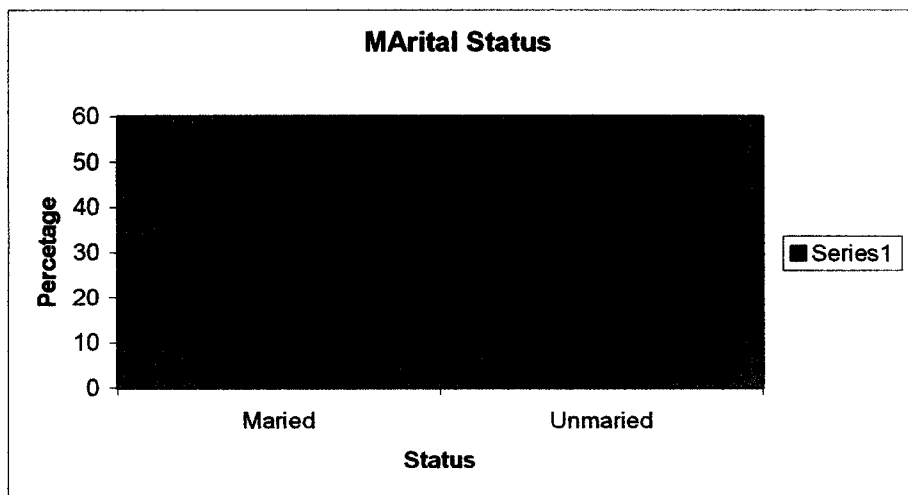


TABLE – 4.4**Distribution of Respondents By Their Educational Qualification**

Educational Qualification	No of Respondents	Percentage %
Diploma	14	11.7
Graduate	63	52.5
Post Graduate	43	36.8
Total	120	100.0

INFERENCE :

From the table 4.4 it is clear that 36.8% of the respondents are Post Graduate. 52.5% of the respondents are Graduate and 11.7% of the respondents are diploma holders.

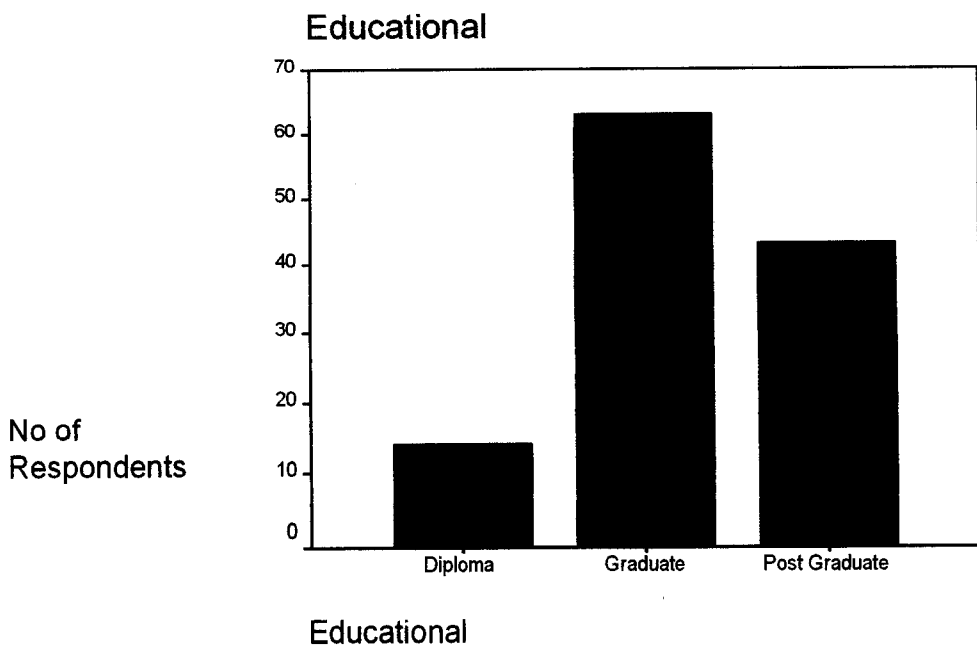


TABLE – 4.5**Distribution of Respondents By their Experience**

Experience	No of Respondents	Percentage%
Below 10Years	55	45.8
10-20 Years	42	35.0
20Years & above	23	19.2
Total	120	100.0

INFERENCE :

From the table 4.5 it is clear that 45% of the respondents are having experience below 10 years, 35% of the respondents are having experience between 10-20 years and 19.2% of the respondents are having experience above 20 years.

