

**A STUDY ON THE EFFECTIVENESS OF PERFORMANCE  
EVALUATION IN TNPL, KARUR**

By

**S.SUGANYA**  
**Reg. No. 0720400051**



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

of

**MASTER OF BUSINESS ADMINISTRATION**

**April, 2009**

**KCT Business School**

**Department of Management Studies**

**Kumaraguru College of Technology**

**( An autonomous institution affiliated to Anna University, Coimbatore)**

**Coimbatore-641 006**

CERTIFICATE

Phone : (0091) 04324 - 277001 to 277010  
Fax : (0091) 04324 - 277025  
PMD : 04324 - 277027  
HR : 04324 - 277273  
Cell : 94860 41341 to 41343

Purchase : 277026  
Mktg : 277028 & 277029  
Grams : NEWSPRINT

HR/31/23/2217

April 1, 2009

## CERTIFICATE

This is to certify that

**Ms. S. SUGANYA**

**MBA** student of

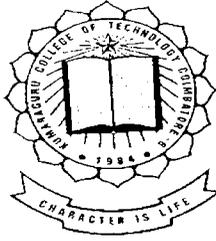
**KCT BUSINESS SCHOOL, COIMBATORE,**

has undergone Project Work in **HUMAN RESOURCES** Department of  
Tamil Nadu Newsprint and Papers Limited, Kagithapuram, Karur District,  
**from 12.01.2009 to 12.03.2009.**

She evinced keen interest in project work and completed it satisfactorily.  
Her conduct during the above period was good.

**We wish her all the best in her future endeavours.**

  
(S. RAMAMOORTHY)  
**ASST. GENERAL MANAGER - HRD**



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

**BONAFIDE CERTIFICATE**

Certified that this project titled “**A STUDY ON THE EFFECTIVENESS OF PERFORMANCE EVALUATION SYSTEM AT TNPL, KARUR**” is the bonafide work of **MS.S.SUGANYA (0720400051)** who carried out this 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.

  
**Director**

  
**Faculty Guide**

Evaluated and viva-voce conducted on .....05-05-09.....

  
**Examiner I**

  
**Examiner II**

**KCT BUSINESS SCHOOL  
KUMARAGURU COLLEGE OF TECHNOLOGY  
COIMBATORE - 641 006**

DECLARATION

## DECLARATION

I hereby declare that the dissertation entitled **“A STUDY ON THE EFFECTIVENESS OF PERFORMANCE EVALUATION SYSTEM IN TNPL, KARUR”** Submitted for the **MASTER OF BUSINESS ADMINISTRATION** degree is my Original work and the dissertation has not formed. The basis for the reward of any Degree, Associate ship, Fellowship or any other similar titles. I, also declare hereby, that the information given in this report is correct to best of my knowledge and belief.



Signature of the student

# ACKNOWLEDGEMENT

I am indebted to the powerful **Almighty God** for all the blessings he showered on me and for being with me throughout the study.

At the Outset I am grateful to our honorable President **Dr.C.Ramasamy**, and other college trust members for allowing me to develop the project in their institution.

I extend my heartfelt thanks to our Principal **Dr. Joseph.V.Thanikal**, for providing the facilities to do this project.

I would like to express my sincere thanks to **Dr. S.V.Devanathan**, Director, Department of management studies, **Kumaraguru College of Technology**, who provided me an opportunity to do this project.,

I specially thank **Mrs. R.Hemanalini**, KCT Business School, for her kind co-operation, extensive guidance, valued advice and support as well, which enabled me to complete my project.

I express my sincere gratitude to **Mr. S.Ramamoorthy**, Asst. General Manager-HRD, **TNPL, Karur** for giving me the opportunity to carry out the project at their concern and for his valuable guidance all through.

I express my profound gratitude to my **Family Members & Friends** for their help and encouragement. I also take this opportunity to thank all those creative minds and helpful hearts for their assistance in making this project work.

**SUGANYA.S**

# CONTENTS

<b>CONTENT</b>	<b>PAGE NO</b>
Certificate from sponsoring company	i.
Bonafide Certificate	ii.
Acknowledgement	iii.
Table of contents	iv.
List of tables	v.
List of charts	vi.
Executive summary	vii.
<b>CHAPTER-1</b>	
<b>INTRODUCTION</b>	1
1.1 About the study	1
1.2 About the industry	2
1.3 About the company	6
1.3.1 History Of The Organization	6
1.3.2 Management	9
1.3.3 Organization Structure	10
1.3.4 Products Profile And Market Potential	11
1.3.5 Future Plans	13
<b>CHAPTER-2</b>	
<b>MAIN THEME OF THE PROJECT</b>	17
2.1 Objectives of the Project	17
2.2 Scope	17
2.3 Limitations	17
2.4 Methodology	17
2.5 Review of Literature	20
<b>CHAPTER-3</b>	
Data Analysis And Interpretation	26
<b>CHAPTER-4</b>	
4.1 Findings	73
4.2 Suggestions And Recommendations	75
4.3 Conclusion	76
<b>APPENDIX</b>	
<b>BIBLIOGRAPHY</b>	
	81

# LIST OF TABLES

<b>TABLE NO</b>	<b>PARTICULARS</b>	<b>PAGE</b>
1	Distribution of respondents on the basis of effectiveness of quality of work.	27
2	Distribution of respondents on the basis of effectiveness of communication	29
3	Distribution of respondents on the basis of effectiveness of teamwork	31
4	Distribution of respondents on the basis of effectiveness of reliability	33
5	Distribution of respondents on the basis of effectiveness of responsibilities	35
6	Distribution of respondents on the basis of effectiveness of intergroup relationship	37
7	Distribution of respondents on the basis of effectiveness of interpersonal skills	39
8	Distribution of respondents on the basis of effectiveness of technical skills	41
9	Distribution of respondents on the basis of effectiveness of flexibility	43
10	Distribution of respondents on the basis of effectiveness of strategic thinking	45
11	Distribution of respondents on the basis of effectiveness of fiscal responsibilities	47
12	Distribution of respondents on the basis of effectiveness of ability	49
13	Distribution of respondents on the basis of effectiveness of initiatives	51
14	Distribution of respondents on the basis of effectiveness of challenging formalities	53
15	Distribution of respondents on the basis of effectiveness of goal oriented	55

16	ethical values	57
17	Distribution of respondents on the basis of effectiveness of judgement	59
18	Distribution of respondents on the basis of effectiveness of standardisation	61
19	Distribution of respondents on the basis of experiance and request to add more attributes	63
20	Influence of age on factors leading to effectiveness of performance evaluation	67
21	Influence of experience on factors leading to effectiveness of performance evaluation	69
22	Influence of department on factors leading to effectiveness of performance evaluation	71

# LIST OF CHARTS

CHART NO	PARTICULARS	PAGE NO
1	Effectiveness of Quality of work	28
2	Effectiveness of Communication	30
3	Effectiveness of Teamwork	32
4	Effectiveness of Reliability	34
5	Effectiveness of Responsibility	36
6	Effectiveness of intergroup relationship	38
7	Effectiveness of Interpersonal skills	40
8	Effectiveness of Technical skills	42
9	Effectiveness of Flexibility	44
10	Effectiveness of strategic Thinking	46
11	Effectiveness of Fiscal Responsibility	48
12	Effectiveness of Ability	50
13	Effectiveness of initiatives	52
14	Effectiveness of Challenging Formalities	54
15	Effectiveness of Goal Orientation	56
16	Effectiveness of Ethical Values	58
17	Effectiveness of Judgement	60
18	Effectiveness of Standardisation	62

ABSTRACT

This project work is done in “Tamilnadu Newsprint and Papers Limited” karur. This project is under taken to study how the effectiveness of performance evaluation practiced is in organization satisfies. It is essential that the management of the organization have keen interest in understanding the performance of their employee and takes steps to make more effective. For a deep understanding of the performance of the employee, an effective feedback system should be practiced by every organization.

Performance evaluation is a necessary and beneficial process, which provides annual feedback to staff members about job effectiveness and career guidance. The performance review is intended to be a fair and balanced assessment of an employee's performance.

The study provides effectiveness of the present performance system and to find whether to add more attributes with the present system in the request of the employees in TNPL.

The research design adopted for this study is Descriptive Research. In the study the sample size selected from the population of 700 workers 100 is taken by using simple random sampling method at TNPL. The study will help in taking decision whether to maintain or add more attributes the current system.

Overall, the research was in,deed an enlightening process in terms of the abundant opportunities, rather than just an academic pursuit.

# INTRODUCTION

# CHAPTER 1

## INTRODUCTION

### 1.1 ABOUT OF THE STUDY

Performance appraisal, also known as employee appraisal, is a method by which the job performance of an employee is evaluated. Performance appraisal is a part of career development. Performance evaluation is a necessary and beneficial process, which provides annual feedback to staff members about job effectiveness and career guidance. The performance review is intended to be a fair and balanced assessment of an employee's performance.

The human inclination to judge can create serious motivational, ethical and legal problems in the workplace. Without a structured appraisal system, there is little chance of ensuring that the judgements made will be lawful, fair, defensible and accurate.

According to modern Appraisal, the Performance appraisal may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview, in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development.

Performance appraisals are regular reviews of employee performance within organizations. Generally, the aims of a performance appraisal are to Give feedback on performance to employees, identify employee training needs, Document criteria used to allocate organizational rewards, it also form a basis for personnel decisions such as salary increases, promotions, disciplinary actions, etc. Performance evaluation provides the opportunity for organizational diagnosis and development, facilitates communication between employee and administrator, validate selection techniques and human resource policies to meet federal equal employment opportunity requirements. Thus it is necessary to have the performance appraisal system in every organisation.

## 1.2 ABOUT THE INDUSTRY

The paper industry as one of the 35 high priority industries in the country. The per capita consumption in the country at 8.3 Kg. is very low compared to the Asian and World average. With the increasing literacy rate and improving standard of living, the consumption of paper is likely to grow at the rate of 8-9% per annum. Increase in per capita consumption by 1 kg. would require an additional production of 1.1 million tonnes.

All the major paper mills are increasing their production capacity. The capacity addition during the years 2008-09 and 2009-10 is expected to be 2-3 Lakh tonnes and 7-8 lakh tonnes respectively. With the increase in domestic consumption and exports, the additional capacity can be fully absorbed.

The Indian Paper Industry ranks 15th among the global producers. The Industry is fragmented with over 600 units with capacity ranging from 3 tpd to 700 tpd. Total installed capacity is 8.5 Million tonnes. Production is 7.30 Million tonnes and consumption 8.30 Million tonnes. Ten top players account for 1/3rd of the production.

The Newsprint consumption is expected to grow by 5% per annum and printing & writing paper by 9-10% per annum. Within the printing & writing paper segment, non-surfaced paper is expected to grow by 7-8% per annum, Surface sized paper by 8-9% and copier paper by 15-17%. In tandem with the increase in pulp prices, paper prices have also increased both in the International market and the domestic market during the year. Both pulp and paper prices are likely to remain firm during the year 2008-09 also. Newsprint price started firming up from January 2008. The imported newsprint price increased to USD 750-800 per MT for supplies during April-June 2008. With the closing down of few unviable newsprint manufacturing facilities in Russia, China and Canada and demand exceeding supplies, the newsprint price is likely to go up further in the ensuing months.

With the economy growing at the rate of 8 - 8.5% per annum and literacy rate and standard of living improving, the demand for paper and paper products is growing at the rate of 8 - 9% per annum against the compounded average growth of 5 - 6% in the last three years. The demand growth in the next three years is likely to be 5% in

newsprint, 7 - 8% in non-surface sized paper, 9 -10% in surface sized paper, 15% in cut size copier paper and 5% in speciality paper. India is considered as the fastest growing market in the world.

Raw materials shortage, higher capital outlay, strict environment regulations are the major entry barriers for the industry. Consequently, only very few green projects are likely to come up. Majority of "A" Grade Mills are upgrading their production capacity with cleaner technology. Some major "B" Grade Mills are also expanding the capacity.

Some small mills not complying with environmental regulations may close down their operation in course of time With rupee strengthened against USD, Customs duty on Printing and Writing paper and Newsprint reduced to 10% and 3% respectively, the Industry is open to competition from global players. In the Union Budget 2008-09, the excise duty on PWP was reduced from 12% to 8% with effect from 1.3.2008. IPMA Member Mills have exported 181426 MT of printing & writing paper during 2007-08. Imports during 2007-08 was 318610 MT including 210090 MT of Newsprint.

Under globalization and market driven economy, only low cost quality producers can survive in the long run. Realising this, TNPL has reoriented its strategy to impart to it the ability to meet the adverse conditions and evolve as a globally competitive low cost producer of quality products. The strategies adopted in this regard are discussed here under:-

1. Economies of scale with technology upgradation.
2. Strategic cost management.
3. Financial Re-engineering
4. Get Customers centric.
5. Be an innovative Company.
6. Development of Human resources

Economies of scale with technology upgradation TNPL has grown from an initial capacity of 90000 MT per annum in 1985, to 245000 MT per annum as of date in stages. Under the Mill Development Plan completed during May 2008, the pulp production capacity has been increased from 520 tpd to 720 tpd. The bleaching sequence has been changed from conventional bleaching to Elemental Chlorine Free

bleaching. The Life Cycle Extension of Paper Machine-I taken up for implementation during the year 2007-08 will be implemented by December 2008.

The Newsprint and Printing & Writing paper market is highly competitive. Taking into account the market factors and the economics of producing newsprint vis-a-vis printing & writing paper, TNPL produced only Printing and Writing paper during the year 2007-08. TNPL products are marketed in all the four regions and in all segments. TNPL has developed many direct customers. TNPL commenced its first export during the year 1994-95. Since then TNPL has been exporting Printing & Writing Paper regularly. TNPL has exported 42492 mts. of PWP during the year. TNPL has increased the copier production to 50133 Mts. During the year 2007-08. The product quality is increased on a continuous basis.

### **Newsprint**

As the Newsprint import is freely allowed and the import duty on Newsprint was kept low at 5% upto 29.4.08 and reduced further down to 3% effective from 30.4.08, Newsprint price in the domestic market is linked to the imported Newsprint price irrespective of the cost. Over the years, the Newsprint prices have witnessed many ups and downs. The imported Newsprint was available at USD 590 pmt. in April 2005. The price increased to USD 705 in April 2006 and declined to USD 610 in April 2007 and increased to USD 850 in April 2008. In tandem with imported Newsprint price, the domestic Newsprint price registered an increase from Rs.27250/- pmt. in April 2005 to Rs.28500 in April 2006 and declined to Rs.27000/- in April 2007 and increased to Rs.35000 in April 2008.

Against the total consumption of 15.37 lakh mts. Of Newsprint, 7.9 lakh mts. constituting 51% of the consumption was imported. With the closure of uneconomic capacities in North America and other countries, Newsprint global capacity has been reduced from 40.5 million tonnes in 2007 to about 39 million tonnes in 2008. This has reduced the availability and spurred the price.

### **Printing & Writing Paper**

Till 2000-01, Printing and Writing paper was under protection with high import duty. The duty was reduced to 35% in 2001-02. Since then, the duty has been reduced gradually to a level of 10% from 1.3.2007. In the Union Budget 2008-09, Govt. of India

has reduced the Excise duty on PWP from 12% to 8%. No excise duty is levied on the first 3500 tonnes of PWP made primarily out of nonconventional raw material. The balance production is subject to excise duty at 8%.

Indian Paper manufacturers have increased the exports in the last few years. During 2007-08, IPMA member mills exported 181426 mts. of Printing and Writing Paper against 241473 tonnes in the previous year. During the year 2007-08, TNPL exported 42492 tonnes of PWP. The demand for cut size paper is growing at about 15% per annum. TNPL has increased the copier production from 19311 Mt. in 2002-03 to 50133 mts. in 2007-08 registering a compounded average growth of 21%. Pulp prices firmed up since April 2006. This is likely to continue during the current year also. The outlook for Printing and Writing Paper in the domestic market and export is good.

## 1.3 ABOUT THE COMPANY

### 1.3.1 History Of The Organization

Tamil Nadu Newsprint and Papers Limited (TNPL) was established by the Government of Tami Nadu during early eighties to produce Newsprint and Printing & Writing Paper using bagasse, a sugarcane residue, as primary raw material.

The Company commenced production in the year 1984 with an initial capacity of 90,000 tonnes per annum. Over the years, the production capacity has been increased to 2,45,000 tonnes per annum and the Company has emerged as the largest bagasse based Paper Mill in the world consuming about one million tones of bagasse every year. The Company is in the process of implementing the Mill Expansion Plan for increasing the capacity to 4,00,000 tonnes per annum from July 2010.

TNPL exports about 1/5th of its production to more than 30 countries. Manufacturing of quality paper for the past two and half decades from bagasse is an index of the company's technological competence. A strong record in adopting minimum impact best process technology, responsible waste management, reduced pollution load and commitment to the corporate social responsibility make the company one of the most environmentally compliant paper mills in the world.

