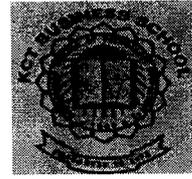


P-3210



A STUDY ON THE EFFECTIVENESS OF PERFORMANCE APPRAISAL METHODS AT UST GLOBAL, CHENNAI

A PROJECT REPORT

Submitted by

C.SHRITHA SAJI

REG No.0820400047

In partial fulfilment of the requirements

For the award of the degree

Of

MASTER OF BUSINESS ADMINISTRATION

JUNE 2010

KCT Business School

Department of Management Studies

Kumaraguru College of Technology

(An autonomous institution affiliated to Anna University, Coimbatore)

Coimbatore – 641 006

ACKNOWLEDGEMENT

I express my sincere gratitude to our revered Chairman Aruselvar Dr.N.Mahalingam, Co chairman B.K Krishnaraj Vanavarayar, Correspondent Sri. M.Balasubramaniam, Principal In charge Prof.Dr.A.Ramachandran.

I would like to thank Dr.S.V.Devanathan, PhD, Director, KCT Business School, Coimbatore for the help and guidance rendered.

I am very thankful to my guide Mr.GaneshMoorthy Senior Lecturer, Department of management studies, KCT Business School, for his valuable guidance. I would like to thank all the staff members of the Department of Management Studies for their help and support.

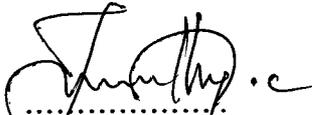
I also express my sincere thanks to Mrs.Remadevi Thottathil, Senior Manager, Human Resources UST Global, Chennai for granting permission to do my project work. I am deeply indebted to her, whose assistance and encouragement made this work possible towards the end.

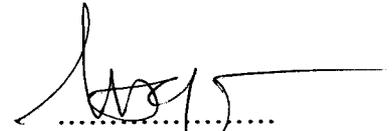


KCT Business School
Department Of Management studies
Kumaraguru College of technology
(An ISO 9001:2000 Certified Institution)
Coimbatore -641006

BONAFIDE CERTIFICATE

Certified that this project titled 'A STUDY ON THE EFFECTIVENESS OF PERFORMANCE APPRAISAL METHODS AT UST GLOBAL, CHENNAI' is the bonafide work of MS.C.SHRITHA SAJI 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 desertion on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.


.....
Project Guide


.....
Director

Evaluated and viva-voce held on...14/06/2019.


.....
Examiner-I


.....
Examiner-II



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11th June, 2010
Friday

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms C. Shritha Saji from KCT Business School, Kumaraguru College of Technology has successfully completed 13 weeks of internship in the company from 15th March, 2010 till 11th June 2010.

Ms Shritha's performance was very good during this period and she has successfully completed the final presentation of the assigned project titled "**A Study on the effectiveness of Performance Appraisal Method followed in UST-Global, Chennai**".

UST Global wishes her all the very best in her future endeavors.

Remadevi Thottathil Kamalamma
Senior Manager – Human Resources

DECLARATION

I ,hereby declare that this project report entitled as “ A STUDY ON THE EFFECTIVENESS OF PERFORMANCE APPRAISAL METHODS AT UST GLOBAL,CHENNAI” ,has undertaken for academic purpose submitted to Anna university in partial fulfillment of requirement for the award of the degree of Master of Business Administration .The project report is the record of the original work done by me under the guidance of Mr.GANESH MOORTHY, Senior Lecturer KCT Business school, during the academic year 2008-2010.

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

Place: Coimbatore

....14/06/2010.....

Date:



C.SHRITHA SAJI

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The study on the effectiveness of performance appraisal methods at UST Global, Chennai which is undertaken as the project study by UST Global, Chennai. The study was undertaken to evaluate the performance appraisal conducted in the company. Descriptive research is used in this research. The primary data is collected from 50 respondents within the organization. The sampling technique that was adopted for the study is Random Sampling. The collected data was analyzed using percentage analysis, and chi square. In this study it is found that nearly half of the respondents are satisfied with the performance appraisal methods that are followed within the organization.

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CHAPTER 1
INTRODUCTION

CHAPTER I

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The study entitled “THE PERFORMANCE APPRAISAL METHOD” was conducted in UST Global, Chennai. This endeavour was undertaken to evaluate the performance appraisal conducted in the company.

Performance appraisal is a system by which an employee’s job performance is measured against some expectation or standard. A primary goal of performance appraisal is to provide feedback to employees on how well they are doing in their jobs and to provide direction to future development and accomplishments.

Performance appraisals serve as a tool for managers in determining who is eligible for raises and promotions; recognizing training needs for employees; documenting the reasons for disciplinary action and, in some cases, assisting in the defence of actions which may be legally challenged; encouraging employees to advance their job skills and knowledge; and motivating employees in their jobs.

In this survey, I have comprehensively studied the awareness and impact of performance appraisal program practiced in the concern. I conducted a survey with the employees of the concern regarding the effectiveness of the performance appraisal program.

1.2 REVIEW OF LITERATURE

In a landmark study, **Locher & Teel (1977)** found that the three most common appraisal methods in general use are rating scales (56%), essay methods (25%) and results- oriented or MBO methods (13%).

Research studies show that employees are likely to feel more satisfied with their appraisal result if they have the chance to talk freely and discuss their performance. It is also more likely that such employees will be better able to meet future performance goals. **Nemeroff & Wexley (1979)**.

Employees are also more likely to feel that the appraisal process is fair if they are given a chance to talk about their performance. This especially so when they are permitted to challenge and appeal against their evaluation. **Greenberg (1986)**.

It has been shown in numerous studies that goal-setting is an important element in employee motivation. Goals can stimulate employee effort, focus attention, increase persistence, and encourage employees to find new and better ways to work. **Locke (1981)**.

The usefulness of goals as a stimulus to human motivation is one of the best supported theories in management. It is also quite clear that goals which are "...specific, difficult and accepted by employees will lead to higher levels of performance than easy, vague goals (such as do your best) or no goals at all." **Harris & Disimone (1994)**.

According to Krein (1990), appraisers should not confront employees directly with criticism. Rather, they should aim to let the evidence of poor performance emerge "naturally" during the course of the appraisal interview. This is done by way of open-ended questioning techniques that encourage the employee to identify their own performance problems.

The technique is to calmly present the evidence (resisting the temptation to label it as good or bad) and then invite the employee to comment. In many cases, with just a gentle nudge from the appraiser here and there, an employee with problems will admit that weaknesses do exist.

This is much more likely when an employee does not feel accused of anything, nor forced to make admissions that they do not wish to make.

If an appraiser can get an employee to the stage of voluntary admission, half the battle is won. The technique described by Krein is a type of self-auditing, since it encourages the employee to confront themselves with their own work and performance issues.

The technique is useful because it is more likely to promote discussion and agreement on the need for change. Confrontation techniques that rely on "charge and counter-charge" tend to promote adversarialism-and that leads to denial and resentment.

Reviews of court cases suggest that a performance appraisal system would be more likely to withstand a legal challenge if the following guidelines were adhered to in developing and implementing the system: the system should be based on a thorough job analysis that identifies the important duties or elements of job performance; the system should be based on behaviours or results, not vague or ambiguous employee traits or characteristics; the performance raters should be trained in how to use the system, including proper use of the rating forms (raters

should not simply be given materials and left to interpret how to conduct appraisals); the raters should observe the rates performing their work; the appraisals and their rationale should be carefully documented by the raters; the appraisals should be reviewed by higher-level managers or human resource managers; there should be a formal appeal mechanism or system providing an avenue of appeal to employees who are dissatisfied with their evaluations; and performance counselling, guidance and/or training should be provided to help poor performers improve their performance (Fisher, Schoenfeldt & Shaw, 1993; Milkovich & Boudreau, 1991; and Noe, Hollenbeck, Gerhart & Wright, 1994).

1.3 OBJECTIVES:

➤ **Primary Objective:**

- To analyze the effectiveness of performance appraisal methods and to suggest any further improvements for organization.

➤ **Secondary Objective:**

- To analyze the appraisal needs of the employees.
- To identify the behavioral change in employees after the appraisal program had been taken by them.
- To analyze the benefit of the appraisal program provided to them.

1.4 SCOPE OF THE STUDY

- To help each employee understand more about their role and become clear about their functions.
- To be instrumental in helping employees to better understand their strengths and weaknesses with respect to their role and functions in the organization.
- To help in identifying the developmental needs of employees, giving their role and function.
- To increase mutuality between employees and their supervisors so that every employee feels happy to work with their supervisor and thereby contributes their maximum to the organization.
- To act as a mechanism for increasing communication between employees and their supervisors.
- To provide an opportunity to each employee for self-reflection and individual goal-setting, so that individually planned and monitored development takes place.
- To help employees internalise the culture, norms and values of the organization, thus developing an identity and commitment throughout the organization.

