P-2463

A STUDY ON THE PERFORMANCE APPRAISAL SYSTEM AT

AFCONS INFRASTRUCTURE LIMITED

GADIMOGA, ANDHRA PRADESH.

By

A.PRAVEEN

Reg. No. 71206631041

Of

Department of Management Studies
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
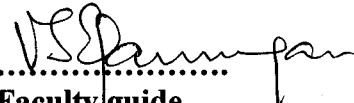
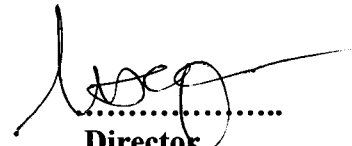## MASTER OF BUSINESS ADMINISTRATION

JUNE, 2008

DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY
COIMBATORE

BONAFIDE CERTIFICATE

Certified that this project titled 'A STUDY ON PERFORMANCE APPRAISAL AT AFCONS INFRASTRUCTURE LTD AT GADIMOGA, ANDHRA PRADESH.' is the bonafide work of **Mr.PRAVEEN.A (Reg No: 71206631041)** who carried out the research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not from 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 ....21.7.08..............

INTERNAL EXAMINER

EXTERNAL EXAMINER

IGINEERS & CONTRACTORS

IOJECT OFFICE :
   Civil Works at Infra / OT Site
   RIL - Project (Gadimoga)
   Yanam - 533 464
   Phone : 0884-2006302, 2006338
   E-mail : afcons.planning@ril.com

AFCONS INFRASTRUCTURE LIMITED
An ISO 9001 : 2000 Company

DATE :

:F :

To
THE DIRECTOR,
KCT BUSINESS SCHOOL,
KUMARAGURU COLLEGE OF TECHNOLOGY,
COIMBATORE - 641006.

SUB: PROJECT COMPLETION CERTIFICATE

This is to certify that **Mr. A.PRAVEEN (71206631041)** a student of KCT Business School, Kumaraguru College Of Technology, has undergone a project entitled, "A Study On Performance Appraisal at AFCONS Infrastructure Limited, Reliance Industries Limited, Godimoga, Andhra Pradesh.

During the tenure his performance was **GOOD.**

Thanking You,

for AFCONS Infrastructure Ltd.,

SUBRAMANIYAM. P
Asst. General Manager.

ISO 9001
BUREAU VERITAS
Certification

DECLARATION

I, hereby declare that the project entitled as "A STUDY ON PERFORMANCE APPRAISAL SYSTEM AT AFCONS INFRA STRUCTURE Ltd., GADIMOGA ANDHRA PRADESH" 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 Prof. V.S. Elamuragan during the academic year 2007-2008.

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

Date: 21/5/08

Place: Coimbatore .

A.Praveen

ACKNOWLEDGEMENT

Throughout my life I have always benefited from many wonderful people around me, and the last two months of this project have been no exception. I have many people to be thankful to.

I adore the almighty and extol their glory by paying my contribution of thankfulness for blessing me with all knowledge required to complete this project successfully.

I thank our respected chairman **Dr. N. Mahalingam** who helped us to undergo this master's degree and acquire a lot of knowledge.

I express my sincere thanks to our director **Mr. S. V. Devanathan**, for his kind patronage and for his consent to carryout this project.

I take privilege and pleasure in expressing my sincere gratitude to my guiding spirit, **Prof. V. S. Elamuragan**, Senior Lecturer, KCT Business School, for his in-depth guidance and encouragement in executing this project from beginning and making it a success.

I am highly obliged to extend my sincere thanks to **Mr. P. Subramaniyam**, Asst. General Manager, of AFCONS Infra Structure Ltd., for his effective guidance and valuable support to carryout this project in their premises.

My special acknowledgements and thanks to Department of Management Studies, Faculty Members and my friends for their help and motivation throughout.

EXECUTIVE SUMMARY

The researcher has taken the project titled "A STUDY ON THE PERFORMANCE APPRAISAL SYSTEM AT AFCONS INFRA STRUCTURE LTD." to know the employees level of performance and potential. It is the systematic examination of an employee's strengths and weakness 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 job holders 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 of ability of an employee in performing their task.

Performance appraisal increases 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 by using simple random sampling method at AFCONS INFRA STRUCTURE LTD., This deals with the percentage analysis of data collected method.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF CHARTS

1.INTRODUCTION

1.1BACKGROUND OF THE STUDY

Performance Evaluation or Performance Appraisal is the process of assessing the performance and progress of en employee or 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, analyzing 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 a 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:

Performance Appraisal

Traditional methods

a. Confidential report
b. Free essay
c. Straight ranking
d. Paired comparison
e. Forced distribution
f. Graphic rating scale
g. Critical incident methods
h. Group appraisal

Modern methods

a. Behaviorally anchored rating scale
b. Appraisal through MBO
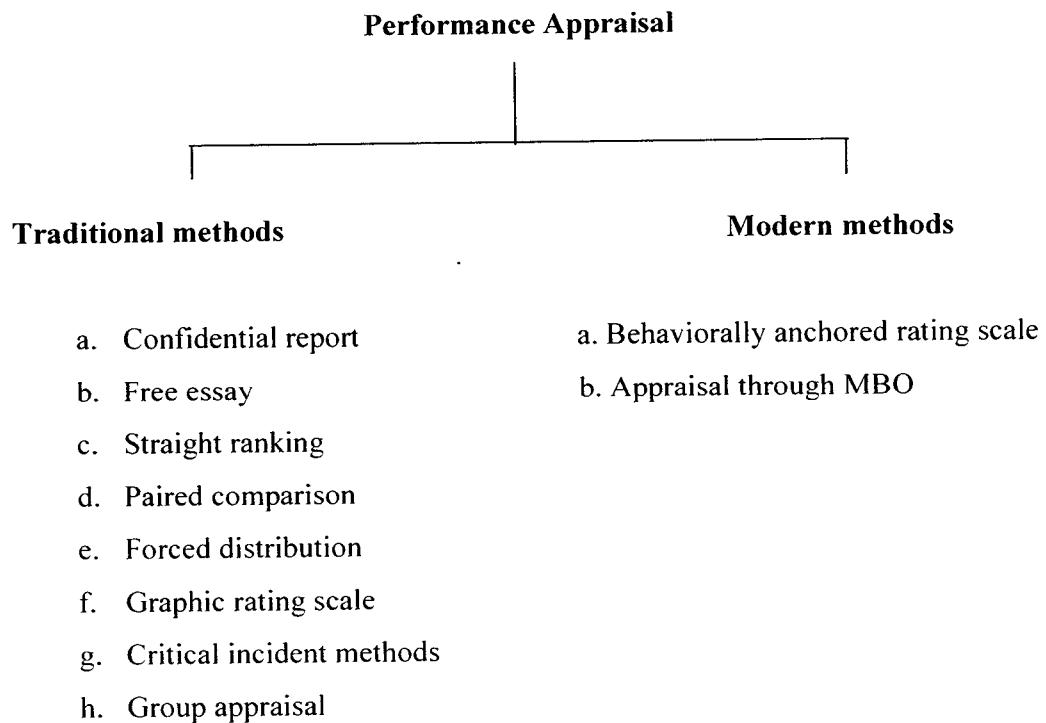
a. CONFIDENTAL REPORT

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

Advantage: This is a simple and easy way of appraising.

Disadvantage: It involves 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 then 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.

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

Disadvantage: This 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. Here 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:

$N(N-1)\backslash 2$, where N is 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. It 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: It 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. CRIRICAL 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 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 suggestions for improvements.

Advantage: It is simple yet more thorough. Due to multiple evaluators Personal Bias is minimized.

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 behavior relating to specific performance dimensions. Critical areas of job performance and the most effective behavior for getting results are determined in advance.

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 behavior.

Disadvantage: It is expensive to develop BARS for every job.

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.

Daya [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 set of facts and rules. The term knowledge has come to be used for persons 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.

Varma [1985] points out that many organizations have introduced self-appraisal, exercises in target setting 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.

9

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 OBJECTIVE OF THE STUDY:

The study is conducted with the following objectives:

- To study the existing performance appraisal system at AFCONS Infra Structure 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 performance are identified and rewarded.
- 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 AFCONS Infra Structure Ltd. Appraising an employee and rewarding him on high performance will be a motivating factor for 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 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, offers ideas for further research and helps to make certain simple decisions.

1.4.2 SAMPLING DESIGN:

To suggest suitable measures for improving the existing programme, hundered and twenty respondents were identified from 240 employees by using simple random sampling method at AFCONS Infrastructure 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, brouchers 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 chi-square test, rank correlation 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 AFCONS Infra Structure 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 of the study, objectives, scope, limitations and methodology of study which includes type of the study, data collection and tools of analysis.

The second chapter discusses about the organization profile that includes the history of organization, management, organization structure, 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.

2 ORGANIZATION PROFILE

2.1 HISTORY OF THE ORGANIZATION

The company first established in the year 1959 under the name and style of "Rodio-Hazarat". It is a partnership firm between "Rodio Foundation, Switzerland" and "Hazarat & Co., India". Basically these two organization joined hands in Foundation Engineering Works. Later in the year 1976 the company registered the name as "Asia Foundations & Construction Limited (AFCONS)". AFCONS is one of the deemed Public Limited Company which is running successfully in India. In the year 1997 the company was renamed as AFCONS infra structure limited.

AFCONS is one of the India's Premier Construction Companies, involved in infrastructure Development Segment, with an enviable past experience record of executing varied type of projects. Specialist contracting firm in the fields of construction of all types of Marine works, Bridges works, Roads works, specialized foundations. In the year 2000 AFCONS was take over by PALLONJI "SHAPOORJI GROUP".

2.2 ORGANISATION STRUCTURE:

```
              ┌─────────────────────────────────────┐
              │      AFCONS Board Of Directors       │
              └─────────────────────────────────────┘
                              │
                    ┌─────────────────────┐
                    │      Directors       │
                    └─────────────────────┘
                              │
                    ┌─────────────────────┐
                    │   General Manager    │
                    └─────────────────────┘
                              │
                 ┌──────────────────────────┐
                 │   Asst.General Manager    │
                 └──────────────────────────┘
                              │
        ┌──────────┬──────────┼──────────┬──────────┐
  ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐
  │   Site   │ │   Site   │ │   Site   │ │   Site   │
  │ Engineer1│ │ Engineer2│ │ Engineer3│ │ Engineer4│
  └──────────┘ └──────────┘ └──────────┘ └──────────┘
                              │
                    ┌─────────────────┐
                    │ Technical Staff │
                    └─────────────────┘
                              │
        ┌──────────┬──────────┼──────────┬──────────┐
  ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐
  │ Workmen  │ │ Workmen  │ │ Workmen  │ │ Workmen  │
  └──────────┘ └──────────┘ └──────────┘ └──────────┘
```
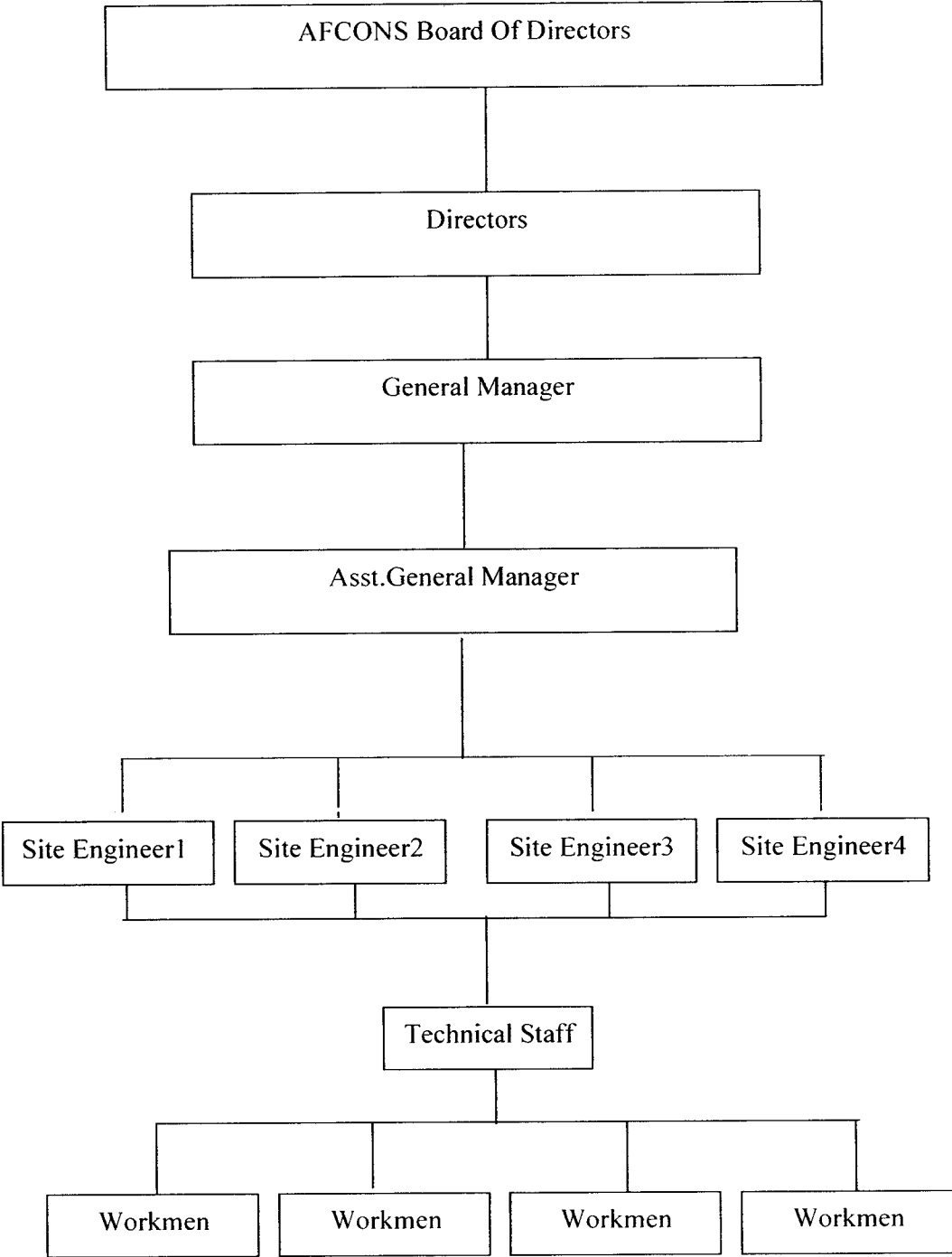
MISSION STATEMENT:

