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**PERFORMANCE APPRAISAL IN SELECTED IT FIRMS IN VISAKHAPATNAM**

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**Introduction**

Performance Management System as a “strategic and integrated approach to increasing the effectiveness of companies by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors” defined by Armstrong and Baron (1998) It may be possible for the goal congruence i.e., reconcile the employee’s personal goals with the organizational goals and thereby increase the productivity and profitability of the organization. Managing the employee performance facilitates the effective delivery of strategic and operational goals. Performance management aims at developing individuals with the required commitment and competencies for working towards the organizational objectives. Performance management frameworks are designed with the objective of improving both the individual and organizational performance by identifying performance requirements, providing regular feedback and assisting the employees in their career development. Its focus is on enabling goal clarity for making people do the right things in the right time. The main goal of performance management is to ensure that the organization as a system and its subsystems work together in an integrated

fashion for accomplishing optimum results. There are certain components for an effective Performance management system. These include performance planning, appraisal and reviewing, feedback on performance, rewarding good performance and performance improvement plans. Performance planning has to be done jointly by the appraise and reviewer in the beginning of a performance session and during this period the employees decide upon the targets and key performance areas. Normally the appraisals are performed twice in a year. In this process, the appraise first offers the self-appraisal forms and then final ratings are provided by the appraiser for the quantifiable and measurable achievements of the employee being appraised. Feedback and counselling is given a lot of importance in the performance management process. At this stage the employee receives an open and a very transparent feedback and along with this the training and development needs of the employee is also identified. The appraiser adopts all the possible steps to ensure that employee meets the expected outcomes for an organization through effective personal counselling and guidance, mentoring and representing the employee in training programs which develop the competencies and improve the overall productivity. Rewards will be a vital component for work motivation of an employee. An employee is publicly recognized for good performance and is rewarded. Any contribution duly recognized by an organization helps an employee in coping up with the failures successfully and satisfies the need for affection. If the employee shows poor performance then again fresh set of goals are established for that employee and new deadline is provided for accomplishing those objectives. The employee is clearly communicated about the areas in which the employee is expected to improve and a stipulated deadline is also assigned within which the employee must show the improvement. Performance improvement plans are also jointly developed by the appraise and the appraiser and is mutually approved. The performance management approach has become an indispensable tool in the hands of the corporate as it ensures that the people will uphold the corporate values and tread in the path of accomplishment of the ultimate corporate vision and mission. It is a forward looking process as it involves both the supervisor and also the employee in a process of joint planning and goal setting in the beginning of the year.

## Methods Of Performance Appraisal

Traditional methods	Modern methods
Ranking Method	Management by Objectives (MBO)
Paired Comparison	Behaviourally Anchored Rating Scales (BARS)
Grading Method	Assessment Centres
Forced Distribution Method	360 – Degree Appraisal
Forced-Choice Method	Human Resource Accounting
Check-List Method	
Critical Incidents Method	
Graphic Rating Scale Method	
Essay Method	
Field Review Method	
Confidential Report	

### TRADITIONAL METHODS

- a. **Ranking Method:** It is the oldest and simplest formal systematic method of performance appraisal in which employee is compared with all others for the purpose of placing order of worth. The employees are ranked from the highest to the lowest or from the best to the worst.
- b. **Paired Comparison:** In this method, each employee is compared with other employees on one- on one basis only. The rater is provided with a bunch of slips each coining pair of names, the rater puts a tick mark against the employee whom he insiders the better of the two.
- c. **Grading Method:** In this method, certain categories of worth are established in advance and carefully defined. There can be three categories established for employees: outstanding, satisfactory and unsatisfactory. The employee is, then, allocated to the grade that best describes his or her performance.
- d. **Forced Distribution Method:** This method assumes that employees performance level confirms to a normal statistical distribution i.e., 10,20,40,20 and 10 per cent. This is useful for rating a large number of employees' job performance and promo ability. It tends to eliminate or reduce bias.
- e. **Forced-Choice Method:** Under this method, the rater is forced to answer the ready-made statements as given in the blocks of two or more, about the employees in terms of true or false. Once he is done with the list, it is forwarded to the HR department for the final assessment of the employee.
- f. **Check-List Method:** The basic purpose of utilizing check-list method is to ease the evaluation burden upon the rater. In this method, a series of statements, i.e., questions

with their answers in 'yes' or 'no' are prepared by the HR department. The check-list is, then, presented to the rater to tick appropriate answers relevant to the appraise. Each question carries a weight-age in relationship to their importance.