- To help prepare employees for higher responsibilities in the future by continuously reinforcing the development of the behaviour and qualities required for higher-level positions in the organization;
- To be instrumental in creating a positive and healthy climate in the organization that drives employees to give their best while enjoying doing so; and
- To assist in a variety of personnel decisions by periodically generating data regarding each employee

1.5 PROBLEM STATEMENT

The study entitled “THE PERFORMANCE APPRAISAL METHOD” was conducted in UST Global, Chennai. This endeavour was undertaken to evaluate the performance appraisal conducted in the company. It helps to improve quality and also to increase productivity. The main significance is to help a company fulfil its future personnel needs and to improve organizational climate. It also focuses on improving health and safety, obsolescence prevention and personal growth.

1.6 RESEARCH METHODOLOGY

The study adheres to descriptive research design to gain valuable insight on the performance appraisal methods that are followed.

a) Sample Size

The sample size taken is 50.

b) Sample Design

The sampling design that was adopted for the study is Random Sampling.

c) Methods of data collection

➤ Primary data

The primary data is collected through questionnaire and personal interview method.

➤ Secondary data

The secondary data was collected from the websites, books and documents of the organisation.

d) Tools of Analysis

➤ Percentage Analysis

➤ Weighted Average

CHAPTER 2
ORGANIZATION PROFILE

CHAPTER II

ORGANIZATION PROFILE

UST GLOBAL:

UST Global is a leading provider of end-to-end IT services and solutions for Global 2000 companies. They use a client-centric Global Engagement Model that combines local, senior, on-site resources with the cost, scale, and quality advantages of off-shore operations. In every business engagement, they seek the opportunity to build long-lasting, strategic relationships. This client-centric focus forms the basis for how they, as a company, operate and serve our clients. Commitment to long-term client success empowers every associate to provide value and flexibility beyond the contract. The industry-leading expertise found within their (CoEs) plays a key role in their success with clients. The CoEs deliver pragmatic IT solutions that allow clients to consistently achieve their most critical business objectives. Their Partner Program complements the Centres of Excellence. The program aims to develop strategic relationships with best-of-breed organizations to provide UST developers with advance access to new technology educational resources. They adopt Six Sigma practices for developing their client-facing processes.

Their centres in India are ISO 27001 certified and they were assessed PCMM level 5 in 2004. These certifications and practices provide a qualified foundation for all UST service offerings and enable their clients to benefit internally.

VALUES

Values are embraced in the hearts and minds of every UST employee who then embodies these values and shares them throughout the company and with their clients. Across UST locations worldwide, we will find three core values.

Humility - They listen, learn, and help selflessly in their interactions with others.

Humanity - Through business, they foster a strong sense of corporate social responsibility.

Integrity - They honour their commitments and act with responsibility in all their relationships

CULTURE

Culture has developed from the core values. It inspires their behaviour, relationships, and business decisions. Their culture celebrates achievement and teamwork and promotes the UST way of life.

Tribute to G A Menon (1931 - 2003) Founder, Chairman

At the heart of UST lives the vision of one man: G A Menon, an inspirational leader who first charted the course of UST. Through his distinctive legacy of values, he established the foundation to be the "best IT and BPO services. G A Menon was born in North Paravur in Ernakulam district, Kerala, South India. He majored in mathematics from Madras University and then graduated from Harvard Business School. He began his career as a Systems Manager with IBM in India. When IBM closed its India operations in 1978, he set up Multi Tech Systems, which then merged with Venture Manufacturing Singapore Ltd. in 1989. Venture Manufacturing is today one of the largest electronics manufacturing companies. He was also the founder-chairman of U.S.-based Magnecomp International. The company was a manufacturer of suspension assembly, an extremely high-precision component used in the read/write heads of hard disk drives used in computers. Magnecomp went public in Singapore in 1998. Today it is the world's second largest manufacturer of suspension assemblies with operations in the U.S., Hong Kong, China, Thailand, and Singapore. At the time that he founded UST, G A Menon started another company, Toonz Animation in Los Angeles, USA. Later, Toonz Animation established a state-of-the-art animation studio, Toonz Animation India Pvt. Ltd., in Technopark Trivandrum, India. Toonz Animation is today the largest animation studio in Southeast Asia.

Every day, associates working across the U.S., India, Malaysia, and Europe set new standards in global IT sourcing and delivery. Every day, they surpass client expectations and set new benchmarks. Each of these milestones in services excellence reflects our founding vision.

UST Global is committed to providing world class Business Intelligence services to all of our clients. They have already delivered quality Business Intelligence services to a substantial client base comprising Fortune 200 companies.

Their focus is on enabling decision makers to derive sustainable value from their critical business data-by converting that business data into actionable information.

They combine extensive industry knowledge with in-depth technical expertise to address all aspects of your reporting needs—whether transactional or analytical in nature—including implementation and strategic planning, deployment, and production support.

UST provides strategic BI services and technical leadership by delivering time- and cost-sensitive solutions for organizations worldwide.

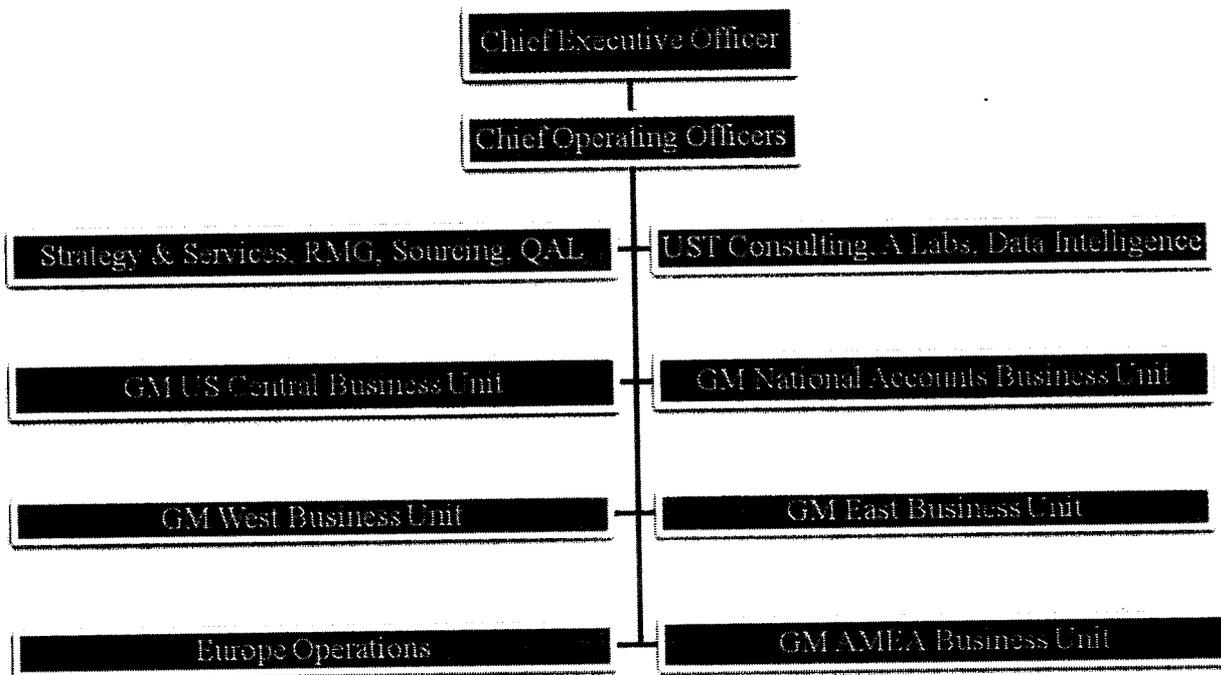
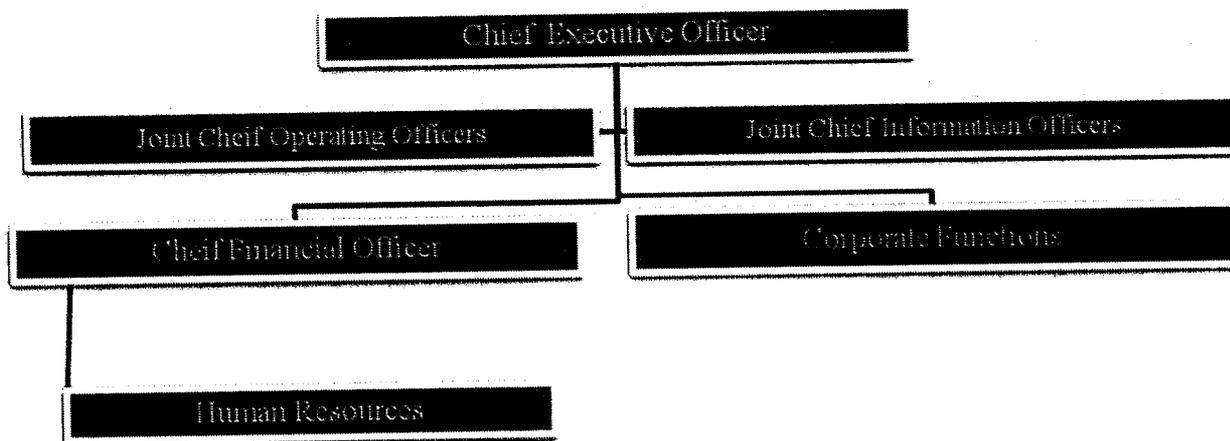
PERFORMANCE APPRAISAL METHOD FOLLOWED AT UST GLOBAL

- Annual performance appraisal is conducted in January.
- Interim Appraisal is conducted in July
- For all employees who have joined on/ before 30th June of the previous year is eligible for the performance appraisal period from Jan- Dec and the appraisal event takes place in January.
- For all employees who have joined between 1st July and 31st December of the previous year is eligible for the performance appraisal period from July-June and the appraisal event takes place in July.