The following passage describes the mission statement of AFCONS,

"To be a Prominent Transnational Infrastructure Company recognized for Business Innovations, focused on Total Satisfaction and Enhanced Value Creation for all its Stakeholders."

QUALITY OBJECTIVES:

Quality is being considered as an important phenomenon for every organization. The important Quality objectives of this organization are described below.

⇒ "Enhancement of Customer satisfaction"

⇒ "Timely Completion of Projects"

⇒ "Effective Planning & Monitoring system"

⇒ "Effective Human Resource management"

⇒ "Optimum Utilization of resources"

⇒ "Ensuring Safe working practices"

AFCONS has established, implemented & maintained Quality Management System as per ISO 9001:2000 for its head office & all construction project sites. AFCONS QMS is certified by Bureau Veritas Quality International (BVQI).

The scope of Quality Management System:

" Design and Construction of Marine Works, Bridges, Roads, Heavy Civil Engineering Structures like Power Plant Buildings, LNG Containment Tanks, etc. and Specialised Foundation Engineering Works in Concrete and Steel. "

2.3 VARIOUS SECTORS:

Bridges / Flyovers/ Elevated Viaduct

|

Marine Works

|

Road Works

|

Pipelines/ Tunnels

|

LNG Tanks/ Nuclear power projects

|

Industrial Structures/ Special Foundation

|

Intake structure
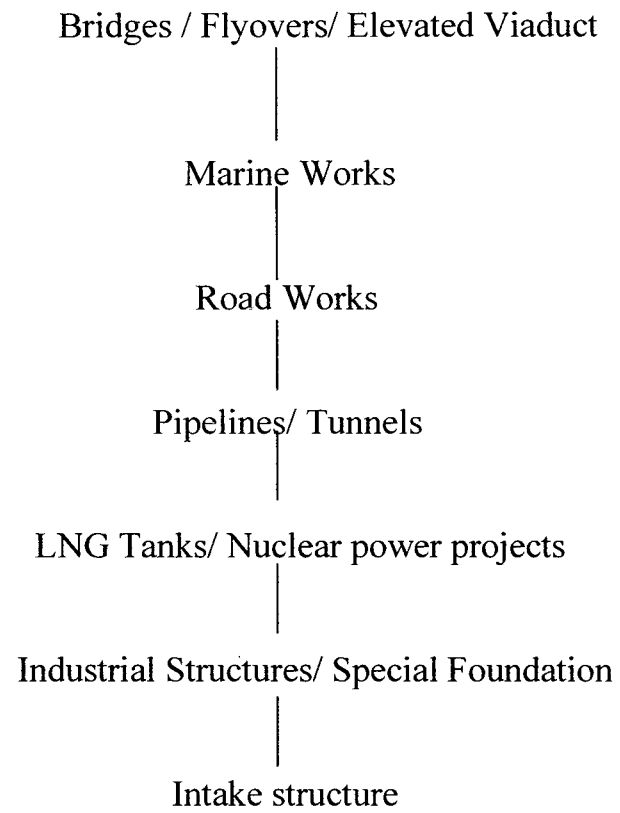
All these types of projects have been successfully completed in a great manner by AFCONS.

HUMAN RESOURCE MANAGEMENT:

Human resource is an important and vital asset for every organization. AFCONS consist a dedicated team of

- ⇒ **1200 Management and Engineering Personnel.**
- ⇒ **700 Technical and Skilled Operators.**
- ⇒ **2200 (Local and Non-Management) staff.**

3. MICRO - MACRO ANALYSIS:

Global demand for construction aggregates is expected to rise nearly four percent annually through 2011 to over 26 billion metric tons. Some of the strongest increases will come from India, which is already one of the largest national markets. Other countries, such as China, Iran, Mexico, Poland, and Russia, will also achieve strong gains, spurred by industrialization activity and an acceleration in infrastructure construction. Advances will not be as strong in the industrialized nations of the world, including the US, Japan, and Western Europe. Repairs and maintenance construction on the well-developed physical infrastructures of these countries will drive demand through 2011. An increase in nonbuilding construction projects in the United States will lead to higher construction spending and aggregates demand despite a slowdown in residential building activity.

The nonbuilding construction market for construction aggregates is forecast to be the quickest growing end-use sector. Accounting for over 70 percent of worldwide aggregates demand in 2006, gains in nonbuilding construction demand will be fueled by an increase in construction activity in industrializing nations. Demand for construction aggregates used in the production of asphaltic concrete will grow the fastest of all major application categories, resulting from growth in road building and maintenance projects and increases in nonbuilding construction expenditures around the world. Aggregate sales for use in hydraulic concrete applications, which account for approximately 40 percent of all product demand, are expected to rise at a moderate pace.

Growing environmental and land use concerns will spur the strongest gains in aggregates composed of recycled materials such as crushed hydraulic and asphaltic concrete and waste materials such as fly ash and blast-furnace slag. Market gains will also be bolstered by growing sales of specialty aggregate products like expanded clay and shale, which are used in applications such as bridge decks, where light weight is crucial. Trade in construction aggregates is expected to increase moderately through 2011, spurred to a great extent by continuing improvements in mining, processing and material handling technologies, more

stringent environmental and land use regulations, further expansion of offshore sources of supply and the development of spot shortages in high growth construction markets.

Construction which were almost non-existent in the Indian construction industry around ten years back, are gaining increasing importance. The construction activity and 100 per cent FDI in real estate are giving a fillip to the construction markets in India, which grew by an estimated 24.1 per cent in 2006. Any company that realises the importance and potential of this nascent market - projected to grow at a compound annual growth rate (CAGR) of 21.9 per cent from 2007 to 2013 - can capitalize on considerable growth opportunities.

New analysis from Frost & Sullivan, Indian Construction Markets, finds that the market revenue was estimated to be Rs 10.0 billion in 2006 and is likely to reach Rs 40.0 billion by 2013.

The Indian Government's approval for allowing 100 percent FDI in the real estate sector has given a major boost to the already fast growing construction industry

The construction industry is the key end user of construction that includes construction of infrastructure, industries, as well as commercial and residential buildings. Construction are also used for repair and maintenance of these structures and comprise around 11 per cent of the total demand. Rising awareness, changing lifestyles and, most importantly, the increasing spending power of end users will be the key drivers in the sustained expansion of the Indian construction market.

At present, the absence of quality standards for the manufacture as well as application of construction is a major challenge. This has the potential of leading to price wars at the cost of quality, thereby eroding margins to such an extent that new companies might be

22

reluctant to enter this market. This is further likely to lead to highly unsatisfied end users getting substandard products and services and will have a major impact on the industry as a whole.

"To succeed in a situation where established quality standards are lacking, companies need to develop their own standards and build powerful brands that will not only promote awareness about the benefits of construction.

DATA ANALYSIS AND INTERPRETATION

TABLE 4.1

GENDER

Gender	Number of Respondents	Percentage (%)
Male	112	93.3
Female	8	6.7
Total	**120**	**100**

The above table showing the gender wise classification of respondents. In that 93.3% of them were male and 6.7% of them were female.

CLASSIFICATION ON GENDER
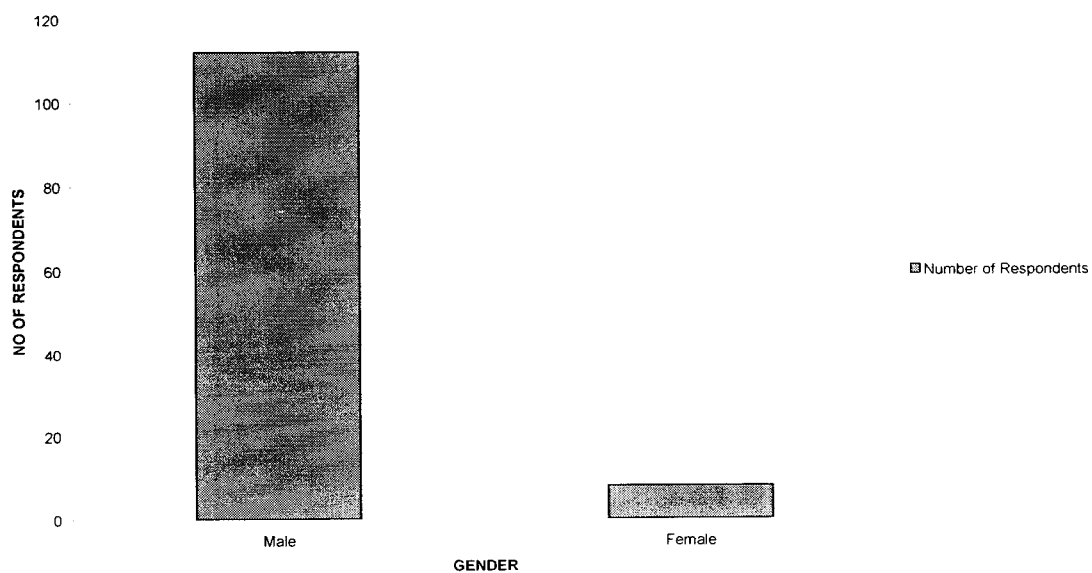
TABLE 4.2

MARITAL STATUS

Status	Number of Respondents	Percentage (%)
Married	57	47.5
Unmarried	63	52.5
Total	**120**	**100**

In the above table it shows that 52.5% of them are unmarried and 47.5% of them are married.