TNPL is an acknowledged leader in manufacture of Printing and Writing paper from bagasse. The Company has two highspeed Paper Machines supplied by M/s Beloit Walmsley Ltd, U.K. and M/s VOITH Paper, Germany. The Paper Machines have the unique flexibility of producing both newsprint and printing & writing paper. Together they produce 750 tonnes of paper per day, fully backed by online process and quality control system.

#### **Industry Scenario**

The Indian Paper Industry ranks 15th among the global producers. The Industry is fragmented with over 600 units with capacity ranging from 3 tpd to 700 tpd. Total installed capacity is 8.5 Million tonnes. Production is 7.30 Million tonnes and consumption 8.30 Million tonnes. Ten topplayers account for 1/3rd of the production. In the total consumption, Printing and Writing paper accounts for about 30%, Newsprint

20% and Industrial and Speciality Papers 50%. Per capita consumption is 8.3 Kg. against the world average of 55 Kg. and Asian average of 45 Kg. Of the total capacity, 39% is wood based, 31% Agro residue based and the balance 30% waste paper(recycled fibre) based. 35% of the capacity is in North, 30% in West, 30% in South and 5% in East.

### **Plantation**

In line with the Forest Policy Guidelines to meet the pulpwood requirements, TNPL started implementing pulpwood plantation programmes during the year 2004-05 through two distinctive schemes, namely, Farm Forestry and Captive Plantation. In a short span of four years, the Company has raised pulpwood plantation in 29,966 acres of land involving 6,213 farmers.

### **Protecting Environment**

The Company has always been innovative in converting waste into wealth. TNPL has declared policies on Environment, Health and Safety, Quality and Energy. The Centre for Science and Environment Green Rating Project, New Delhi has awarded "3 Leaves" to TNPL in 2004 for innovative measures to reduce water consumption. The Company has received the prestigious TERI Corporate Environmental Award 2008 for its efforts towards environmental management and innovative initiatives among corporates with a turnover of over Rs. 500 crore.

### **Energy**

Paper manufacturing is energy intensive consuming about 6-7 MT of steam and 1400-1500 units of power. TNPL takes continuous measures to keep energy consumption at optimum level. Energy Audit is conducted through independent external agencies regularly. These measures have enabled the Company to achieve a good reduction in energy consumption in many areas. The Company meets its entire power requirements through captive generation. The Company has five turbo generators with a capacity of 81.12 MW. Surplus power is exported to the State grid.

### **Corporate Social Responsibility**

TNPL, as a responsible corporate citizen, has ingrained the philosophy of Corporate Social Responsibility deeply into its value system. The company is

consistently taking various community welfare initiatives for the benefit of the people living in the neighbouring villages.

These initiatives cover different sectors such as:

- Education
- Career and Knowledge development
- Drinking Water
- Medical and Public Health
- Infrastructure and Road Improvements
- Promotion of Sports and Recreation
- Live stock and Cattle care
- Development of Tamil Language and Culture
- TNPL Effluent Water Lift Irrigation Society
- Other Community Welfare Activities

### **Highlights of 2007-08**

- Achieved highest production of 2,45,471 MT of Printing & Writing Paper. The capacity utilization was 106.76.%
- Earned highest PBIDT Rs. 263 crore, PBT Rs.163.06 crore, PAT Rs.112.83 crore
- Achieved “Zero Stock” of finished goods (NP & PWP) at the end of the financial year for the 17th time
- Exported 42,492 MT of wood-free uncoated paper to 31 countries
- Received Special Export Award from CAPEXIL in recognition of outstanding export performance for the 9th time in a row
- Produced 543.19 lakh units of wind power from wind farm and exported the entire green power to the State grid
- Received the ‘Best Energy Conservation Award’ for the year 2007 from the Government of Tamil Nadu
- Received TERI Corporate Environmental Award 2008 for the efforts towards environmental management and innovative initiatives among corporates with a turnover of over Rs. 500 crore.

## 1.3.2 Management

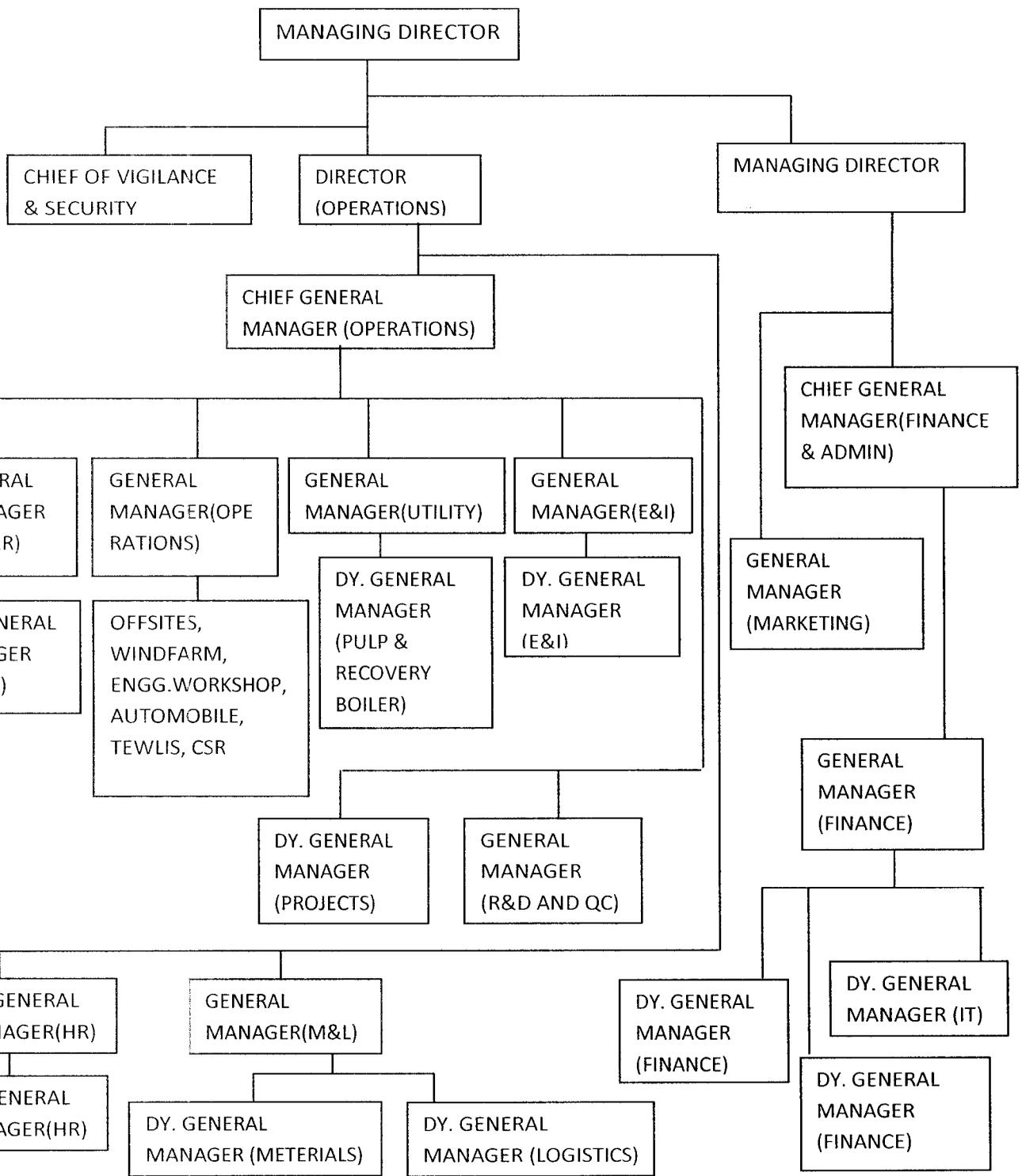
### Board of Directors

Thiru. M. F. Farooqui, I.A.S	Chairman
Thiru. Md. Nasimuddin, I.A.S	Managing Director
Thiru. A. Velliangiri	Deputy Managing Director
Tmt. Anita Praveen, I.A.S	Director
Thiru. Atulya Misra, I.A.S	Director
Thiru. V. R. Mehta	Director
Thiru. V. Narayanan	Director
Thiru. R .R . Bhandari	Director
Thiru. N. Kumaravelu	Director
Thiru. D. Krishnan	Director

### Senior Executives

Thiru. M. Arunachalam	Chief General Manager (Finance & Administration)
Thiru. T.V.V. Satyanarayana	Chief General Manager (Operations)
Thiru. S. Krishnamurthy	General Manager (Marketing)
Thiru. R.V. Krishnan	General Manager (Paper)
Thiru. R. Mani	General Manager (Operations)
Thiru. R.N. Manickam	General Manager (Electrical & Instrumentation)
Thiru C. Padmanaban	General Manager (Materials & Logistics)
Thiru. P. Ramakrishnan	General Manager (Operations) - Cement Plant
Thiru. P. Vasudevan	General Manager (Human Resources)

### 1.3.3 Organisation structure



### 1.3.4 Products Profile and Market Potential

#### Products Profile

TNPL offers high-quality surface sized and non-surface sized paper to suit the needs of modern high speed printing machines. TNPL's cutting edge technology backed by experienced professionals ensures quality products to customers. TNPL's manufacturing processes are equipped with state-of-the-art control systems to maintain critical quality parameters on line. The paper produced by TNPL is eco-friendly as the pulp is manufactured out of renewable raw material and is subjected to Elemental Chlorine Free (ECF) bleaching. As the paper is acid free, it has a longer colour stability and enhanced permanency in terms of strength characteristics.

TNPL caters to the requirements of multifunctional printing processes like sheet-fed, web offset, and digital printers. The paper reels have uniform profile with strength properties to cope even with high speed machines. TNPL manufactures Printing and Writing Papers in substances ranging from 50 GSM to 90 GSM.

- TNPL Ultra White Maplitho
- TNPL Elegant Maplitho
- Hi-Tech Maplitho
- TNPL Maplitho
- Radiant Printing
- TNPL Offset Printing
- CreamWove



#### Branded Products

Copy Crown

TNPL Copier

Eezee Write

Eco-Friendly Soft-bound Notebooks

## **Market Potential**

Newsprint market which was dormant during the year upto December 2007 with Imported Newsprint price in the range of USD650 - USD730 per MT and domestic Newsprint in the range of Rs. 28000-30000 PMT. With the closing down of some of the Newsprint manufacturing facilities in China, Russia and Canada and demand supply mismatches, Newsprint price hardened from January 2008. The imported Newsprint price increased to about USD 750-800 per MT for supplies during April-June 2008.

Newsprint price in the domestic market increased to about Rs.35000 per MT for supplies during April-June 2008. The Soft wood Pulp price in the International market increased from USD 698 Per ADMT during January-March 2007 to USD 723 per ADMT during April-June 2007, USD 729 per ADMT during October-December 2007 and USD 739 per ADMT during January-March 2008.

The hardwood pulp price increased from USD 588 per ADMT during January-March 2007 to USD 604 Per ADMT during April- June 2007, USD 658 Per ADMT during July-September 2007, USD 684 per ADMT during October-December 2007 and USD 750 per ADMT during January to March 2008.

Under the Mill Development Plan being implemented, the pulp production capacity has been increased from 520 tpd to 720 tpd. Consequent to the increase in capacity, the usage of imported hardwood pulp will be avoided from June 2008. As the demand for copier paper is on the rise, your company has increased the production of Copier paper to 50133 MT during the year against 44403 MT in the previous year. This is the fifth year in which your company has increased the copier production in a row.

TNPL Copier and Copy Crown have become a household name in the copier segment. Your company has also increased the production of Ultrawhite Maplitho, Elegant Printing and Offset printing paper to 62112 MT during the year against 55330 MT in the previous year.

## **Competitive strength of the company**

The great strength of the company is its product quality and way they deal with employee's problem and satisfaction.

### 1.3.5 Future plans

- TNPL has implemented the Mill Development Plan. Under the Mill Development Plan TNPL has changed the bleaching sequence from conventional chlorine bleaching to environmentally benign Elemental Chlorine Free bleaching and increased the in-house pulp production capacity from 520 tpd to 720 tpd. The paper production capacity has been increased from 230,000 tpa to 245,000 tpa.
- The Life Cycle Extension of paper machine taken up for implementation during the year will be completed by December 2008.
- Under the Mill Expansion Plan, a state-of-the-art new paper machine of a capacity of 155000 tpa will be installed to increase the paper production capacity to 400000 tpa. The project already taken up for implementation during the current year will be completed in all respects by June 2010.
- The lime sludge and fly ash generated in the process of manufacturing paper causing environmental problems in the neighbourhood will be converted into high grade cement by installing a 400 tpd mini cement plant within the factory. When implemented, TNPL.
- Would be the first paper mill in the country producing high grade cement using lime sludge and fly ash. The project will be taken up for implementation during the current year and completed in all respects by June 2010.
- TNPL is in possession of 63.5 grounds of vacant land, centrally located in the Industrial Estate at Ambattur, Tiruvallur District. TNPL is looking at the possibility of taking up of this vacant land for construction of an I.T. Park on BOOT basis.
- TNPL has implemented Farm Forestry and Captive Plantation in 28195 acres and 1771 acres respectively upto 31.3.2008. The scheme will be implemented in an additional 15000 acres during the current year 2008-09.
- Development of suitable Precipitated Calcium Carbonate for bagasse based paper
- Increasing filler loading of paper
- Development of suitable ink formulation for bagasse based paper
- Development of Wild sugarcane variety for paper making field trials

- Studies on alternative carbon sources for enhancing biogas generation in the biomethanation plant
- Color reduction studies of effluent streams
- Alternative raw materials evaluation for paper making
- New product development based on market requirement
- Product and process improvements to improve customer satisfaction

## **Description of the functional areas**

### **Human Resources**

#### **Training and Development**

TNPL firmly believes that Human Resource (HR) is the most precious resource available in the company. Hence it is company's endeavour to harness the Human Resources through various training and skill developmental programmes and innovative HR initiatives. Besides, TNPL has also instituted various employee welfare measures to provide an ideal working environment and improve the quality of work life.

#### **Research & Development and Quality Control**

TNPL's contemporary cutting edge technology processes and equipments along with a team of dedicated trained professionals ensure that customers always get consistent quality products. State of the art 'Online Process Control Systems' installed at various stages of manufacturing processes continuously measure and control critical parameters. R&D and QC activities are aimed towards achieving company's corporate goals.

- Sustained R&D efforts to support process for improvements in quality and trouble shooting.
- Customized support to customers and provide workable solutions for specific problems
- Right quality and quantity of raw materials usage ensured through structured sampling and testing

- Effective pollution abatement measures to meet all statutory and mandatory norms which also fetch Carbon Credit benefits
- Set product norms/specifications to meet customer requirements based on national/ international standards applicable
- Appraise conformance by inspection and testing of periodic samples in one of the best equipped laboratories in the country
- Take corrective action, if necessary and sustain the standards achieved
- R&D and QC department plays a pro active roll in meeting the company's environmental and quality policy

### **TNPL Centre for Biotechnology and Bioenergy**

Pulp and paper industry basically has strong relationship with biology and biotechnology, as the main source of paper making raw material comes from the plant source. TNPL has realized the importance of biotechnology and its application to paper industry and has created advanced research facility to work on the Biotechnology and Bioenergy

TNPL has around 6000 square feet of built-up area to accommodate two major research facilities to work on Plant Biotechnology (Plant Tissue Culture and Microbial Biotechnology and bioenergy). Besides, facilities like Polyhouse, Shade Net and an experimental field station of around five acres are attached to the new facility and plan to introduce new plant breeding facility to cater to the needs of above research programs

Tissue culture, “the process of growing cells artificially in the laboratory” produces clones, in which all product cells have the same genotype. The three key areas in which plant cell & tissue culture have direct application in paper industry are:

Large scale propagation of elite and improved clones from hybrid or specific parent lines through micro propagation, Production of disease-free and uniform growth character plantlets, Development of plant varieties through cellular and molecular techniques in conjunction with conventional plant breeding.

## **Corporate Social Responsibility (CSR)**

TNPL, as a responsible corporate citizen, has ingrained the philosophy of Corporate Social Responsibility deeply into its value system. The company is consistently taking various community welfare initiatives for the benefit of the people living in the neighbouring villages.

These initiatives cover different sectors such as:

- Education
- Career and Knowledge development
- Drinking Water
- Medical and Public Health
- Infrastructure and Road Improvements
- Promotion of Sports and Recreation
- Live stock and Cattle care
- Development of Tamil Language and Culture
- TNPL Effluent Water Lift Irrigation Society
- Other Community Welfare Activities

MAIN THEME OF THE  
PROJECT

### MAIN THEME OF THE PROJECT

#### 2.1 OBJECTIVES OF THE STUDY

- To evaluate the effectiveness of performance evaluation system in the organisation.
- To identify attributes which is to be further considered for the measurement of performance evaluation.
- To get the opinion of the employees to improve the present performance evaluation system.

