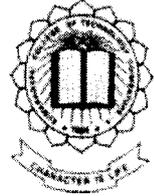# A STUDY ON PERFORMANCE APPRAISAL SYSTEM AT NETTO-LOGIK, COIMBATORE

A SUMMER PROJECT REPORT (MBA703)

Submitted by

A.V.MOHAN
Register No: 0920400029

Under the Guidance of

MS.S.SANGEETHA

in partial fulfillment for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

in

Department of Management Studies

KUMARAGURU COLLEGE OF TECHNOLOGY
(An Autonomous Institution Affiliated to Anna University of Technology, Coimbatore)

COIMBATORE – 641 049

October, 2010

KUMARAGURU COLLEGE OF TECHNOLOGY
COIMBATORE -641 049

Department of Management Studies

A SUMMER PROJECT WORK (MBA703)
OCTOBER 2010

This is to certify that the project entitled

A STUDY ON PERFORMANCE APPRAISAL SYSTEM AT NETTO-LOGIK, COIMBATORE

is the bonafide record of project work done by

A.V.MOHAN

Register No: 0920400029

of Master of Business Administration during the year 2010 – 2011

Project Guide

Head of the Department

Submitted for the Summer Project Viva-Voce examination held on ˙

Internal Examiner

External Examiner

i

20TH AUGUST 2010

CERTIFICATE

This is to certify that **Mr.A.V.MOHAN,** (Reg. No. 0920400029) FIRST YEAR **M.B.A.,** student of KCT

BUSINESS SCHOOL, KUMARAGURU COLLEGE OF TECHNOLOGY, COIMBATORE, has done a

'PROJECT' titled **"A STUDY ON PERFORMANCE APPRAISAL SYSTEM AT NETTO LOGIK,**

COIMBATORE" in our organization from 19.07.2010 to 20.08.2010.

During the above period his conduct and character is **GOOD.**

For Netto Logik

K. Sivakumar
Proprietor

re Solutions   **www.nettologik.com**

121/138-A, Avinashi Road, Near Hotel Aryaas, Hope College, Peelamedu, Coimbatore - 641 004.
Ph : +91 422 - 4217337 Email : info@nettologik.com

DECLARATION

I affirm that the project work titled "A Study On Performance appraisal system" at Netto-Logik, Coimbatore being submitted in partial fulfillment for the award of Master of Business Administration is the original work carried out by me. It has not formed the part of any other project work submitted for award of any degree or diploma, either in this or any other University.

A.V.MOHAN.

REGISTER NO: 0920400029.

I certify that the declaration made above by the candidate is true

MS.S.SANGEETHA.

SENIOR LECTURER.

ACKNOWLEDGEMENT

I express my sincere gratitude to our beloved chairman **Arutchelvar Dr. N.Mahalingam and the Management** for the prime guiding spirit of Kumaraguru College of Technology.

I wish to express deep sense of obligation to **Ms.S.Sangeetha**, Senior Lecturer KCT Business School, for her intensive guidance throughout my project.

I am greatly indebted to thank **Mr.C.Ganeshmoorthy**, Project Co-ordinator / Class Advisor and all other faculty members of KCT Business School for their kind support.

I thank **Mr. k. Sivakumar**, proprietor **Netto- Logik** for his valuable guidance throughout my project.

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ABSTRACT

The term "motive" is derived from the Latin word, "mover" which means to move. All types of motivation have property in common. They all move the organism. The view that motivation is a key determinant of the person's behavior is not a new one, in dealing with people and attempting to understand them, high priority is given to the information concerning their motives.

Motivation is one of the important aspect to satisfy the employees in an organization. It is considered to the recognition given to employees for the work done every organization follows a different strategy to motivate the employees to large extent Netto-Logik which has a strength of 85 employees it also adopts different motivational techniques to satisfy its employees. Therefore a study on employees motivation in Netto-Logik is to be studied upon.

The objective of the study is to study the employees opinion about various factors which determine motivation, to evaluate the opinion of the employees about the factors such as compensation, work life balance, career growth,workstyle environment and organization culture, to give suggestions to the management for improving the motivation of the employees from the findings of the study.

This study comes under descriptive research design. Descriptive research is one which is concerned with describing the characteristics of a particular individual or a group.

During the analysis stage percentage methods are used to analyze the collected data. After tabulation bar diagrams is used to represent the various analyzed data diagrammatically.

The equation were framed on the following areas to collect information. They are Personal data, Job contents, Job change, wages and incentives, working conditions, welfare facilities, inter personnel relation, training and development.

The conclusion is arrived through the analysis and interpretation. The company should concentrate more towards welfare faculties to increase the motivation level of employees. The company could take proper steps based on the suggestion given by the researcher. The results are given based on the data collected from 85 respondents. The company can increase the motivation of the employees by applying the suggestions given by the researcher.

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CHAPTER 1

INTRODUCTION

CHAPTER - 1
INTRODUCTION

1.1 BACKGROUND OF THE STUDY

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

The main characteristics of performance appraisal are as follows:

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

The process of Performance Appraisal:

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

METHODS OF PERFORMANCE APPRAISAL:

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

Performance appraisal

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

Modern methods
a) Behaviorally anchored rating scales
b) Appraisal through MBO
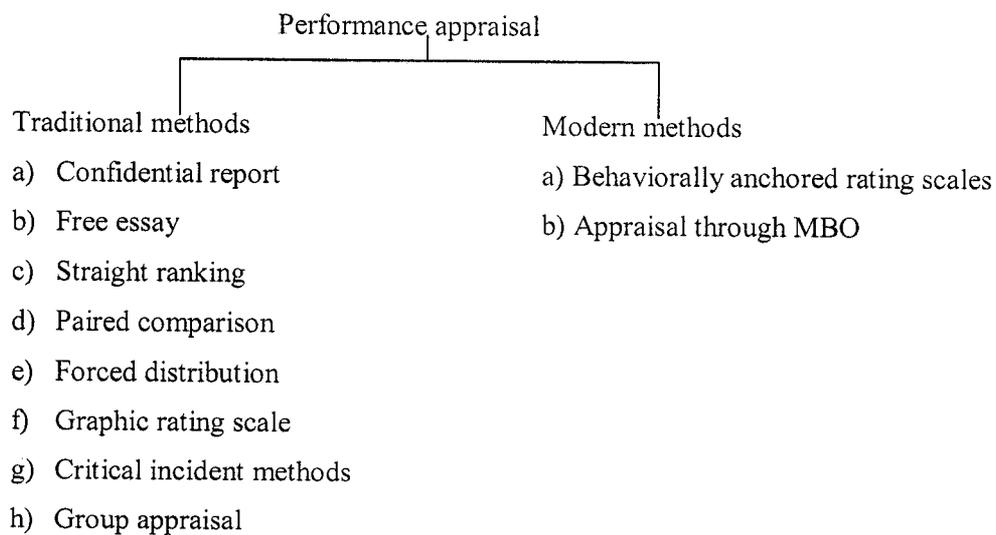
CONFIDENTIAL REPORT

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

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

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

FREE ESSAY METHOD:

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

Advantage: This is a simple and easy way of appraising

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

STRAIGHT RANKING METHOD:

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

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

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

PAIRED COMPARISON METHOD:

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

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

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

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

FORCED DISTRIBUTION METHOD:

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

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

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

GRAPHIC RATING SCALE:

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

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

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

CRITICAL INCIDENT METHOD:

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

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

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

GROUP APPRAISAL METHOD:

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

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

Disadvantage: It is a time consuming process.

BEHAVOIRALLY ANCHORED RATING SCALES (BARS):

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

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

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

1.2 REVIEW OF LITERATURE

Ernest Hoffman,Bellinger-2005-"THE MANAGEMENT EXECUTIVE"

The Employees in this highly informative age seeks lot of amenities and facilities that could be enabling them to present in the company for a considerable period. The availability of plenty of options for their next job also makes them to go for their shift in jobs in a short span of time ,thus causing the rise in attrition rate for the company.

Ben Kingsmen,Dough Jones-2007- "THE HR GUIDE"

The Impact of Globalization has given greater challenges and milestones that are to be covered up ensuring the reduced level of attrition. Henceforth, the employees need to be treated up in such a way that they remain the forever assets to the organization. Thus they help in building their career along with company's growth.

PaulGibson,Jacques-De-Totre-2009,"THE WEST WAY POINT OF LEADERSHIP"

The new term in the field of HR is the concept of On boarding activities which is the combining activities of employee retention and employee welfare. This new terminology enables the HR manager to make his employee accustomed to the organization's culture and etiquettes in a short span of time thus making a sense of belonging to the organization by the employees.

Dr.Ashish chokshi-2010, "THE TASK AHEAD IN HR"

The Growing countries rely a lot on the human resources which are the building blocks for the countries development. The manufacturing sector depends a lot on skilled human resources that makes the development feasible & possible for a country.