CLASSIFICATION BASED ON MARITAL STATUS
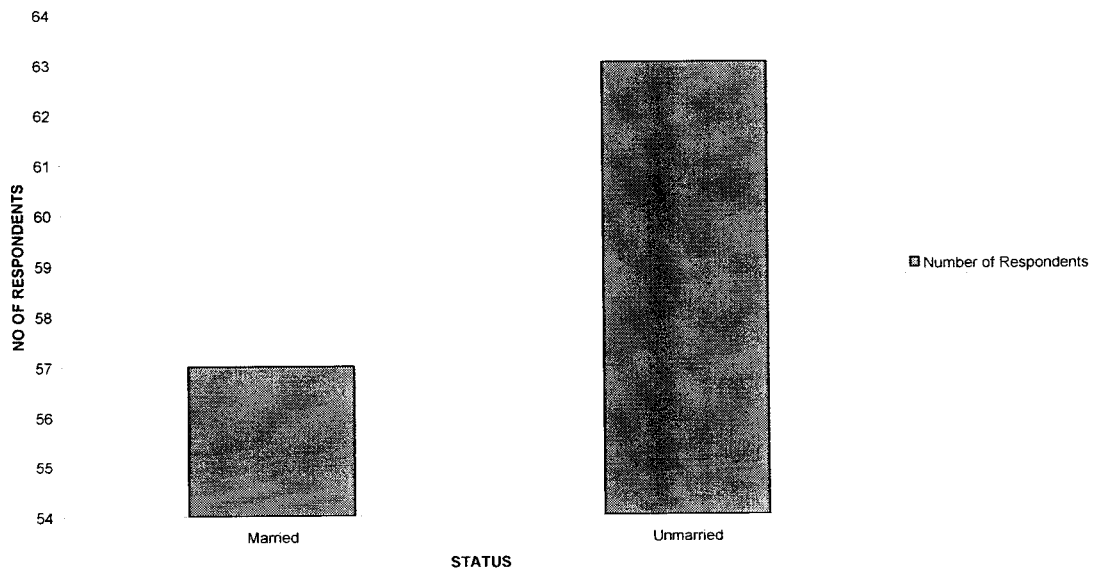
TABLE 4.3

MONTHLY INCOME

Monthly income	Number of Respondents	Percentage (%)
Up to Rs. 10000	20	16.66
Rs. 10001 to Rs. 15000	48	40
Rs. 15001 to Rs. 25000	32	26.66
Rs. 25001 and above	20	16.66
Total	**120**	**100**

In the above table, 40% of the respondents earn Rs.10001 to Rs.15000 per month, 26.66% of the respondents earn Rs.15001 to 25000 per month, and 16.66% of the respondents earn below Rs.10000 and above Rs.25001 per month.

CLASSIFICATION BASED ON MONTHLY INCOME
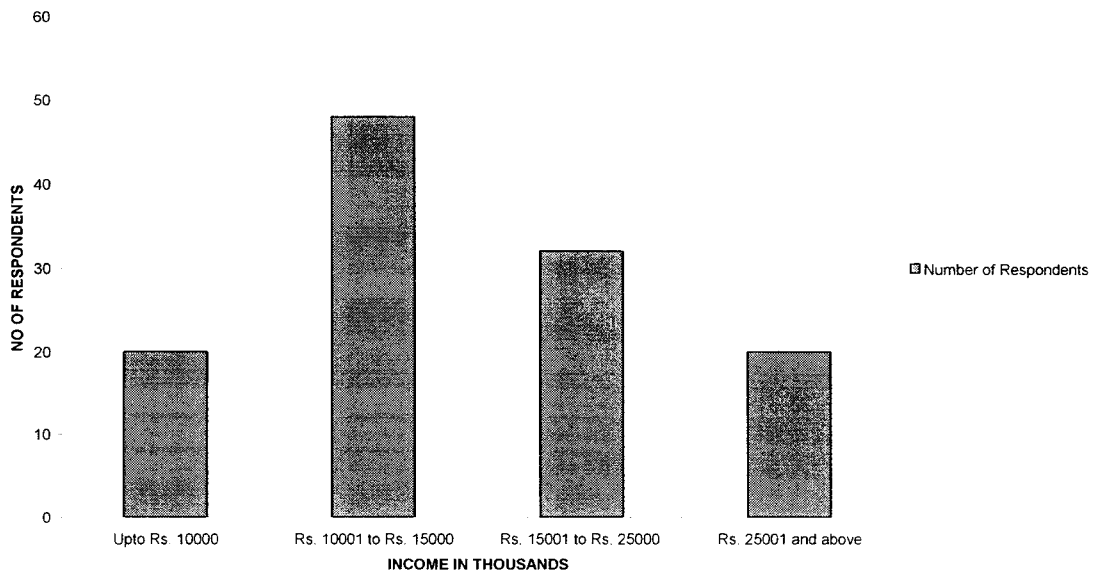
TABLE4.4

ORGANIZATIONS WORKED

Organizations worked	Number of Respondents	Percentage (%)
0-2	76	63.33
3-5	20	16.66
6 & above	24	20
Total	120	100

In the above table, 63.33% of the respondents have worked in 0 to 2 organizations. 20% of the respondents have worked in more than 6 organizations and 16.66% of the respondents have worked in 3 to 5 organizations.

CLASSIFICATION BASED ON THE NUMBER OF ORGANIZATIONS WORKED
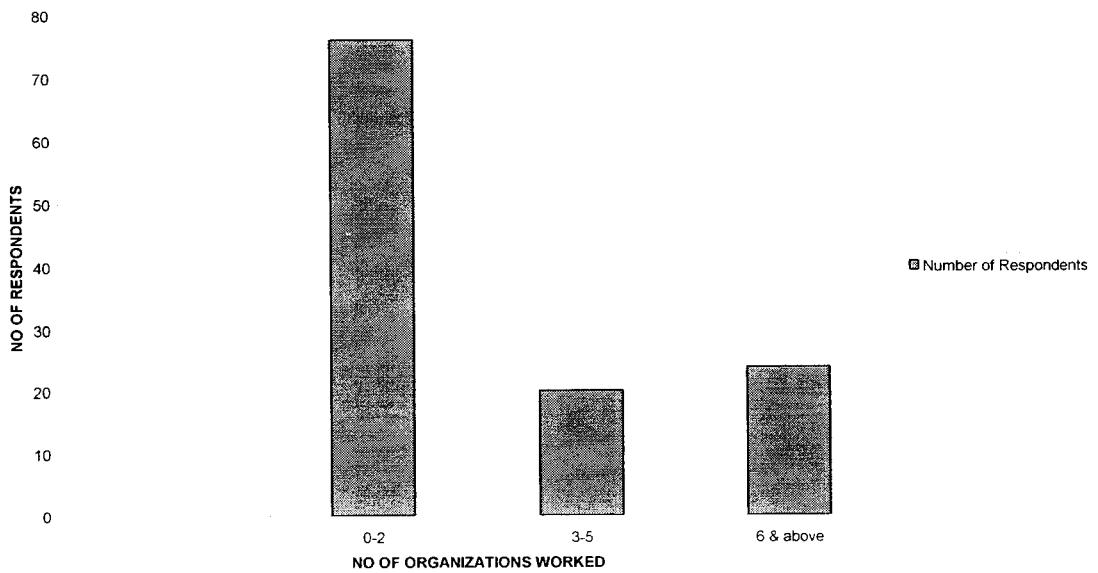
TABLE4.5

ROLE CLARITY OF KRA

Settings	Number of Respondents	Percentage (%)
Strongly agree	18	15
Agree	65	54
Neither agree nor disagree	17	14
Disagree	12	10
Strongly disagree	8	7
Total	**120**	**100**

In the above table, 28.33% of the respondents disagree for the role clarity of KRA, 25% of the respondents strongly disagree, 21.66% neither agree nor disagree, 15% of the respondents strongly agree and 10% of the respondents agree for the role clarity of KRA.

TABLE 4.6

FURTHER REVIEW REQUISITION

Reviews	Number of Respondents	Percentage (%)
Yes	95	79.16
No	25	20.83
Total	**120**	**100**

In the above table, 79.16% of the respondents have interest in further review of the appraisal system and 20.83% of the respondents have no interest in further review of the appraisal system.

CLASSIFICATION BASED ON FURTHER REVIEW REQUISITION
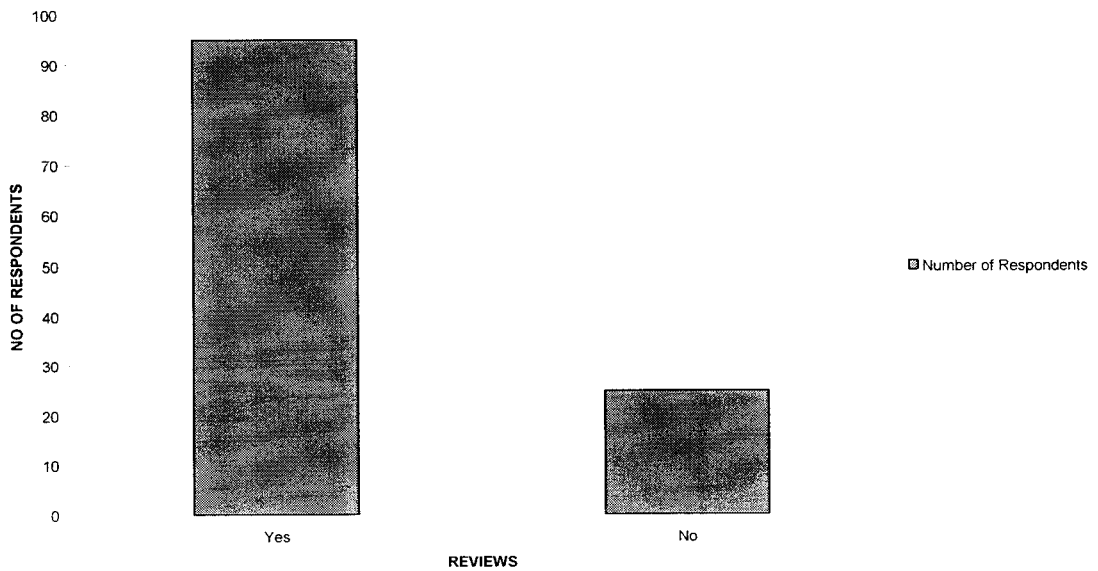
TABLE 4.7

APPRAISAL SYSTEM FOLLOWED

System	Number of Respondents	Percentage (%)
Open system	87	72.5
Confidential system	33	27.5
Total	**120**	**100**

In the above table, 72.5% of the respondents have said their opinion that the appraisal system followed is open system and 27.5% of the respondents have said that the appraisal system followed is confidential system.

CLASSIFICATION BASED ON THE APPRAISAL SYSTEM FOLLOWED
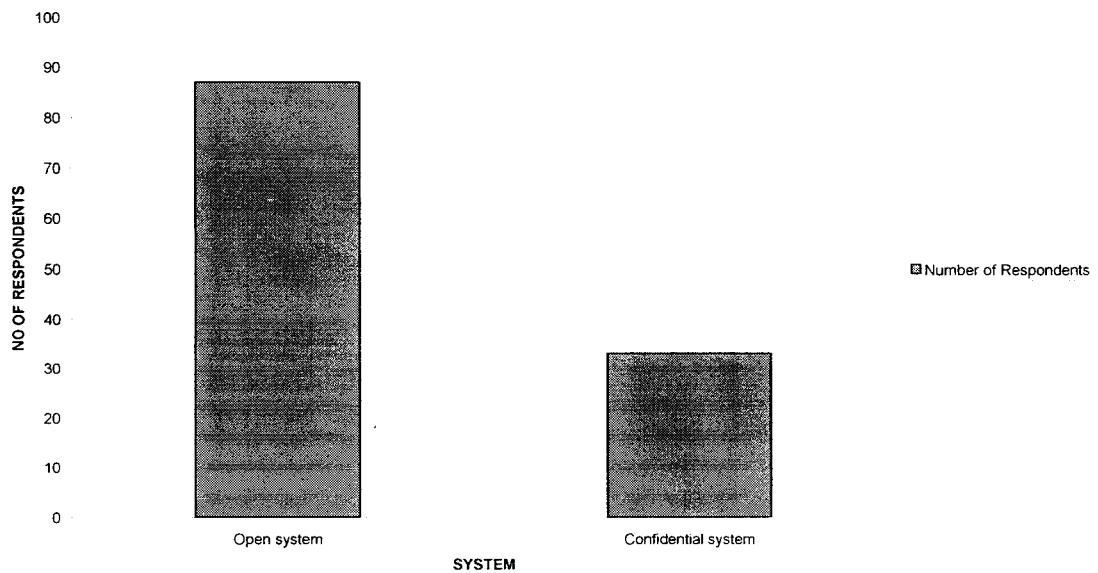
Table 4.8

APPRAISAL SYSTEM SHOULD BE

System	Number of Respondents	Percentage (%)
Open system	77	64.16
Confidential system	43	35.83
Total	**120**	**100**

In the above table, 64.16% of the respondents say that open appraisal system should be followed and 35.83% of the respondents say that confidential system should be followed.