#### 2.2 SCOPE OF THE STUDY

To identify the effectiveness performance evaluation system in the organisation. The study will provide the effectiveness of performance evaluation used in the organisation and help in improving the system accordingly. The suggestions of the employees are also analysed.

#### 2.3 LIMITATIONS

The study suffers from the following limitations. The study is confined to TNPL, karur thus the findings cannot be generalized. As the industry has some unique characteristics, the organisation cannot be a representative of all industry across the country and outside.

Another important aspect of concern which hinders as a major limitation to the project is that the present system and its statistics has not been provided in record but made as an assumption by the feedback from the HR department.

#### 2.4 RESEARCH METHODOLOGY

##### Research design

The research design adopted for this study is Descriptive Research. The descriptive research studies are those studies which are concerned with describing the

characteristics of a particular individual, or of a group. The studies concerned with specific predictions, with narration of facts & characteristics concerning individual, group or situation are all examples of descriptive research studies.

## **Sampling design**

### **Probability sampling**

Sample design is the framework within which the sampling has to be carried out. Sampling is the method of selecting a group from population to represent the population. Sample is the part of the population, which acts as a representative of the population through its character and nature.

### **Method of data collection**

Both primary data and secondary data are collected.

Primary data was collected through questionnaire and personal interview method. Secondary data was collected by referring company handbook, other article about the company, websites and magazines.

### **Sample size and area of data collection**

From the population size of 1100, among that 700 are working in the middle cadre, a sample of 100 has been selected for the study by using the simple random sampling. This sample size is taken from the middle cadre.

### **Tools of analysis**

Data is tabulated by means of simple Percentages, cross tabulation analysis.

## **Statistical tools used:**

The collected data were analyzed with reference to each of the specific objectives of the study and the following statistical tools were used in the study.

- a. Chi- Square test.
- b. Cross tabulation
- c. Simple percentage analysis.

## **CHAPTERIZATION OF THE STUDY**

### **CHAPTER 1: Introduction**

This chapter contains details about the study, about the industry, history of the organization, management and organization structure, product profile and market potential, competitive strength of the company.

### **CHAPTER 2: Main theme of the project**

This chapter deals with the objectives, scope of the study, methodology used in data collection, limitations of the study and brief introduction of the entire chapter.

### **CHAPTER 3: Data analysis and Interpretation**

This chapter consists of the analysis of the data collected from the company.

### **CHAPTER 4: Conclusion**

This chapter deals with the findings of the study and the suggestions given to improve the defects of the current system of welfare measures.

## 1.2 Review of literature

**Darby Wiler, Nicholas Hurndon et.al.**,<sup>1</sup> has given an Analysis of Performance at the Basic School as a Predictor of Officer Performance in the Operating Forces. The purpose of this thesis is to identify and assess factors that predict the performance of junior officers in the operating forces of the U.S. Marine Corps. In this analysis, fitness report scores are used as indicators of performance. We concentrate on the effect of performance at The Basic School (TBS) and other demographic characteristics on fitness report scores. The data used in this analysis includes information on all officers who were newly commissioned between 1998 and 2005, TBS performance data for these same cohorts, and fitness report data for TBS graduates. The results of this analysis find that several factors predict officer performance as indicated by fitness report scores. Also, officers who are prior enlisted, married, or female have higher fitness report scores, whereas blacks have lower scores. They also found that officers who finish TBS in the top third of their TBS company receive higher average fitness report scores than officers who finish in the middle third; conversely, officers in the bottom third of their TBS class receive lower fitness report scores than those in the middle third. Lastly, they find that whether officers receive their preferred MOS assignment has little effect on their performance as a junior officer.

**Lesia L. Crumpton-Young**<sup>2</sup> given a study on "An Innovative Investigation of Productivity Estimation & Performance Assessment". The objective of this research was to investigate innovative methods for selecting appropriate performance measures for job tasks. In the framework developed by this research, jobs are considered to consist of demands, which are met by the worker using skills that make use of that worker's physical and cognitive resources.

---

<sup>1</sup> Darby Wiler, Nicholas Hurndon, An Analysis of Performance at the Basic School as a Predictor of Officer Performance in the Operating Forces, Master's thesis, 139 pages, 01-Mar-2008, A129974.

<sup>2</sup> Lesia L. Crumpton-Young, An Innovative Investigation of Productivity Estimation & Performance Assessment, Final technical rept. Oct 2000-Dec 2001, 5 Pages, 15 APR 2002

Performance measures can be used to evaluate an individual's cognitive and physical resources in a given domain. Performance concerns within a job typically include: (1) Error/Accuracy, (2) Time/ Productivity, (3) Workload, (4) Job Preference/Satisfaction, and (5) Training. The procedure for matching performance measures to jobs involves 4 steps: (1) Categorize performance measures of interest into the five performance concern areas, (2) Define which human abilities are evaluated by each performance measure, (3) Determine which human abilities are utilized by workers to complete a particular job task, and (4) Use the human abilities to match potential performance measures to the job.

**Mark S Sanders, James M Peay et.al.,**<sup>3</sup> the study is on “Employee Performance Evaluation and Review”, This report is a survey of literature dealing with employee evaluation and review techniques. The literature reviewed comes primarily from psychological and professional business journals. The report is organized around the decisions which must be made to implement a performance appraisal program.

**James Belanich, Karin A Orvis et.al.,**<sup>4</sup> defines about Performance Appraisal Feedback : A Foundation for Effective Self-Development, The U.S. Army's Leader Development Program relies on three development methods: institutional training and education, operational assignments, and self-development. The value of a self-development as a means for employee development has also been recognized in the private sector as well as in other public organizations. Unfortunately, empirically-based evidence concerning how the Army (and other organizations) can support and enhance employee self-development efforts is far from comprehensive. Prior research examining self-development in the public and private sector has focused on factors that stimulate the quantity of self.

---

<sup>3</sup> Mark S Sanders, James M Peay, Naval Ammunition Depot Crane In, Employee Performance Evaluation and Review, Literature survey, 99 pages, A809684.

<sup>4</sup> James Belanich, Karin A Orvis, Sena Garven, Performance Appraisal Feedback: A Foundation for Effective Self-Development, Final rept. Aug 2004-May 2007, 47 pages, 01-Jun-2008, A751384.

**Owen D. Stephens**<sup>5</sup> has given a study on Capturing the Policy that Air Force Raters Use When Writing Performance Appraisals on Junior Officers, This study examined the relationship between four dimensions of performance leadership, task performance, interpersonal facilitation, and job dedication and overall performance by junior officers in the Air Force. It was hypothesized that the four dimensions would have different relative importance to overall performance, ratee gender would have no effect on rating policy, and raters with greater experience would show greater rating consistency. Finally, it was hypothesized that the Conscientiousness factor of the International Personality Inventory Protocol and Positive and Negative Affectivity may be correlated with the relative importance of the four dimensions of performance and a rater leniency measure and that significant prediction models could be developed. For the entire sample and a sub sample of Majors-and-above, leadership was the most important dimension. The other dimensions task performance, interpersonal facilitation, and job dedication were equally important, yet less important than leadership. For Captains and below, all dimensions were equally important. There was no significant gender effect on ratings, but there was evidence that experience is positively related to consistency of ratings for Majors and above. Neither Conscientiousness nor Positive and Negative Affectivity could be used to develop a significant prediction model for the importance of behaviour dimensions or rater leniency.

**Sowmya Ramachandran, Jeremy Ludwig, Eduardo Salas et.al.**,<sup>6</sup> has given a research on “A Methodology for Simulation-based Job Performance Assessment”, Job performance measurement is of critical importance to any organization's health. It is important not only to recognize and reward good performance, but also to groom future leaders. Developing effective assessment techniques that are valid, effective and fair is

---

<sup>5</sup> Owen D. Stephens, Capturing the Policy that Air Force Raters Use When Writing Performance Appraisals on Junior Officers, Master's thesis Sep 1999-Mar 2001, 112 pages, 20 MAR 2001.

<sup>6</sup> Sowmya Ramachandran, Jeremy Ludwig, Eduardo Salas, A Methodology for Simulation-based Job Performance Assessment, Conference paper, 01-Jan-2008, A549684.

an ongoing challenge. Assessing factual knowledge using multiple-choice test batteries is relatively inexpensive and tends to be commonly used. Hands-on assessment is the most effective in assessing task proficiency but is very resource intensive and expensive. Computer-based simulations provide an alternative where users can be assessed in the context of skill application under controlled conditions. However, simulations are expensive to produce and maintain. Validated guidelines and methodologies are needed to help organizations develop effective assessment simulations. In this paper they present a standard, prescriptive methodology for developing simulations for job performance assessment, then describe a performance assessment simulation for Light-Wheeled Vehicle Maintenance constructed according to this methodology. This simulation includes automated assessment methods that borrow heavily from existing work in intelligent tutoring systems. Finally, they discuss future research directions based on the results of this initial methodology and assessment.

**Tara D. Carpenter, Michelle M. Wisecarver et.al.,**<sup>7</sup> has given a study about “Special Forces Interpersonal Performance Assessment System”, the role of the U.S. Army in the Global War on Terror includes not just war activities but peacekeeping and nation building as well. Soldiers confront complex cultural and political situations that are delicate and unstable. Success in these missions often requires interpersonal skills, enabling soldiers to accurately perceive multiple perspectives and interact successfully within other cultures. Despite the fact that these skill areas are of great importance, few resources exist to provide Soldiers with information regarding their strengths and weaknesses in these areas, or to provide developmental training activities that could improve these skills. This report describes the development of a model that can serve as a foundation to develop these skills. An evaluation of the model and the application of the model to develop a training program are discussed.

---

<sup>7</sup> Tara D. Carpenter, Michelle M. Wisecarver, Edwin A. Deagle III, Kip G. Mendini, Special Forces Interpersonal Performance Assessment System, Final rept., Feb 2003-Apr 2005, 81 pages, APR 2005.

**David C. Nystrom**<sup>8</sup>, stated in the study “360-Degree Feedback: A Powerful Tool for Leadership Development and Performance Appraisal, 360-degree feedback is a powerful multi-dimensional leadership development tool that draws upon the knowledge of people within a person's own circle of influence: supervisors, peers, and direct reports. It is most widely used for development, yet many organizations also use it for administrative purposes. This thesis examines the efficacy of 360- degree feedback through an in-depth research review that establishes when 360-degree feedback is effective and what conditions enhance or detract from its effectiveness. The thesis explains how 360-degree feedback was developed and examines its rapid growth in popularity. The argument for multi-dimensional performance feedback is then discussed in terms of four factors that have changed the role of leadership as we have moved from the Industrial Age/Cold War to globalization and the Information Age. As leadership's roles change, so must the goals of leadership development. A review of successful organizations reveals that many are using 360-degree feedback for modern leadership development, reinforced by similar systems for administrative performance appraisal. Research on 360-degree feedback reveals effectiveness conditions, design and implementation considerations, and four categories of potential benefits. Large Group Interventions with Appreciative Inquiry for collaborative design/implementation and positive change management also are discussed. Recommendations for the use of 360-degree feedback for both Navy leadership development and administrative appraisal.

**James A. Belz**<sup>9</sup>, views on “Performance Measurement for the Company Officer: An Examination of Current Methods Used at the United States Naval Academy”, this research will first examine the historical role of the United States Naval Academy in

---

<sup>8</sup>David C. Nystrom, 360-Degree Feedback: A Powerful Tool for Leadership Development and Performance Appraisal, Master's thesis, 225 pages, MAR 2001, A618093

<sup>9</sup>James A. Belz, Performance Measurement for the Company Officer: An Examination of Current Methods Used at the United States Naval Academy, Master's thesis, 90 pages, AUG 1999, A647763

developing future naval leaders. The organization of the Naval Academy will be illustrated to provide an understanding of the framework in which the leadership abilities of the midshipmen are developed. The role of the company officer in developing midshipmen will then be introduced. Performance management with performance measurement as a tool for improvement will then be examined in terms of the mission of the academy and role of the company officer. This research will then examine the current performance measurement methods employed by Company Officers at the United States Naval Academy and how these methods factor into improved midshipman leadership development. Research will include conducting a detailed analysis of the role of the company officer in midshipman leadership development. Data will be collected and analyzed using a performance measurement approach. The results of this analysis will enable company officers to develop new measurement ideas with the focus on improving the midshipmen leadership development process.

**Jennifer J. Vardaman, Earl S. Stein et.al.,<sup>10</sup>** ,has given a study on” The Development and Evaluation of a Behaviorally Based Rating Form for the Assessment of En Route Air Traffic Controller Performance”, This project expanded and evaluated the performance evaluation method developed by Sollenberger, Stein, and Gromelski (1997), a Terminal Radar Approach Control rating form and training package designed to better assess air traffic controller performance. The form is a research-oriented testing and assessment tool designed to measure the efficacy of new air traffic control (ATC) systems, system enhancements, and operational procedures in simulation research. The rating form used in the present study focused on observable behaviors that supervisory air traffic control specialists (SATCSs) use to make behaviorally based ratings of en route controller performance. Researchers also investigated the relationship between performance ratings and personality traits from the Sixteen Personality Factor personality inventory.

---

<sup>10</sup> Jennifer J. Vardaman, Earl S. Stein , The Development and Evaluation of a Behaviorally Based Rating Form for the Assessment of En Route Air Traffic Controller Performance, Technical note, 65 pages, JUN 1998, A079353

# ANALYSIS AND INTERPRETATIONS

## CHAPTER 3

### DATA ANALYSIS AND INTERPRETATION

Research is a research endeavour, research is the use of scientific method in the search of knowledge of alternate practice and intervention techniques, which would be of direct use to the progression and thus enhance the practice of their methods. Here the research methodology consists of steps, observation, comparison and experiment.

Research refers to systematic method consisting of enunciating the problem, formulating a hypothesis, collecting the factors or data, analysing the factors and researching certain conclusion It is necessary to know the methodology used in this research.

The investigator has made it clear about the methodology in the first chapter. In this chapter the investigator has presented the collected data and its interpretation using statistical calculations with the help of Statistical Package for Social Science (SPSS) computer software and Microsoft Excel are used to compute. Each hypothesis was tested as we mentioned earlier in the research methodology on first chapter.

#### PERCENTAGE ANALYSIS

Percentage is the most widely used method of analysis. The analysis provides the researcher with the percentage of the required responses of the respondents so that an inference is made based on the percentage figures. The percentage analysis is the simplest and the most common method of analysis.

### 3.1 Quality of Work

The table.1 indicates the respondents on the effectiveness of quality of work and percentage of the respondents is analysed.

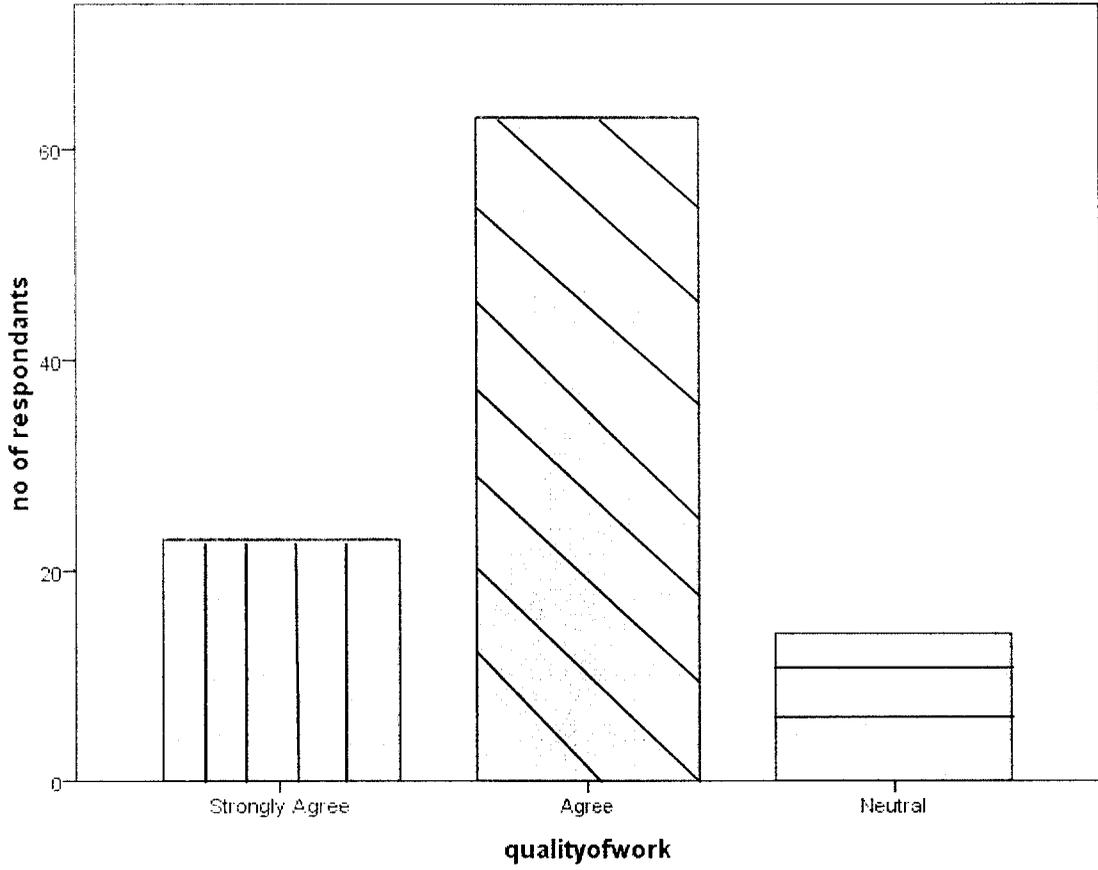
**Table1. Distribution of respondents on the basis of effectiveness of quality of work.**

S No	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	23	23
2	Agree	63	63
3	Neutral	14	14
	Total	100	100

From the table.1, we can infer that 63% of the respondents are agreeing with effectiveness of the quality of work, 23% have strongly agreed and 14% are neutral with its effectiveness. Thus we infer that the quality of work considered for the measurement of performance among the employees are very high because the effectiveness of work quality is considered important in the organisation.