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STRUCTURE OF THE ORGANISATION



CHAPTER 3
DATA ANALYSIS AND
INTERPRETATION

CHAPTER III

ANALYSIS AND INTERPRETATION - ANALYSIS-1

PERCENTAGE ANALYSIS

TABLE 3.1 showing Employee Potential

Employee Potential

Employee Potential	Frequency	Percent
Promotion	17	34.0
Monetary Benefits	18	36.0
Job Comfort	8	16.0
Others	7	14.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 34% of the employee potential is based on promotion, 36% on monetary benefits, 16% on the basis of job comfort and 14% on other benefits.

Inference:

36% of the employee potential is based on monetary benefits.

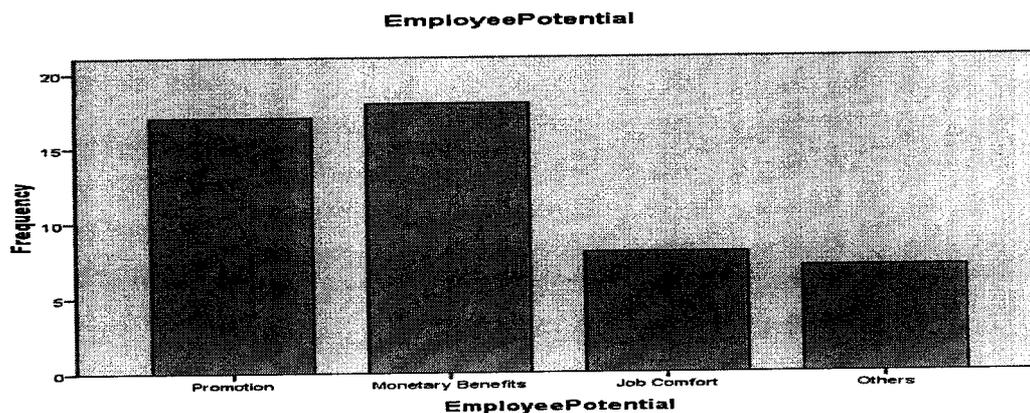


TABLE 3.2 showing Optimum Utilisation of resources

UtilisationofResources		
Resources	Frequency	Percent
Strongly Agree	15	30.0
Agree	13	26.0
Uncertain	10	20.0
Strongly Disagree	5	10.0
Disagree	7	14.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 30% of the employees strongly agree, 26% agree, 20% are uncertain on it, 10% strongly disagree and 14% disagree that the appraisal conducted were effectiveness in estimating the optimum utilization of resources.

Inference:

30% of the employees strongly agree that the appraisal conducted were effectiveness in estimating the optimum utilization of resources.

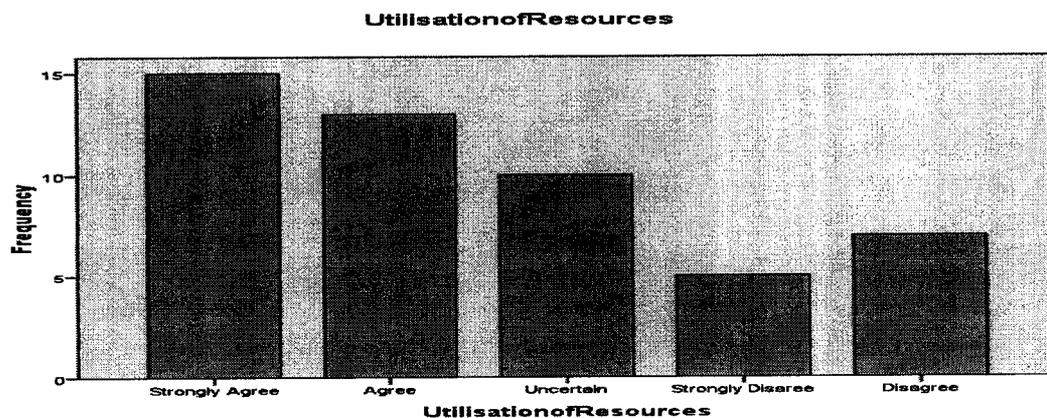


TABLE 3.3 Showing effectiveness in motivating the appraisee

MotivatingAppraisee

Motivating Appraise	Frequency	Percent
Very limited extent	11	22.0
Limited Extent	17	34.0
Great Extent	14	28.0
Very Great Extent	8	16.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 22% of the respondents is on a very limited extent, 34% on a limited extent, 28% to a great extent, 16% to a very great extent feel that the appraisal helps in motivating the appraisee.

Inference:

34% of the respondents to a limited extent feel that the appraisal helps in motivating of appraisee.

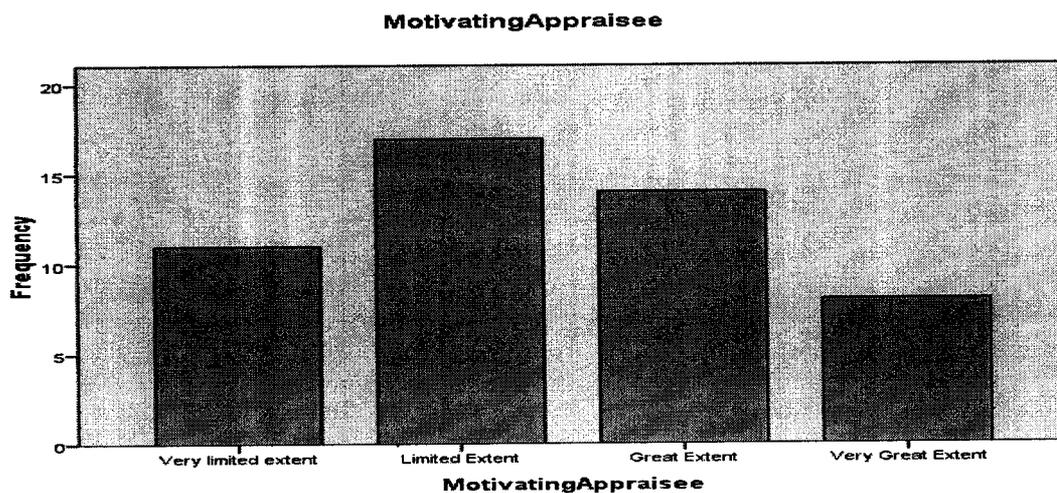


TABLE 3.4 showing the recognition as per the output made

Employee Recognition		
Recognition	Frequency	Percent
Strongly Agree	20	40.0
Agree	11	22.0
Uncertain	7	14.0
Strongly Disagree	5	10.0
Disagree	7	14.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 40% of the respondents strongly agree, 22% agree, 14% say it's uncertain, 10% strongly disagree, 14% disagree of respondents agree that the recognition is given as per the output made.

Inference:

40% strongly agree that the recognition is given as per the output made.