CLASSIFICATION BASED ON THE APPRAISAL SYSTEM SHOULD BE
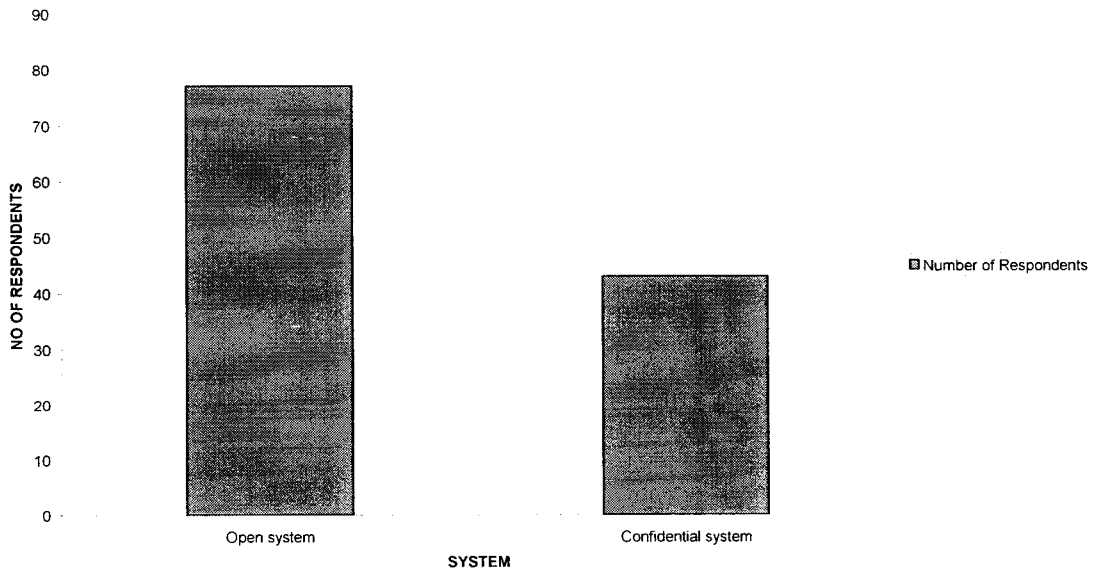
Table 4.9

APPRAISAL SYSTEM SHOULD BE DONE FOR

Months	Number of Respondents	Percentage (%)
3 Months	20	16.66
4 Months	16	13.33
6 Months	30	25
12 Months	54	45
Total	**120**	**100**

From the above table, 45% of the respondents say that the appraisal system should be done for 12 Months once, 25% of the respondents say that the appraisal system should be done for 6 Months once, 13.33% of the respondents say that the appraisal system should be done for 4 Months once and 16.66% of the respondents say that the appraisal system should be done for 3 Months once,

CLASSIFICATION BASED ON THE APPRAISAL SYSTEM SHOULD BE DONE FOR

32
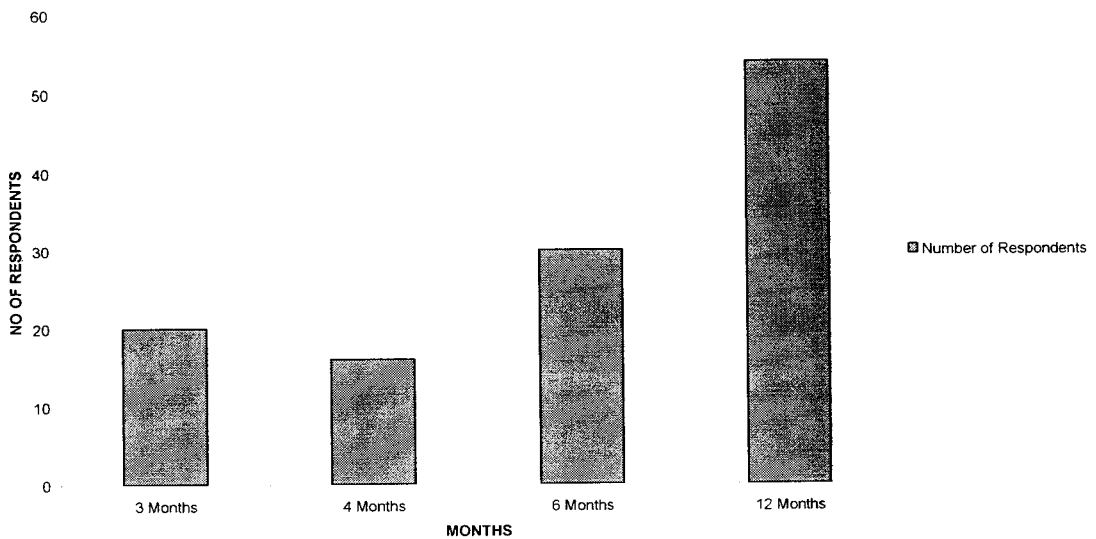
Table 5

PLANNING USING APPRAISAL SYSTEM

Performance	Number of Respondents	Percentage (%)
Strongly Agree	35	29.16
Agree	30	25
Neither Agree nor disagree	25	20.83
Disagree	18	15
Strongly disagree	12	10
Total	**120**	**100**

From the above table, 29.16% of the respondents strongly agree, 25% of the respondents agree, 20.83% of the respondents neither agree nor disagree, 15% of the respondents disagree and 10% of the respondents strongly disagree that the appraisal system helps the executives to plan their performance well.

CLASSIFICATION BASED ON PLANNING USING APPRAISAL SYSTEM
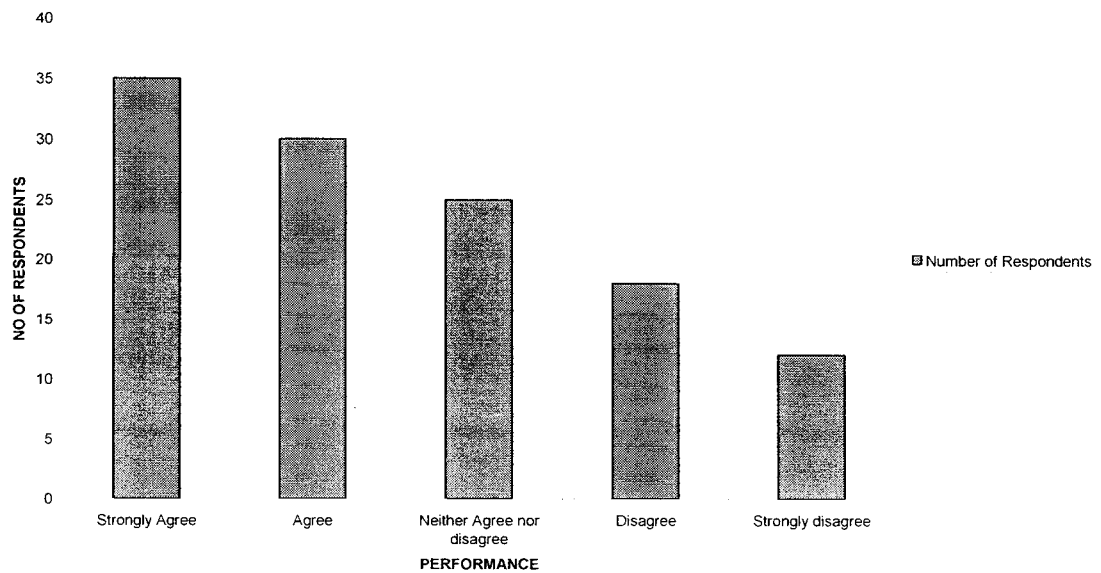
Table 5.1

SCOPE OF APPRAISAL SYSTEM

Performance	Number of Respondents	Percentage (%)
Strongly Agree	38	31.66
Agree	26	21.66
Neither Agree nor disagree	30	25
Disagree	15	12.5
Strongly disagree	11	9.16
Total	**120**	**100**

From the above table, 31.66% of the respondents strongly agree that the performance appraisal system has scope for helping each executive to discover his / her potential, 25% of the respondents neither agree nor disagree, 21.66% of the respondents agree, 12.5% of the respondents disagree and 9.16% of the respondents strongly disagree.

CLASSIFICATION BASED ON THE SCOPE OF APPRAISAL SYSTEM
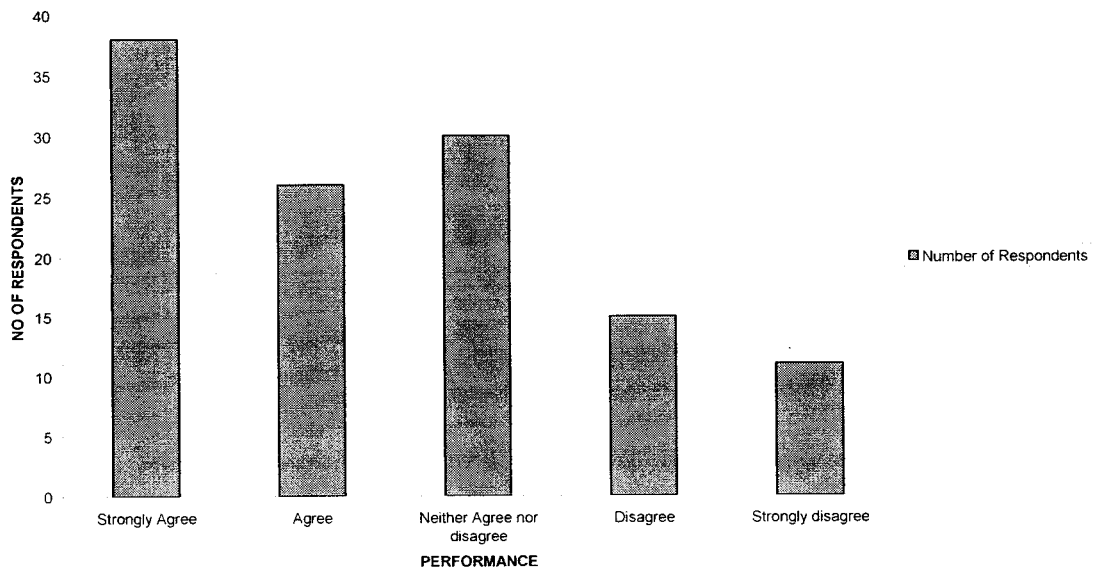
Table 5.2

RELATIONSHIP MAINTAINED USING APPRAISAL SYSTEM

Constraint	Number of Respondents	Percentage (%)
Strongly Agree	47	39.16
Agree	30	25
Neither Agree nor disagree	13	10.83
Disagree	20	16.66
Strongly disagree	10	8.33
Total	120	100

From the above table, 39.16% of the respondents strongly agree that the appraisal system provides an opportunity to maintain a cordial relationship with the appraiser, 25% of the respondents agree, 16.66% of the respondents disagree, 10.83% of the respondents neither agree nor disagree and 8.33% of the respondents strongly disagree.