Chart 3.1

**Effectiveness of Quality of work**



### 3.2 Communication

The table.2 indicates the respondents on the effectiveness of communication and percentage of the respondents is analysed.

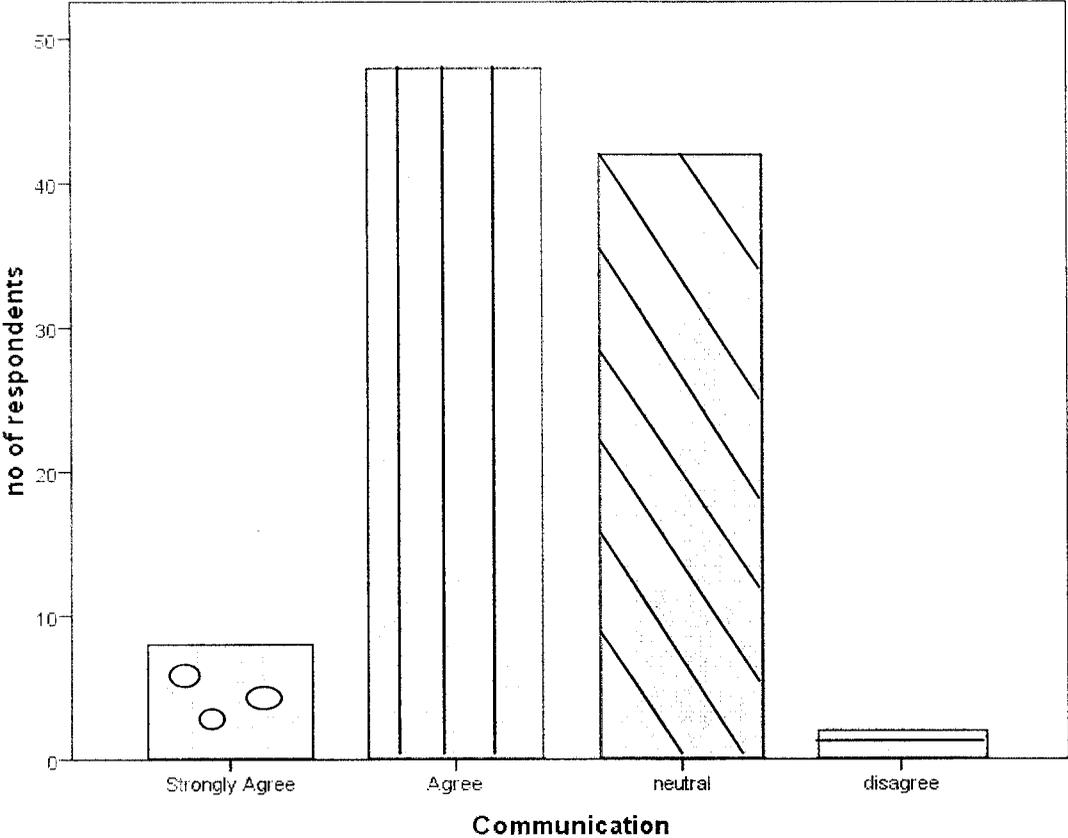
**Table2. Distribution of respondents on the basis of effectiveness of communication.**

S No	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	8	8.0
2	Agree	48	48.0
3	Neutral	42	42.0
4	Disagree	2	2.0
	Total	100	100.0

From the table.2, that 48% of the respondents replied that the effectiveness of communication was agreeable effective, 42% of the respondents neutral,8% were strongly agree and 2% are shown as they disagree on the effectiveness. Thus we infer that the effectiveness of the communication is satisfactory according to majority of the employees because effectiveness of sharing of information is considered as important at the working environment in the company.

Chart 3.2

**Effectiveness of Communication**



### 3.3 Teamwork

The table.3 indicates the respondents on the effectiveness of teamwork and percentage of the respondents is analysed.

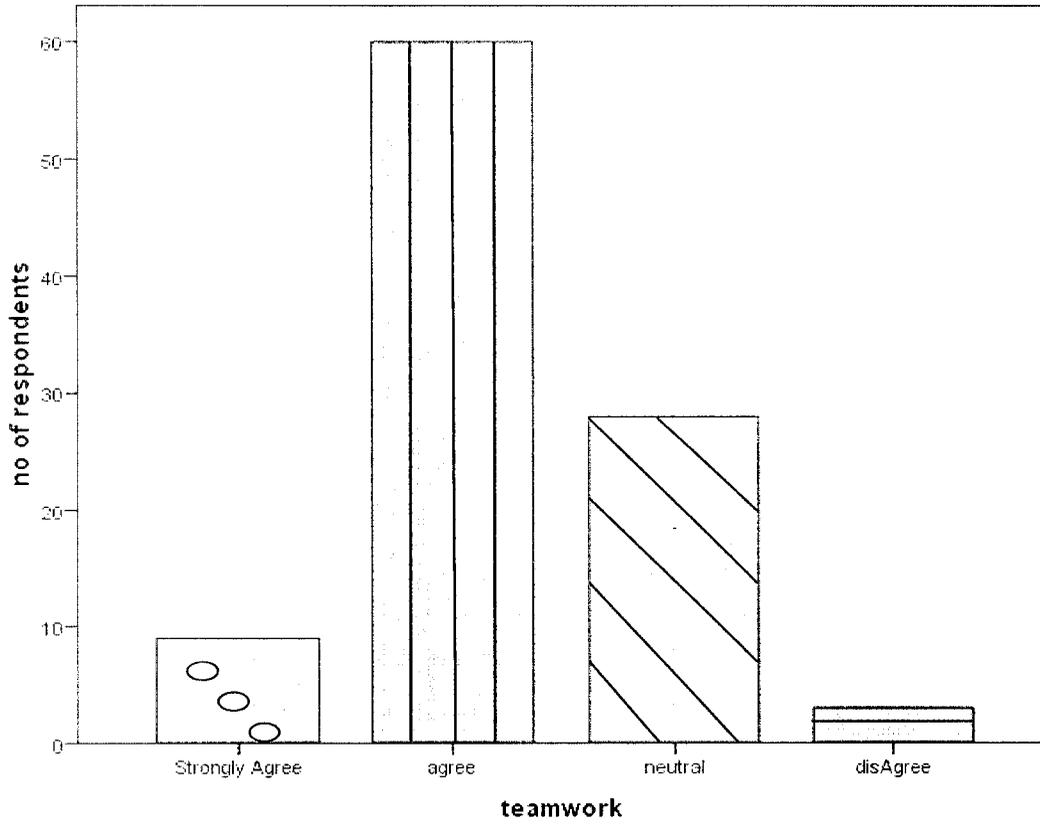
**Table3. Distribution of respondents on the basis of effectiveness of teamwork.**

S No	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	9	9.0
2	Agree	60	60.0
3	Neutral	28	28.0
4	Disagree	3	3.0
	Total	100	100.0

From the table.3, that 60% of the respondents replied that the effectiveness of teamwork was agreeable effective, 28% of the respondents neutral, 9% were strongly agree and 3% are shown as they disagree on the effectiveness. Thus we infer that the effectiveness of the teamwork is satisfactory according to majority of the employees, because the high performance potential is realised. Thus teamwork is considered as important in the company.

**Chart 3.3**

**Effectiveness of Teamwork**



### 3.4 Reliability

The table.4 indicates the respondents on the effectiveness of reliability and percentage of the respondents is analysed.

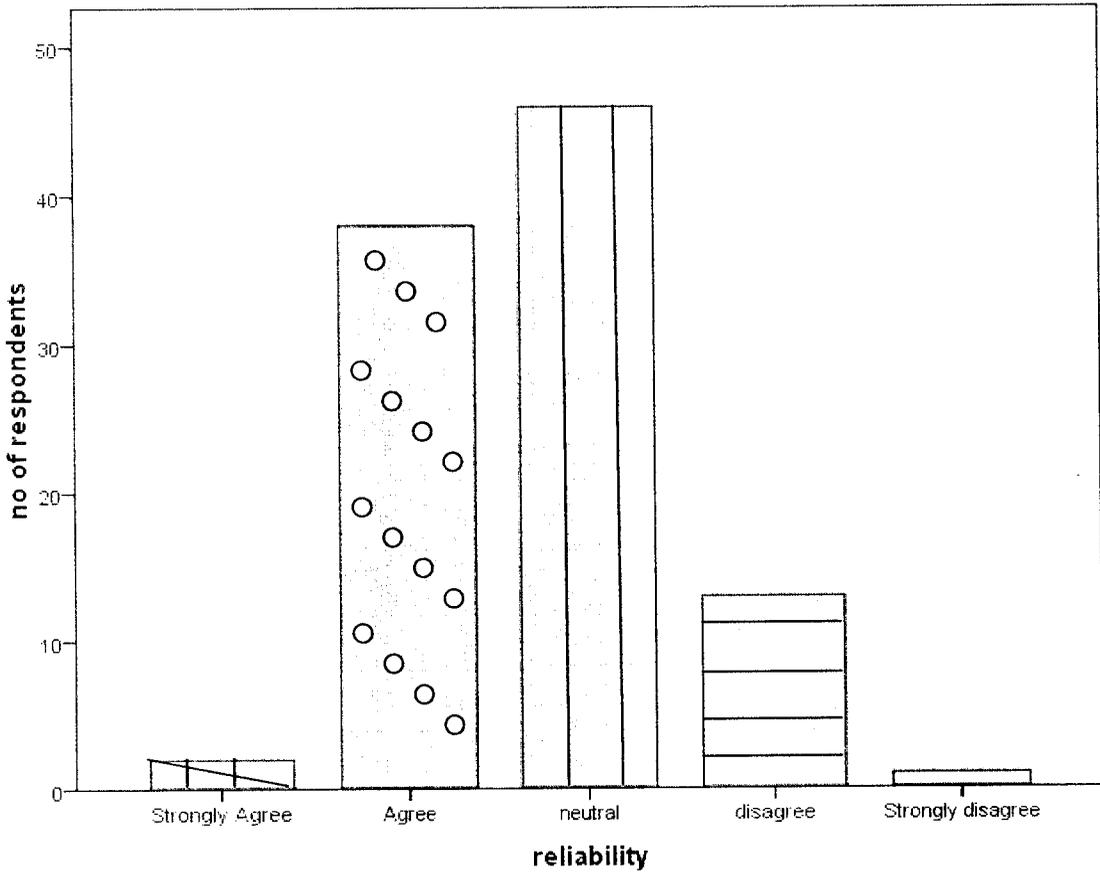
**Table4. Distribution of respondents on the basis of effectiveness of reliability.**

S No	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	2	2.0
2	Agree	38	38.0
3	Neutral	46	46.0
4	Disagree	13	13.0
5	Strongly disagree	1	1.0
	Total	100	100

From the table.4, it is clear that 46% of the respondents replied that effectiveness of reliability are neutral, 38% of the respondents replied that agree, 13% disagree, 2% respondents replied that are strongly agree with the effectiveness of the reliability only rarely are given that they are not agreeable with the effectiveness of reliability. Thus we infer that the majority of the respondents believed that the effectiveness is neutral because of the difference in the working experience in the company.

Chart 3.4

**Effectiveness of Reliability**



### 3.5 Responsibilities

The table.5 indicates the respondents on the effectiveness of responsibilities and percentage of the respondents is analysed.

**Table 5. Distribution of respondents on the basis of effectiveness of responsibilities.**

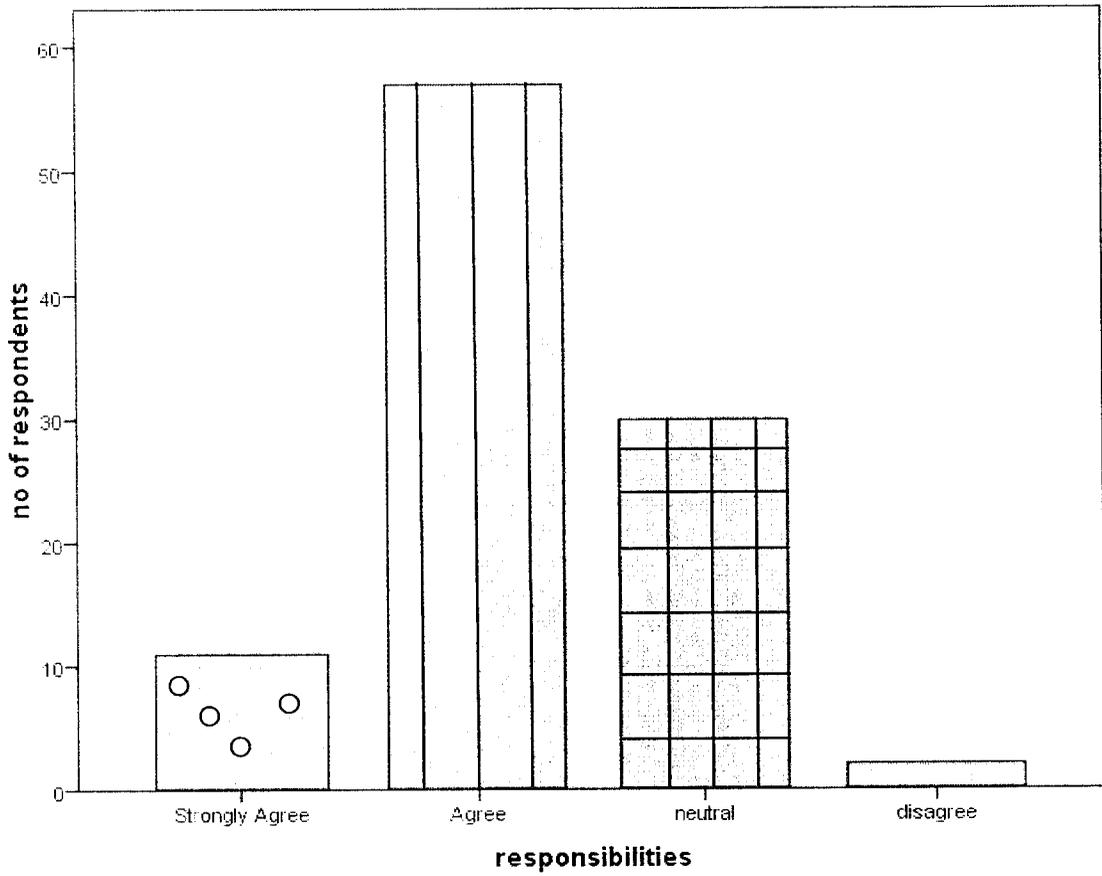
S No	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	11	11.0
2	Agree	57	57.0
3	Neutral	30	30.0
4	Disagree	2	2.0
	Total	100	100.0

From the table.5, we see that 57% of the respondents said that they agree with the effectiveness of the place given by the performance system for the responsibilities, 30% are neutral 11% are going with strongly agree and 2% of the respondents are disagree with this, because acting with responsibilities in the job is considered important.

Thus we infer that the most of the respondents are accepting that responsibility is effective in the performance measurement.

Chart 3.5

**Effectiveness of Responsibility**



### 3.6 Intergroup relationship

The table.6 indicates the respondents on the effectiveness of intergroup relationship and percentage of the respondents is analysed.