RayfieldBernaud, Alexander Timmothy-2010, "HR ON-BOARDING PRACTICES"

HR On-boarding activities combine both the mindsets of the employees to be thinking upward towards the growth of the company. Understanding the ideas behind the need of HR on-boarding activities and need for implementation of it thus makes the employee to be in bind towards the organizational growth.

1.3. STATEMENT OF THE PROBLEM

The study considered whether a company has been using performance appraisal as a tool for organizational development or for employee career development.

Whether performance appraisal could be used for both organizational development and employee development.

Whether the use of performance appraisal is used for developmental purposes made employees more effective ,thus making the organization more efficient.

1.4. HISTORY OF THE ORGANIZATION

Netto-Logik is the group of GAT marketing Pvt.Ltd(Global Market Solution). Netto-Logik is a leading IT company with a corporate head office at Coimbatore, south India, an international marketing office situated in Australia, with corporate software consultants located globally. We have proven track record in providing quality IT services and solution, catering to a wide range of clientele.

Nettologik is a global IT solutions company with over 4 years in the industry with professional employees. We provide complete services in the areas of web development, web-based solutions, web applications, search engine optimization, internet marketing, web portal development and web design services. With have strong domain experience, continued research, technical expertise, profound knowledge of recent industry trends, un-matched quality policy and delivery processes. We offer you a comprehensive end-to-end   web   solution.

strength lies in our team of highly talented, competent and qualified professionals to deliver trusted client solutions. We have build a reputation for developing quality software and solutions which project the appropriate image and branding required for a successful enterprise.

mission - Enhance the business growth of our clients with creative Design and Development to deliver market defining high quality solutions that create value and consistent competitive advantage for our clients around the world.

vision - Hope to become prime performers, in providing quality Web, Graphic and Software solutions in the competitive global market place.

1.4.1 MANAGEMENT

Proprietor - Mr.K.Sivakumar

1.4.2 PRODUCT PROFILE

- Domain Registration

- Web Hosting

- Web design

- Graphic designing

- Web Development

- E-commerce solutions (B2B/ B2C)

- SEO & SEM (Web Promotions)

- Payment Integration

Under this system you get Appropriate industry solution, Accuracy on results, Product on time, Budget in hand, Support at all times. Our strength is In depth Analysis of your business requirement , International standard code, Multi Tier Architecture, Experienced Software Engineers, Turnaround time on project, Quality solutions .

Software Solutions

As multiple skills and competencies combine to realize technology-driven business transformations, software development continues to be the largest software engineering activity across enterprises. Drivers for custom-built solutions for clients are based on innovative use of technology to achieve competitive advantage and differentiation. As organizations drive towards iteration of their business and IT strategies, outsourcing IT application development allows focus on core businesses with benefits across the business spectrum.

Web design & Website Maintenance

Create, design and maintain search engine friendly websites and offer you consulting services to organizations who wish to create and maintain their websites. View our web design portfolio section for our recent website designs. We can also revamp your existing websites to improve marketability and good performance amongst search engines.

Search Engine Marketing

Netto logik web services provide you with good ROI through search engine optimization. We provide you continuous support in maintaining your website on regular intervals to help reach right customers through key word analysis and maintaining your page rank. With this approach we minimize your maintenance cost and help achieve your yearly targets by expanding your client base. With our search engine optimization techniques we pull traffic to your sites while making search engines feel that you have a traffic rich site.

B2B and B2C Sectors

Design fully functional B2B and B2C E-commerce web sites which allow your clients to buy directly from your website. It's always better that your user/visitor who experiences more on your website has a greater chance to email, phone or use your shopping cart to engage in a merchant transaction. We always focus on these objectives. You can integrate your payment gateway, chat support and bulk mailing web services at any time of your website development.

1.5. OBJECTIVE OF THE STUDY:

The study is conducted with the following objectives:

Primary objective:

To study the performance appraisal system at Netto Logik.

Secondary objective:

- To study the performance appraisal system at Netto Logik.
- To study the perception of employees towards performance appraisal system.
- To identify Lacunae in an existing performance system.

1.6. SCOPE OF THE STUDY:

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

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

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

1.7. LIMITATIONS

The following are the limitations of the study:

- The study cannot cover all the employees of the organization.
- Some employees hesitate to give correct answer due to certain company norms.
- The study is limited to Netto Logik . And it cannot be generalized to other industries.
- The samples represent only a small percent of the work force.

CHAPTER 2
RESEARCH METHODOLOGY

CHAPTER 2
RESEARCH METHODOLOGY:

2.1. TYPE OF STUDY:

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

2.2. SAMPLING DESIGN

Simple random sampling is used for selecting the samples from the available employees.from the total population size of 84 ,thirty percentage (i.e) 25 respondents are choosen for analysis .

2.3. DATA COLLECTION:

The data collected is primary in nature. Instrument used for data collection is interview schedule.

2.4 TOOLS FOR ANALYSIS

During the analysis stage percentage method are used to analyze the collected data.

After tabulation bar diagram is used to represent the various analyzed data diagrammatically.

2.4.1 PERCENTAGE ANALYSIS

Percentage refers to special kind of ratio, percentages are used for making comparison between two or more series of data. percentages are used to describe relationships and are used to compare the relative terms which are distributed into two or more series of data.

Formula

$$\text{Percentage} = \frac{\text{Number of respondents for each response}}{\text{Total number of respondents}} * 100$$

2.4.2 WEIGHTED AVERAGE

An average in which each quantity to be averaged is assigned a weight. These weightings determine the relative importance of each quantity on the average. Weightings are the equivalent of having that many like items with the same value involved in the average.

CHAPTER 3
DATA ANALYSIS AND
INTERPRETATION

CHAPTER 3
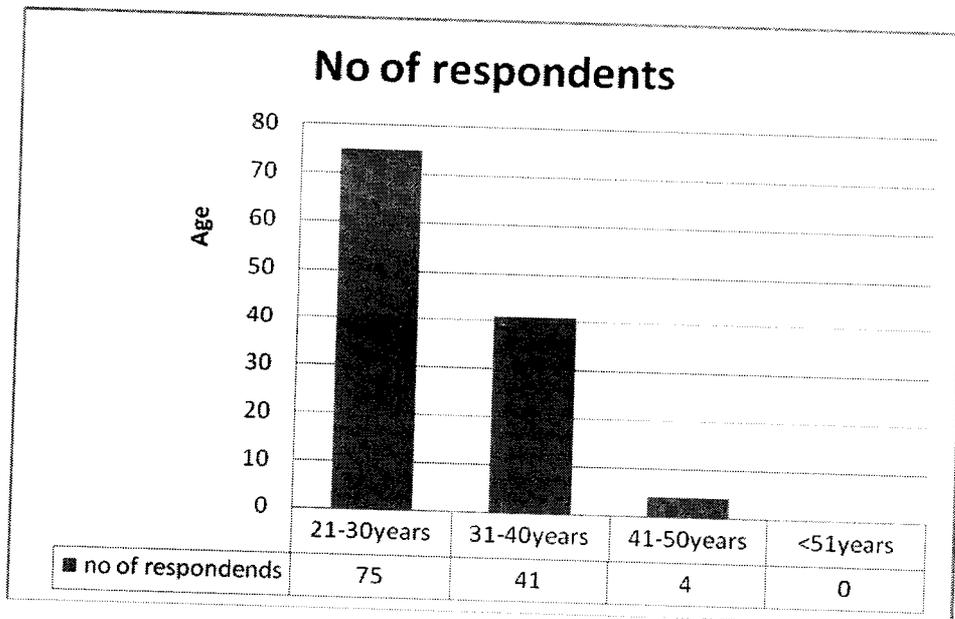## DATA ANALYSIS AND INTERPRETATION
TABLE 3.1

TABLE SHOWING DISTRIBUTION OF RESPONDENTS BY THEIR AGE

s.no	Age	No of Respondents	Percentage(%)
1	21-30 Years	16	63
2	31-40 Years	8	34
3	41-50 Years	1	3
4	<51 Years	0	0
5	Total	25	100

Source : Primary data

CHART 3.1

CHART SHOWING DISTRIBUTION OF RESPONDENTS BY THEIR AGE

	21-30years	31-40years	41-50years	<51years
■ no of respondends	75	41	4	0

INFERENCE:

From the table it is clear that 63% of the respondents are between 21-30 years ,34% of the respondents are between 31-40 years,3% of the respondents are between 41-50 years.
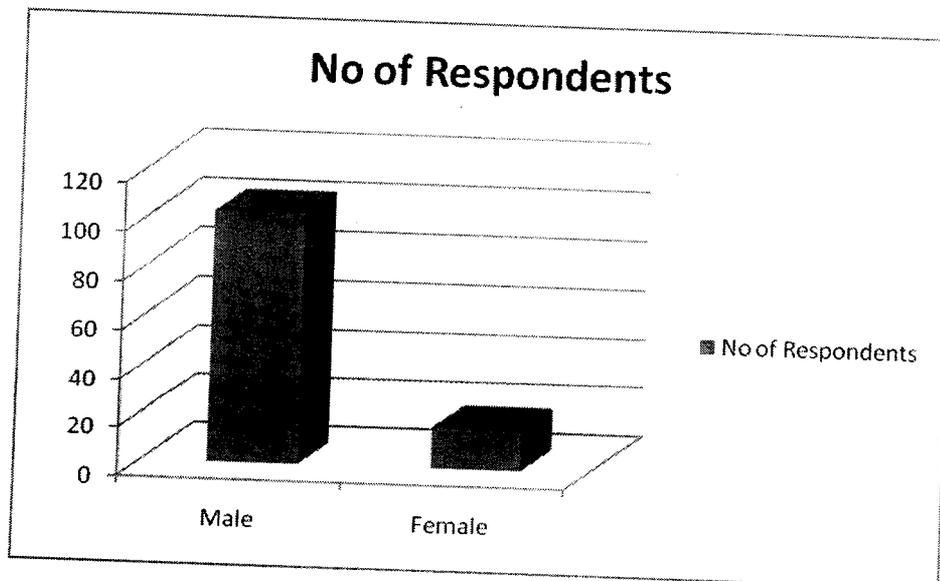
TABLE 3.2

TABLE SHOWING DISTRIBUTION OF RESPONDENTS BY THEIR GENDER

s.no	Gender	No of Respondents	Percentage
1	Male	21	86
2	Female	4	14
3	Total	25	100

Source : Primary data

CHART 3.2

CHART SHOWING DISTRIBUTION OF RESPONDENTS BY THEIR GENDER

INFERENCE:

From the table it is clear that 86% of the respondents are male and 14% of the respondents are female.
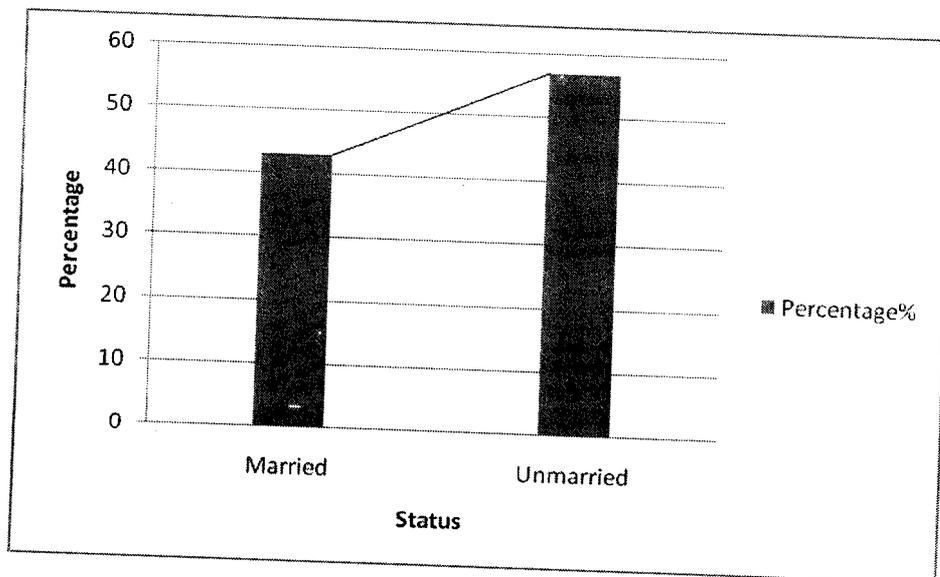
TABLE 3.3

TABLE SHOWING DISTRIBUTION OF RESPONDENTS BY THEIR MARITAL STATUS

S.no	Marital Status	No of respondents	Percentage%
1	Married	11	43
2	Unmarried	14	57
3	Total	25	100

Source : Primary data

CHART 3.3

CHART SHOWING DISTRIBUTION OF RESPONDENTS BY THEIR MARITAL STATUS

INFERENCE:

From the table it is clear that 43% of the respondents are married and 57% of the respondents are not married.
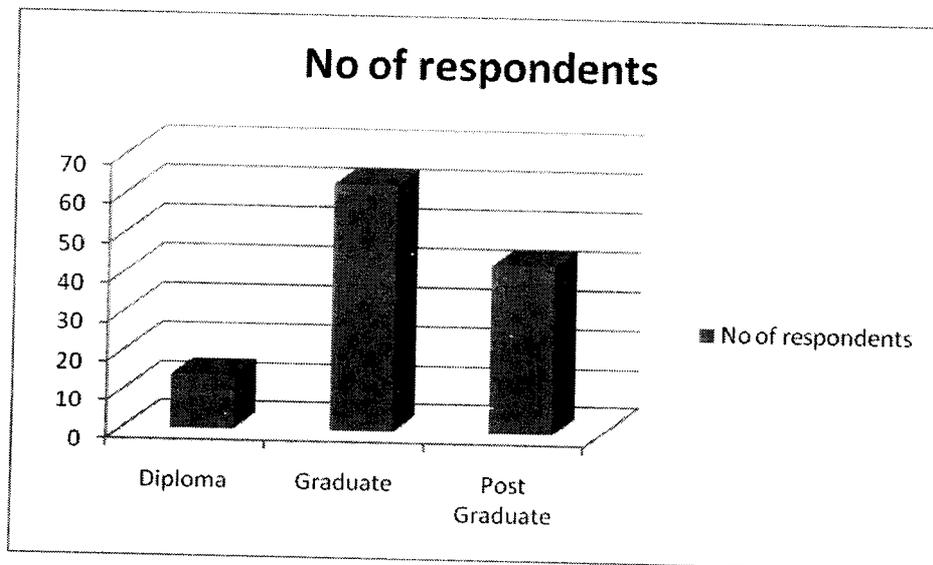
TABLE 3.4

TABLE SHOWING DISTRIBUTION OF RESPONDENTS BY THEIR EDUCATIONAL QUALIFICATION

s.no	Educational qualification	No of respondents	Percentage%
1	Diploma	3	11.7
2	Graduate	13	52.5
3	Post Graduate	9	36.8
4	Total	25	100

Source : Primary data

CHART 3.4

CHART SHOWING DISTRIBUTION OF RESPONDENTS BY THEIR EDUCATIONAL QUALIFICATION

INFERENCE:

From the table it is clear that 36.8% of the respondents are post graduate ,52.5% of the respondents are graduate and 11.7% of the respondents are diploma holders
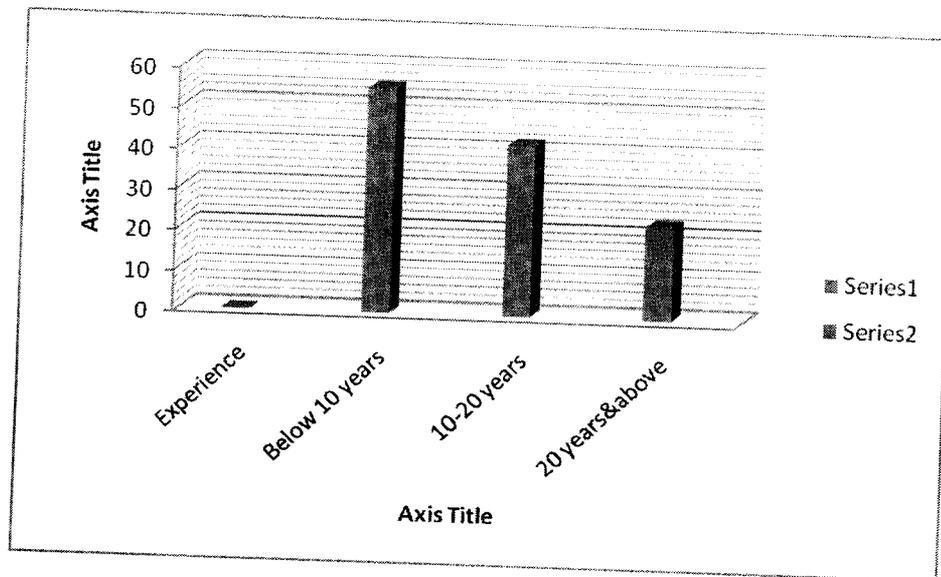
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TABLE 3.5

TABLE SHOWING DISTRIBUTION OF RESPONDENTS BY THEIR EXPERIENCE

s.no	Experience	No of respondents	Percentage%
1	Below 10 years	11	45.8
2	10-20 years	9	35
3	20 years&above	5	19.2
4	Total	25	100

Source : Primary data

CHATR 3.5

CHART SHOWING DISTRIBUTION OF RESPONDENTS BY THEIR EXPERIENCE

INFERENCE:

From the table it is clear that 45% of the respondents are having experience below 10 years,35% of the respondents are having experience between 10-20 years and 19.2 % of the respondents are having experience above 20 years
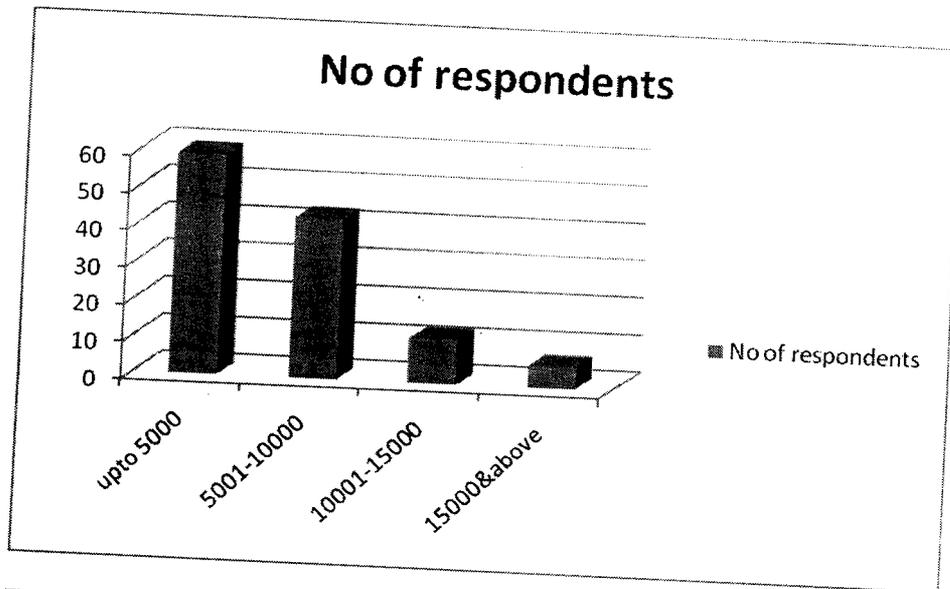
TABLE 3.6

TABLE SHOWING DISTRIBUTION OF EMPLOYEES BY THEIR MONTHLY INCOME

s.no	Income	No of respondents	Percentage%
1	upto 5000	12	49.2
2	5001-10000	9	35.8
3	10001-15000	3	10
4	15000&above	1	5
5	Total	25	100

Source : Primary data

CHART 3.6

CHART SHOWING DISTRIBUTION OF EMPLOYEES BY THEIR MONTHLY INCOME

INFERENCE:

From the table it is clear that 49.2% of the respondents earn below Rs.5000,35.8% of the respondents earn Rs.5001-10,000 and 10% of the respondents earn Rs.10,001-15000 and 5% of the respondents earn Rs.15000&above
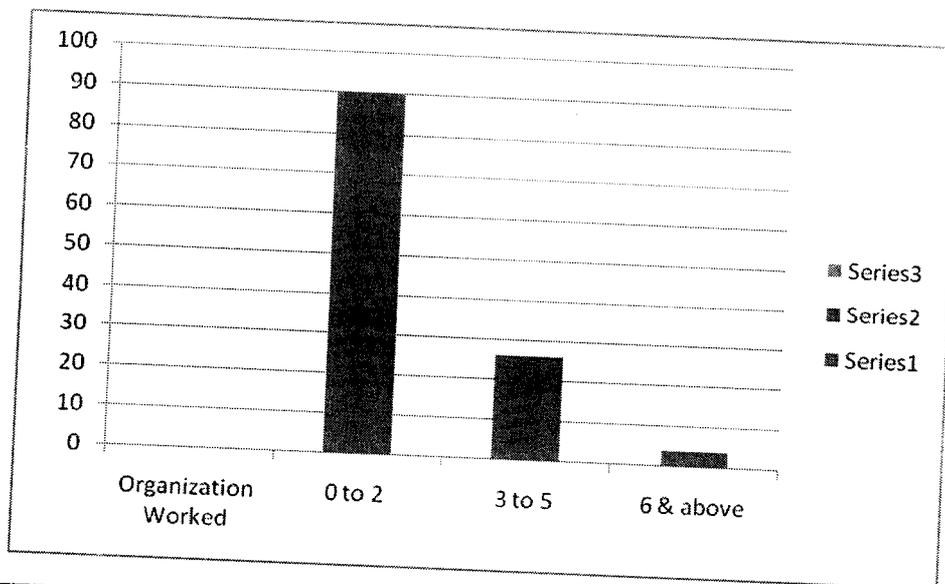
TABLE 3.7

TABLE SHOWING DISTRIBUTION OF RESPONDENTS BY THE NO OF ORGANIZATIONS THEY HAD WORKED

s.no	Organization Worked	No of respondents	Percentage%
1	0 to 2	18	75.3
2	3 to 5	6	21.7
3	6 & above	1	3.3
4	Total	25	100

Source : Primary data

CHART 3.7

CHART SHOWING DISTRIBUTION OF RESPONDENTS BY THE NO OF ORGANIZATIONS THEY HAD WORKED

INFERENCE:

From the table it is clear that 75.3% of the respondents worked for 0-2,21.7% of the respondents worked for 3.5 and 3.3% of the respondents worked for 6 and above
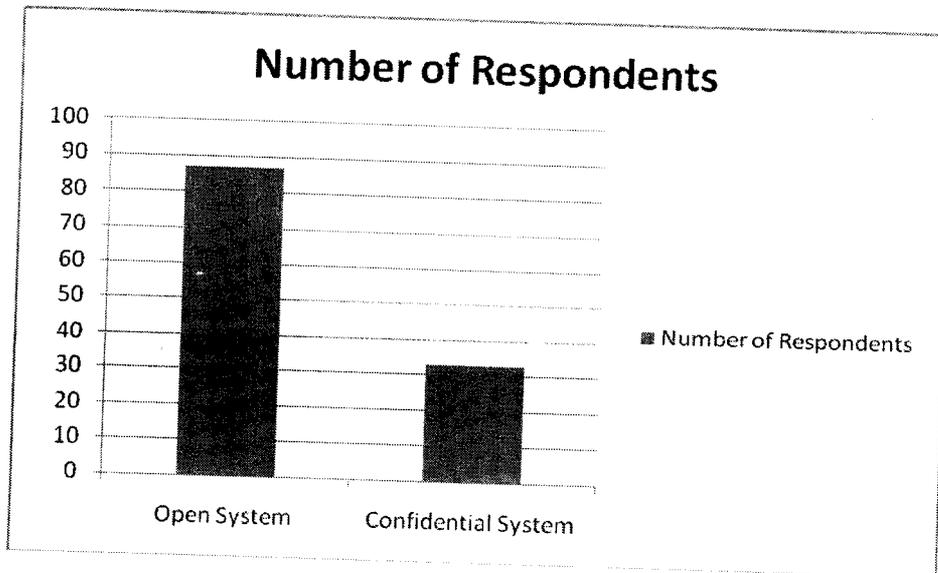
TABLE 3.8

TABLE SHOWING APPRAISAL SYSTEM FOLLOWED

s.no	System	Number of Respondents	Percentage(%)
1	Open System	18	72.5
2	Confidential System	7	27.5
3	Total	25	100

Source : Primary data

CHART 3.8

CHART SHOWING DISTRIBUTION OF RESPONDENTS BY THE NO OF ORGANIZATIONS THEY HAD WORKED

INFERENCE:

In the above table , 72.5% of the respondents have said their opinion that the appraisal system followed here is open system and 27.5 % of the respondents have said that the appraisal system followed is confidential system.
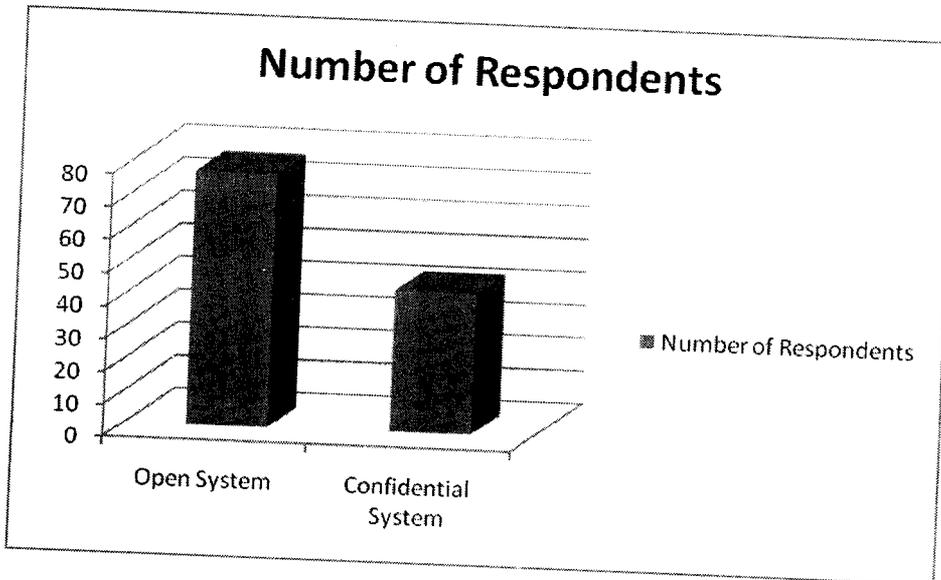
TABLE 3.9