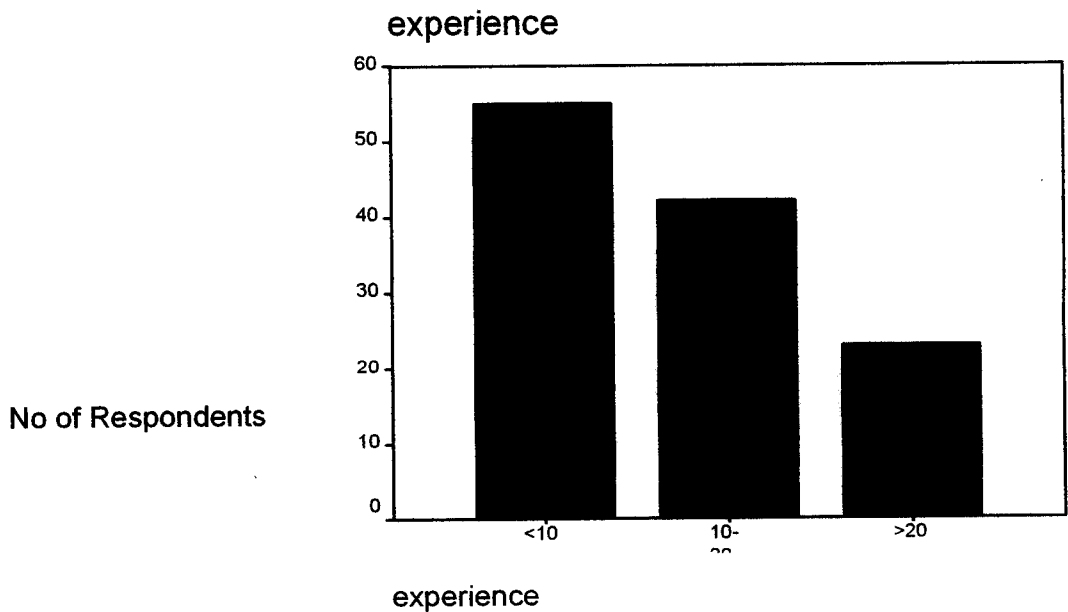


TABLE -4. 6**Distribution Of Employees By Their Monthly Income**

Income	No of Respondents	Percentage%
Upto 5000	59	49.2
5001-10000	43	35.8
10001-15000	12	10.0
15000 & above	6	5.0
Total	120	100.0

INFERENCE :

From table 4.6 it is clear that 49.2% of the respondents earn below Rs.5,000, 35.8% of the respondents earn Rs.5001-10,000 and 10% of the respondents earn Rs.10,001-15,000 and 5% of the respondents earn Rs.15,000 & above.