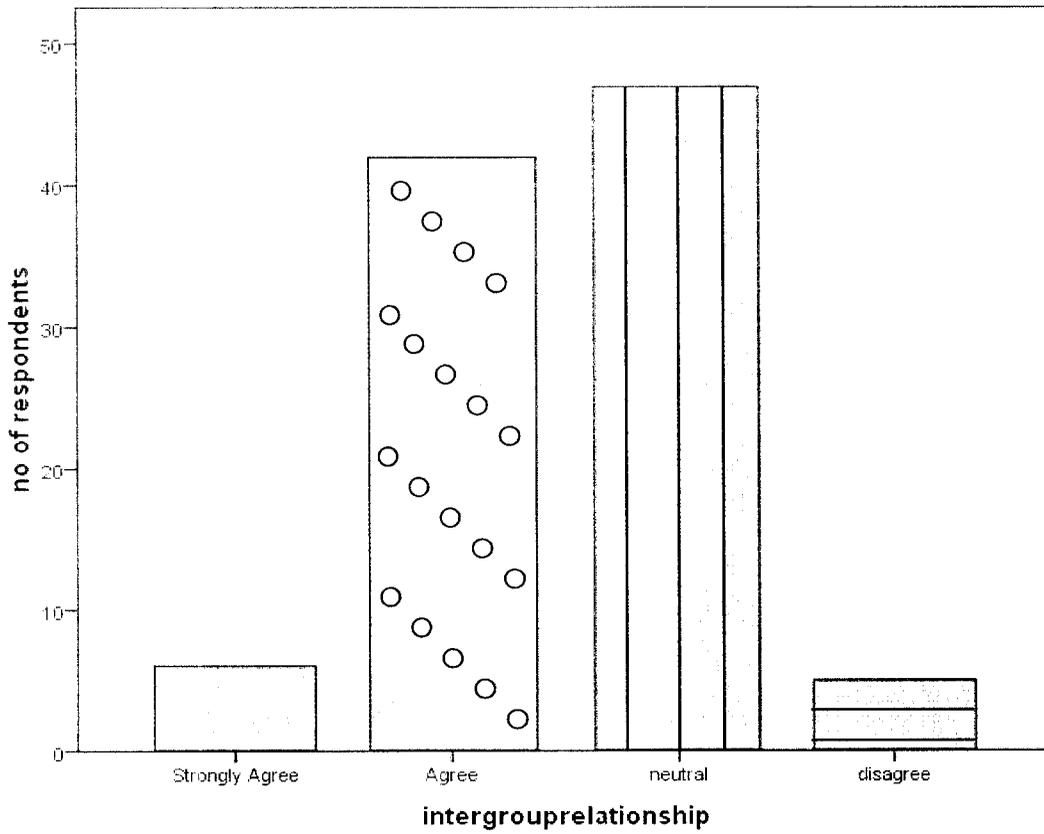
**Table6. Distribution of respondents on the basis of effectiveness of intergroup relationship.**

S. No.	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	6	6
2	Agree	42	42
3	Neutral	47	47
4	Disagree	5	5
	Total	100	100

From the table.6, that 47% of the respondents replied that the effectiveness of intergroup relationship was neutral, 42% of the respondents agreeable, 6% were strongly agree and 5% are shown as they disagree on the effectiveness, because the experiance and age group may differ. Thus we infer that the effectiveness of the intergroup relationship is not much effective according to majority of the employees.

Chart 3.6

**Effectiveness of intergroup relationship**



### 3.7 Interpersonal skills

The table.7 indicates the respondents on the effectiveness of interpersonal skills and percentage of the respondents is analysed.

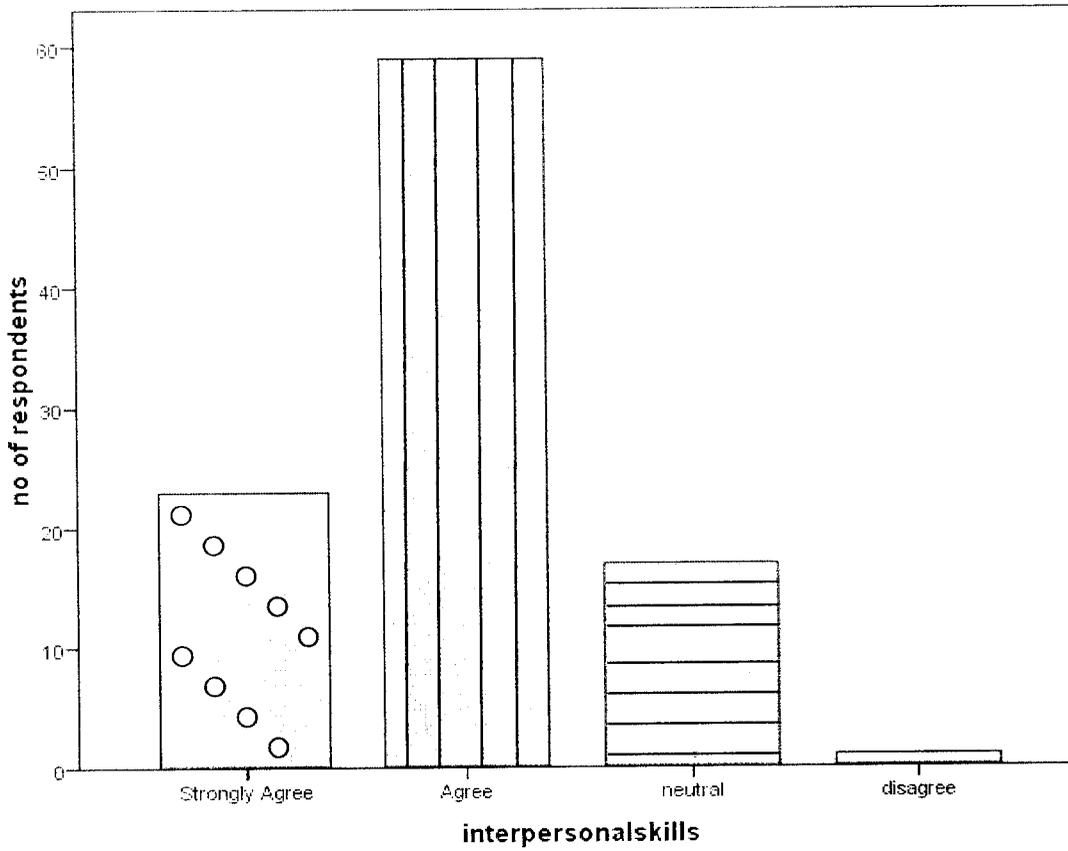
**Table7. Distribution of respondents on the basis of effectiveness of interpersonal skills.**

S. No.	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	23	23.0
2	Agree	59	59.0
3	Neutral	17	17.0
4	Disagree	1	1.0
	Total	100	100.0

From the table.7, that 59% of the respondents replied that the effectiveness of interpersonal skills was agreeable effective, 23% of the respondents strongly agreeable, 17% were given as neutral and rarely disagree with importance given to the interpersonal skills. Thus we infer that the effectiveness of the interpersonal skills is effective according to majority of the employees. The interpersonal skills is much considered as important at the working environment.

Chart 3.7

**Effectiveness of Interpersonal skills**



### 3.8 Technical skills

The table.8 indicates the respondents on the effectiveness of technical skills and percentage of the respondents is analysed.

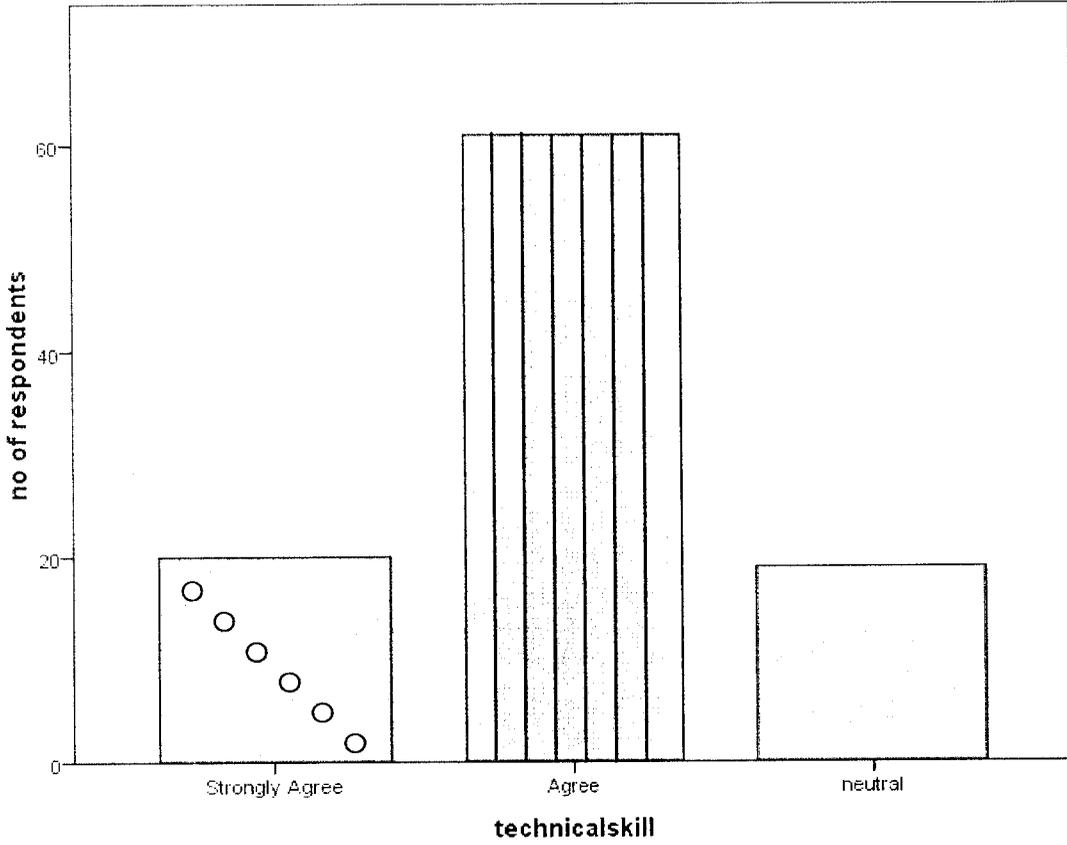
**Table8. Distribution of respondents on the basis of effectiveness of technical skills.**

S. No.	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	20	20.0
2	Agree	61	61.0
3	Neutral	19	19.0
	Total	100	100.0

From the table.8, we can infer that 61% of the respondents are agreeing with effectiveness of the technical skills, 20% have strongly agreed and 19% are neutral with its effectiveness, because the technical skills helps to manage problems and reduce frustration and make intelligent decision. Thus we infer that the technical skills considered more important for the measurement of performance among the employees.

Chart 3.8

**Effectiveness of Technical skills**



### 3.9 Flexibility

The table.9 indicates the respondents on the effectiveness of flexibility and percentage of the respondents is analysed.

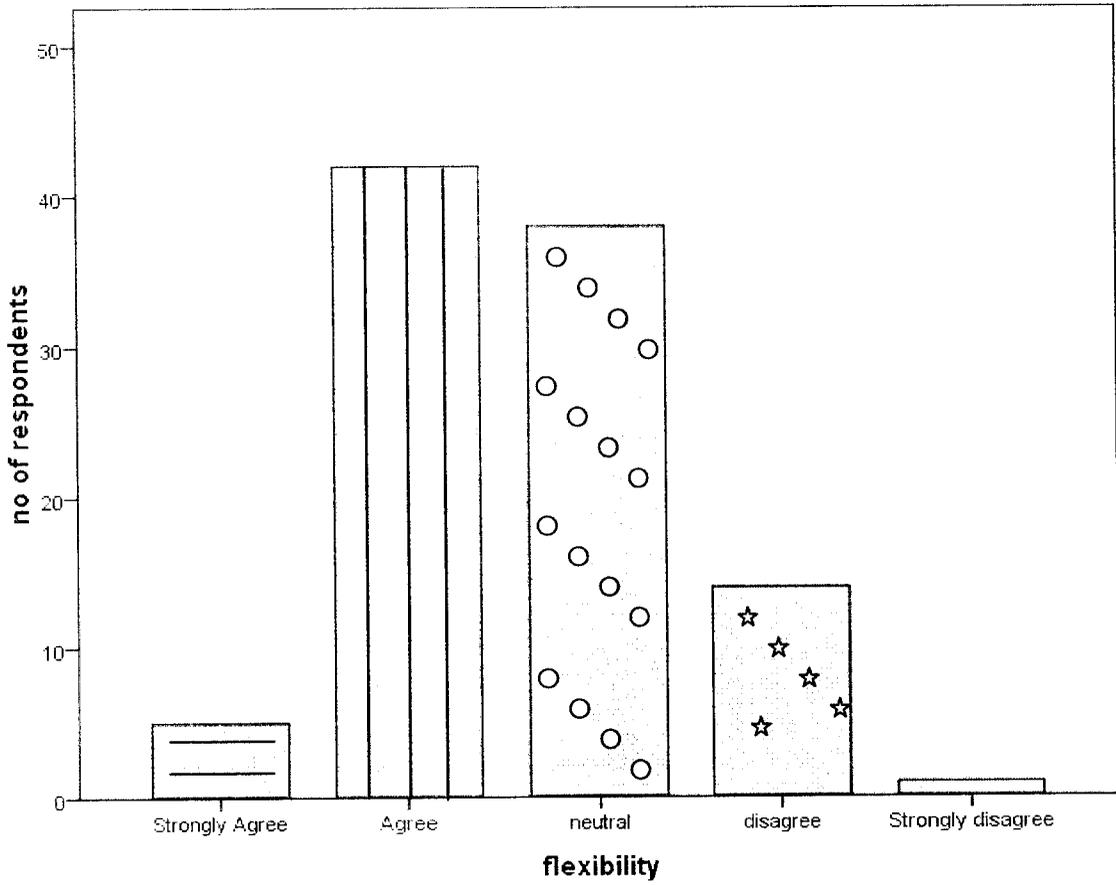
**Table9. Distribution of respondents on the basis of effectiveness of flexibility.**

S No	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	5	5.0
2	Agree	42	42.0
3	Neutral	38	38.0
4	Disagree	14	14.0
5	Strongly disagree	1	1.0
	Total	100	100.0

From the table.9, that 42% of the respondents replied that the effectiveness of flexibility was agreeable, 38% of the respondents says neutral, 14% were disagree, 5% were strongly agreeable, this shows that flexibility is effective and rarely was strongly disagree with the effectiveness, because of the difference in the working experience in the company. Thus we infer that the effectiveness of the flexibility is effective according to majority of the employees.

Chart 3.9

**Effectiveness of Flexibility**



### 3.10 Strategic Thinking

The table.10 indicates the respondents on the effectiveness of strategic thinking and percentage of the respondents is analysed.

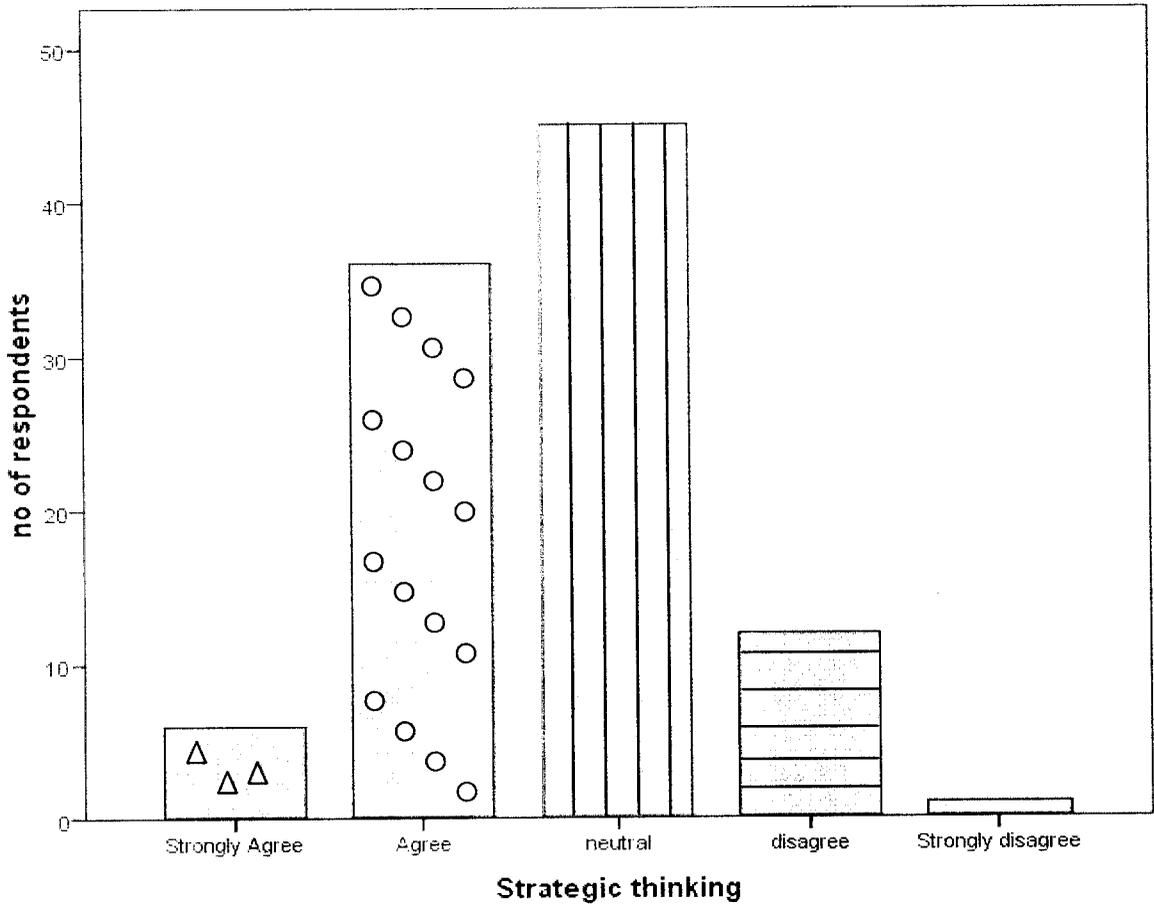
**Table10. Distribution of respondents on the basis of effectiveness of strategic thinking.**

S No	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	6	6.0
2	Agree	12	12.0
3	Neutral	45	45.0
4	Disagree	36	36.0
5	Strongly disagree	1	1.0
	Total	100	100.0

From the table.10, it is clear that 45% of the respondents replied that effectiveness of strategic thinking are neutral, 36% of the respondents replied that disagree, 12% are agreeable, 6% respondents replied that they are strongly agree with the effectiveness of the reliability only rarely are given that they are not agreeable with the effectiveness of reliability. Thus we infer that effectiveness of flexibility is moderate.