- g. **Critical Incidents Method:** The critical incident method requires the rater to record statements that describe extremely good or bad behavior related to job performance. The statements are called critical incidents and are usually recorded by the supervisor during the evaluation period for each subordinate. Recorded incidents include a brief explanation of what happened.
- h. **Graphic Rating Scale Method:** The graphic rating scale is one of the most popular and simplest techniques for appraising performance. It is also known as linear rating scale. In this method, the printed appraisal form is used to appraise each employee.

### GRAPHIC SCALE RATING

Employee Name: \_\_\_\_\_  
 Department: \_\_\_\_\_  
 Job Title: \_\_\_\_\_

Performance Level / Work Dimension	Poor	Fairly Poor	Fairly Good	Good	Excellent
Attendance			✓		
Behavior towards Subordinates			✓		
Sincerity				✓	
Dependability					✓

- i. **Essay Method:** Essay method is the simplest one among various appraisal methods available. In this method, the rater writes a narrative description on an employee's strengths, weaknesses, past performance, potential and suggestions for improvement. Its positive point is that it is simple in use. It does not require complex formats and extensive/specific training to complete it.
- j. **Field Review Method:** This is an appraisal done by someone outside employees, own department usually from corporate or HR department. Advantages: Useful for managerial level promotions, when comparable information is needed. Disadvantages: Outsider is generally not familiar with employees work environment, Observation of actual behaviors not possible.
- k. **Confidential Report:** It is the traditional way of appraising employees mainly in the Government Departments. Evaluation is made by the immediate boss or supervisor for giving effect to promotion and transfer. Usually a structured format is devised to collect information on employee's strength weakness, intelligence, attitude, character, attendance, discipline, etc.

## B. Modern methods are as follows:

- a. **Management by Objectives (MBO):** The concept of MBO can be described as a “process whereby the superior and subordinate managers of an organization jointly identify its common goals, define each individual’s major areas of responsibility in terms of results expected of him, and use these measures as guides for operating the unit and assessing the contribution of each its members”.
- b. **Behaviourally Anchored Rating Scales (BARS):** Behaviourally Anchored Rating Scales (BARS) are designed to bring the benefits of both qualitative and quantitative data to the employee appraisal process. BARS compare an individual’s performance against specific examples of behaviour that are anchored to numerical ratings.

### Ratings Example: BARS

Indicate the appropriate level of performance on each factor:

Quantity of work		
Volume low & erratic	Satisfactory steady volume	Volume above expectations

  

Quality of work		
Results always accurate; model work	Results accurate and thorough	Results generally inaccurate and not thorough

  

Judgment		
Systematic, analytical, good with complex problems	Practical judgment, solves problems, difficulty with assessing relative value of factors	Does not always show good judgment; problem analysis not always adequate

- c. **Assessment Centers:** An assessment center is a central location where the managers may come together to participate in job related exercises evaluated by trained observers. The principle idea is to evaluate managers over a period of time, by observing and later evaluating their behaviour.
- d. **360 – Degree Appraisal:** In 360-degree appraisal system, an employee is appraised by his supervisor, subordinates, peers, and customers with whom he interacts in the course of his job performance. All these appraisers provide information or feedback on an employee by completing survey questionnaires designed for this purpose.
- e. **Human Resource Accounting:** Human resource method attaches money values to the value of a firms internal human resources and its external customer good will. Under this method, performance is judged in terms of costs and contributions of employees. Difference between the cost and contribution will reflect the performance of the employees.

## Performance Management System in I.T. Industry

India is the world's largest sourcing destination, accounting for approximately 55 per cent of the US\$ 173-178 billion market in 2016-17. The country's cost competitiveness in

providing Information Technology (IT) services, which is approximately 3-4 times cheaper than the US, continues to be its Unique Selling Proposition (USP) in the global sourcing market.

The sector ranks 4th in India's total Foreign Direct Investment (FDI) share and has received US\$ 25.99 billion of FDI inflows between April 2000 and June 2017.