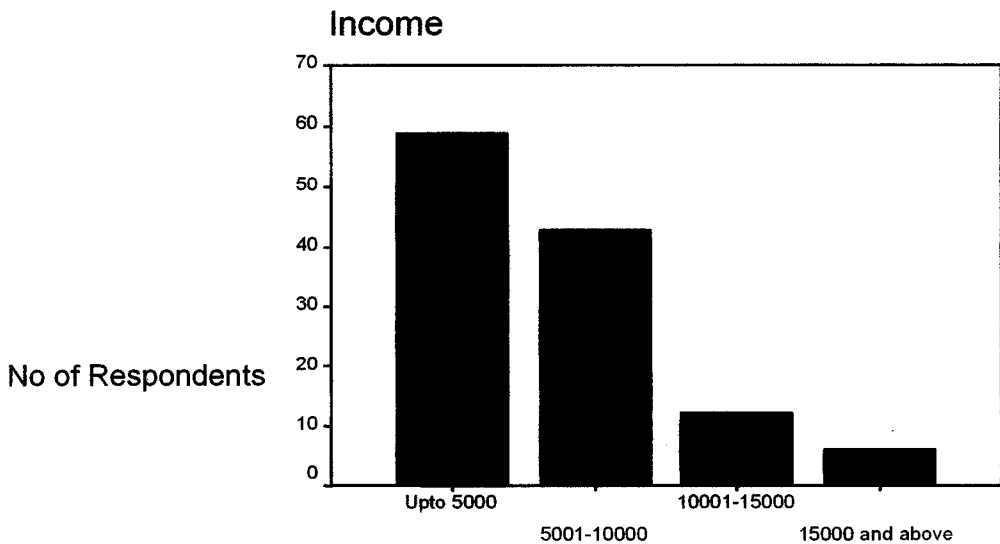


TABLE – 4.7

**Distribution Of Respondents By The No. of
Organizations they had worked**

Organization Worked	No of Respondents	Percentage
0-2	90	75.3
3-5	26	21.7
6 & above	4	3.3
Total	120	100.0

INFERENCE:

From the table 7 it is clear that 75.3% of the respondents worked for 0-2, 21.7% of the respondents worked for 3-5 and 3.3% of the respondents worked for 6 and above.

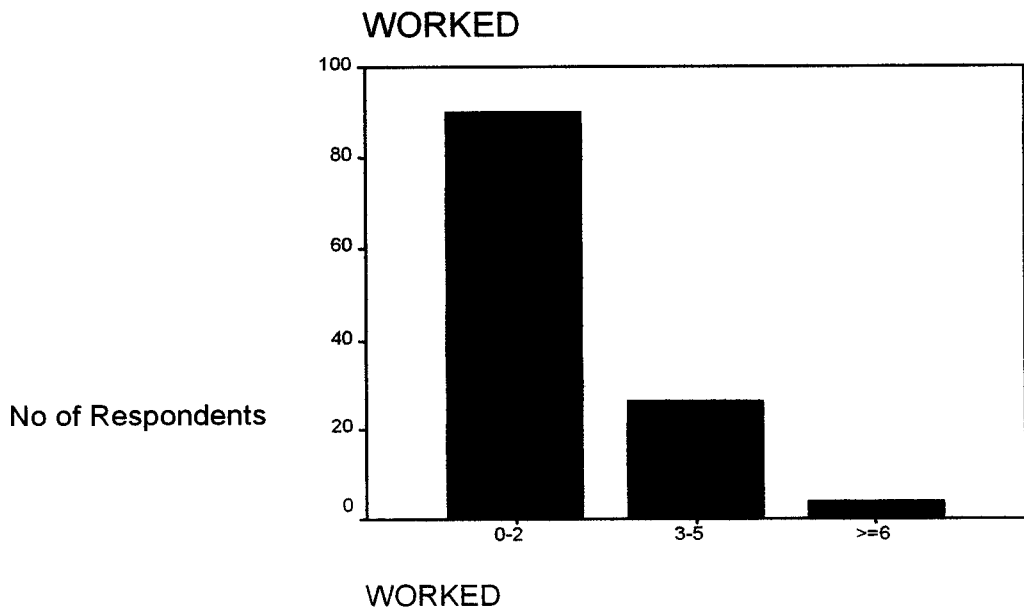


TABLE – 4.8**Distribution Of Respondents By their Department**

Department	No of Respondents	Percentage
Accounts	16	13.33
Accounts & finance	2	1.67
Administration	4	3.33
Boiler	6	5.00
Breeder-Accounts	4	3.33
Breeder	4	3.33
Bussiness Admin	2	1.67
Chicks dispatch	2	1.67
Commercial	2	1.67
Despatch-feed Divn	2	1.67
Despatch	4	3.33
Feed Divn	1	0.83
GNP workshop	2	1.67
Hatchery	20	16.67
HR	4	3.33
IT	4	3.33
Marketing	2	1.67
Purchase	6	5.00
QA & Health	18	15.00
R&D	7	5.83
Sick Division	2	1.67
TQM & Training	4	3.33
Transport	2	1.67
Total	120	100.00