Chart 3.10

**Effectiveness of strategic Thinking**



### 3.11 Fiscal Responsibilities

The table.11 indicates the respondents on the effectiveness of fiscal responsibilities and percentage of the respondents is analysed.

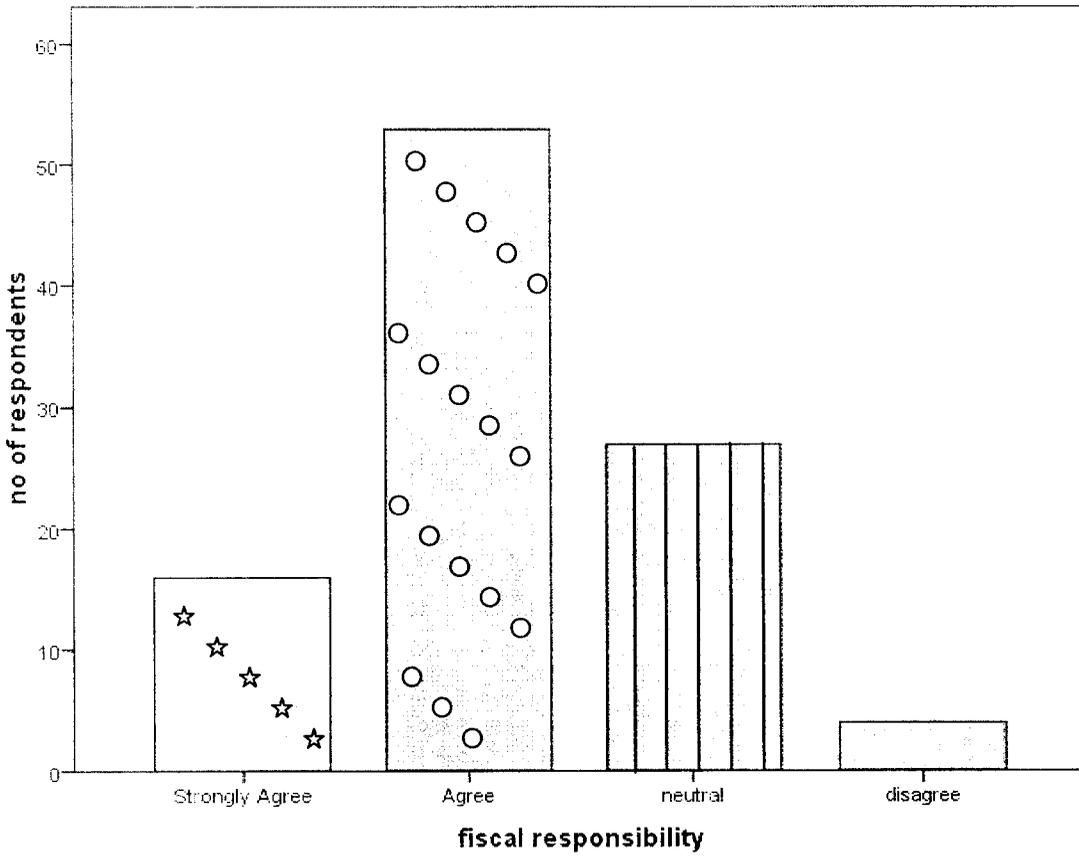
**Table11. Distribution of respondents on the basis of effectiveness of fiscal responsibilities.**

S. No.	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	16	16.0
2	Agree	53	53.0
3	Neutral	27	27.0
4	Disagree	4	4.0
	Total	100	100.0

From the table.11, that 53% of the respondents replied that the effectiveness of fiscal responsible was agreeable effective, 27% of the respondents given as neutral, 16% were strongly disagree and rarely disagree with importance given to the fiscal responsibilities. Thus we infer that the effectiveness of the fiscal responsibilities given by majority of the employees because, the fiscal responsibilities is much considered as important at the working environment.

Chart 3.11

**Effectiveness of Fiscal Responsibility**



### 3.12 Ability

The table.12 indicates the respondents on the effectiveness of ability and percentage of the respondents is analysed.

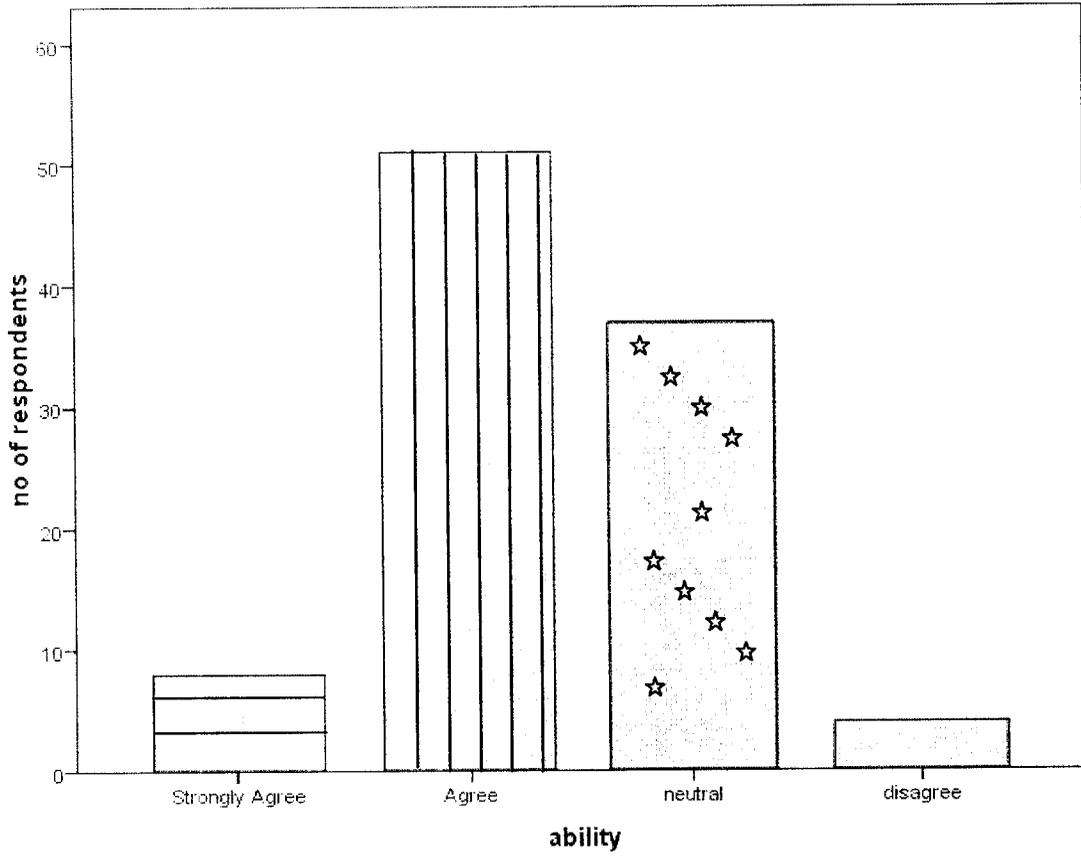
**Table12. Distribution of respondents on the basis of effectiveness of ability.**

S. No.	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	8	8.0
2	Agree	51	51.0
3	Neutral	37	37.0
4	Disagree	4	4.0
	Total	100	100.0

From the table.12, that 51% of the respondents replied that the effectiveness of ability was agreeable, 37% of the respondents says neutral, 8% were strongly agree and 4% are shown as they disagree on the effectiveness, because of the difference in the age group and working experiance in the company. Thus we infer that the effectiveness of the ability is effective according to majority of the employees.

Chart 3.12

**Effectiveness of Ability**



### 3.13 Initiatives

The table13 indicates the respondents on the effectiveness of initiatives and percentage of the respondents is analysed.

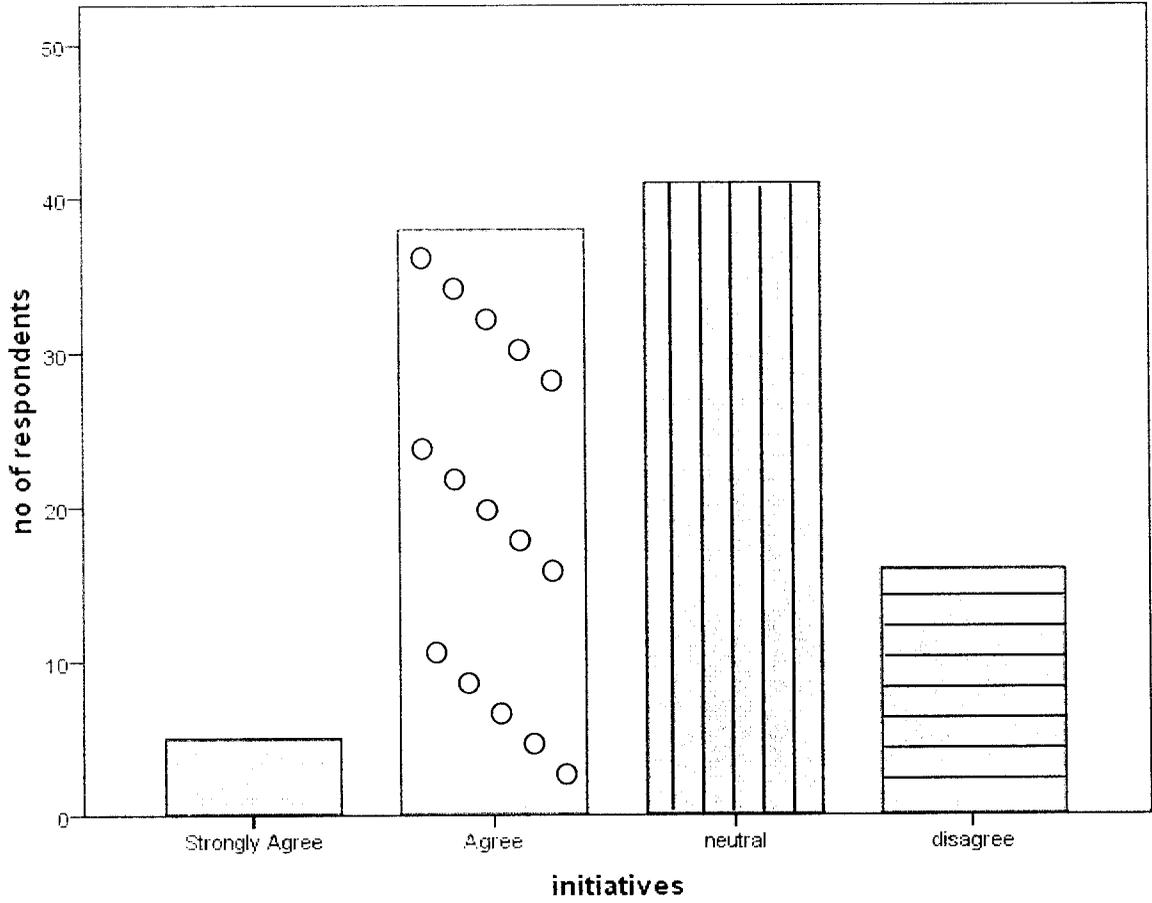
**Table13. Distribution of respondents on the basis of effectiveness of initiatives.**

S. No.	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	5	5.0
2	Agree	38	38.0
3	Neutral	41	41.0
4	Disagree	16	16.0
	Total	100	100.0

From the table 13, that 41% of the respondents replied that the effectiveness of initiatives was neutral, 38% of the respondents were agreeable, 16% were disagree and 5% are strongly agree on the effectiveness. Thus we infer that the effectiveness of the initiative is moderate according to majority of the employees, because of the difference in the working experiance in the company.

Chart 3.13

**Effectiveness of initiatives**



### 3.14 Challenging formalities

The table14 indicates the respondents on the effectiveness of challenging formalities and percentage of the respondents is analysed.

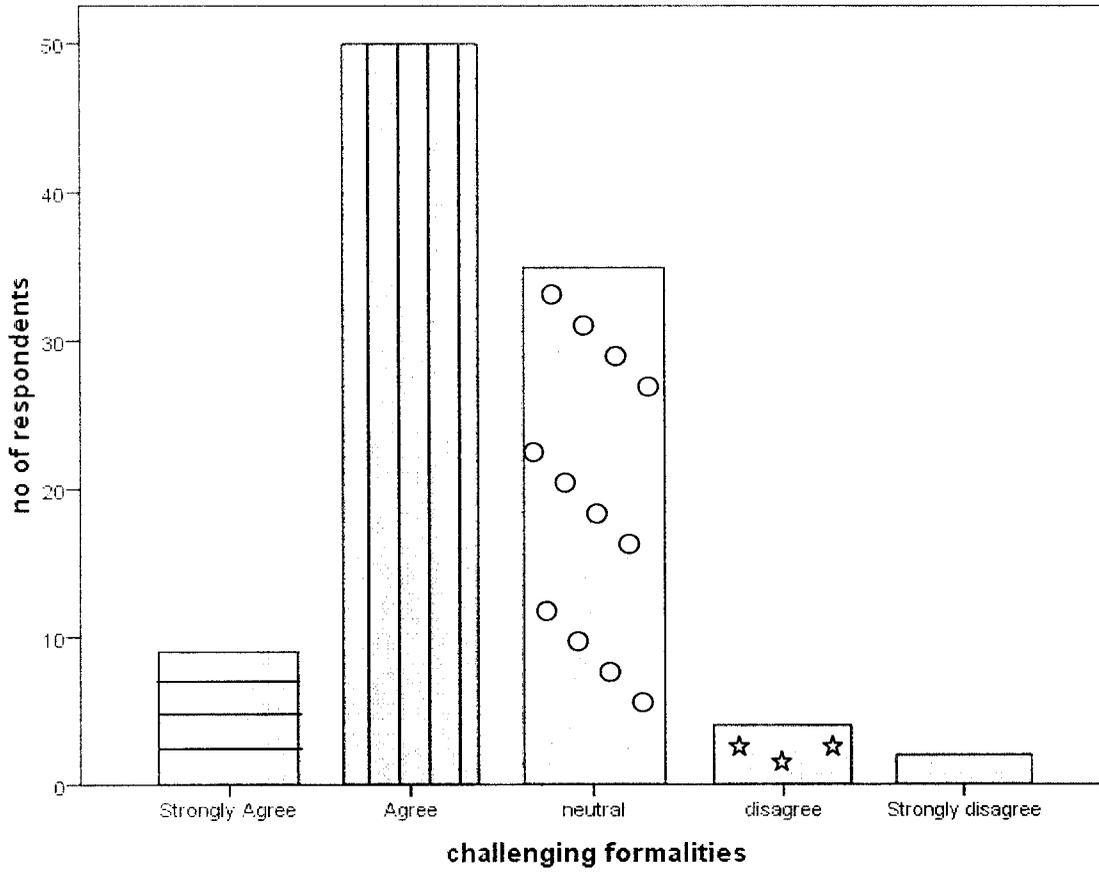
**Table14. Distribution of respondents on the basis of effectiveness of challenging formalities.**

S No	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	9	9.0
2	Agree	50	50.0
3	Neutral	35	35.0
4	Disagree	4	4.0
5	Strongly disagree	2	2.0
	Total	100	100.0

From the table14, it is clear that 50% of the respondents replied that effectiveness of challenging formalities are agreeable, 35% of the respondents replied that neutral, 9% are strongly agreeable, 4% respondents replied that they are disagree with the effectiveness of the challenging formalities only rarely are given that they are strongly disagree with the effectiveness of challenging formalities. Thus we infer that effectiveness of challenging formalities is effective.