India's highly qualified talent pool of technical graduates is one of the largest in the world and is available at a cost saving of 60-70 per cent to source countries. This large pool of qualified skilled workforce has enabled Indian IT companies to help clients save US\$ 200 billion in the last five years.

Revenue of India's IT industry reached US\$ 154 billion and exports stood at US\$ 117 billion in 2016-17. The Business Process Management (BPM) segment accounted for 22.22 per cent of the total IT exports during FY17. IT-BPM sector is estimated to expand to US\$ 300 billion by 2020.

The Government of India has extended tax holidays to the IT sector for software technology parks of India (STPI) and Special Economic Zones (SEZs). Further, the country is providing procedural ease and single window clearance for setting up facilities.



## Review of literature

Performance Appraisal (PA) usually involves evaluating performance based on the judgements and opinions of subordinates, peers, supervisors, other managers and even workers themselves (Jackson & Schuler, 2003). Generally an appraisal, performance review or a career development discussion is a method by which the job performance of an employee is evaluated in terms of quality/quantity/ cost/time. The system of performance appraisals as regular reviews of employee performance within organizations is being widely adopted. As a process, performance appraisal is seen as a key contributor to successful

human resource management, as it is strongly related to organizational performance (Erdogan, 2002). According to Lardy and Robbins (1994), PA as a process of enhancing human performance has attracted the attention of both academics and practitioners. Historically information from PA has been used as a basis for administrative decisions (Boleman et al, 2009). Several service institutions are using a PA system that was developed at a time when organizations were typically large and hierarchically arranged, as organizational environments were relatively stable, when employees were homogeneous and relatively well qualified and when long term employment was the norm. (Cleveland, Murphy, 1995) PA can be perceived, described and implemented in different ways in organizations. With PAs in groups, the group is known to push each member to perform at his or her highest level and thus members may be heavily motivated to participate in PAs. Research has shown that the PA must have a positive purpose and employees must be participants in the PA if they are to improve their job performance. (Vasset et al, 2012) Job satisfaction is known to emerge from a variety of factors, including characteristics of the organizational environment, specific features of the job, human resource practices, PA and the personal characteristics of the employee. Job satisfaction has been widely researched by the terms of its determinants, and its predictive power. Important and recurring questions in organizational science are why employees perform well in their jobs and why they are satisfied with their jobs. Research suggests that employees' job satisfaction depend on their goal orientations (Farr, Hoftmann and Renginbach, 1993). Performance oriented individuals tend to believe that working hard does not lead to performance improvement. In their view, working hard indicates low competence, and those who perform poorly do not have the attributes necessary to do well in their jobs (Dweck, 1999). Job performance is a broad and complex construct comprising two fundamentally different aspects, namely, in role job performance mandated by an organization and more spontaneous innovative work behaviours. (Katz, 1964). In role job performance can be defined as actions specified and required by an employees' job description and thus, mandated, appraised and rewarded by an employing organization. A performance goal reflects the desire to demonstrate superior competence to others. As such, employees with performance orientation tend to perceive in role job requirements as competitive standards that motivate them to exert effort in order to outperform others and to obtain favourable competency judgements from their organization's appraisal and reward systems. Researchers have noted that job satisfaction is directly related to employee turnover, retention rates, absenteeism and indirectly to job performance and