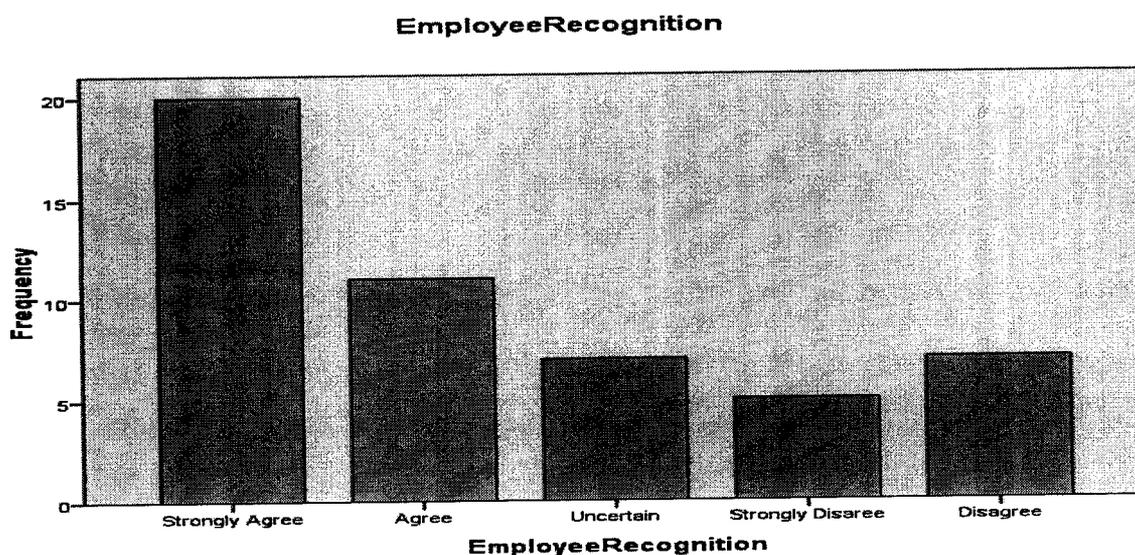


TABLE 3.5 showing awareness of employee consistency, accuracy, excellence and weakness

Employee Consistency

Consistency	Frequency	Percent
Strongly Agree	8	16.0
Agree	20	40.0
Uncertain	10	20.0
Strongly Disagree	8	16.0
Disagree	4	8.0
Total	50	100.0

Interpretation:

From the above table its inferred that 16% strongly agree,40% agree,20% say its uncertain,16% strongly disagree, and 8% disagree that appraisal performed is based on awareness of employee consistency, accuracy, excellence and weakness.

Inference:

38% of the respondents disagree that appraisal performed is based on awareness of employee consistency, accuracy, excellence and weakness.

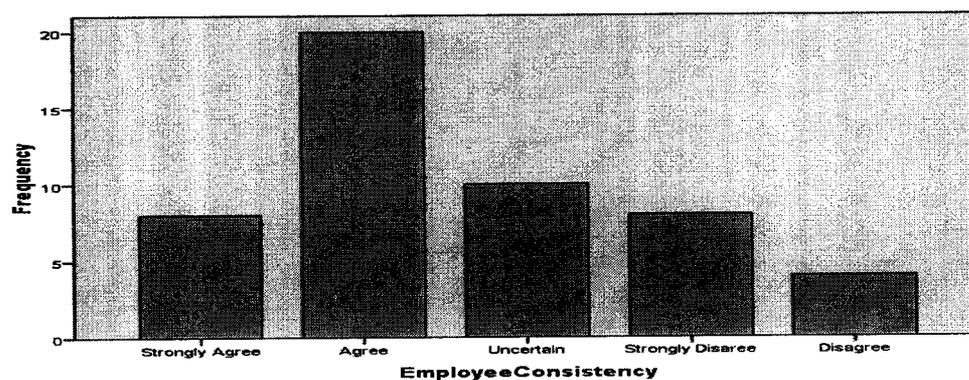
Employee Consistency

TABLE 3.6 showing performance enhanced through appraisal process

Employee Performance		
Performance	Frequency	Percent
Strongly Agree	14	28.0
Agree	17	34.0
Uncertain	10	20.0
Strongly Disagree	7	14.0
Disagree	2	4.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 28% strongly agree, 34% agree, 20% say it's uncertain, 14% strongly disagree, 4% disagree that the performance enhanced through appraisal process.

Inference:

34% agree that the performance is enhanced through appraisal process.

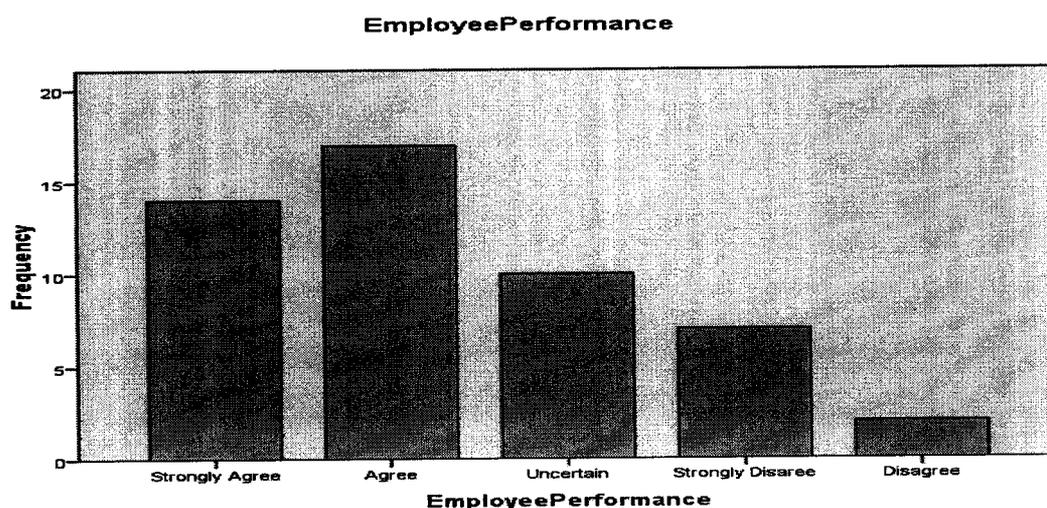


TABLE 3.7 distribution of respondents helpful in setting higher goals

Higher Goals		
Higher Goals	Frequency	Percent
Very limited extent	12	24.0
Limited Extent	14	28.0
Great Extent	14	28.0
Very Great Extent	10	20.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 24% on a very limited extent, 28% limited extent, 28% on a greater extent and 20% on a very great extent say that appraisal process is helpful in setting higher goals only to limited extent.

Inference:

28% of the respondents say that appraisal process is helpful in setting higher goals only to limited extent and to a greater extent.

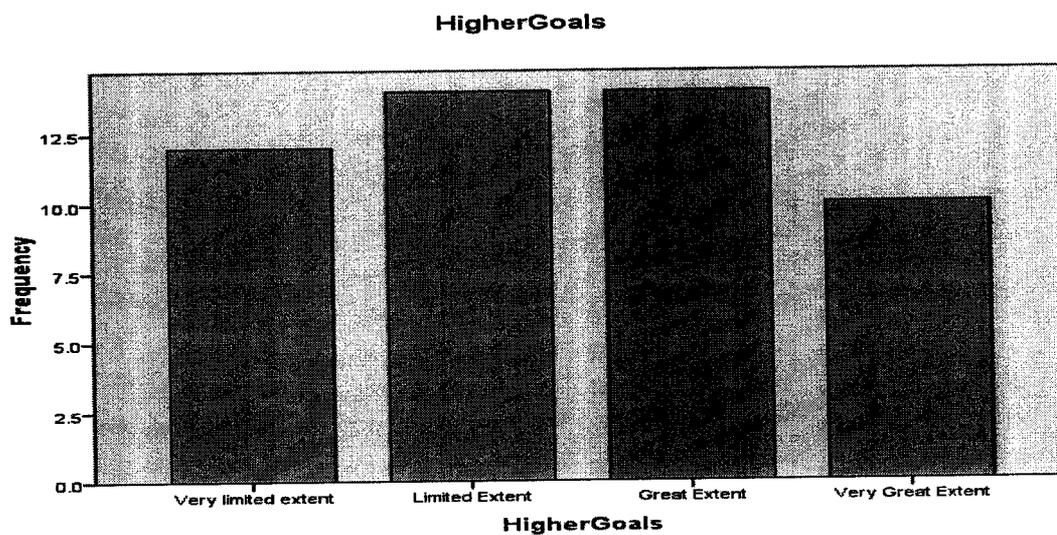


TABLE 3.8 showing distribution of respondents based on analyse and rate employees as per the performance

AnalyseandRateEmployees

Rate Employees	Frequency	Percent
Strongly Agree	8	16.0
Agree	20	40.0
Uncertain	10	20.0
Strongly Disagree	8	16.0
Disagree	4	8.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 16% strongly agree, 40% agree, 20% say it's uncertain, 16% strongly disagree, 8% disagree that subordinates have a say in determining the targets.

Inference:

40% of the respondents agree that subordinates have a say in determining the targets.

AnalyseandRateEmployees

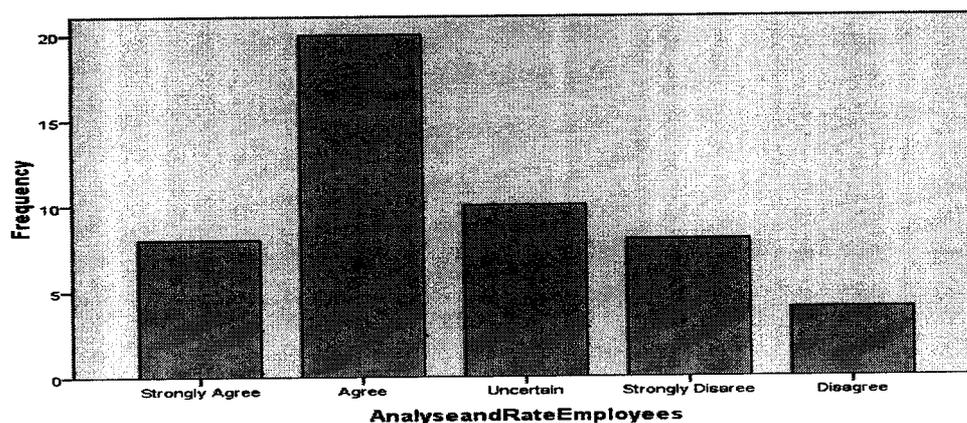


TABLE 3.9 showing determining of targets

Determining Targets		
Determining Targets	Frequency	Percent
Very limited extent	11	22.0
Limited Extent	17	34.0
Great Extent	14	28.0
Very Great Extent	8	16.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 22% on a very limited extent, 34% limited extent, 28% on a greater extent and 16% on a very great extent say that appraisal process is helpful in setting higher goals only to limited extent.