TABLE – 4.9**Distribution Of Respondents By Their Designation**

Designation	No of Respondents	Percentage
Member	2	1.67
Accountant	1	0.83
AM	2	1.67
AO	2	1.67
Asst	2	1.67
Asst. Accounts	14	11.67
Asst. Officer	5	4.17
Asst. Purchase	4	3.33
Chemist	6	5.00
Co-ordination	2	1.67
Coolroom incharge	2	1.67
DM	2	1.67
Hr. Assistant	2	1.67
Jo Accounts	2	1.67
JO-microbiologist	2	1.67
Jo	4	3.33
Lab Asst	8	6.67
Manager	2	1.67
Member	2	1.67
Offcier	8	6.67
Programmer	2	1.67
SA	3	2.50
Secretary	4	3.33
Senior Supervisor	2	1.67
Sr. Accountant	2	1.67
Sr. chemist	2	1.67
Sr. Asst	1	0.83
Sr. Officer	4	3.33
Supervisor	22	18.33
System Admin	2	1.67
Trainee Supervisor	2	1.67
Total	120	100.00

TABLE – 5.0**OPINION ABOUT THE PRESENT PAS**

Sno	Factors	Weighted average	Rank
1	PAS followed periodically	1.76	VI
2	Opportunity for self review	1.90	IV
3	PAS provides opportunity for development	1.90	IV
4	Facilitates growth	2.00	II
5	Factors	2.47	I
6	Help to know role clearly	1.93	III
		2.03	

INFERENCE:

From the table 5.0, it is inferred that opinion about the present performance appraisal system were analyzed and the factors were ranked in order according to the perception of the employees.

TABLE – 5.1

**DISTRIBUTION OF OPINIONS OF RESPONDENTS OF THE
APPRAISAL FOLLOWED IN THE ORGANIZATION**

Category	No of respondents	Percentage%
Open system	52.00	43%
Confidential system	68.00	57%
Total	120.00	100%

INFERENCE :

From the table 5.1, it is clear that 43% of the employees say open system is followed and 53% of the employees say confidential system is followed in the organization.

TABLE – 5.2**DISTRIBUTION OF RESPONDENTS BY THEIR
OPINION OF THE SYSTEM**

Category	No of respondents	Percentage%
Open system	71.00	59%
Confidential system	49.00	41%
Total	120.00	100%

INFERENCE :

From the table 5.2, it is clear that 59% of the respondents wish to be open system and 41% of the employees wish to be confidential system.

TABLE – 5.3

**DISTRIBUTION OF RESPONDENTS OPINION ABOUT THE
PERIOD OF APPRAISAL**

Sno	Period	No of respondents	Percentage %
1	3 months	16.00	13
2	4 months	12.00	10
3	6 months	19.00	16
4	12 months	73.00	61
		120	100

INFERENCE:

From the table 5.3, it is inferred that 13% of the respondents need appraisal for every 3 months, 10% of the respondents need appraisal for every 4 months, 16% of the respondents need appraisal for every 6 months, 61% of the respondents need appraisal for every 12 months.

TABLE – 5.4**OPPORTUNITIES PROVIDED BY PAS**

Opportunities provided by PAS		
Factors	Weighted average	Rank
Helps to executive plan	1.96	III
Help to discover potential	2.13	I
Give more weight or more confident	2.02	II
	2.03	

INFERENCE:

From the table 5.4, it is inferred that opportunities provided by the performance appraisal system were analyzed and the factors were ranked in order according to the perception of the employees.

TABLE – 5.5**RELATIONSHIP WITH APPRAISER**

Sno	Factors	Weighted average	Rank
1	Opportunity to maintain cordial relationship	2.01	III
2	Spends time	2.22	I
3	Review clarify further expectations	2.22	I
		1.61	

INFERENCE:

From the table 5.5, it is inferred that relationship with appraiser were analyzed and the factors were ranked in order according to the perception of the employees.

TABLE – 5.6**TRAINING ON APPRAISAL**

Sno	Factors	Weighted average	
1	Training provided based on my appraisal	2.73	I
2	Training period is adequate	2.43	II
3	Training help to improve performance	1.78	III
		1.74	

INFERENCE:

From the table 5.6, it is inferred that training on appraisal were analyzed and the factors were ranked in order according to the perception of the employees.