productivity (Shore, Newton et al, 1990). Higher job satisfaction has been linked with employees who are able to exercise autonomy (Sekharan, 1989) and with those who have a higher level of job involvement. The relationship between job satisfaction and job performance has been the concern of many studies. Job satisfaction refers to the employee's pleasurable or positive emotional state as a result of appraisal of one's job and job experience (Bartlett&Keng, 2004, Schmidt, 2007). For the long term effectiveness of the organizational system employees' satisfactory perceptions towards PAs are important. (Largenecker&Nykodym ,1996). If employees are not satisfied with PAs, they will not see the added value (Beaty, 1984). Some other studies suggested that appraisal satisfaction is a key factor leading to job satisfaction (Murphy and Cleveland, 1995). Satisfaction deals with such issues as employees evaluating timeliness, accuracy, goal setting procedures and feedback mechanisms (Dobbins, Candy and Plat-Vieno 1990). Addressing the concern of the use a Performance Appraisal, Longenekar, Sims and Gioia summarise as —the main concern is how best to use the appraisal process to motivate and reward subordinates (1987, p 191).It is assumed that the PA process involves a series of behaviours during which the appraiser observes, stores and when necessary, recalls and integrates appraisee behaviour. (Wexley, Klimoxi, 1984). Current PA practices tend to work better in terms of affective and behaviour outcome i.e people are more satisfied with PA events and PA behaviours are more positive and functional when the job of the person being appraised has well specified duties and priorities (Reznick and Mehrman, 1981) The relationship between performance appraisal and satisfaction and work performance was both mediated and moderated by employees' intrinsic work motivation. Victor Y. Hanies (2004) published an article in Canadian Journal of Administrative Sciences. According to him organizations increasingly view performance management as a key system that can promote and sustain initiatives such as speed to market, business performance expectations, feedback, and reward systems to people requirements, performance management may foster employee behaviours that are consistent with emerging business opportunities and the need for strategic and operational effectiveness.

### **Objectives of the study**

1. To analyse the opinions of respondents on the performance appraisal system in selected IT firms in Visakhapatnam city.

### **Hypothesis of the study**

1. There is no significant relationship between respondents' opinion on performance appraisal system in the organisation and designation of the employee.

2. There is no significant association between respondent's opinion on performance appraisal system in the organization among designation, age, and experience of the respondent

### **Methodology**

In pursuance of the above mentioned objective and the hypotheses, the following methodology was adopted for conducting the study. The study is an empirical one based on both primary and secondary data.

### **Primary data**

The primary data for the study is collected by using a questionnaire for employees. The aspects on which the data are sought to be collected from the sample respondents include socio-economic status of the respondents, respondents' opinion on performance appraisal system in selected IT firms in Visakhapatnam.

### **Secondary data**

The secondary data has been drawn from various publications and also from personal discussions with the officials, Internet, Published and Un-published theses, ASSOCHAM (Associated Chamber of Commerce and Industry of India), etc., Research studies conducted in related areas in different universities, books and journals dealing with the subject and various reports published by agencies working in this field.

### **Sampling**

Employees working in IT firms in Visakhapatnam city have been taken into consideration for the present study. A total 300 sample respondents have been chosen by using convenience random sampling technique.

### **Statistical Tools Used**

The primary data have been interpreted with the help of simple statistical tools such as percentages, Chi-square test of significance and ANOVA are administered.

### **Results and discussions**

Socio-economic background of the respondents is presented below. It is observed that majority of the respondents (i.e., 71.7 per cent) are male and the remaining 28.3 per cent of the respondents are female.

Majority of the respondents are belonging to the age group of 26-35 years. In fact demand for young and dynamic workers is needed to these businesses because they have to work long hours in front of computers.

The employers are giving preference to the married people because of their work experience and patience. At the same time, they may have some commitments and thus, they can concentrate more in discharging duties. It is proved in the present study majority of 54.3 per cent of the respondents are married and possessing experience in the profession.

Most of the respondents are graduates and post graduates. It may be noted that a least respondents are diploma holders.

It is inferred that most of the respondents association with the present organisation is between 1-3 years only. Now a days most of them are frequently changing their jobs because of long working hours and low salary.

It is revealed that out of the total 300 sample respondents most of the respondents (i.e., 38.7%) total work experience is more than 5 years, followed by 32.3 per cent of the respondents are having 1-3 years of experience, 18.3 per cent of the respondents are having 3-5 years of experience, 8.3 per cent of the respondents are having 6 months to one year experience and a least percentage of 2.3 per cent of the respondents are having less than 6 months of total work experience.

Majority of 46.7 per cent of the respondents' income is between 25, 001-50,000, followed by 30.7 per cent of the respondents income is 10, 001-25,000, 18 per cent of the respondents income is 50, 001-1,00,000, 3.3 per cent of the respondents income is above 1 lakh, and the remaining 1.3 per cent of the respondents income is below 10, 000.

Most of the respondents are appraised by 360 degree method and rating scale method. It is to be noted that none of the officer/manager, supervisor, team leader, technical staff and administrative support staff was appraised by check list method. Now a days most of the organisations are using rating scale method (like 5 point scale and 10 point scale).