CLASSIFICATION BASED ON RELATIONSHIP MAINTAINED USING APPRAISAL SYSTEM
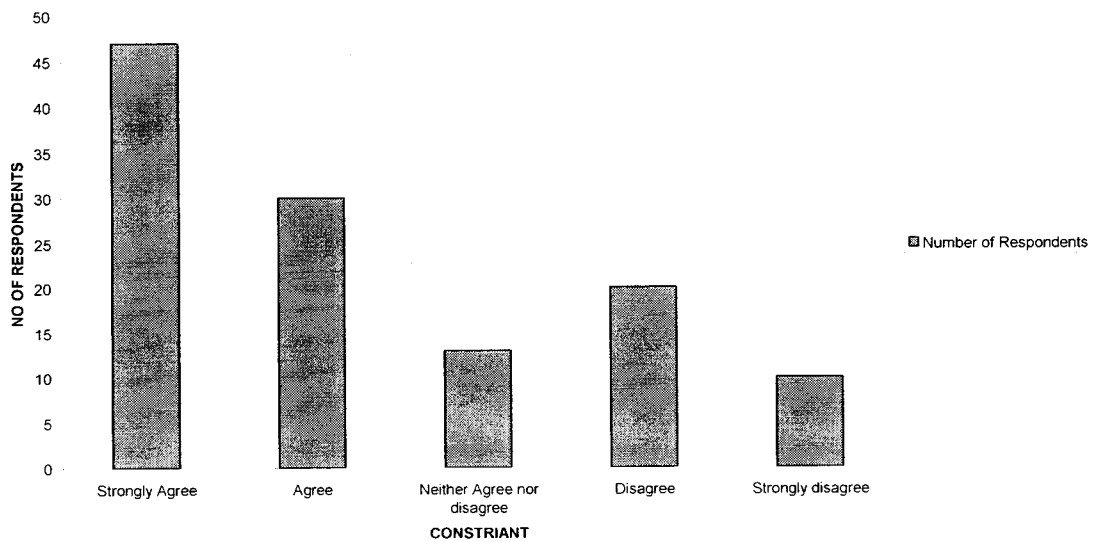
Table 5.3

TIME SPENT ON APPRAISAL SYSTEM

Constraint	Number of Respondents	Percentage (%)
Strongly Agree	44	36.66
Agree	35	29.16
Neither Agree nor disagree	13	10.83
Disagree	12	10
Strongly disagree	16	13.33
Total	**120**	**100**

From the above table. 36.66% of the respondents strongly agree that the appraiser spends time and discusses with their appraiser about their performance. 29.16% of the respondents agree, 13.33% of the respondents strongly disagree. 10.83% of the respondents neither agree nor disagree and 10% of the respondents strongly disagree.

CLASSIFICATION BASED ON THE TIME SPENT ON APPRAISAL SYSTEM

36
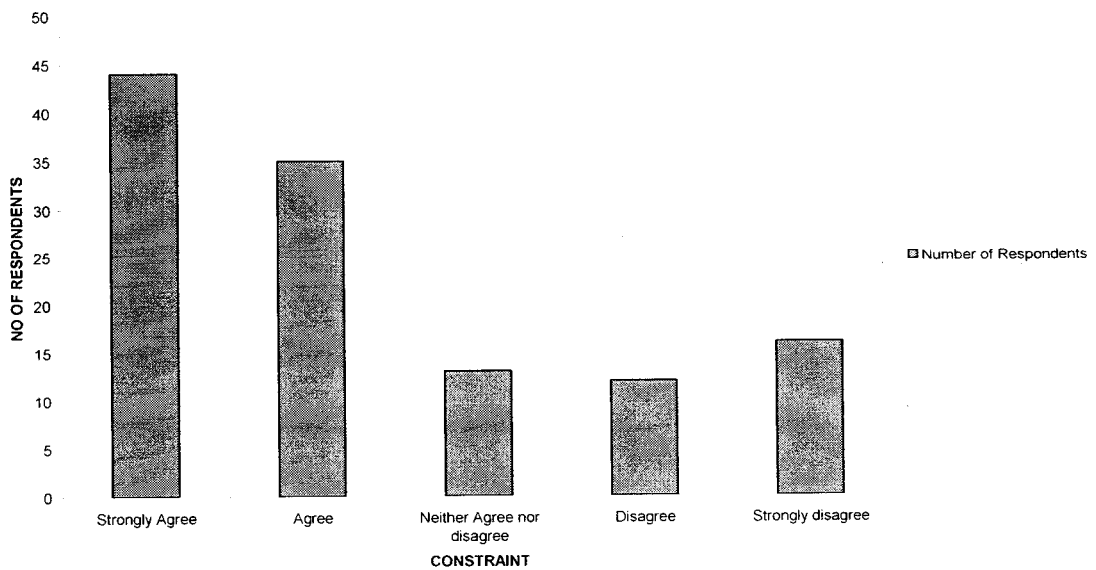
Table 5.4

FURTHER EXPECTATIONS OF APPRAISAL SYSTEM

Constraint	Number of Respondents	Percentage (%)
Strongly Agree	30	25
Agree	20	16.66
Neither Agree nor disagree	30	25
Disagree	25	20.83
Strongly disagree	15	12.5
Total	**120**	**100**

From the above table, 25% of the respondents strongly agree that the review helps to clarify the further expectations, 25% of the respondents neither agree nor disagree, 20.83% of the respondents disagree, 16.66% of the respondents agree and 12.5% of the respondents strongly disagree.

CLASSIFICATION BASED ON FURTHER EXPECTATIONS ON APPRAISAL SYSTEM

37
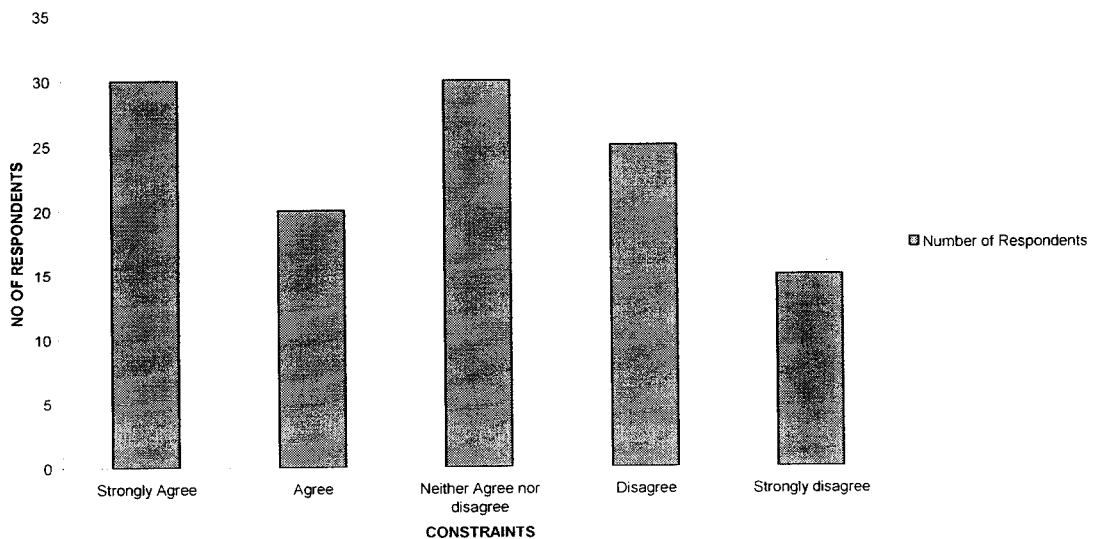
Table 5.5

RELEVANT TRAINING ON APPRAISAL SYSTEM

Constraint	Number of Respondents	Percentage (%)
Strongly Agree	46	38.33
Agree	30	25
Neither Agree nor disagree	24	20
Disagree	8	6.66
Strongly disagree	12	10
Total	**120**	**100**

From the above table, 38.33% of the respondents strongly agree that the training provided based on their appraisal is relevant, 25% of the respondents agree. 20% of the respondents neither agree nor disagree, 10% of the respondents strongly disagree and 6.66% of the respondents disagree.

CLASSIFICATION BASED ON RELEVANT TRAINING ON APPRAISAL SYSTEM
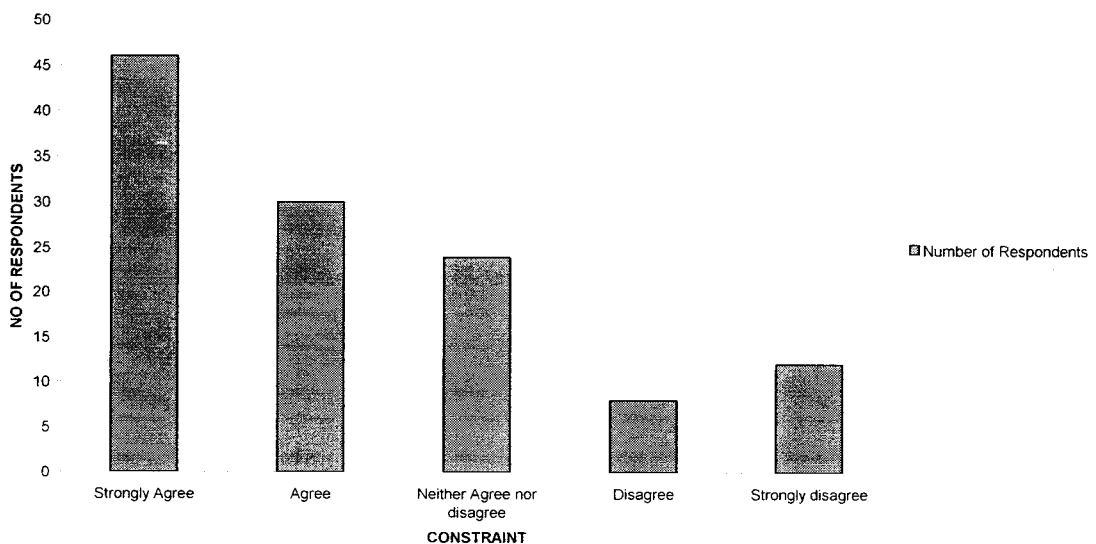
Table 5.6

ADEQUATE TRAINING ON APPRAISAL SYSTEM

Constraint	Number of Respondents	Percentage (%)
Strongly Agree	38	31.66
Agree	24	20
Neither Agree nor disagree	36	30
Disagree	13	10.83
Strongly disagree	9	7.5
Total	120	100

From the above table, 31.66% of the respondents strongly agree that the training period is adequate, 30% of the respondents neither agree nor disagree, 20% of the respondents agree and 10.83% of the respondents disagree and 7.5% of the respondents strongly disagree.

CLASSIFICATION BASED ON ADEQUATE TRAINING ON APPRAISAL SYSTEM
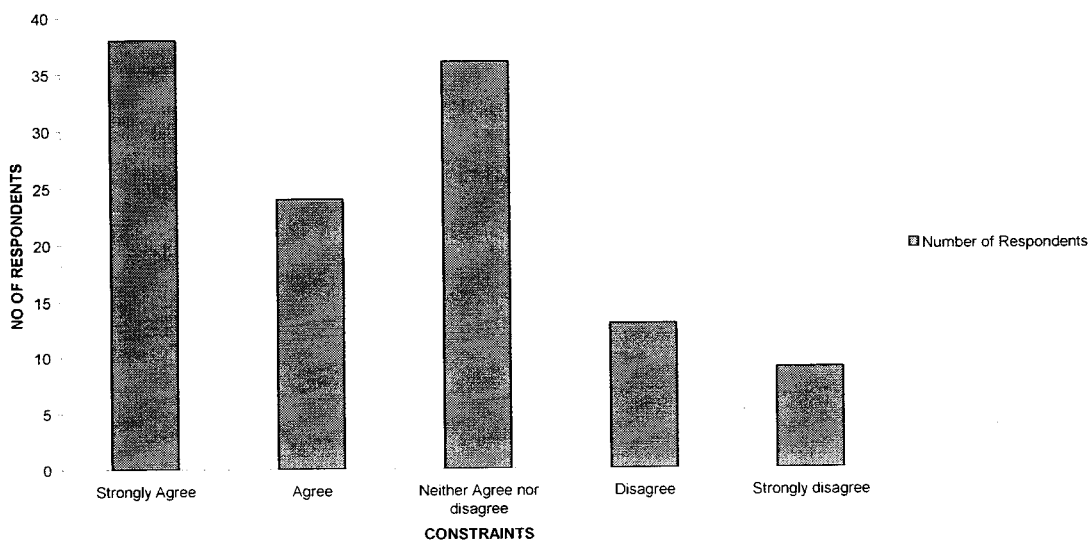
Table 5.7

IMPROVING PERFORMANCE USING APPRAISAL SYSTEM

Constraint	Number of Respondents	Percentage (%)
Strongly Agree	35	29.16
Agree	27	22.5
Neither Agree nor disagree	40	33.33
Disagree	9	7.5
Strongly disagree	9	7.5
Total	**120**	**100**

From the above table, 33.33% of the respondents neither agree nor disagree that the training given is helpful to improve their performance, 29.16% of the respondents strongly agree, 22.5% of the respondents agree and 7.5% of the respondents disagree and 7.5% of the respondents strongly disagree.