TABLE – 5.7**QUALITY OF PAS**

Sno	Factors	Weighted average	
1	Objective and fair	2.20	II
2	APS distinguish good and bad performer	2.21	I
3	Review are conducted with high quality and care	2.14	III
		1.64	

*

INFERENCE:

From the table 5.7, it is inferred that quality of performance appraisal system were analyzed and the factors were ranked in order according to the perception of the employees.

TABLE – 5.8**ANALYSIS ON THE USAGE OF PAS DATA****DISTRIBUTION OF RESPONDENTS BY THE FEEDBACK**

Sno	Period	No of respondents	Percentage%
1	Yes	76.00	63%
2	NO	44.00	37%
		120.00	100%

INFERENCE:

From the table 5.8, it is inferred that 63% of the respondents get feedback after every appraisal and 37% of the respondents does not get feedback after every appraisal.

TABLE – 5.9**DISTRIBUTION OF RESULTS CONSEQUENT TO PAS**

Sno	Category	No of respondents	Percentage%
1	Promotion	42.00	35%
2	Increment in salary	59.00	49%
3	Training	12.00	10%
4	Punishment	7.00	6%
		120.00	100%

INFERENCE:

From the above table, it is inferred that 35% of the respondents says appraisal results in promotion, 49% of the respondents says appraisal results in increment in salary, 10% of the respondents says appraisal results in training and 6% of the respondents says appraisal results in punishment.

TABLE – 6.0**DISTRIBUTION OF RESPONDENTS APPRAISAL
DURING REVIEW MEETING**

Category	No of respondents	Percentage %
Achievements	80.00	67%
Mistakes	32.00	27%
Other Attributes	8.00	7%
	120.00	100%

INFERENCE:

From the table 6.0, it is inferred that 67% of the respondents say appraisal focus on achievements, 27% of the respondents say appraisal focus on mistakes and 7% of the respondents say appraisal focus on others during review meeting.

TABLE – 6.1**DISTRIBUTION OF RESPONDENTS BY THE EVALUATION**

Category	No of respondents	Percentage %
Performance	26.00	22%
Behavior	8.00	7%
Potential	4.00	3%
Performance and behavior	70.00	58%
Performance and potential	12.00	10%
	120.00	100%

INFERENCE:

From the table 6.1, it is inferred that 22% of the respondents say evaluation is based on the performance,7% of the respondents say evaluation is based on behavior,3% of the employees say evaluation is based on potential,58% of the respondents say evaluation is based on performance and behavior and 10% of the respondents say evaluation is based on performance and potential.

TABLE – 6.2

**DISTRIBUTION OF RESPONDENTS BY THE CORRELATION
BETWEEN PERFORMANCE EVALUATION AND
PERFORMANCE LINKED PAY**

Category	No of respondents	Percentage %
Strongly agree	15.00	13%
Agree	75.00	63%
Neither agree nor disagree	20.00	17%
Disagree	6.00	5%
Strongly disagree	4.00	3%
	120.00	100%

INFERENCE:

From the table 6.2, it is inferred that 13% of the respondents strongly agree that there is a correlation between performance evaluation and performance linked pay, 63% of the respondents agree that there is a correlation between performance evaluation and performance linked pay, 17% of the respondents neither agree nor disagree, 5% of the respondents disagree and 3% of the respondents strongly disagree that there is a correlation between performance evaluation and performance linked pay.

TABLE – 6.3

**DISTRIBUTION OF RESPONDENTS OPINION
ON THE EFFICACY OF THE PERFORMANCE STANDARDS
ESTABLISHED FOR THEIR JOBS**

Category	No of respondents	Percentage %
Yes (Effective)	100.00	83%
NO (Not Effective)	20.00	17%
	120.00	100%

INFERENCE:

From the table 6.3, it is inferred that 83% of the respondents say there is effective performance standards established for their jobs and 17% of the respondents say there is no effective performance standards established for their jobs.