Inference:

28% of the respondents say that appraisal process is helpful in setting higher goals only to limited extent and to a greater extent.

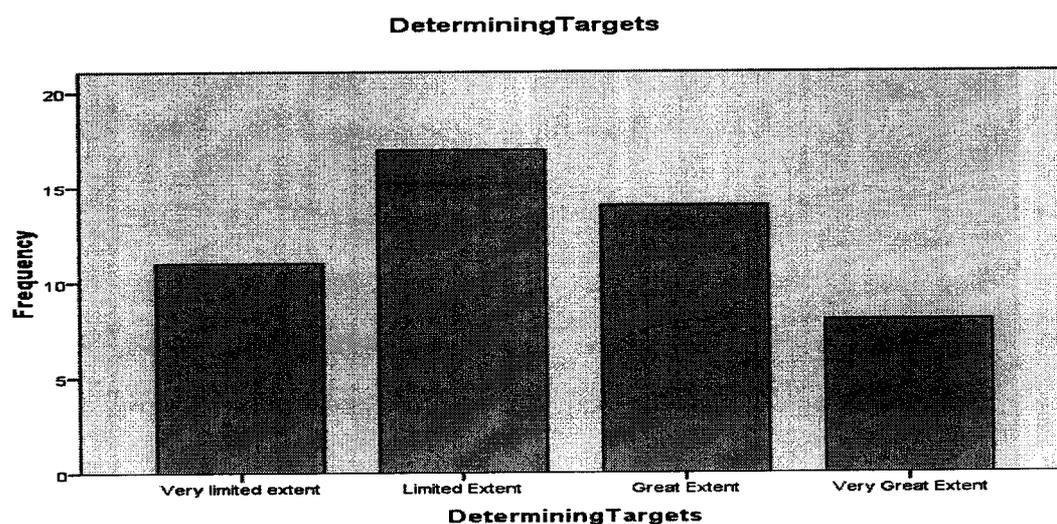


TABLE 3.10 is based on the measure contributing to personal growth as an employee.

Personal Growth		
Personal Growth	Frequency	Percent
Strongly Agree	8	16.0
Agree	20	40.0
Uncertain	10	20.0
Strongly Disagree	8	16.0
Disagree	4	8.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 16% strongly agree, 40% agree, 20% say it's uncertain, 16% strongly disagree, 8% disagree that the appraisal provided contribute to personal growth as an employee.

Inference:

40% of them agree that the appraisal provided contribute to personal growth as an employee.

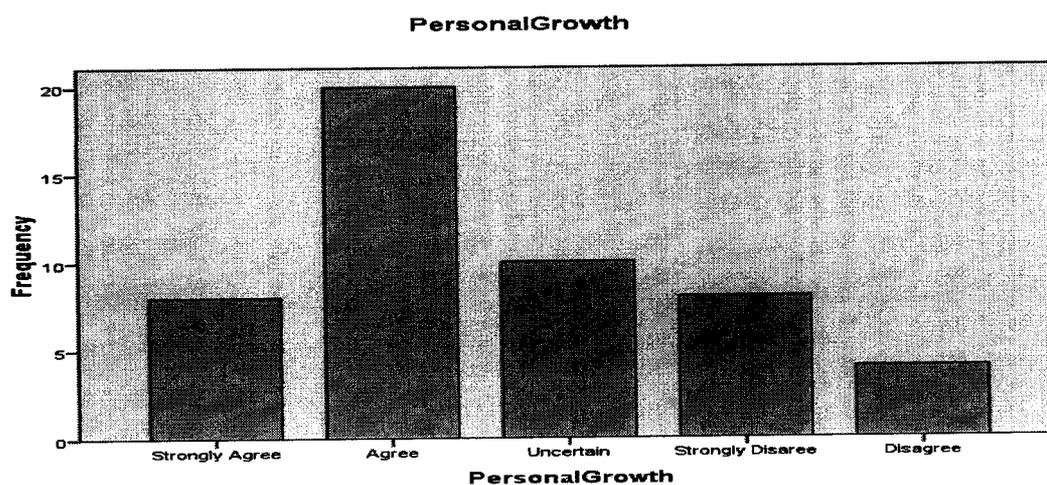


TABLE 3.11 is based on the appraisal had a reasonably fair idea of employee performance in the job

PerformanceinJob

Performance In Job	Frequency	Percent
Strongly Agree	11	22.0
Agree	17	34.0
Uncertain	12	24.0
Strongly Disagree	4	8.0
Disagree	6	12.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 22% strongly agree, 34% agree, 24% say it's uncertain, 8% strongly disagree, 12% disagree that the appraisal had a reasonably fair idea of employee performance in the job.

Inference:

34 % agree that the appraisal had a reasonably fair idea of employee performance in the job

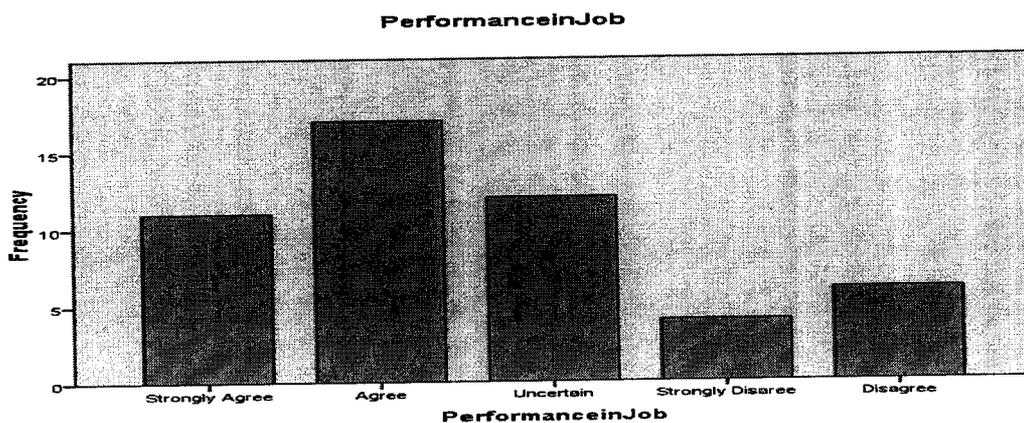


TABLE 3.12 is based on the contribution towards general performance in the job.

General Performance

General Performance	Frequency	Percent
Greatly Increased	11	22.0
Slightly Increased	17	34.0
Greatly Decreased	14	28.0
Slightly Decreased	8	16.0
Total	50	100.0

Interpretation:

From the above table it is inferred that contribution towards general performance 22% is greatly increased, 34% slightly increased, 28% greatly decreased, 16% slightly decreased.

Inference:

32% of the respondents say contribution towards general performance slightly increases in the job.

General Performance

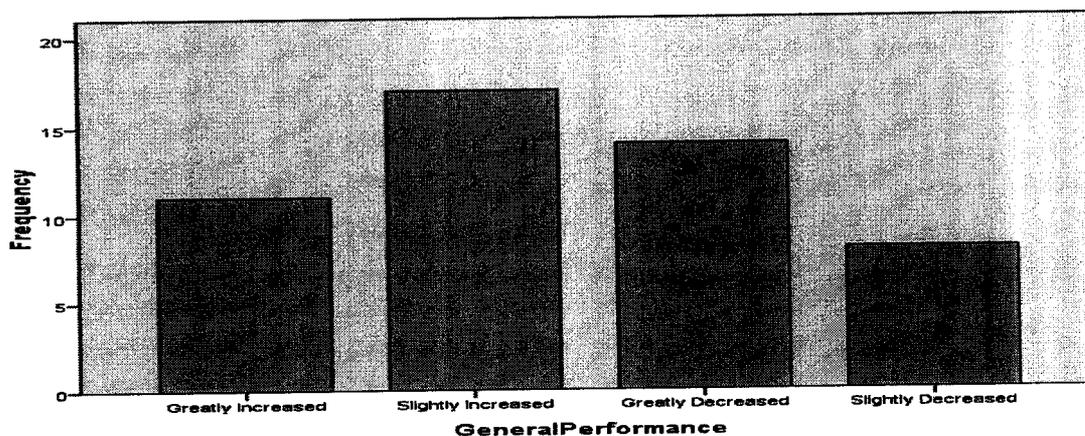


TABLE 3.13 shows the impact of previous performance appraisal.