**Table 1 Respondents' opinion on performance appraisal system in the organisation**

S.No	Variable	Particulars	No. of Respondents	Per cent
1	Respondents' opinion on satisfaction of present performance appraisal system in the organization	Yes	252	84.0
		No	48	16.0
		Total	300	100.0
2	Respondents' opinion on performance appraisal leads to identification of hidden potential of the employee	Yes	257	85.7
		No	43	14.3
		Total	300	100.0

Table 1 presents about respondents' opinion on performance appraisal system in the organisation, it is observed that a highest majority of 84 per cent of the respondents are satisfied with the present performance appraisal system in the organisation and the remaining 16 per cent of the respondents are not satisfied with the present appraisal system. It is to be noted that out of 21.7 per cent of administrative supportive staff 6 per cent of the respondents are not satisfied with the present appraisal followed in the organisation.

Out of 300 total sample respondents a whopping percentage of 85.7 per cent of the respondents are opined that performance appraisal leads to identification of hidden potential of the employee and the remaining 14.3 per cent of the respondents are opined that performance appraisal not to lead to identification of hidden potential of the employee.

**Table 2 Chi-square results for respondents' opinion on performance appraisal system in the organisation with designation of the employee**

S.No	Variable	Chi-square value	P-value	Significance
1	Method of appraisal system is followed in the organization	75.264	.000*	Significant
2	Respondents' opinion on satisfaction of present performance appraisal system in the organization	14.188	.028#	Significant
3	Respondents' opinion on performance appraisal leads to identification of hidden potential of the employee	17.195	.009*	Significant
4	Respondents' opinion on performance appraisal system adopted by the company is able to gauge the real performance of employees	100.720	.000*	Significant
5	Respondents' opinion on Performance appraisal shows the areas a person needs improvement	90.230	.000*	Significant
6	Respondents' opinion on performance appraisal is helpful for the management to provide employee counselling	76.435	.000*	Significant
7	Respondents' opinion on performance appraisal provides an opportunity for self-review and reflections	38.879	.028#	Significant
8	Respondents' opinion on performance Appraisal differentiates performers & non-performers	85.478	.000*	Significant
9	Respondent's opinion on honest feedback	64.536	.000*	Significant
10	Respondent's opinion on opportunity for formal communication between management and the employees	101.179	.000*	Significant
11	Respondent's opinion on evaluate employees' performance and decision support system	73.619	.000*	Significant
12	Respondent's opinion on appraisal system helps to discover the Potential in Employees	80.641	.000*	Significant
13	Appraisal system helps to win cooperation and teamwork between superior and subordinate through performance review discussions	92.731	.000*	Significant
14	Performance appraisal is helpful to sort out grievances and interdisciplinary activities	83.813	.000*	Significant
15	Employees are given chance to comment on what they have been appraised	44.787	.006*	Significant
16	Appraisal system provides an opportunity for each appraisee to express his developmental needs	56.698	.000*	Significant
17	Appraisal system helps to rectify performance deficiencies and to set new standards of work	56.442	.000*	Significant

\* Significant @ 1% level, # Significant @ 5% level

Table no. 2 reveals the chi-square results of respondents' opinion on performance appraisal system in the organisation with designation of the employee. The calculated chi-square value for method of appraisal system is followed in the organization is 75.264 and corresponding P-value is .000, performance appraisal leads to identification of hidden potential of the employee is 17.195 and corresponding P-value is .009, respondents' opinion