**Chart 3.14**

**Effectiveness of Challenging Formalities**



### 3.15 Goal oriented

The table15 indicates the respondents on the effectiveness of goal oriented and percentage of the respondents is analysed.

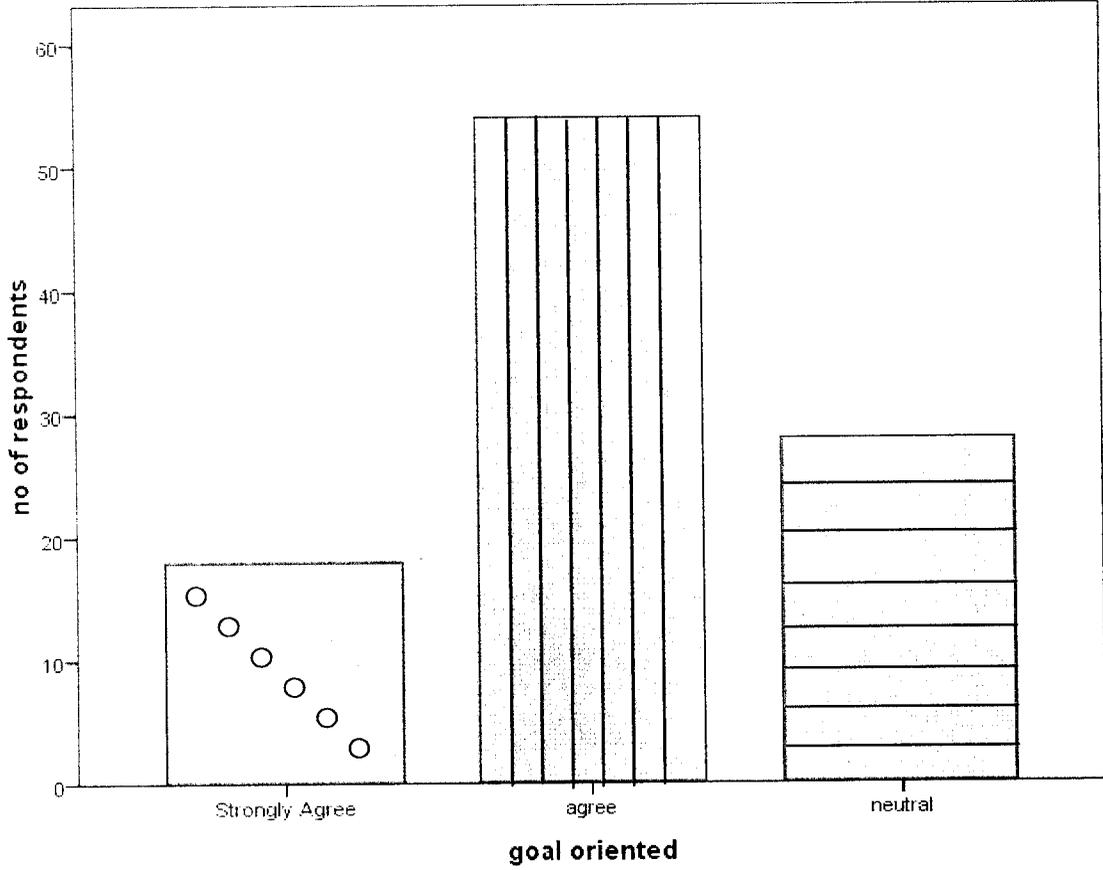
**Table15. Distribution of respondents on the basis of effectiveness of goal oriented.**

S. No.	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	18	18.0
2	Agree	54	54.0
3	Neutral	28	28.0
	Total	100	100.0

From the table15, we can infer that 54% of the respondents are agreeing with effectiveness of the goal oriented, 18% have strongly agreed and 28% are neutral with its effectiveness. This shows that employees are working more towards goal. Thus we infer that the goal orientation is considered more important for the measurement of performance among the employees.

Chart 3.15

**Effectiveness of Goal Orientation**



### 3.16 Ethical values

The table16 indicates the respondents on the effectiveness of ethical values and percentage of the respondents is analysed.

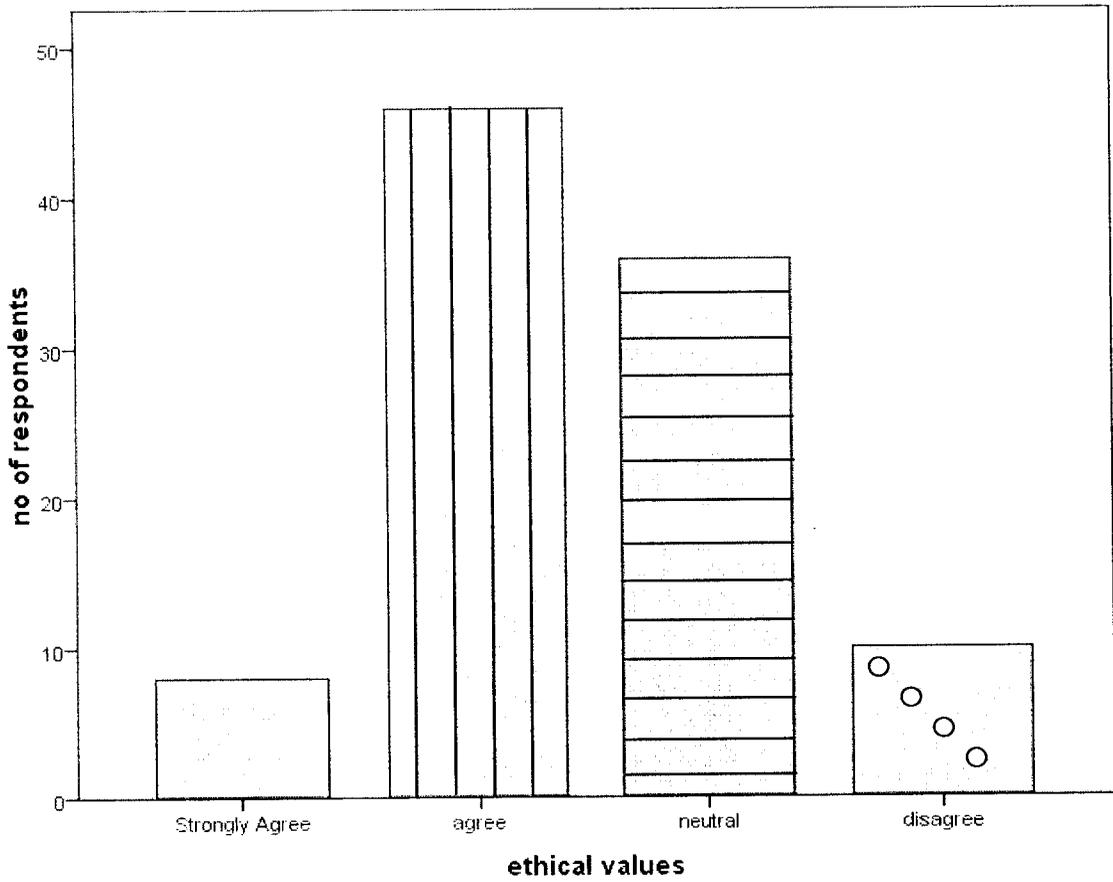
**Table16. Distribution of respondents on the basis of effectiveness of ethical values.**

S. No.	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	8	8.0
2	Agree	46	46.0
3	Neutral	36	36.0
4	Disagree	10	10.0
	Total	100	100.0

From the table16, we can infer that 46% of the respondents are agreeing with effectiveness of the ethical values, 36% have given as neutral and 10% are disagree and 8% were strongly agree with its effectiveness. Thus we infer that the ethical values are considered more important for the measurement of performance among the employees.

**Chart 3.16**

**Effectiveness of Ethical Values**



### 3.17 Judgement

The table 17 indicates the respondents on the effectiveness of judgement and percentage of the respondents is analysed.

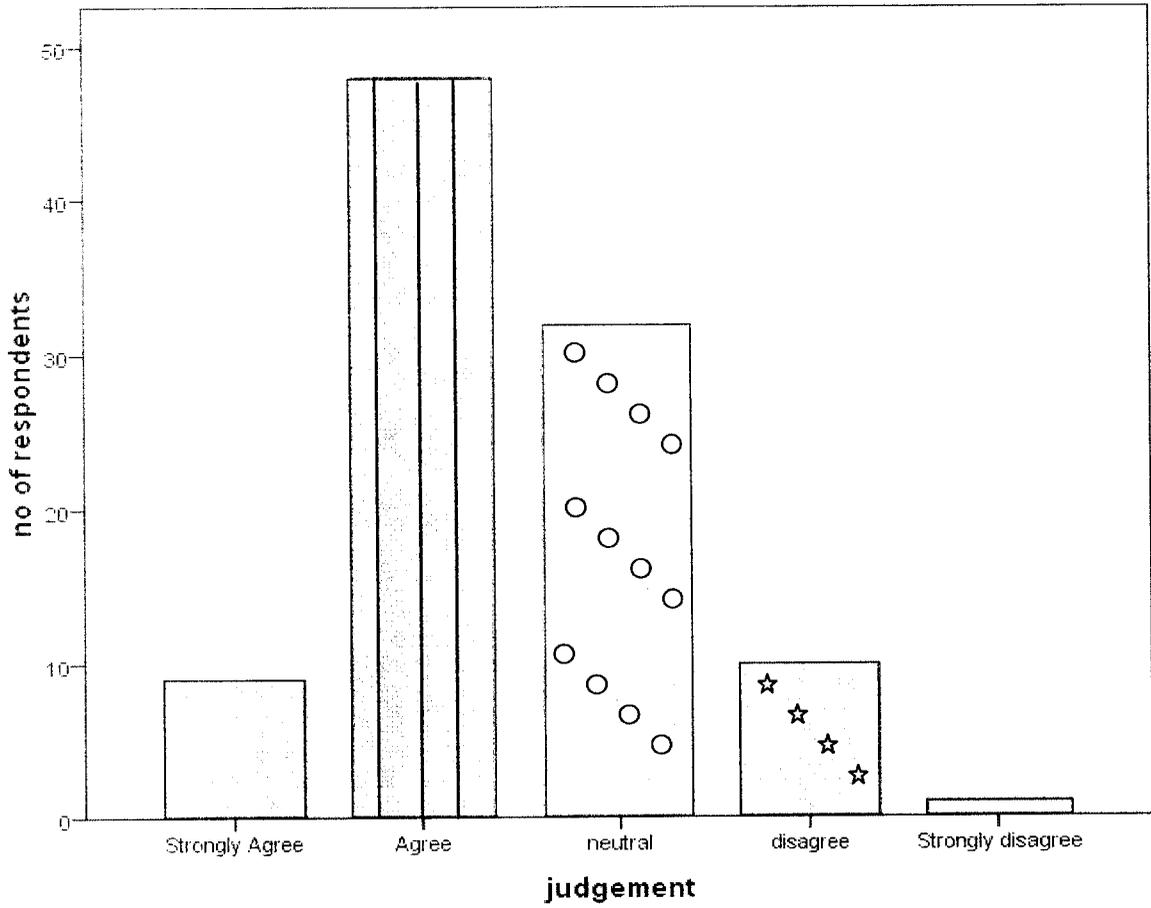
**Table17. Distribution of respondents on the basis of effectiveness of judgement.**

S No	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	9	9.0
2	Agree	48	48.0
3	Neutral	32	32.0
4	Disagree	10	10.0
5	Strongly disagree	1	1.0
	Total	100	100.0

From the table17, it is clear that 48% of the respondents replied that effectiveness of judgement are agreeable, 32% of the respondents replied that are neutral, 10% are disagreeable, 9% respondents replied that they are strongly agree with the effectiveness of the judgement only rarely are given that they are strongly disagree with the effectiveness of judgement. Thus we infer that effectiveness of judgement is effective.

Chart 3.17

**Effectiveness of Judgement**



### 3.18 Standardisation

The table18 indicates the respondents on the effectiveness of standardisation and percentage of the respondents is analysed.

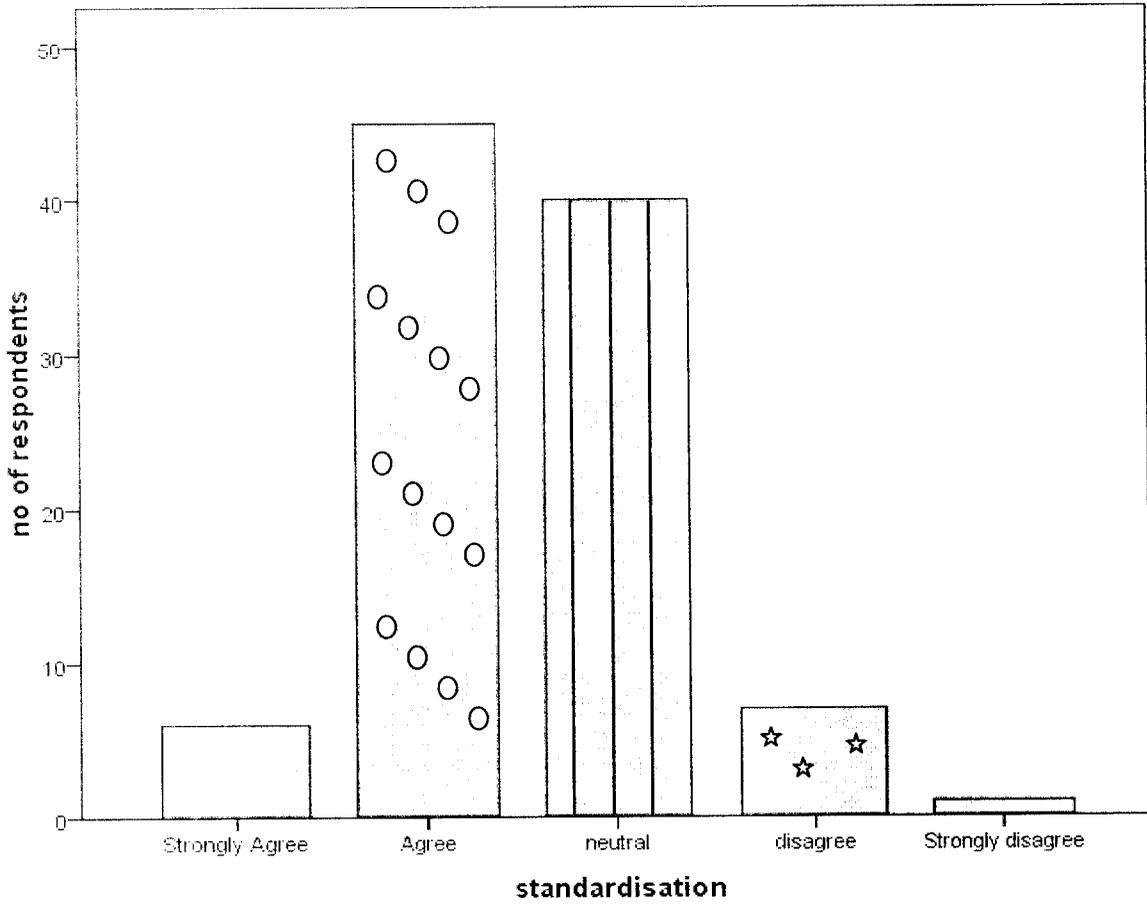
**Table18. Distribution of respondents on the basis of effectiveness of standardisation.**

S No	Particulars	No of respondents	Percentage of respondents
1	Strongly Agree	6	6.0
2	Agree	45	45.0
3	Neutral	40	40.0
4	Disagree	7	7.0
5	Strongly disagree	1	1.0
	Total	100	100.0

From the table18, it is clear that 45% of the respondents replied that effectiveness of standardisation are agreeable, 40% of the respondents replied that neutral, 6% are strongly agreeable, 7% respondents replied that they are disagree with the effectiveness of the standardisation only rarely are given that they are strongly disagree with the effectiveness of standardisation. Thus we infer that effectiveness of standardisation is found effective.

Chart 3.18

**Effectiveness of Standardisation**



## CROSS TABULATION

The technique of cross tabulation is applied to data in which both the dependent and independent variables appear in categorical form. It provides an indication to the degree of the relationship of one dependent variable to another independent variable.

Cross tabulation is the widely used method of analysis of multivariate data, which are in categorical form. The method reveals the relation between a dependent variable and independent variable.