PreviousPerformanceAppraisal

Performance Appraisal	Frequency	Percent
Excellent	14	28.0
Good	18	36.0
Average	10	20.0
Unsatisfactory	8	16.0
Total	50	100.0

Interpretation:

The impact of previous performance appraisal is said as 28% excellent, 36% say it's good, 20% say it's on an average basis, 16% feel that it is unsatisfactory.

Inference:

36% says that the impact of the previous performance appraisal is good.

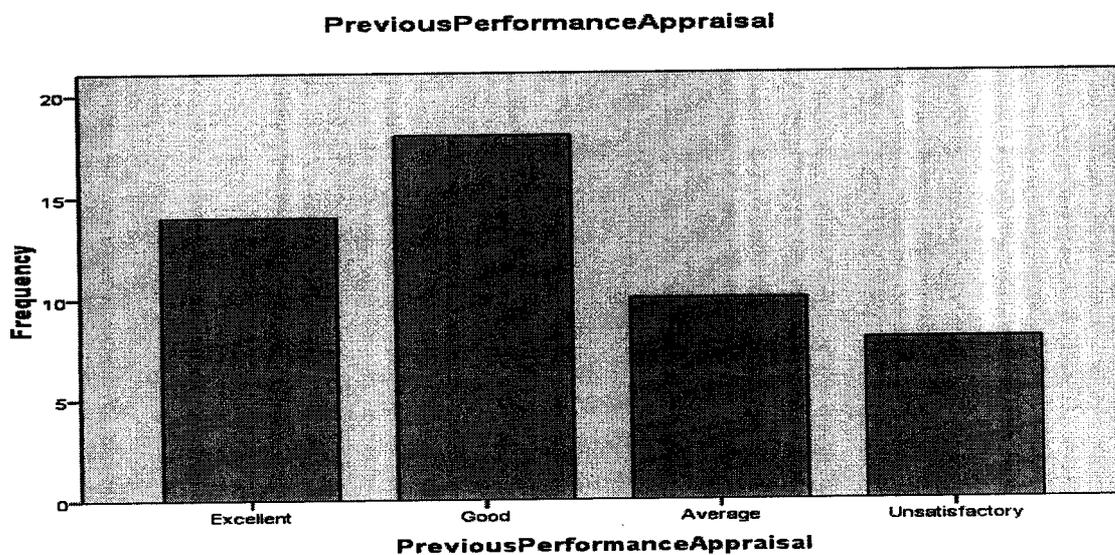


TABLE 3.14 shows about the present performance appraisal system

Understanding of Appraise Function

Appraise Function	Frequency	Percent
Excellent	14	28.0
Good	17	34.0
Average	11	22.0
Unsatisfactory	8	16.0
Total	50	100.0

Interpretation:

The impact of present performance appraisal is said as 28% excellent, 34% say it's good, 22% say it's on an average basis, 16% feel that it is unsatisfactory.

Inference:

34% say the performance of present performance appraisal is good.

Understanding of Appraise function

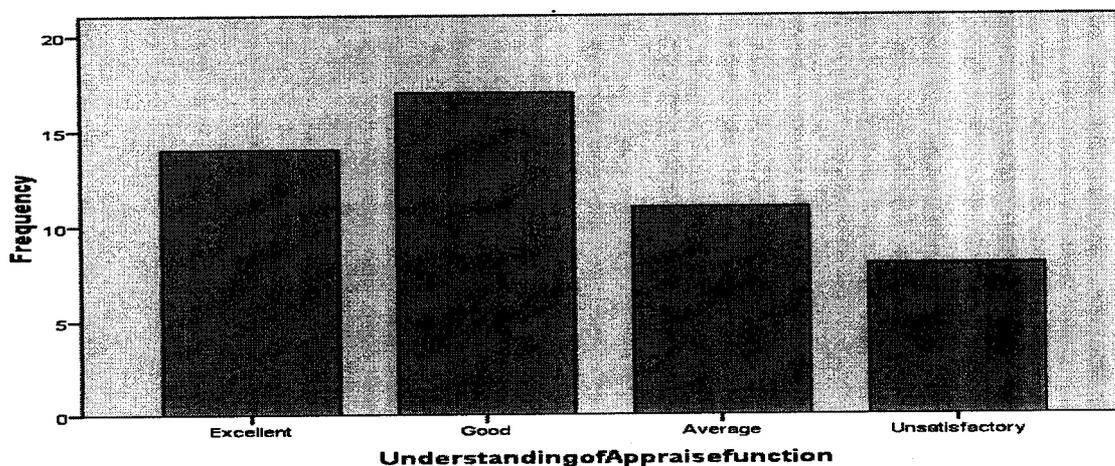


TABLE 3.15 shows the feel of the present appraisal system

FeelofPresentAppraisalSystem

Present Appraisal	Frequency	Percent
Strongly in Favour	11	22.0
Slightly in Favour	17	34.0
Strongly Against	14	28.0
Slightly Against	8	16.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 22% are strongly in favour, 34% slightly in favour, 28% are strongly against and 16% are slightly against the feel of present appraisal system.

Inference:

34% are slightly in favour of the feel of present appraisal system

FeelofPresentAppraisalSystem

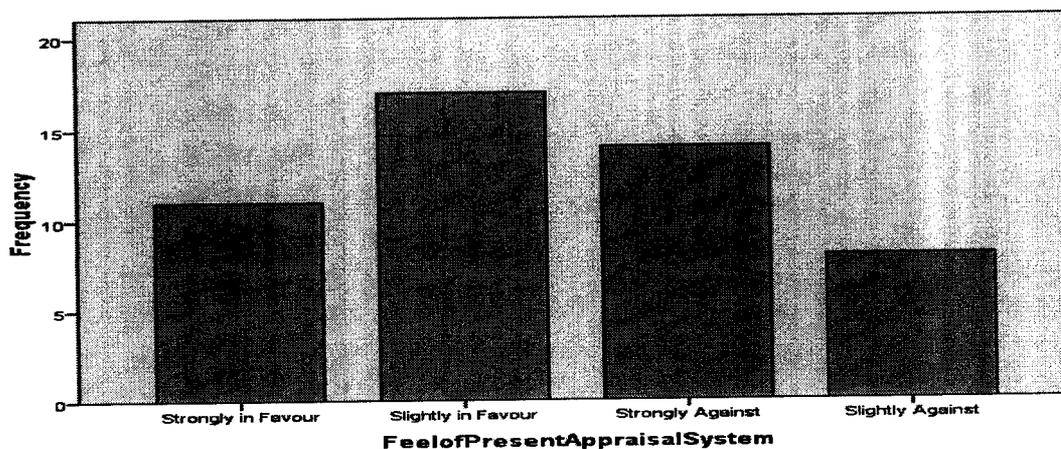


TABLE 3.16 is based on benefits gained out of the appraisal they gave

BenefitsofAppraisal		
Benefits of Appraisal	Frequency	Percent
Strongly Agree	11	22.0
Agree	17	34.0
Uncertain	12	24.0
Strongly Disagree	4	8.0
Disagree	6	12.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 22% strongly agree, 34% agree, 24% say it's uncertain, 8% strongly disagree, 12% disagree were benefited of the appraisal they gave.

Inference:

34% agree that they are benefited of the appraisal they are given.

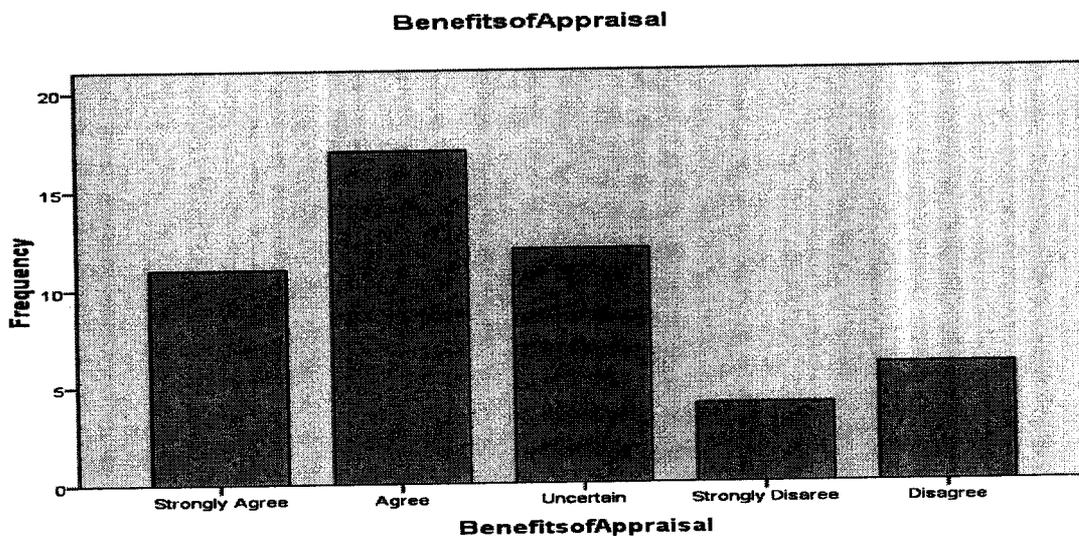


TABLE 3.17 shows why performance appraisal fails

Performance Fails		
Performance Fails	Frequency	Percent
Manager not taking Appraisal Seriously	12	24.0
Manager not prepared	8	16.0
Employee not receiving feedback	22	44.0
Management practices not sincere	8	16.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 24% of the managers not taking appraisal seriously, 16% of the managers not prepared, 44% of the employee not receiving feed back and 16% of the management practices not sincere and that's why performance fails.