CLASSIFICATION BASED ON IMPROVING THE PERFORMANCE USING APPRAISAL SYSTEM
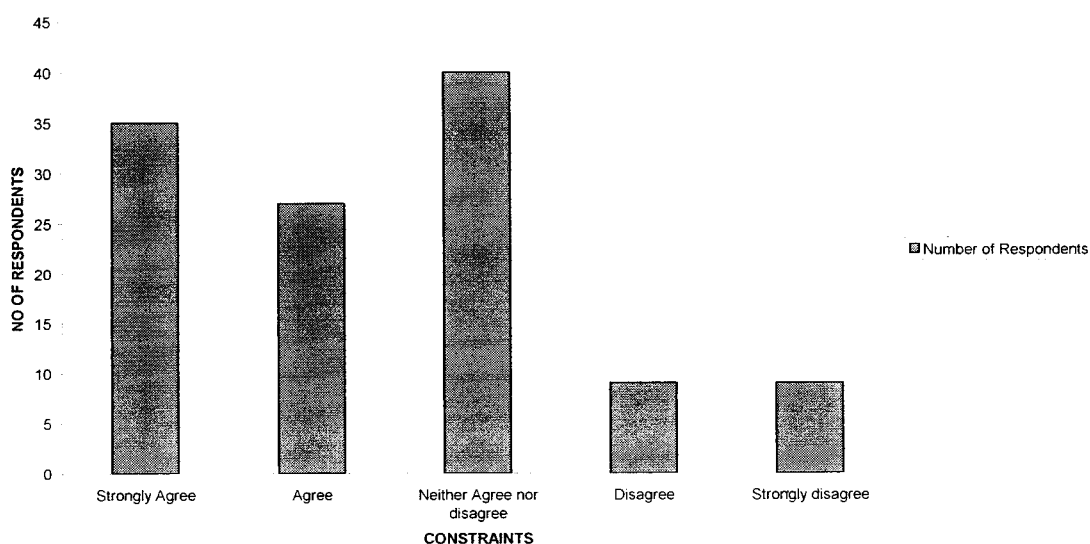
Table 5.8

PERFORMANCE REVIEW DISCUSSIONS

Constraint	Number of Respondents	Percentage (%)
Strongly Agree	15	12.5
Agree	43	35.83
Neither Agree nor disagree	40	33.33
Disagree	13	10.83
Strongly disagree	9	7.5
Total	**120**	**100**

From the above table, 35.83% of the respondents agree that the performance review discussions are conducted with high quality and care, 33.33% of the respondents neither agree nor disagree, 12.5% of the respondents strongly agree and 10.83% of the respondents disagree and 7.5% of the respondents strongly disagree.

CLASSIFICATION BASED ON PERFORMANCE REVIEW DISCUSSIONS
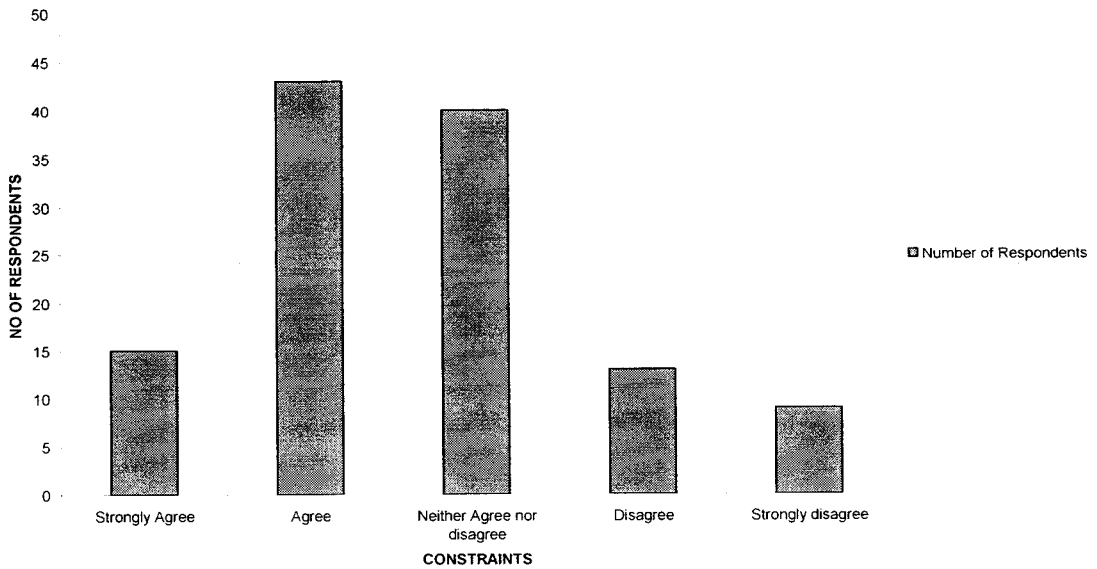
Table 5.9

BASED ON THE OBJECTIVE AND FAIR OF PERFORMANCE APPRAISAL

Constraint	Number of Respondents	Percentage (%)
Strongly Agree	41	34.1
Agree	13	10.83
Neither Agree nor disagree	36	30
Disagree	16	13.33
Strongly disagree	14	11.66
Total	**120**	**100**

From the above table, 34.1% of the respondents strongly agree that the performance appraisal is objective and fair, 30% of the respondents neither agree nor disagree, 13.33% of the respondents disagree, 11.66% of the respondents strongly disagree and 10.83% of the respondents agree.

CLASSIFICATION BASED ON THE OBJECTIVE AND FAIR OF PERFORMANCE APPRAISAL
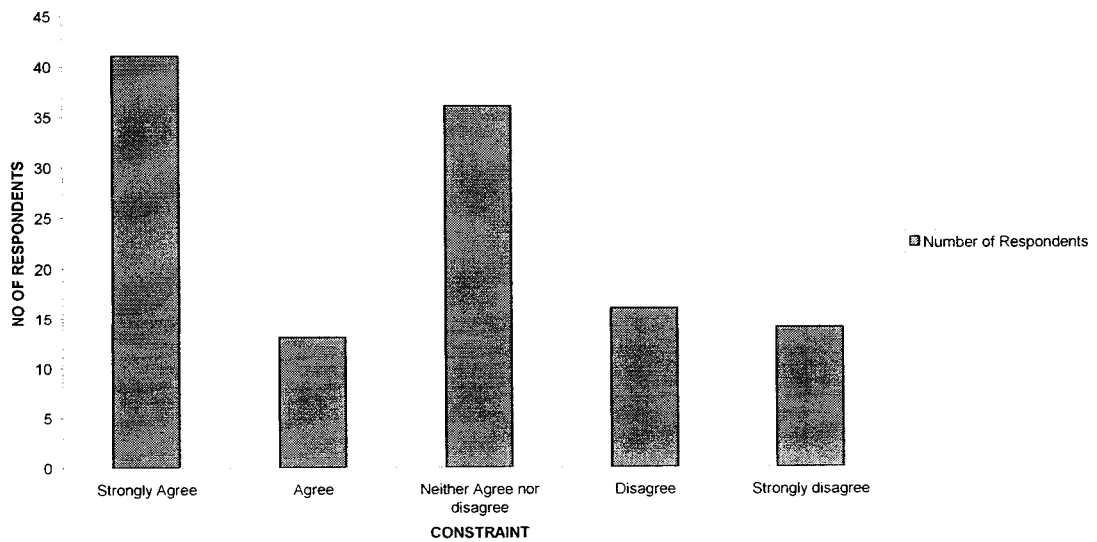
Table 6

PERFORMANCE APPRAISAL IDENTIFIES PERFORMER

Constraint	Number of Respondents	Percentage (%)
Strongly Agree	44	36.66
Agree	30	25
Neither Agree nor disagree	15	12.5
Disagree	17	14.16
Strongly disagree	14	11.66
Total	**120**	**100**

From the above table, 36.66% of the respondents strongly agree that the performance appraisal distinguishes good and bad performer, 25% of the respondents agree, 14.16% of the respondents disagree, 12.5% of the respondents neither agree nor disagree and 11.66% of the respondents strongly disagree.

CLASSIFICATION BASED ON IDENTIFYING PERFORMER
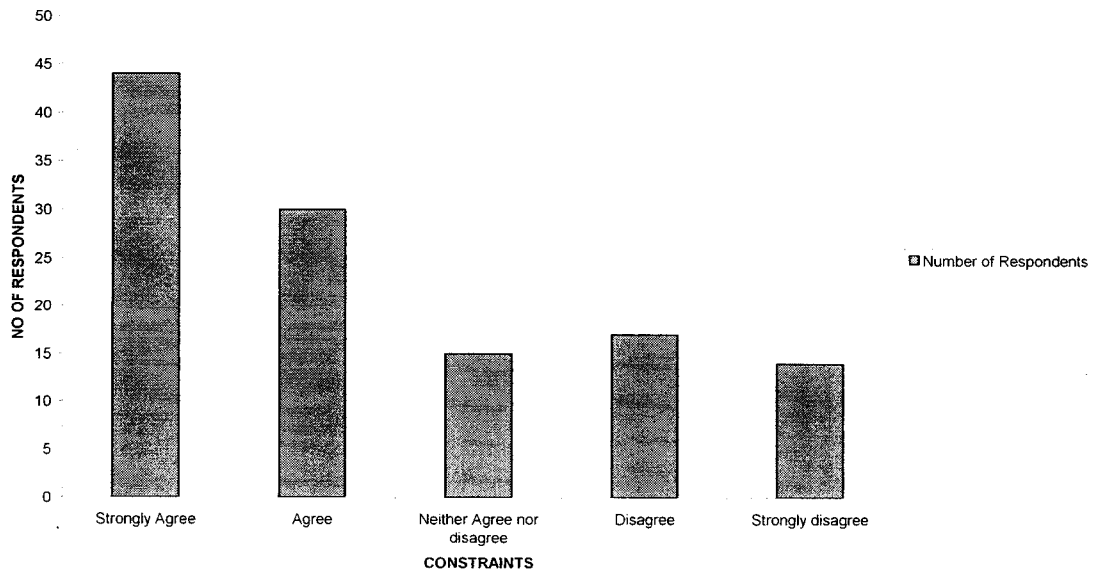
Table 6.1

FEEDBACK OBTAINED

Constraint	Number of Respondents	Percentage (%)
Yes	102	85
No	18	15
Total	**120**	**100**

From the above table, 85% of the respondents say that they get feedback after each appraisal and 15% of the respondents say that they do not get feedback.

CLASSIFICATION BASED ON FEEDBACK OBTAINED
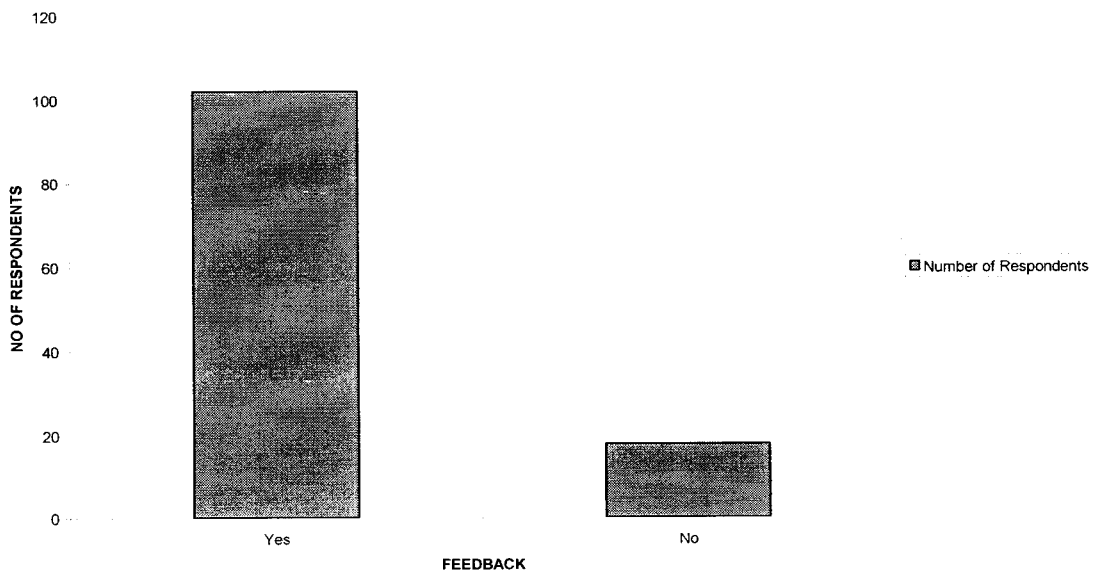
Table 6.2

RESULT OF APPRAISAL

Result	Number of Respondents	Percentage (%)
Promotion	16	13.33
Increment in salary	40	33.33
Training	34	28.33
Punishment	30	25
Total	**120**	**100**

From the above table, 33.33% of the respondents have said that salary will be increased, 28.33% of the respondents have said training will be given, 25% of the respondents have said punishment will be given and 13.33% of the respondents have said that they will be promoted as a result of the appraisal.