P-1966

TABLE – 6.4

**DISTRIBUTION OF OPINIONS OF RESPONDENTS
BY THE PERFORMANCE APPRAISAL DATA USED AS INPUT
FOR RECOGNITION**

Category	No of respondents	percentage%
Strongly agree	100.00	83%
Agree	20.00	17%
Neither agree nor disagree	0.00	0%
Disagree	0.00	0%
Strongly disagree	0.00	0%
	120.00	100%

INFERENCE:

From the table 6.4, it is inferred that 83% of the respondents strongly agree that appraisal data is used as input for recognition and 17% of the respondents agree that appraisal data is used as input for recognition.

TABLE – 6.5

**DISTRIBUTION OF ACCEPTANCE LEVELS
ABOUT THE EXISTING SYSTEM**

Category	No of respondents	percentage%
Strongly agree	37.00	31%
Agree	65.00	54%
Neither agree nor disagree	14.00	12%
Disagree	4.00	3%
Strongly disagree	0.00	0%
	120.00	100%

INFERENCE:

From the table 6.5, it is inferred that 31% of the respondents strongly agree that existing system is comfortable, 54% of the respondents agree existing system is comfortable, 12% of the respondents neither agree nor disagree and 3% of the respondents disagree about the existing system.

TABLE – 6.6

**AGE OF RESPONDENTS INFLUENCE OVER PAS FACTORS
USING CHI-SQUARE TEST**

To analyse the influence of age over performance appraisal factors, chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

Age Vs PAS factors

Null Hypothesis – Ho= There is no association between age and PAS factors

Alternate hypothesis – H1= There is association between age and PAS factors

Age	Opinion about present PAS	Opportunities provided	Relationship with appraisal	Training on appraisal	Quality of PAS
21-30	131	156	134	166	120
31-40	74	80	74	92	52
41-50	6	6	6	6	6
51 and above	0	0	0	0	0

Chi square value - calculated = 12.21

Df = (r-1)(c-1)=3 x4 = 12

Chi square from table for df 12 at 5% level of significance –21.026

Since calculated value is less than table value, accept null hypothesis. So **there is no association between age and PAS factors**

TABLE – 6.7

**GENDER OF RESPONDENTS INFLUENCE OVER
PAS FACTORS USING CHI-SQUARE TEST**

To analyse the influence of gender of respondents over performance appraisal factors, chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

Gender Vs PAS factors

Null Hypothesis – Ho= There is no association between gender and PAS factors

Alternate hypothesis – H1 - there is association between gender and PAS factors

Gender	Opinion about present PAS	Opportunities provided	Relationship with appraisal	Training on appraisal	Quality of PAS
Male	180	206	183	226	110
Female	31	36	31	38	30

Chi square value- calculated = 2.58

Df= (r-1)(c-1)=1 x 4 =4

Chi square from table for df 4 at 5% level of significance –9.488

Since calculated value is less than table value, accept null hypothesis. So **there is no association between gender and PAS factors**

TABLE – 6.8

**EDUCATION OF RESPONDENTS INFLUENCE OVER PAS
FACTORS USING CHI-SQUARE TEST**

To analyse the influence of education of respondents over performance appraisal factors, chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

Educational Qualification Vs PAS factors

Null Hypothesis – Ho= There is no association between Education and PAS factors

Alternate hypothesis – H1- there is association between Education and PAS factors

Qualification	Opinion about present PAS	Opportunities provided	Relationship with appraisal	Training on appraisal	Quality of PAS
Diploma	22	30	28	28	20
UG	110	128	112	98	102
PG	79	84	74	0	10

Chi square value- calculated = 6.35

Df= (r-1)(c-1)=2 x 4 =8

Chi square from table for df 8 at 5% level of significance –15.507

Since calculated value is less than table value, accept null hypothesis. So **there is no association between education and PAS factors**

TABLE – 6.9

**EXPERIENCE OF RESPONDENTS INFLUENCE OVER PAS
FACTORS USING CHI-SQUARE TEST**

To analyse the influence of experience of respondents over performance appraisal factors, chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

Experience Vs PAS factors

Null Hypothesis – Ho= There is no association between Experience and PAS factors

Alternate hypothesis – H1- there is association between Experience and PAS factors

Qualification	Opinion about present PAS	Opportunities provided	Relationship with appraisal	Training on appraisal	Quality of PAS
<3 years	95	108	104	122	102
4-7	76	88	70	90	78
8 years above	40	46	40	52	42

Chi square value- calculated = 6.18

Df= (r-1)(c-1)=2 x 4 =8

Chi square from table for df 8 at 5% level of significance –15.507

Since calculated value is less than table value, accept null hypothesis. So **there is no association between Experience and PAS factors**

Anova test showing the significant difference between the age and various dimensions of appraisal system

To analyse the significant difference between the age and various dimensions of training programme anova test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H0: There is no significant difference between the qualification and various dimensions of appraisal system.