Inference:

44% of the employee not receiving feed back and that's why performance fails.

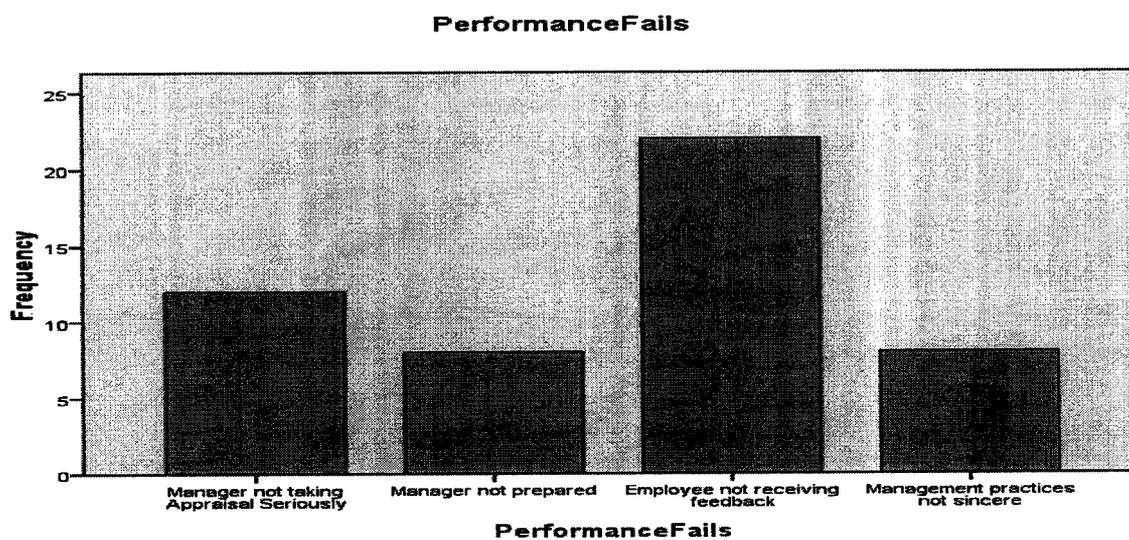


TABLE 3.18 showing the lack in confidence

Lacking Confidence

Lacking Confidence	Frequency	Percent
Always True	11	22.0
Mostly True	17	34.0
Rarely True	14	28.0
Not at all	8	16.0
Total	50	100.0

Interpretation:

From the above table it is inferred that 22% feels that its always true, 34% feel it's mostly true, 28% feels its rarely true and 16% feel not at all for showing the lack in confidence.

Inference:

34% of the respondents say that it's mostly true in lacking the confidence.

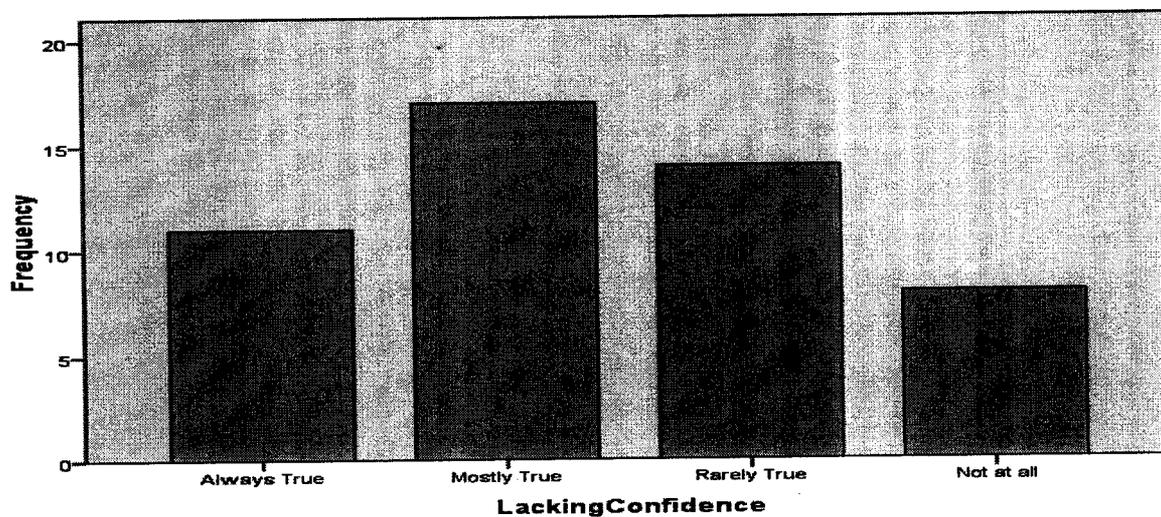
Lacking Confidence

TABLE 3.19 shows the ranking of attributes.

Rank Attributes

Rank Attributes	Frequency	Percent
Creativity	4	8.0
Leadership	8	16.0
Knowledge	8	16.0
Communication Skill	4	8.0
Interpersonal Skill	6	12.0
Growth and Development	5	10.0
Respectful and Supportive	4	8.0
Adaptive	2	4.0
Innovative	4	8.0
Team Building	5	10.0
Total	50	100.0

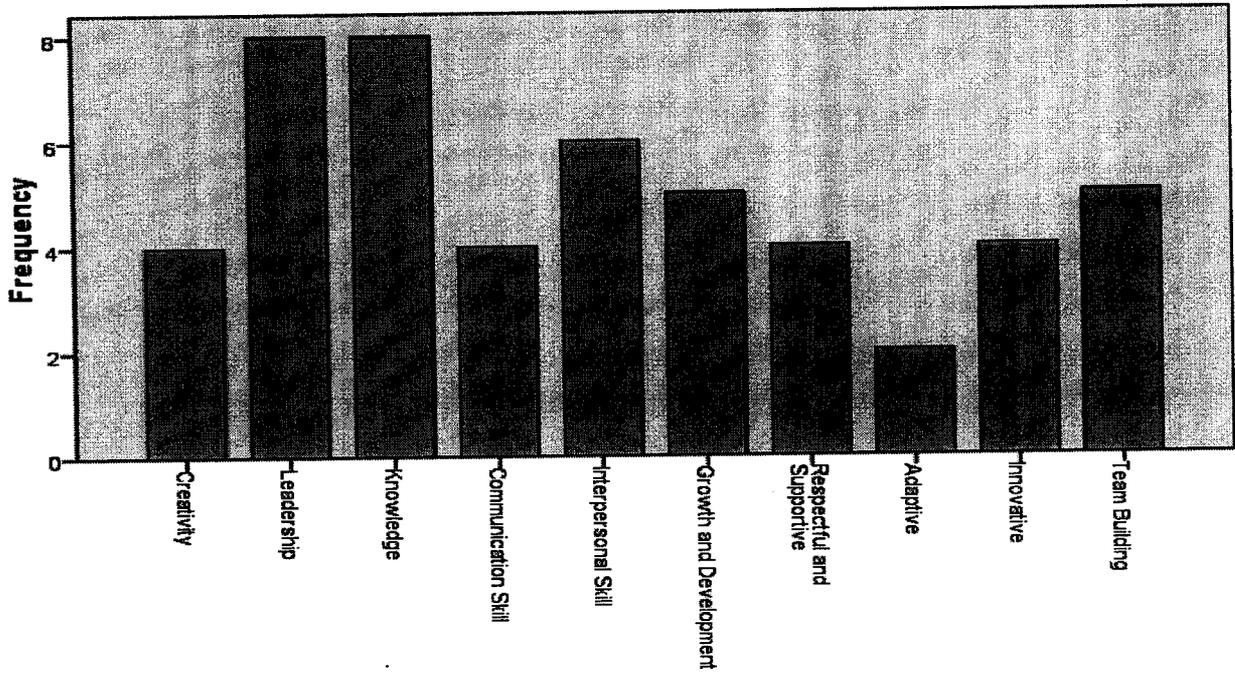
Interpretation:

From the above table it is inferred that 8% is based on creativity, 16% on leadership and knowledge, 8% on communication skill, 12% on interpersonal skill, 10% on growth and development, 8% on respect and supportiveness, 4% on adaptiveness, 8% innovative, and ten percent on the attribute team building.