TABLE SHOWING APPRAISAL SYSTEM SHOULD BE

s.no	System	Number of Respondents	Percentage(%)
1	Open System	16	64.16
2	Confidential System	9	35.83
3	Total	25	100

Source : Primary data

CHART 3.9

CHART SHOWING APPRAISAL SYSTEM SHOULD BE

INFERENCE:

In the table ,64.16% of the respondents say that open appraisal system should be followed and 35.83% of the respondents say that confidential appraisal system should be followed.
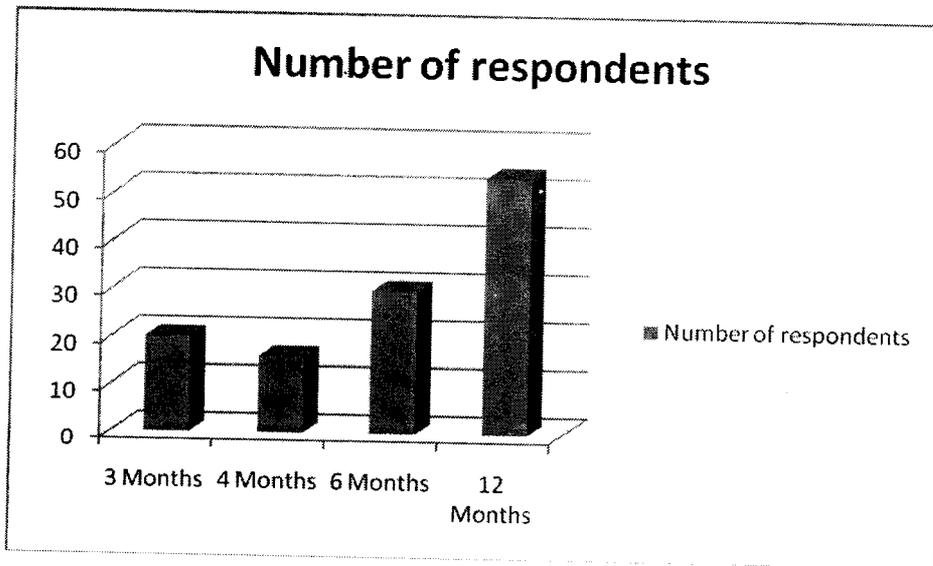
TABLE 3.10

TABLE SHOWING APPRAISAL SYSTEM SHOULD BE DONE FOR

s.no	Months	Number of respondents	Percentage(%)
1	3 Months	4	16.66
2	4 Months	3	13.33
3	6 Months	6	25
4	12 Months	12	45
5	Total	25	100

Source : Primary data

CHART 3.10

CHART SHOWING APPRAISAL SYSTEM SHOULD BE DONE FOR

INFERENCE:

From the above table, 45% of the respondents say that the appraisal system should be done for 12 months once , 25% of the respondents say that the appraisal system should be done for 6 months once , 13.33% of the respondents say that the appraisal system should be done for 4 months once, 16.66% of the respondents say that the appraisal system should be done for 3 months once.
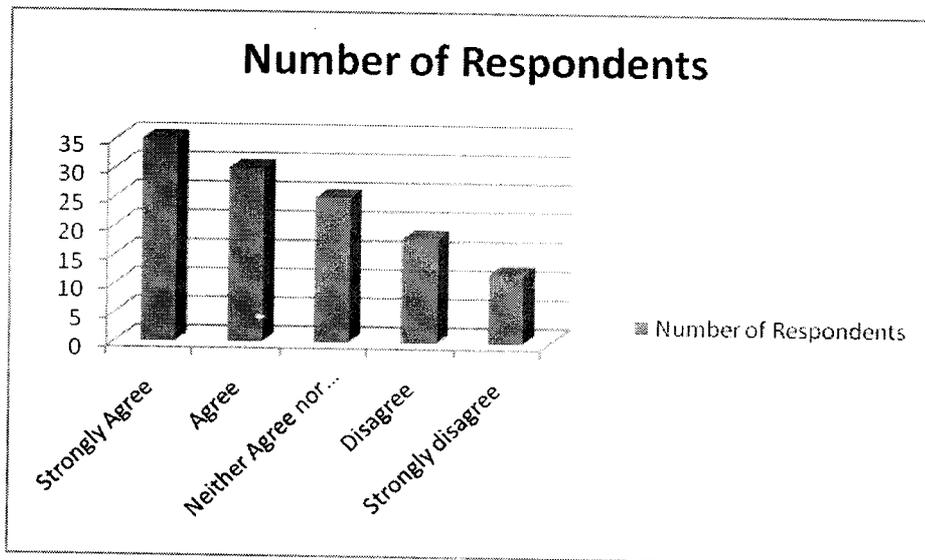
TABLE 3.11

TABLE SHOWING PLANNING USING APPRAISAL SYSTEM

s.no	Performance	Number of Respondents	Percentage(%)
1	Strongly Agree	7	29.16
2	Agree	6	25
3	Neither Agree nor disagree	5	20.83
4	Disagree	4	15
4	Strongly disagree	3	10
5	**Total**	**25**	**100**

Source : Primary data

CHART 3.11

CHART SHOWING PLANNING USING APPRAISAL SYSTEM

INFERENCE:

From the above table , 29.16% of the respondents strongly agree, 25% of the respondents agree, 20.83% of the respondents neither agree nor disagree , 15% of the respondents disagree , 10% of the respondents strongly disagree that the appraisal system helps the executives to plan their performance well.
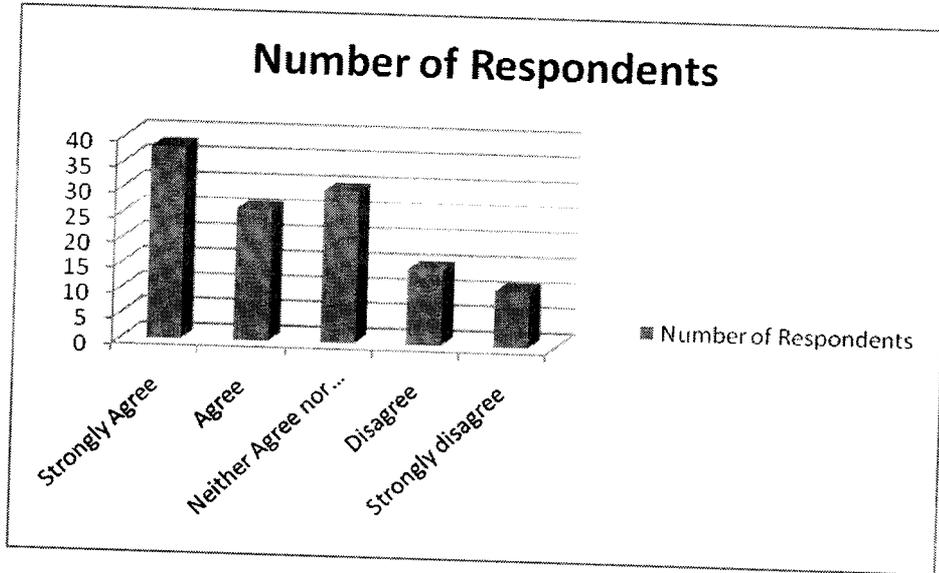
TABLE 3.12

TABLE SHOWING SCOPE OF THE APPRAISAL SYSTEM

Performance	Number of Respondents	Percentage(%)
Strongly Agree	8	31.66
Agree	5	21.66
Neither Agree nor disagree	6	25
Disagree	3	12.5
Strongly disagree	3	9.16
Total	25	100

Source : Primary data

CHART 3.12

CHART SHOWING SCOPE OF THE APPRAISAL SYSTEM

INFERENCE:

From the above table , 31.66% of the respondents strongly agree that the performance appraisal system has scope for helping each executive to discover his/her potential, 21.66% of the respondents agree, 25% of the respondents neither agree nor disagree , 12.5% of the respondents disagree , 9.16% of the respondents strongly disagree .
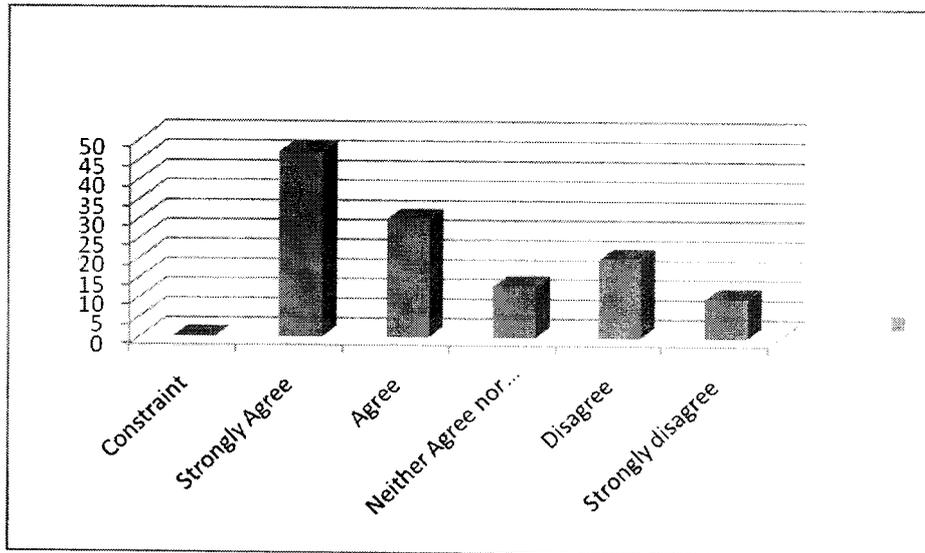
TABLE 3.13

TABLE SHOWING RELATIONSHIP MAINTAINED USING APPRAISAL SYSTEM

s.no	Constraint	Number of Respondents	Percentage(%)
1	Strongly Agree	10	39.16
2	Agree	6	25
3	Neither Agree nor disagree	3	10.83
4	Disagree	4	16.66
5	Strongly disagree	2	8.33
6	Total	25	100

Source : Primary data

CHART 3.13

CHART SHOWING RELATIONSHIP MAINTAINED USING APPRAISAL SYSTEM

INFERENCE:

From the above table , 39.16% of the respondents strongly agree that the appraisal system provides an opportunity to maintain a cordial relationship with the appraiser, 25% of the respondents agree, 10.83% of the respondents neither agree nor disagree , 16.66% of the respondents disagree , 8.33% of the respondents strongly disagree .
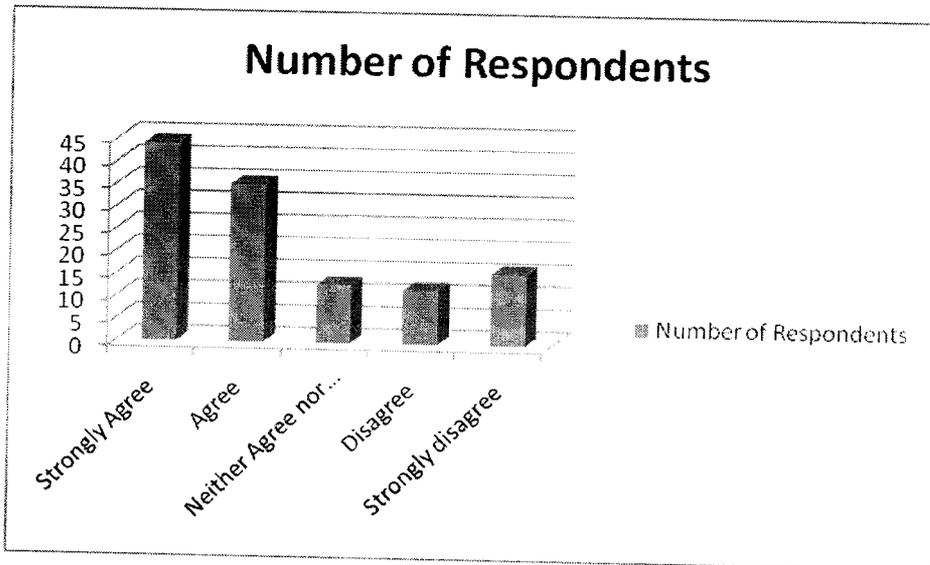
TABLE 3.14

TABLE SHOWING TIME SPENT ON APPRAISAL SYSTEM

s.no	Constraint	Number of Respondents	Percentage(%)
1	Strongly Agree	9	36.66
2	Agree	7	29.16
3	Neither Agree nor disagree	3	10.83
4	Disagree	2	10
5	Strongly disagree	4	13.33
6	Total	25	100

Source : Primary data

CHART 3.14

CHART SHOWING TIME SPENT ON APPRAISAL SYSTEM

INFERENCE:

From the above table , 36.66% of the respondents strongly agree that the appraiser spends time and discuss with their appraiser about their performance, 29.16% of the respondents agree, 10.83% of the respondents neither agree nor disagree , 13.33% of the respondents disagree , 10% of the respondents strongly disagree .
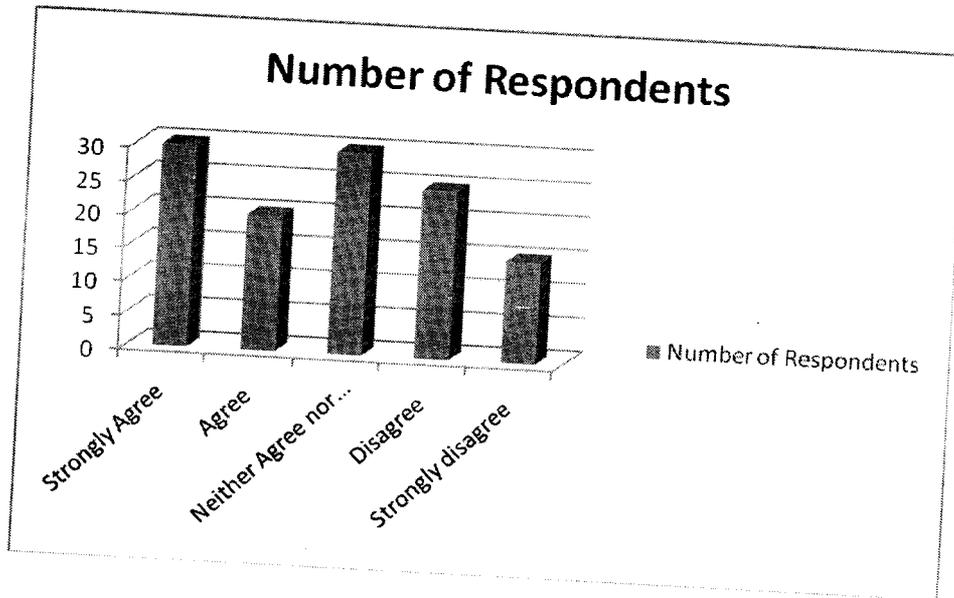
TABLE 3.15

TABLE SHOWING PERFORMANCE REVIEW OF THE APPRAISER

s.no	Constraint	Number of Respondents	Percentage(%)
1	Strongly Agree	6	25
2	Agree	4	16.66
3	Neither Agree nor disagree	6	25
4	Disagree	5	20.83
5	Strongly disagree	4	12.5
6	**Total**	**25**	**100**

Source : Primary data

CHART 3.15

CHART SHOWING PERFORMANCE REVIEW OF THE APPRAISER

Number of Respondents

INFERENCE:

From the above table , 25% of the respondents strongly agree that the review helped them, 16.66% of the respondents agree, 25% of the respondents neither agree nor disagree , 20.83% of the respondents disagree , 12.5% of the respondents strongly disagree .
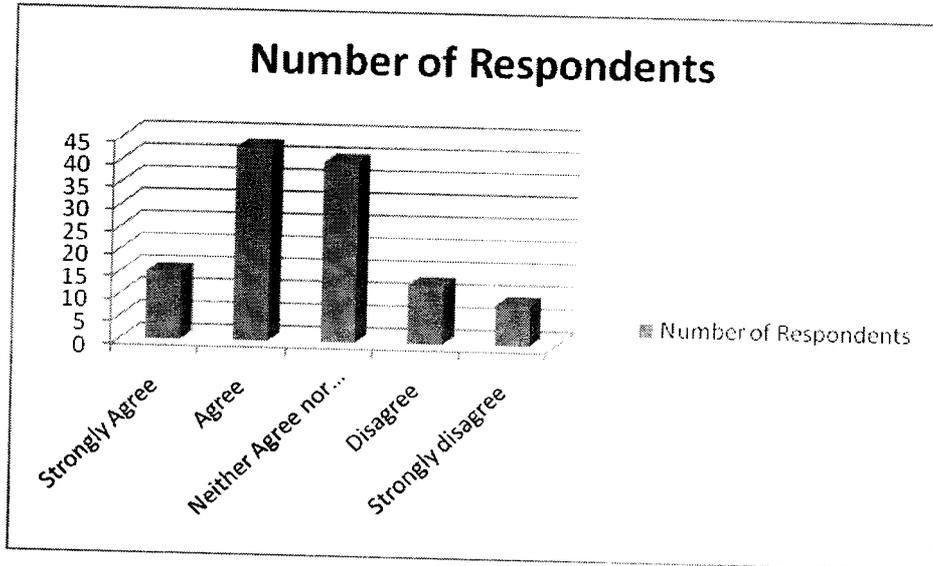
TABLE 3.16