TABLE-7.0

Annova test showing the significant difference between the age and various dimensions of appraisal system

		F	Sig.
Opinion of pas	Between Groups	2.096	.128
	Within Groups		
	Total		
Opportunity provided by pas	Between Groups	.967	.383
	Within Groups		
	Total		
Relationship with appraiser	Between Groups	2.742	.069
	Within Groups		
	Total		
Training on appraisal	Between Groups	1.384	.255
	Within Groups		
	Total		
Quality of pas	Between Groups	8.729	.000
	Within Groups		
	Total		

From the above table, it is evident that there is no significant difference between the age with respect to opinion of pas, opportunity provided by pas, relationship with appraiser, training on appraisal and quality of pas.

Annova test showing the significant difference between the experience and various dimensions of appraisal system

To analyse the significant difference between the experience and various dimensions of training programme annova test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H₀: There is no significant difference between the qualification and various dimensions of appraisal system.

TABLE -7.1

Annova test showing the significant difference between the experience and various dimensions of appraisal system

		F	Sig.
Opinion of pas	Between Groups	2.976	.055
	Within Groups		
	Total		
Opportunity provided by pas	Between Groups	.506	.604
	Within Groups		
	Total		
Relationship with appraiser	Between Groups	.614	.543
	Within Groups		
	Total		
Training on appraisal	Between Groups	.701	.498
	Within Groups		
	Total		
Quality of pas	Between Groups	3.029	.052
	Within Groups		
	Total		

From the above table, it is evident that there is no significant difference between the experience with respect to opinion of pas, opportunity provided by pas, relationship with appraiser, training on appraisal and quality of pas.

CONCLUSION

5. FINDINGS ,RECOMMENDATIONS AND CONCLUSION

5.1 FINDINGS

1. The KRA setting is based on the personal growth and, problem solving skills of the employee and it is based on their corresponding work activities.
2. The KRA setting helps the employee to understand their role clearly.
(Agreed by 92% of the respondents.)
3. The appraiser spends adequate time with their appraisee. This has been accepted by 66% and the remaining 44% need their appraiser to spend adequate time with them.
4. The review with the appraiser helps the employee to know what is expected out of them in the future.(Accepted by 68% of the respondents.)
5. The appraisal distinguishes good and bad performers which is accepted by 44% of the Respondents and 24% neither agree nor disagree.
6. The performance appraisal is objective and fair and this statement is agreed by 70% of the respondents.
7. The documentation of the performance evaluation by self and the appraiser are effective and is accepted by 66% of the respondents.
8. The requisition for appraisal by the second superior is allowed and is accepted by 66% of the respondents.
9. The performance appraisal should be done every 3 months according to the maximum response of the employees.

10. The training provided based on the appraisal is relevant and is accepted by 68% of the respondents.
11. The period of training is found adequate by 52% of the respondents but 48% feel that the training period is to be increased.
12. The strengths and weakness of employees are analysed during training is accepted by 70% of the employees.
13. In the review meeting, the appraisal focuses on both the achievements and the mistakes made in which there is a multiple response.
14. Almost 86% of the employees prefer the appraisal system to be an open system.
15. The correlation between the appraisal and the performance linked pay is accepted by 60% of the respondents.

5.2 SUGGESTIONS:

The following suggestions are made to the management:

- ✓ The method of documenting should be simplified.
- ✓ The review of appraisal need to be done once in three months.
- ✓ The period of training should be increased.
- ✓ The appraiser should discuss with employees to help them reach their target.
- ✓ To encourage the good performance of the employee, the performance linked pay should be formulated and implemented.