Inference:

16% of the attribute are based on leadership and the knowledge they possess.

RankAttributes



ANALYSIS II
WEIGHTED AVERAGE METHOD

No	Factors	Strongly agree	Agree	Unsatisfied	Strongly Disagree	Disagree	Total	Score	Rank
1	Optimum Utilisation of resources	15	13	10	5	7	165	3.3	6
2	Recognition as per the output made	20	11	7	5	7	191	3.82	1
3	Employees consistency	8	20	10	8	4	170	3.4	5
4	Performance enhanced	14	17	10	7	2	184	3.68	2
5	Distribution of respondents	8	20	10	8	4	170	3.4	5
6	Measure contributing	8	20	10	8	4	176	3.52	3
7	Reasonably fair idea of employee	11	17	12	4	6	173	3.46	4
8	Appraisal	11	17	12	4	6	137	2.74	7

INTERPRETATION

From the above table it is inferred that 15% of the respondents strongly agree to the optimum utilisation of resources, 20% of them strongly agree that the recognition is given to the employees as per the outputs that they are making, 20% of the respondents agree that appraisal performed is based on awareness of employee consistency, accuracy, excellence and weakness, 17% of the respondents agree that the performance is enhanced through appraisal process, 20% of the respondents agree that they have a say in determining the targets, 20% of the respondents agree that the appraisal provided contribute to personal growth as an employee, 17% of the respondents agree that the appraisal had a reasonably fair idea of employee performance in the job, 17% agree that they are benefited of the appraisal they are given.

CHAPTER 4
CONCLUSION

CHAPTER-4

FINDINGS

- 36% of the respondents say that performance appraisal conducted had helped on the basis of monetary benefits in developing employee potential.
- 30% of the respondents strongly agree that the appraisal conducted were effective in estimating the optimum utilization of resources.
- 34% of respondents agree to a limited extent that the appraisal helps in motivating the appraisee.
- 40% of respondents strongly agree that the recognition is given as per the output made
- 38% of the respondents disagree that appraisal performed is based on awareness of employee consistency, accuracy, excellence and weakness
- 34% of the respondents agree that the performance enhanced through appraisal process
- 28% of the respondents say that appraisal process is helpful in setting higher goals only to a limited extent.
- 40% of the respondents agree that subordinates have a say in determining the targets.
- 28% of the respondents say that appraisal, to a great extent is based on the analysis and rating of employees as per the performance
- 40% of the respondents agree that the appraisal provided contribute to personal growth as an employee.
- 34% of the respondents agree that the appraisal had a reasonably fair idea of employee performance in the job
- 36% of the respondents say that previous appraisal was handled in a good manner.

- 34 % of the respondents were slightly in favour of the present performance appraisal system and they say it's good.
- 34% of the respondents agree that they were benefited out of the appraisal they give.
- 44% of the respondent felt that they are not receiving feed back for the appraisal and that's the reason why they fail.
- 34% of the respondents feel they lack in confidence.
- 4% appraisal process is based on the attribute, adaptability.
- 8% appraisal process is based on the attribute, respectful and supportive.
- 10% appraisal process is based on the attribute, growth and development.
- 16% appraisal process is based on the attribute, knowledge.
- 8% appraisal process is based on the attribute, creativity.
- 8% appraisal process is based on the attribute, innovativeness.
- 16% appraisal process is based on the attribute, leadership skill.
- 12% appraisal process is based on the attribute, interpersonal skill.
- 3% appraisal process is based on the attribute, team building.
- 8% appraisal process is based on the attribute, communication skill.

CHAPTER-5

SUGGESTIONS

- According to the feedback from the employees in the organization, sending of emails or reminders that contain the current year goals at regular intervals to employees can be recommended, so that they can track their action and can keep an eye on their goals before they reach the appraisal time in the year end.

- The appraisal results or the overall rating of the employee's performance communicated by the appraiser through an email can be followed by a meeting so that the employees can voice their concerns right there at the meeting, thereby enhancing the effectiveness of the appraisal process.

- The reporting officer should give monthly feedback to the subordinates regarding their performances and thereby giving suggestions to improve.

- It could be suggested that the appraisal documents can be updated with the outcomes of the process so that the results of the appraisal along with the comments from the appraiser is available in the Orion.

- Company should get feedback for each performance appraisal process from employees and change according to their views and suggestions.

CONCLUSION

The study aims at understanding the effectiveness and the need for performance appraisal program in UST Global, Chennai. Researcher has conducted a survey with help of a well structured questionnaire. The study reveals that the performance appraisal program is playing a vital role in this organization. The employees much satisfied with the appraisal program offered by the organization. Moreover the organization should ask the suggestions from the employees towards appraisal process and change the methods of appraisal programme according to present situation.

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A STUDY ON THE EFFECTIVENESS OF PERFORMANCE APPRAISAL METHODS
AT UST GLOBAL, CHENNAI

QUESTIONNAIRE

I kindly request you to answer this questionnaire. I assure you that this information will be confidential and will be used for academic and research purposes.

General Information:-

Name :

Age :

Designation :

Department :

(Note: - Please mark 'x' against your option)

To what extent do you feel that the performance appraisal method is

1. Successful in developing employee potential

- | | |
|----------------------------------|--------------------|
| a. On the basis of Promotion [] | c. Job Comfort [] |
| b. Monetary Benefits [] | d. Others _____ |

2. Effective in estimating the optimum utilization of resources

- | | | |
|---------------------------|-----------------|------------------|
| a. Strongly agree [] | b. Agree [] | c. Uncertain [] |
| d. Strongly disagree. [] | e. Disagree [] | |

3. Effective in motivating the appraise

- | | |
|----------------------------|--------------------------|
| a. Very limited extent [] | c. Great extent [] |
| b. Limited extent [] | d. Very great extent [] |

4. The employees are given recognition as per their output made

- a. Strongly agree [] b. Agree [] c. Uncertain []
d. Strongly disagree. [] e. Disagree []

5. The present system is aware of employee consistency, accuracy, excellence and weakness

- a. Strongly agree [] b. Agree [] c. Uncertain []
d. Strongly disagree. [] e. Disagree []

6. Employee performance is really enhanced through appraisal process

- a. Strongly agree [] b. Agree [] c. Uncertain []
d. Strongly disagree. [] e. Disagree []

7. To what extent do you feel that the present appraisal system is helpful in setting higher goals.

- a. Very limited extent [] c. Great extent []
b. Limited extent [] d. Very great extent []

8. Present appraisal system is sufficient enough to analyze and rate employees as per the performance

- a. Strongly agree [] b. Agree [] c. Uncertain []
d. Strongly disagree.[] e. Disagree []

9. To what extent do you feel that subordinates should have a say in determining the targets

- a. Very limited extent [] c. Great extent []
b. Limited extent [] d. Very great extent []

10. Present system is efficient enough to contribute to my personal growth as an employee

- a. Strongly agree [] b. Agree [] c. Uncertain []
d. Strongly disagree. [] e. Disagree []

11. Do you feel that the appraisal had a reasonably fair idea of your performance in the job

- a. Strongly agree [] b. Agree [] c. Uncertain []
d. Strongly disagree. [] e. Disagree []

12. Has the appraisal affected your general performance in the job?

- a. Greatly increased [] c. Greatly decreased []
b. Slightly increased [] d. Slightly decreased []

13. How was the previous performance appraisal handled?

- a. Excellent [] c. Average []
b. Good [] d. Unsatisfactory []

14. Whether the appraiser had a clear understanding of appraisee's functions?

- a. Excellent [] c. Average []
b. Good [] d. Unsatisfactory []

15. How do you feel about the present performance appraisal system?

- a. Strongly in favor [] c. Strongly against []
b. Slightly in favor [] d. Slightly against []

16. Do you think you are benefited out of the appraisal you gave?

- a. Strongly agree [] b. Agree [] c. Uncertain []
d. Strongly disagree. [] e. Disagree []

17. Why performance appraisal fails?

- (a) Manager not taking appraisal seriously
- (b) Manager not prepared
- (c) Employee not receiving feedback
- (d) Management practices are not sincere

18. People lacking competence in doing jobs are helped to acquire competence rather than being Left unattended.

- a. always true [] c. rarely true []
b. mostly true [] d. not at all []

19. Rank the attributes based on present appraisal system (1- Highly preferred ; 10- Least Preferred)

1. Creativity	
2. Leadership	
3. Knowledge	
4. Communication skill	
5. Interpersonal skill	
6. Growth and development	
7. Respectful and supportive	
8. Adaptable	
9. Innovative	
10. Team building	

20. Your valuable suggestions to improve the present performance appraisal system

THANK YOU