TABLE SHOWING PERFORMANCE REVIEW DISCUSSIONS

s.no	Constraint	Number of Respondents	Percentage(%)
1	Strongly Agree	3	12.5
2	Agree	9	35.83
3	Neither Agree nor disagree	8	33.33
4	Disagree	3	10.83
5	Strongly disagree	2	7.5
6	Total	25	100

Source : Primary data

CHART 3.16

CHART SHOWING PERFORMANCE REVIEW DISCUSSIONS

Number of Respondents

(bar chart with categories: Strongly Agree, Agree, Neither Agree nor..., Disagree, Strongly disagree; y-axis 0 to 45; legend: Number of Respondents)

INFERENCE:

From the above table , 35.83% of the respondents strongly agree that the performance review discussions are conducted with high quality and care , 12.5% of the respondents agree, 33.33% of the respondents neither agree nor disagree , 10.83% of the respondents disagree , 7.5% of the respondents strongly disagree .
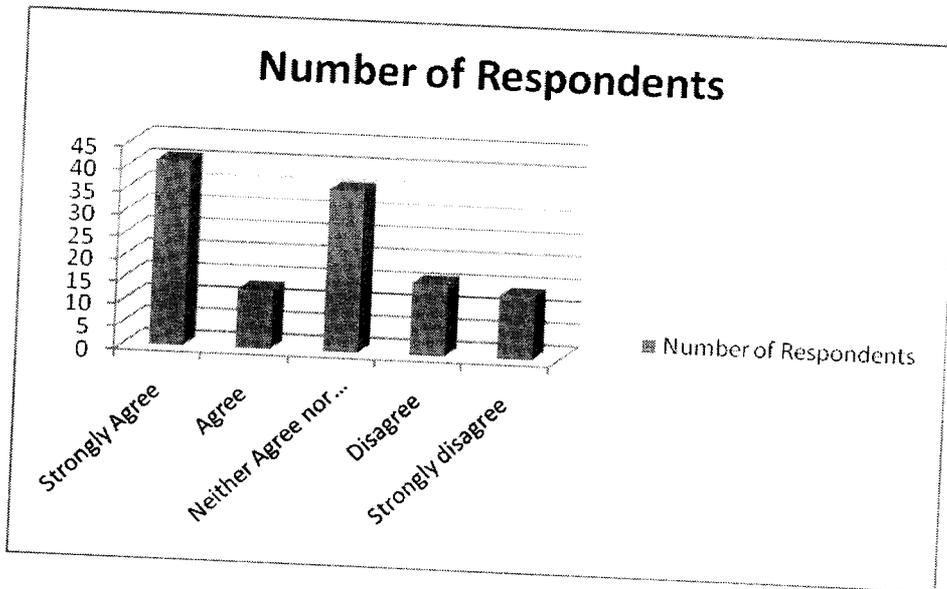
TABLE 3.17

TABLE SHOWING BASED ON THE OBJECTIVE AND FAIR OF PERFORMANCE APPRAISAL

s.no	Constraint	Number of Respondents	Percentage(%)
1	Strongly Agree	9	34.1
2	Agree	3	10.83
3	Neither Agree nor disagree	7	30
4	Disagree	4	13.33
5	Strongly disagree	2	11.66
6	Total	25	100

Source : Primary data

CHART 3.17

CHART SHOWING BASED ON THE OBJECTIVE AND FAIR OF PERFORMANCE APPRAISAL

INFERENCE:

From the above table , 34.1% of the respondents strongly agree that the performance appraisal is objective and fair , 10.83% of the respondents agree, 30% of the respondents neither agree nor disagree , 13.33% of the respondents disagree , 11.66% of the respondents strongly disagree.
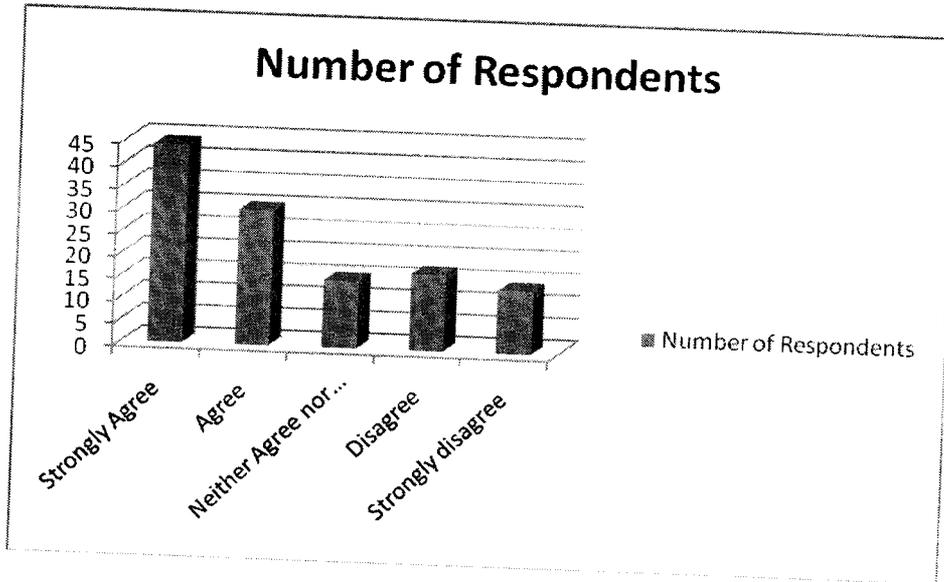
TABLE 3.18

TABLE SHOWING OPPORTUNITY FOR SELF REVIEW AND REFLECTION

s.no	Constraint	Number of Respondents	Percentage(%)
1	Strongly Agree	9	36.66
2	Agree	6	25
3	Neither Agree nor disagree	3	12.5
4	Disagree	4	14.16
5	Strongly disagree	3	11.66
6	Total	25	100

Source : Primary data

CHART 3.18

CHART SHOWING OPPORTUNITY FOR SELF REVIEW AND REFLECTION

Number of Respondents

INFERENCE:

From the above table , 36.66% of the respondents strongly agree that the appraisal system provides an opportunity for self review and reflection , 25% of the respondents agree, 12.5% of the respondents neither agree nor disagree , 14.16% of the respondents disagree , 11.66% of the respondents strongly disagree.
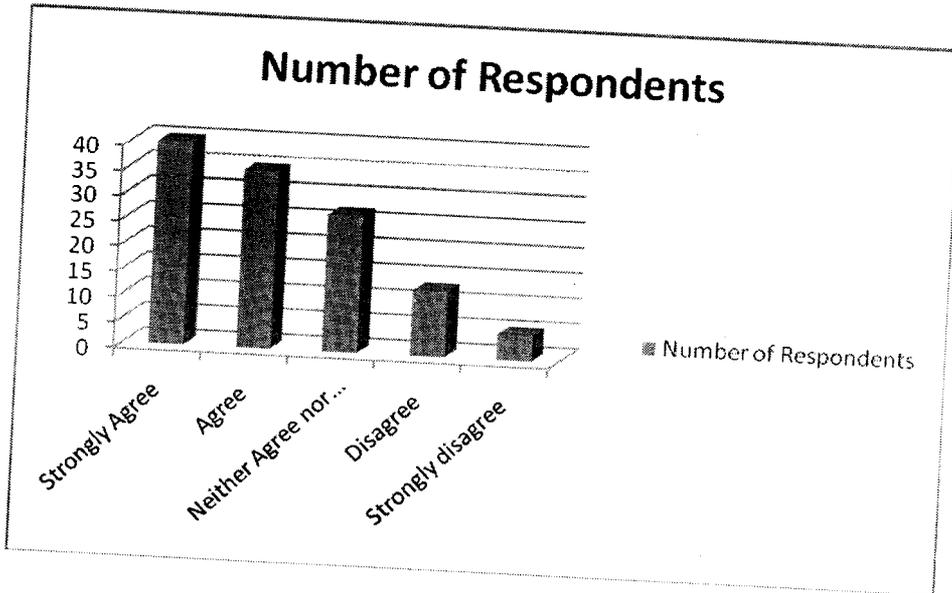
TABLE 3.19

TABLE SHOWING OPPORTUNITY FOR EACH APPRAISAL TO EXPRESS THE DEVELOPMENT NEED

s.no	Constraint	Number of Respondents	Percentage(%)
1	Strongly Agree	8	33.33
2	Agree	7	29.16
3	Neither Agree nor disagree	5	22.5
4	Disagree	4	18.83
5	Strongly disagree	1	4.16
6	Total	25	100

Source : Primary data

CHART 3.19

CHART SHOWING OPPORTUNITY FOR EACH APPRAISAL TO EXPRESS THE DEVELOPMENT NEED

Number of Respondents

INFERENCE:

From the above table , 33.33% of the respondents strongly agree that the performance appraisal system provides an opportunity for each appraisal to express the development need , 29.16% of the respondents agree, 22.5% of the respondents neither agree nor disagree , 18.83% of the respondents disagree , 4.16% of the respondents strongly disagree.
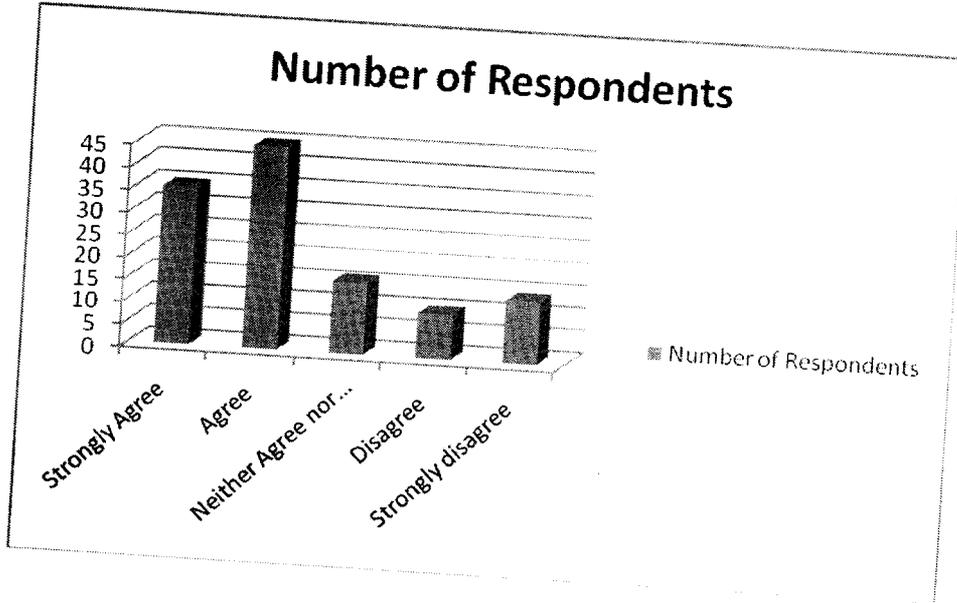
TABLE 3.20

TABLE SHOWING APPRAISAL SYSTEM FACILITATES GROWTH AND LEARNING IN THE ORGANIZATION

s.no	Constraint	Number of Respondents	Percentage(%)
1	Strongly Agree	7	29.16
2	Agree	9	37.5
3	Neither Agree nor disagree	4	13.33
4	Disagree	2	8.33
5	Strongly disagree	3	11.66
6	Total	25	100

Source : Primary data

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CHART 3.20

CHART SHOWING APPRAISAL SYSTEM FACILITATES GROWTH AND LEARNING IN THE ORGANIZATION

INFERENCE:

From the above table , 29.16% of the respondents strongly agree that the appraisal system facilitates growth and learning in the organization , 37.5% of the respondents agree, 13.33% of the respondents neither agree nor disagree , 8.33% of the respondents disagree , 11.66% of the respondents strongly disagree.
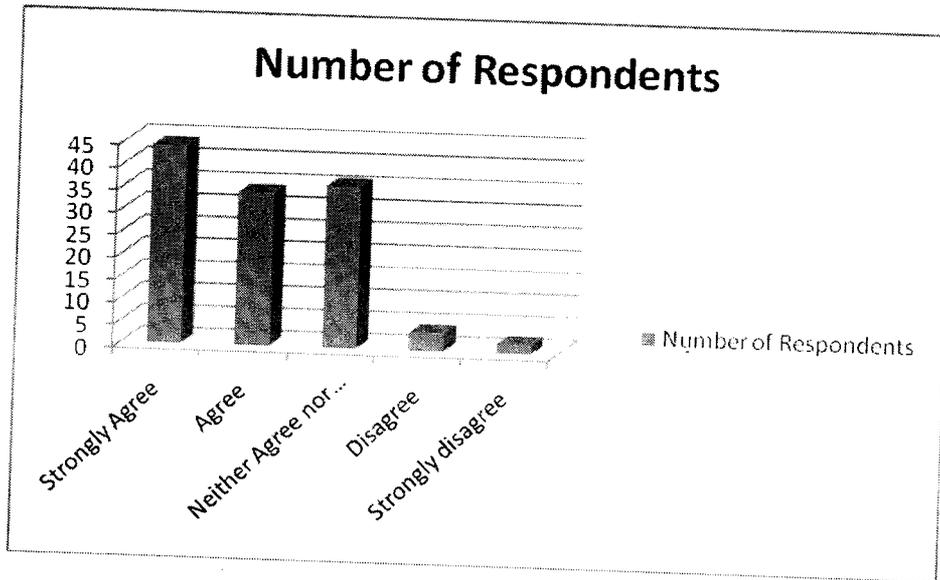
TABLE 3.21

TABLE SHOWING APPRAISAL SYSTEM GIVES MORE WEIGHT , OR MORE CONFIDENT DURING THE APPRAISAL

s.no	Constraint	Number of Respondents	Percentage(%)
1	Strongly Agree	9	36.66
2	Agree	6	28.33
3	Neither Agree nor disagree	7	30
4	Disagree	2	3.33
5	Strongly disagree	1	1.66
6	Total	25	100

Source : Primary data

CHART 3.21

CHART SHOWING APPRAISAL SYSTEM GIVES MORE WEIGHT, OR MORE CONFIDENT DURING THE APPRAISAL

Number of Respondents

INFERENCE:

From the above table, 36.66% of the respondents strongly agree that the appraisal system gives more weight, or more confident during the appraisal, 28.33% of the respondents agree, 30% of the respondents neither agree nor disagree, 3.33% of the respondents disagree, 1.66% of the respondents strongly disagree.
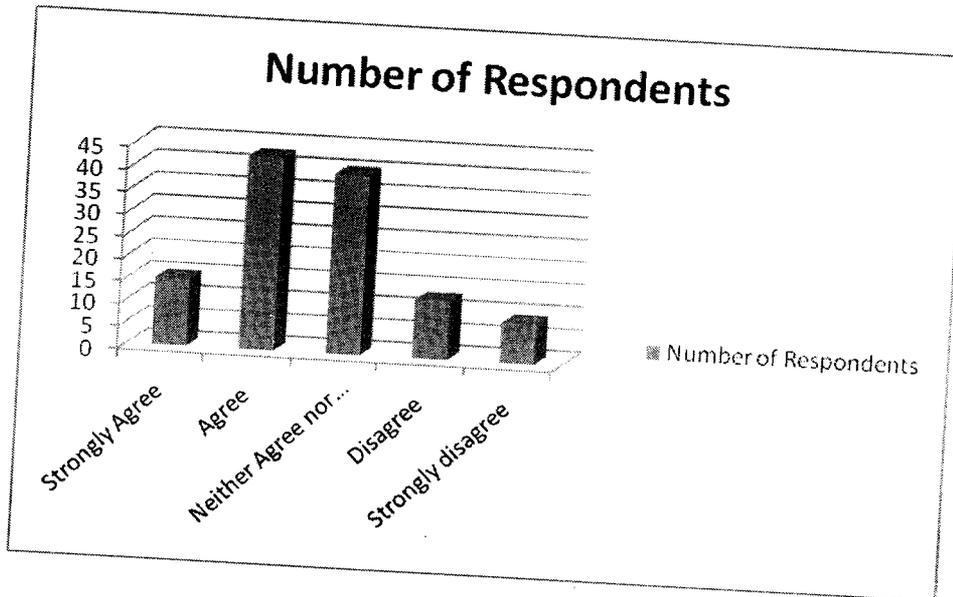
TABLE 3.22

TABLE SHOWING EXISTING SYSTEM COMFORTABLENESS

s.no	Constraint	Number of Respondents	Percentage(%)
1	Strongly Agree	3	12.5
2	Agree	9	35.83
3	Neither Agree nor disagree	8	33.33
4	Disagree	3	10.83
5	Strongly disagree	2	7.5
6	**Total**	**25**	**100**

Source : Primary data

CHART 3.22

CHART SHOWING EXISTING SYSTEM COMFORTABLENESS

INFERENCE:

From the above table , 12.5% of the respondents strongly agree , 35.83% of the respondents agree, 33.33% of the respondents neither agree nor disagree , 10.83% of the respondents disagree , 7.5% of the respondents strongly disagree.

24. The appraisal system followed here is

    (a) Open system   ( )   (b) Confidential system ( )

    (c) if others ,specify

25. System that you prefer

    (a) Open system   ( )   (b) Confidential system ( )

    (c) if others ,specify

26. Preferred frequency of appraisal

    (a) 3 Months   ( )   (b) 4 Months   ( )

    (b) 6 Months   ( )   (d) 12 Months   ( )

SA-STRONGLY AGREE

A-AGREE

NAND-NEITHER AGREE NOR DISAGREE

D- DISAGREE

SD- STRONGLY DISAGREE