CLASSIFICATION BASED ON RESULT OF APPRAISAL
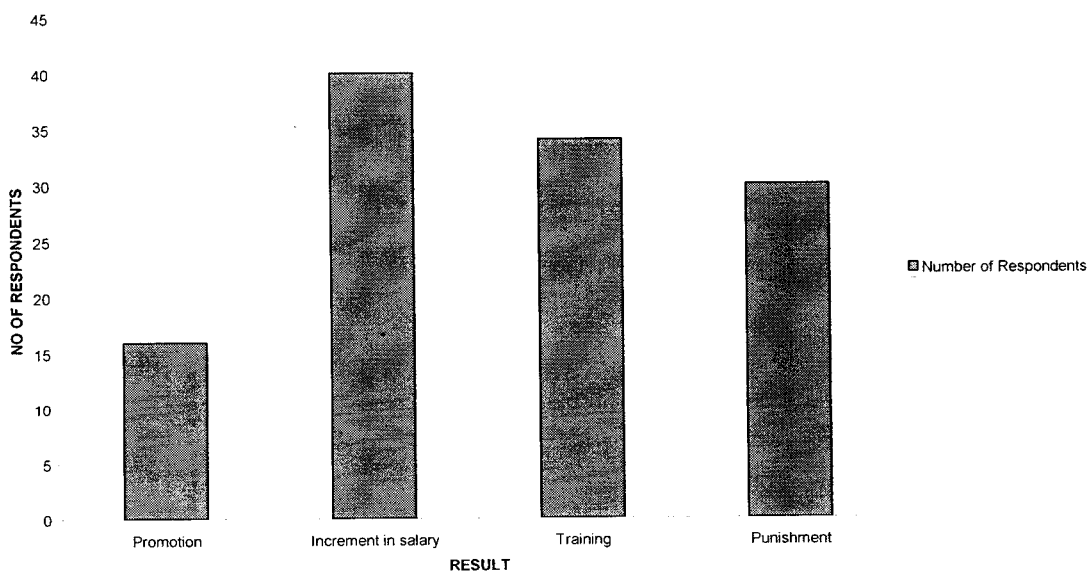
Table 6.3

APPRAISALS FOCUS

Result	Number of Respondents	Percentage (%)
Achievements	38	31.66
Mistakes	27	22.5
Others	50	41.66
Total	**120**	**100**

From the above table, 41.66% of the respondents have said others, 31.66% of the respondents have said achievements and 22.5% of the respondents have said mistakes will be focused during the review meeting of the appraisal.

CLASSIFICATION BASED ON APPRAISALS FOCUS
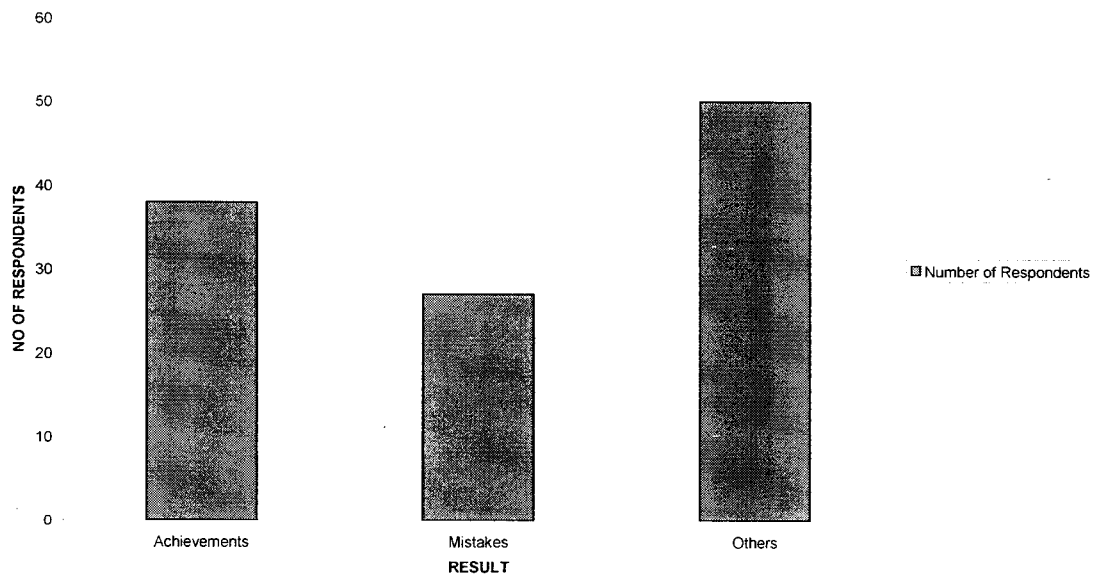
Table 6.4

EVALUATION BASIS OF APPRAISAL

Result	Number of Respondents	Percentage (%)
Performance	78	65
Behavior	20	16.66
Potential	22	18.33
Total	**120**	**100**

From the above table. 65% of the respondents have said performance, 18.33% of the respondents have said potential and 16.66% of the respondents have said behavior will be the basis for evaluation.

CLASSIFICATION BASED ON EVALUATION BASIS OF APPRAISAL SYSTEM
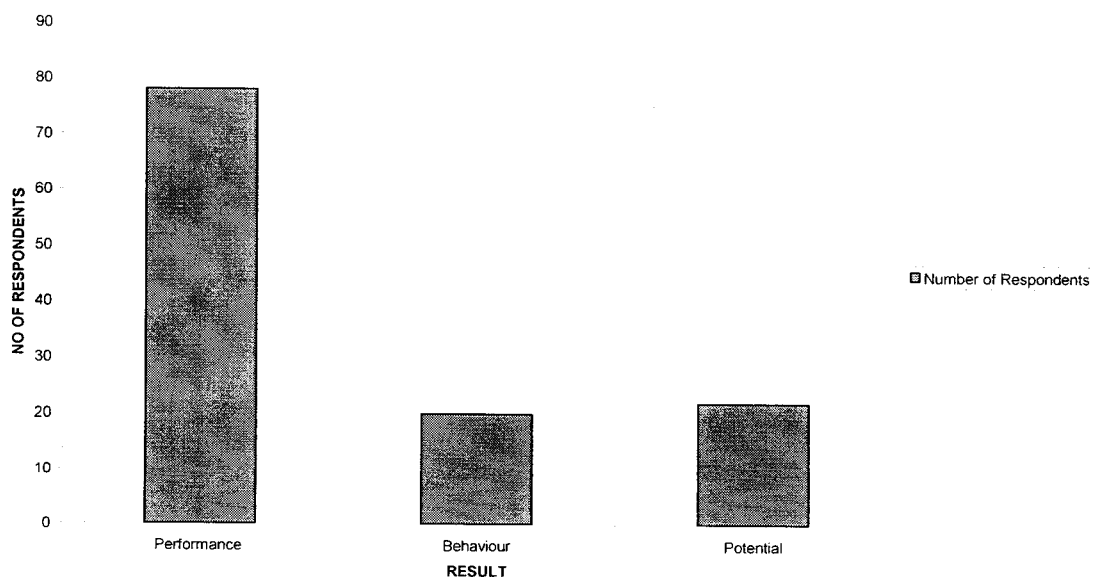
Table 6.5

PERFORMANCE EVALUATION AND PERFORMANCE

Result	Number of Respondents	Percentage (%)
Strongly agree	40	33.33
Agree	35	29.16
Neither agree nor disagree	27	22.5
Disagree	13	18.83
Strongly disagree	5	4.16
Total	120	100

From the above table, 33.33% of the respondents have strongly agreed that there is a correlation between the performance evaluation and performance linked pay, 29.16% of the respondents have agreed, 22.5% of the respondents have neither agreed nor disagreed, 18.83% of the respondents have disagreed and 4.16% of the respondents have strongly disagreed.

CLASSIFICATION BASED ON THE PERFORMANCE EVALUATION AND PERFORMANCE
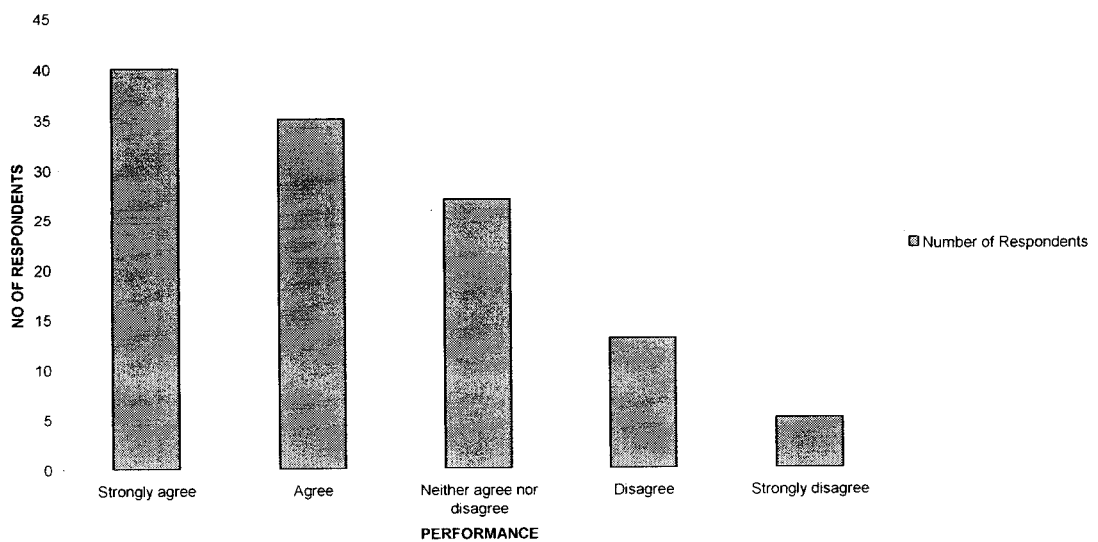
Table 6.6

PERFORMANCE STANDARD

Constraint	Number of Respondents	Percentage (%)
Yes	86	71.66
No	34	28.33
Total	**120**	**100**

From the above table, 71.66% of the respondents say that there is a standard established for the job and 28.33% of the respondents say that there is no standard established for the job.

CLASSIFICATION BASED ON PERFORMANCE STANDARDS
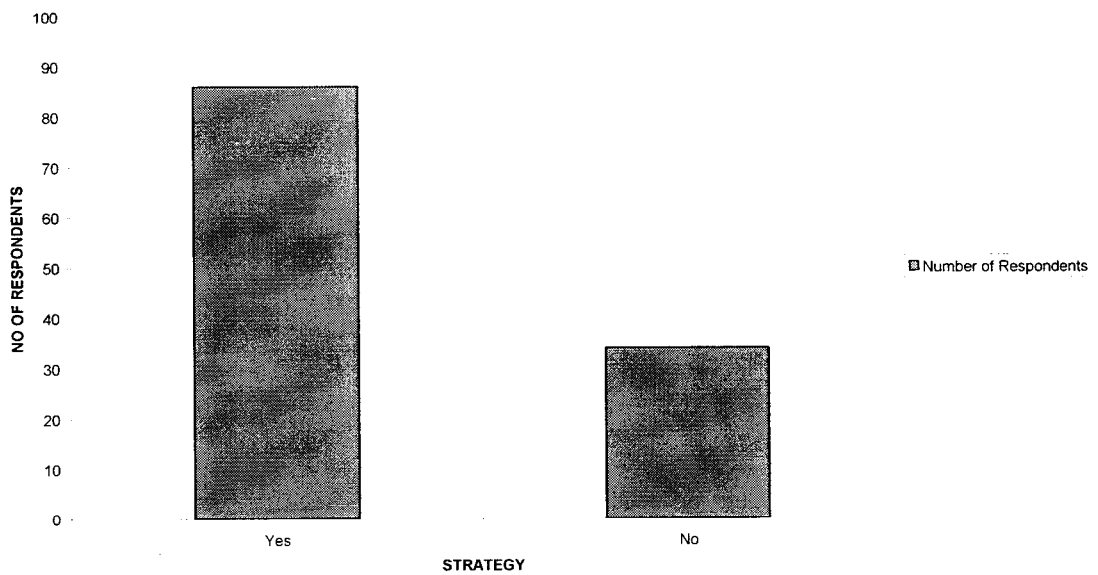
Table 6.7

PERFORMANCE APPRAISAL USED FOR RECOGNITION AND ENCOURAGEMENT

Result	Number of Respondents	Percentage (%)
Strongly agree	35	29.16
Agree	45	37.5
Neither agree nor disagree	16	13.33
Disagree	10	8.33
Strongly disagree	14	11.66
Total	**120**	**100**

From the above table, 37.5% of the respondents agree, 29.16% of the respondents strongly agree, 13.33% of the respondents neither agree nor disagree. 11.66% of the respondents strongly disagree, 8.33% of the respondents disagree.