5.3 CONCLUSION:

Performance appraisal is a systematic and objective method of evaluating the skill and performance of an employee in the organization.

As the performance appraisal system plays an important role in an organization it should be more effective. Unless it is effective the good and bad performer cannot be identified. The current appraisal method carried out in SUGUNA is a computerized method of documenting.

APPENDIX

**A STUDY ON PERFORMANCE APPRAISAL SYSTEM AT
SUGUNA POULTRY FARMS LTD.,**

QUESTIONNAIRE

A.PERSONAL DATA

1. Name :
2. Age :
 (a) 21 - 30 Years (b) 31 - 40 Years
 (c) 41 - 50 Years (d) 51 and above
3. Gender :
 (a) Male (b) Female
4. Marital status :
 (a) Married (b) Unmarried
5. Designation :
6. Educational Qualification :
 (a) Diploma (b) Graduate (c) Post Graduate
7. Department :
8. Experience :
 (a) Below 10 years (b) 11 - 20 Years (c) 20 years & above
9. Monthly Income :
 (a) Upto Rs.5,000/- (b) Rs.5001 - 10,000/-
 (c) Rs.10,001 to Rs.15,000/- (d) Rs.15,001 & above
10. No. of organizations worked so far :
 (a) 0 - 2 (b) 3 - 5 (c) 6 & above

B.OPINION ABOUT THE PRESENT PAS

11. Performance appraisal system should be followed periodically in an organization

- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree

12. The appraisal system provides an opportunity for self review and reflection.
- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree
13. The performance appraisal system provides an opportunity for each appraisal to express the developmental need.
- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree
14. The appraisal system facilitates growth and learning in the organisation.
- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree
15. Which one of the factors followed for fixing KRA in your organization?
- (a) Routine of your work (b) Way of solving problem
 (c) Personal growth (d) Innovation (e) No idea
16. KRA setting help to know the role clearly
- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree
17. If the appraisal done by my superior is not satisfied, further review on requisition is allowed
- (a) Yes (b) No
18. The appraisal system followed here is
- (a) Open system (b) Confidential system
19. I wish the system to be
- (a) Open system (b) Confidential system
20. In your view appraisal should be done for every
- (a) 3 Months (b) 4 Months (c) 6 Months (d) 12 Months

C.OPPORTUNITIES PROVIDED BY PAS

21. The appraisal system helps to executives to plan their performance well
- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree
22. The performance appraisal system has scope for helping each executive to discover his/her potential
- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree
23. The appraisal system gives more weight, or more confident during the appraisal
- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree

D.RELATIONSHIP WITH APPRAISER

24. The appraisal system provides an opportunity to maintain a cordial relationship with appraiser.
- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree
25. The appraiser generally spends time and discuss with their appraisee about their performance.
- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree
26. The performance review with my appraiser helped me to clarify the further expectations?
- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree

E. TRAINING ON APPRAISAL

27. The training provided based on my appraisal is relevant

- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree

28. The period of training is adequate

- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree

29. The training given helps to improve my performance

- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree

F. QUALITY OF PAS

30. Performance review discussions are conducted with high quality and care

- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree

31. The performance appraisal is objective and fair

- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree

32. The appraisal distinguishes good and bad performer

- (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree

G.USAGE OF PAS'S DATA

33. Do you get feedback after every appraisal
 (a) Yes (b) No
34. After every appraisal what would be the result
 (a) Promotion (b) Increment in salary
 (c) Training (d) Punishment
35. In what areas does the appraisal focus upon during the review meeting
 (a) Achievements (b) Mistakes (c) Others
36. According to you the evaluation is on the basis of
 (a) Performance (b) Behaviour (c) Potential
37. There is a correlation between the performance evaluation and performance linked pay
 (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree
38. Is there any performance standard established for your job
 (a) Yes (b) No
39. The performance appraisal data is used as input for recognitions and encouragement of high performance.
 (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree
40. I feel very comfortable / satisfied with the existing system.
 (a) Strongly agree (b) Agree (c) Neither agree nor disagree
 (d) Disagree (e) Strongly disagree

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