### 3.19 EXPERIENCE AND REQUEST TO ADD MORE ATTRIBUTES

The table 19 indicates the times of experience and request to add more attributes

**Table 19. Distribution of respondents on the basis of experience and request to add more attributes**

Count

Experience	Request to add more attributes		Total
	Yes	No	
Below 5	7	9	16
4 – 10	5	14	19
11 – 15	5	15	20
16 - 20	6	7	13
Above 20	10	22	32
Total	33	67	100

## Interpretation

From the cross table 19, it could be seen that from the experience group of below 5 years, 9 employees have answered that they do not need to include some more attributes to the present system and 14 employees from the experience group of 5 – 10 years responded that they do not need to add any more attributes, from the experience group of 11 - 15 respondent, 15 are need not to add anymore attributes, 16-20 respondents 7 are given not to include more attributes, 22 respondents of experience group above 20. Hence it could be inferred that more attributes need not be added to present system.

## **CHI-SQUARE ANALYSIS:**

### **INTRODUCTION OF CHI-SQUARE ANALYSIS:**

#### **Chi-square Test of Independence:**

- The chi-square test of independence is probably the most frequently used hypothesis test in the social sciences.
- In this exercise, we will use the chi-square test of independence to evaluate group differences when the test variable is nominal, dichotomous, ordinal, or grouped interval.
- The chi-square test of independence can be used for any variable; the group (independent) and the test variable (dependent) can be nominal, dichotomous, ordinal, or grouped interval.

#### **Independence Defined:**

- Two variables are independent if, for all cases, the classification of a case into a particular category of one variable (the group variable) has no effect on the probability that the case will fall into any particular category of the second variable (the test variable).
- When two variables are independent, there is no relationship between them. We would expect that the frequency breakdowns of the test variable to be similar for all groups.

#### **Expected Frequencies versus Observed Frequencies:**

- The chi-square test of independence plugs the observed frequencies and expected frequencies into a formula which computes how the pattern of observed frequencies differs from the pattern of expected frequencies.
- Probabilities for the test statistic can be obtained from the chi-square probability distribution so that we can test hypotheses.

#### **Independent and Dependent Variables:**

- The two variables in a chi-square test of independence each play a specific role.
- The group variable is also known as the independent variable because it has an influence on the test variable.
- The test variable is also known as the dependent variable because its value is believed to be dependent on the value of the group variable.

- The chi-square test of independence is a test of the influence or impact that a subject's value on one variable has on the same subject's value for a second variable.

## **STEPS TO PROCEED WITH ASSUMPTION SPSS:**

### **Step 1. Assumptions for the Chi-square Test:**

- The chi-square Test of Independence can be used for any level variable, including interval level variables grouped in a frequency distribution. It is most useful for nominal variables for which we do not have another option.
- Assumptions: No cell has an expected frequency less than 5.
- If these assumptions are violated, the chi-square distribution will give us misleading probabilities.

### **Step 2. Hypotheses and alpha:**

- The research hypothesis states that the two variables are dependent or related. This will be true if the observed counts for the categories of the variables in the sample are different from the expected counts.
- The null hypothesis is that the two variables are independent. This will be true if the observed counts in the sample are similar to the expected counts.
- The amount of difference needed to make a decision about difference or similarity is the amount corresponding to the alpha level of significance, which will be either 0.05 or 0.01. The value to use will be stated in the problem.

### **Step 3. Sampling distribution and test statistic:**

- To test the relationship, we use the chi-square test statistic, which follows the chi-square distribution.
- If we were calculating the statistic by hand, we would have to compute the degrees of freedom to identify the probability of the test statistic. SPSS will print out the degrees of freedom and the probability of the test statistics for us.

### **Step 4. Computing the Test Statistic:**

- Conceptually, the chi-square test of independence statistic is computed by summing the difference between the expected and observed frequencies for each cell in the table divided by the expected frequencies for the cell.

➤ We identify the value and probability for this test statistic from the SPSS statistical output.

### **Step 5. Decision and Interpretation:**

- If the probability of the test statistic is less than or equal to the probability of the alpha error rate, we reject the null hypothesis and conclude that our data supports the research hypothesis. We conclude that there is a relationship between the variables.
- If the probability of the test statistic is greater than the probability of the alpha error rate, we fail to reject the null hypothesis. We conclude that there is no relationship between the variables, i.e. they are independent.

## **DEMOGRAPIC VARIABLE VS EFFECTIVENESS OF PERFORMANCE EVALUATION**

### **DEMOGRAPIC VARIABLE (AGE) VS EFFECTIVENESS OF PERFORMANCE EVALUATION:**

To analyze the influence of age factors on leading to performance evaluation, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

Hypothesis: Age does not influence on effectiveness of performance evaluation with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

**TABLE 20: INFLUENCE OF AGE ON FACTORS LEADING TO EFFECTIVENESS OF PERFORMANCE EVALUATION**

<b>AGE VS EFFECTIVENESS OF PERFORMANCE EVALUATION OF RESPONDENTS</b>
--

Factors	Chi-square value	P Value	Result
Communication	17.998	0.035	Disagree

Teamwork	12.389	0.192	Agree
Reliability	17.984	0.116	Agree
Responsibility	12.725	0.175	Agree
Interpersonal relationship	12.657	0.179	Agree
Interpersonal skills	19.667	0.020	Disagree
Flexibility	22.387	0.033	Disagree
Strategic thinking	17.773	0.123	Agree
Fiscal responsibility	15.554	0.077	Agree
Ability	25.679	0.002	Disagree
Challenging formalities	19.198	0.084	Agree
Goal oriented	16.362	0.012	Disagree
Ethical value	15.275	0.084	Agree
Judgement	30.882	0.002	Disagree
Standardisation	7.477	0.825	Agree

As P value is less than the table H0 is rejected at 0.05 level of significance. So it is inferred that people of all ages desire the same type of quality of work life.

From the above table it is inferred that the demographic variable age has no significant inference on the factors like teamwork, Reliability, Responsibility, Interpersonal relationship, Strategic thinking, Fiscal responsibility, Challenging formalities, Ethical value, Standardisation. The demographic variable age has significant inference on the factors like Communication, Interpersonal skills, Flexibility, Ability, Goal oriented, Judgement.

## DEMOGRAPIC VARIABLE VS EFFECTIVENESS OF PERFORMANCE EVALUATION

### DEMOGRAPIC VARIABLE (EXPERIENCE) VS EFFECTIVENESS OF PERFORMANCE EVALUATION:

To analyze the influence of experience factors on leading to performance evaluation, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

Hypothesis: Experience does not influence on effectiveness of performance evaluation with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

**TABLE 21: INFLUENCE OF EXPERIENCE ON FACTORS LEADING TO EFFECTIVENESS OF PERFORMANCE EVALUATION**

<b>EXPERIENCE VS EFFECTIVENESS OF PERFORMANCE EVALUATION OF RESPONDENTS</b>
---

Factors	Chi-square value	P Value	Result
Quality of work	21.215	0.007	Disagree
Communication	19.268	0.082	Agree
Teamwork	14.896	0.247	Agree
Reliability	14.235	0.581	Agree
Responsibility	16.219	0.181	Agree
Interpersonal relationship	11.300	0.503	Agree

Interpersonal skills	8.643	0.733	Agree
Technical skills	9.612	0.293	Agree
Flexibility	18.752	0.282	Agree
Strategic thinking	18.567	0.292	Agree
Fiscal responsibility	17.033	0.148	Agree
Ability	23.960	0.021	Disagree
Initiatives	24.311	0.018	Disagree
Challenging formalities	21.364	0.165	Agree
Goal oriented	15.236	0.055	Agree
Ethical value	25.228	0.014	Disagree
Judgement	28.886	0.025	Disagree
Standardisation	11.516	0.777	Agree

As P value is less than the table H0 is rejected at 0.05 level of significance. So it is inferred that people of all experience desire the same type of quality of work life.

From the table 21 it is inferred that the demographic variable experience has no significant inference on the factors like communication, teamwork, reliability, responsibility, interpersonal relationship, interpersonal skills, flexibility, strategic thinking, fiscal responsibility, challenging formalities, goal oriented and standardisation. The demographic variable experience has significant inference on the factors like quality of work, technical skills, ethical value, initiatives, ability and judgement.

## DEMOGRAPIC VARIABLE VS EFFECTIVENESS OF PERFORMANCE EVALUATION

### DEMOGRAPIC VARIABLE (DEPARTMENT) VS EFFECTIVENESS OF PERFORMANCE EVALUATION:

To analyze the influence of department factors on leading to performance evaluation, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

Hypothesis: Department does not influence on effectiveness of performance evaluation with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

**TABLE 22: INFLUENCE OF DEPARTMENT ON FACTORS LEADING TO EFFECTIVENESS OF PERFORMANCE EVALUATION**

<b>DEPARTMENT VS EFFECTIVENESS OF PERFORMANCE EVALUATION OF RESPONDENTS</b>
---

Factors	Chi-square value	P Value	Result
Quality of work	5.984	0.817	Agree
Communication	25.397	0.045	Disagree
Teamwork	10.431	0.792	Agree
Reliability	20.352	0.436	Agree
Responsibility	24.681	0.054	Agree
Interpersonal relationship	25.168	0.58	Agree

Interpersonal skills	16.846	0.328	Agree
Technical skills	7.792	0.649	Agree
Flexibility	15.524	0.746	Agree
Strategic thinking	16.462	0.688	Agree
Fiscal responsibility	14.685	0.474	Agree
Ability	15.496	0.416	Agree
Initiatives	18.458	0.239	Agree
Challenging formalities	15.237	0.763	Agree
Goal oriented	15.620	0.111	Agree
Ethical value	21.231	0.130	Agree
Judgement	31.014	0.055	Agree
Standardisation	20.364	0.435	Agree

As P value is less than the table H0 is rejected at 0.05 level of significance. So it is inferred that people of all department desire the same type of quality of work life.

From the table 22 it is inferred that the demographic variable department has no significant inference on the factors like teamwork, reliability, responsibility, interpersonal relationship, interpersonal skills, flexibility, strategic thinking, fiscal responsibility, challenging formalities, goal oriented, standardisation, quality of work, technical skills, ethical value, initiatives, ability and judgement. The demographic variable department has significant inference on the factors like communication.

# FINDINGS AND SUGGESTIONS

### 4.1 FINDINGS

- It is concluded that 63% of respondents are agreeable with the effectiveness of quality of work.
- 48% of respondents are agreeable with the effectiveness of communication .
- It is concluded that 60% of respondents are agreeable with the importance given to team work in the measurement of performance evaluation.
- 46% of respondents are replying as medium effectiveness to the reliability.
- It is concluded that 57% of respondents are agreeable with the effectiveness of responsibility.
- 47% of respondents given as neutral importance to intergroup relationship.
- It is concluded that 59% of respondents produced as neutral importance given to interpersonal skills.
- 61% of respondents replied that agreeable with the effectiveness of technical skills.
- It is concluded that 42% are responded as they are agreeable with the effectiveness of flexibility.
- 45% of respondents are replying as medium effectiveness given to strategic thinking.
- It is concluded that 53% of respondents are agreeable with the effectiveness of fiscal responsibility.
- 51% of respondents are agreeable with the importance given to ability of work in the measurement of performance evaluation.
- It is concluded that 41% of respondents given as neutral importance to initiative.
- 50% of respondents are agreeable with the effectiveness of challenging formalities.
- It is concluded that 54% of respondents are agreeable with the effectiveness of goal oriented.
- 46% of respondents are agreeable with the effectiveness of ethical values.

- It is concluded that 48% are responded as they are agreeable with the effectiveness of judgement.
- 45% are responded as they are agreeable with the effectiveness of standardisation.
- It is concluded that age of the respondents have some significant inference on the performance evaluation related factors.
- It is concluded that experience of the respondents have some significant inference on the performance evaluation related factors.
- It is concluded that age of the respondents have no significant inference on the performance evaluation related factors.

## 4.2 SUGGESTION & RECOMMENDATIONS

- The importance given to performance of intergroup relationship can be improved so that the good relationship can be maintained in the working environment, that improves productivity.
- The interpersonal skills also should give more importance during the measurement of performance evaluation.
- The performance evaluation system should give more importance to strategic thinking and initiatives of the employees.
- The management have introduced the suggestion box system, which suggestion given by employees can be taken by the management for implementation if possible it will improve the effectiveness of the present system.
- Some of the suggestion put forth by the employees, (on considering the improvement of the employees) through the questionnaire can be put in to consideration by the management.
- Maintain the level of the efficiency of the present system of performance measurement and some improvement such as adding more attributes with the discussion between the superiors.
- Among 100 sample size, 33 are requested to add more attributes, the individual leadership is the attribute requested to add with the performance measurement system.

### 4.3 CONCLUSION

The study is on the effectiveness of performance evaluation in the organisation shows that some improvisation have to be done with the present system. The present system used to measure the performance of the employees is still have to be improved by adding some more attributes. The identified attributes to be added with the present system is the individual leadership. The organisation is practicing many HR polices effectively. Since there are some area which is to be given more importance to be more effecive.

The management introduced the suggestion box system, which suggestion given by employees can be taken by the management effectively for implementation. The employees are the backbone of any organisation so effective analyse of the employees should be done.

# APPENDIX

**A STUDY ON THE EFFECTIVENESS OF PERFORMANCE EVALUATION IN TNPL,  
KARUR.**

**QUESTIONNAIRE**

Name: -----

Age: (in years)

- a) Below 30                      b) 30 – 40                      c) 40 – 50                      d) above 50

Experience: (in years)

- a) Below 5                      b) 5 -10                      c) 10 – 15                      d) 15 – 20
- e) Above 20

Department: -----

1. Employee quality of work is assessed effectively during the performance evaluation.

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

2. Employee work environment Communication is taken for performance evaluation.

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

3. Employee ability to function as part of team is included for measurement.
  - a) Strongly Agree
  - b) Agree
  - c) Neutral
  - d) Disagree
  - e) Strongly Disagree
4. Dependability and reliability are considered effectively.
  - a) Strongly Agree
  - b) Agree
  - c) Neutral
  - d) Disagree
  - e) Strongly Disagree
5. Employee fulfilment of responsibilities is considered for performance evaluation.
  - a) Strongly Agree
  - b) Agree
  - c) Neutral
  - d) Disagree
  - e) Strongly Disagree
6. Employee intergroup relationship with peer group and also with superiors is measured effectively.
  - a) Strongly Agree
  - b) Agree
  - c) Neutral
  - d) Disagree
  - e) Strongly Disagree
7. Interpersonal Skills built up with the performance measurement.
  - a) Strongly Agree
  - b) Agree
  - c) Neutral
  - d) Disagree
  - e) Strongly Disagree
8. Employee technical skills and knowledge are recognized to this extent.
  - a) Strongly Agree
  - b) Agree
  - c) Neutral
  - d) Disagree
  - e) Strongly Disagree
9. Degree of flexibility and openness to change is adoptable in our organisation.
  - a) Strongly Agree
  - b) Agree
  - c) Neutral
  - d) Disagree
  - e) Strongly Disagree

10. Measures Strategic thinking effectively with performance evaluation system.

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

11. The system monitors the fiscal responsibility within employee.

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

12. Rating is done on the basis of employee ability.

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

13. Employee initiatives are recognized properly.

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

14. Challenging formalities are highly required for the performance measurement.

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

15. Employee commitment to company's goal and objectives is taken for appraisal.

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

16. Ethical values are considered important in our organisation.

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

17. Employee sound and timely judgement and decision making skills are evaluated.

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

18. Observation on the standardisation of work.

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

19. Does u request to add some more attributes with the performance measurement system?

- a) Yes
- b) No

20. If yes, tick the attributes which is to be further considered for performance evaluation.

1. Individual leadership	
2. Power of planning and organizing	
3. Creativity at work	
4. Conflict resolution	
5. Co-operation with work group and other departments	
6. Employees voluntary involvement in all activities	
7. Employees degree of command and control	
8. Support/ guidance and degree of care to other employees	

21. Any other suggestions

-----  
-----

# BIBLIOGRAPHY

## BIBLIOGRAPHY

- **Tripati .P.C** - Human Resource development, New Delhi, sultan chand & sons educational publisher, Revised edition, 2003
- **C.R.Kothari** – Research Methodology, New Age International Pvt. Ltd Publishers, 2007.
- **L.M.Prasad** – HRM, S.Chand & Co Ltd, 2000
- **V S P Rao** – Human Resource management, Excel Books, 2007.

## JOURNAL

- B. Tuffin, P.W. Glynn-performance evaluation, performance evaluation methodologies and tools, Volume 65, Issue 11-12
- M.A. Marsan, C. Lindemann, P. Shenoy, - performance evaluation, innovative performance evaluation methodologies and tools, Volume 65, Issues 6-7:

## WEBSITE:

[www.google.com](http://www.google.com)

[www.hrworld.com](http://www.hrworld.com)

[www.hrindia.com](http://www.hrindia.com)

[www.ruralbazar.tn.gov.in](http://www.ruralbazar.tn.gov.in)