P - 2463

CLASSIFICATION BASED ON PERFORMANCE APPRAISAL USED FOR RECOGNITION AND ENCOURAGEMENT
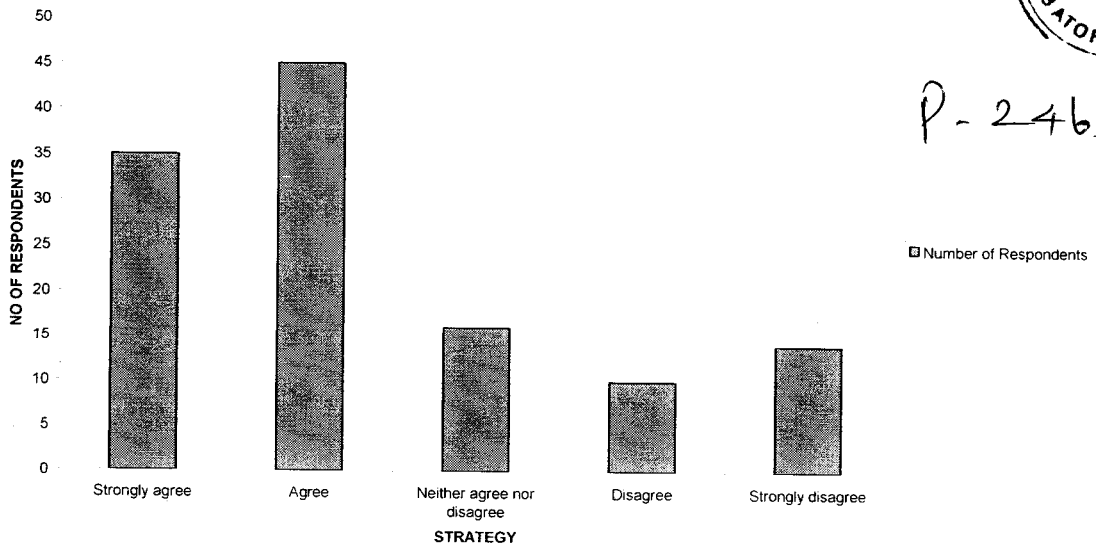
□ Number of Respondents

Table 6.8

EXISTING SYSTEM COMFORTABLENESS

Result	Number of Respondents	Percentage (%)
Strongly agree	44	36.66
Agree	34	28.33
Neither agree nor disagree	36	30
Disagree	4	3.33
Strongly disagree	2	1.66
Total	**120**	**100**

From the above table, 36.66% of the respondents strongly agree. 30% of the respondents neither agree nor disagree, 28.33% of the respondents agree. 3.33% of the respondents disagree and 1.66% of the respondents strongly disagree.

CLASSIFICATION BASED ON COMFORTABLENESS OF THE EXISTING SYSTEM
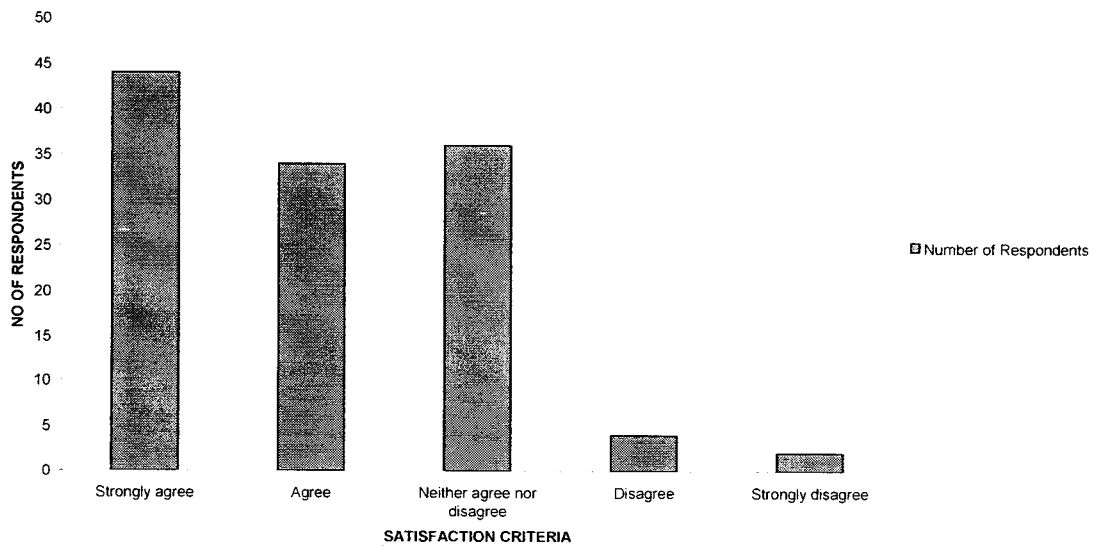
Table 6.9

Chi – Square test to find the relationship between educational qualification and performance appraisal system

Appraisal / Qualification	Diploma	Graduate	Post Graduate	Total
Strongly Agree	12	27	9	48
Agree	9	24	4	37
Neither Agree nor Disagree	6	11	2	19
Disagree	3	4	3	10
Strongly Disagree	3	1	2	6
Total	33	67	20	120

Null Hypothesis Ho: There is no significant relationship between the educational qualification and performance appraisal system.

Alternative Hypothesis Ha: There is significant relationship between the educational qualification and performance appraisal system.

INFERENCE

The calculated value (7.523766) is less than the table value (15.5). Hence the null hypothesis is accepted and it is inferred that there is no significant relationship between the educational qualification and performance appraisal system.

Table 7

Chi – Square test to find the relationship between experience and the factors for fixing the KRA

Experience / Factors fixing KRA	Below 10 years	11-12 years	20 years and above	Total
Routine of your work	20	9	3	32
Way of solving problem	17	5	2	24
Personal growth	25	8	2	36
Innovation	10	4	1	15
No Idea	6	5	3	13
Total	78	31	11	120

Null Hypothesis Ho: There is significant relationship between experience and the factors for fixing the KRA.

Alternative Hypothesis Ha: There is no significant relationship between the experience and the factors for fixing the KRA.

INFERENCE

The calculated value (5.646349) is lesser than the table value (15.5). Hence the null hypothesis is accepted and it is inferred that there is significant relationship between experience and the factors for fixing the KRA.

Table 7.1

Chi – Square test to find the relationship between age and self review and reflection

Age / Self review and Reflection	21-30	31-40	41-50	51 and above	Total
Strongly agree	21	13	6	5	45
Agree	12	8	4	3	27
Neither agree nor disagree	16	9	6	2	33
Disagree	4	2	1	1	9
Strongly disagree	3	2	1	1	6
Total	56	34	18	12	120

Null Hypothesis Ho: There is significant relationship between age and self review and reflection.

Alternative Hypothesis Ha: There is no significant relationship between age and self review and reflection.

INFERENCE

The calculated value (1.56866) is lesser than the table value (21.0). Hence the null hypothesis is accepted and it is inferred that there is significant relationship between age and self review and reflection.

Table 7.2

Rank Correlation

Reasons	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree		
Periodical follow up	48	37	19	10	6		Rank
	240	148	57	20	6	471	1
Self review and reflection	45	27	33	9	6		
	225	108	99	18	6	456	2
Expressing developm ent need	38	38	24	12	8		
	190	152	72	24	8	446	3
Growth and learning	30	35	20	20	15		
	150	140	60	40	15	405	4
KRA setting	18	12	26	34	30		
	90	48	78	68	30	314	5

INFERENCE

According to the calculations, Periodical follow up is ranked first, Self review and reflection is ranked second, Expressing development need is ranked third, Growth and Learning is ranked fourth and KRA setting is ranked five.

Table 7.3

Rank Correlation

Reasons	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree		
Executive	35	30	25	18	12		**Rank**
plans and performa nce	175	120	75	36	12	**418**	**2**
Executive	38	26	30	15	11		
to discover potential	190	104	90	30	11	**425**	**1**
Gives	30	26	14	40	10		
more weight and confidenc e	150	104	42	80	10	**386**	**3**

INFERENCE

According to the calculations, executive to discover potential is ranked first, executive plans and performance is ranked second gives more weight and confidence is ranked third.

FINDINGS:

1. The KRA setting helps the employee to understand their role clearly. (Agreed by 54% of the respondents)

2. The appraiser spends adequate time with their appraise. This has been strongly agreed by 36.66% of the respondents.

3. The appraisal distinguishes good and bad performers which are strongly accepted by of the respondents.

4. The documentation of the performance evaluation by self and appraiser are effective.

5. The performance appraisal should be done every 12 months according to the maximum response of the employees.

6. The training provided based on the appraisal is relevant and adequate by 38.33% of the respondents.

7. The period of training is found adequate by 31.66% of the respondents but the remaining respondents feel that the training period is to be increased.

8. About 79% of the respondents get their feedback after every appraisal and the remaining 21% does not get any feedback about their performance.

9. Almost 64.16% of the employee's prefer the appraisal system to be an open system.

10. In the review meeting the appraisal focuses on both the achievements and the mistakes of the respondents.

SUGGESTIONS:

From the study conducted the following suggestions are made to the management:

⇒ The review of appraisal need to be done once in 12 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.

⇒ Further review must be allowed if the Appraisal is not satisfied among the respondents.

5 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 **AFCONS Infra Structure Ltd.** Is a computerized method of documenting.

QUESTIONNARIE

A. PERSONAL DATA

1. Name   :

2. Age   :
   a. 21-30 yrs ☐   b. 31-40 yrs ☐

   c. 41-50 yrs ☐   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 yrs ☐   b. 11-12 yrs ☐   c. 20 yrs &above ☐

9. Monthly income:

    a. Up to Rs.10000/- ☐   b. Rs.10001/- to Rs.15000/- ☐

    c. Rs.15001/- to Rs.250(☐   d. Rs.25001/- and abo ☐

10. No of organizations worked so far:

    a. 0-2 ☐   b. 3-5 ☐   c. 6& above ☐

B.   OPINION ABOUT THE PRESENT PERFORMANCE APPRAISAL SYSTEM

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 development 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 organization

(a) Strongly agree ☐   (b) Agree ☐   (c) Neither agree nor disagree ☐

(d) Disagree ☐   (e) Strongly disagree ☐

15. Which 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 helps to know the role clarity

(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.   C.   OPPORTUNITIES   PROVIDED   BY   PERFORMANCE APPRAISAL SYSTEM

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 appraise 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 which 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) Behavior ☐　　　(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 ☐

BIBLOGRAPHY

BOOKS REFERRED

1. **S.S.Khanha-** Organizational Behaviour.S.Chand & Co.Ltd.,2004.
2. **P.Subba Rao-** Essential of HRM Himalaya Publisihing House 1999.
3. **L.M.Prasad-** HRM. S.Chand & Co. New Delhi.
4. **C.R.Kothari,** Research Methodology, New Age International Pvt Ltd., Publishers Hyderabad.

INTERNET SOURCES:
1. www.hr.com
2. www.shrm.com
3. www.afconsindia.com