on performance appraisal system adopted by the company is able to gauge the real performance of employees is 100.720 and corresponding P-value is .000, performance appraisal shows the areas a person needs improvement is 90.230 and corresponding P-value is .000, performance appraisal is helpful for the management to provide employee counselling is 76.435 and corresponding P-value is .000, performance appraisal differentiates performers & non-performers is 85.478 and corresponding P-value is .000, honest feedback is 64.536 and corresponding P-value is .000, opportunity for formal communication between management and the employees is 101.179 and corresponding P-value is .000, evaluate employees' performance and decision support system is 73.619 and corresponding P-value is .000, respondent's opinion on appraisal system helps to discover the potential in employees is 80.641 and corresponding P-value is .000, appraisal system helps to win cooperation and teamwork between superior and subordinate through performance review discussions is 92.731 and corresponding P-value is .000, performance appraisal is helpful to sort out grievances and interdisciplinary activities is 83.813 and corresponding P-value is .000, employees are given chance to comment on what they have been appraised is 44.787 and corresponding P-value is .006, appraisal system provides an opportunity for each appraisee to express his developmental needs is 56.698 and corresponding P-value is .000 and appraisal system helps to rectify performance deficiencies and to set new standards of work is 56.442 and corresponding P-value is .000 are found significant at 1% level of significance and the remaining variables such as satisfaction of present performance appraisal system in the organization is 14.188 and corresponding P-value is .028 and performance appraisal provides an opportunity for self-review and reflection is 38.879 and corresponding P-value is .028 found significant at 5% level of significance, hence, the above hypotheses are rejected and both the variables are dependent to each other. Hence, there is a significant relation between employee designation and respondents' opinion on performance appraisal system in the organisation.

**Table 3 Thef-test results of respondent’s opinion on performance appraisal system in the organization among designation, age, and experience of the respondent**

S.No	Variable		F-value	P-value
1	Respondents’ opinion on performance appraisal system adopted by the company is able to gauge the real performance of employees	Designation	11.558	.000*
		Age	5.809	.001*
		Experience	6.834	.000*
2	Respondents’ opinion on Performance appraisal shows the areas a person needs improvement	Designation	9.709	.000*
		Age	7.111	.000*
		Experience	5.411	.000*
3	Respondents’ opinion on performance appraisal is helpful for the management to provide employee counselling	Designation	3.730	.001*
		Age	3.690	.012#
		Experience	5.667	.000*
4	Respondents’ opinion on performance appraisal provides an opportunity for self-review and reflections	Designation	3.049	.007*
		Age	3.656	.013#
		Experience	3.308	.011#
5	Respondents’ opinion on performance Appraisal differentiates performers & non-performers	Designation	6.111	.000*
		Age	2.109	.099
		Experience	5.048	.001*
6	Respondent’s opinion on honest feedback	Designation	4.129	.001*
		Age	2.948	.033#
		Experience	1.708	.148
7	Respondent’s opinion on opportunity for formal communication between management and the employees	Designation	6.087	.000*
		Age	2.588	.053
		Experience	8.986	.000*
8	Respondent’s opinion on evaluate employees’ performance and decision support system	Designation	6.513	.000*
		Age	6.145	.000*
		Experience	.824	.510
9	Respondent’s opinion on appraisal system helps to discover the Potential in Employees	Designation	3.865	.001*
		Age	.336	.799
		Experience	1.665	.158
10	Appraisal system helps to win cooperation and teamwork between superior and subordinate through performance review discussions	Designation	14.003	.000*
		Age	4.495	.004*
		Experience	3.598	.007*
11	Performance appraisal is helpful to sort out grievances and interdisciplinary activities	Designation	5.929	.000*
		Age	3.610	.014#
		Experience	1.135	.340
12	Employees are given chance to comment on what they have been appraised	Designation	4.696	.000*
		Age	.094	.964
		Experience	3.542	.008*
13	Appraisal system provides an opportunity for each appraisee to express his developmental needs	Designation	5.294	.000*
		Age	1.779	.151
		Experience	5.977	.000*
14	Appraisal system helps to rectify performance deficiencies and to set new standards of work	Designation	4.234	.000*
		Age	4.247	.006*
		Experience	2.374	.052

\* Significant @ 1% level, # Significant @ 5% level

The f-test results of respondent’s opinion on performance appraisal system in the organization among designation, age, and experience of the respondent is illustrated in table no.3. Regarding respondents’ opinion on performance appraisal system adopted by the company is able to gauge the real performance of employees, the F-values for designation is 11.558, age is 5.809 and experience is 6.834 are found significant at 1% level of significance, because the P-value is less than 0.01. Hence, the hypotheses are rejected. Therefore, there is a significant difference in respondent’s opinion on performance appraisal system adopted by

the company is able to gauge the real performance of employee and designation, age, and experience of the respondent.

For respondents' opinion on performance appraisal shows the areas a person needs improvement the F-values for designation of the respondent, age of respondent and experience of the respondent i.e., 9.709, 7.111, and 5.411 respectively are found significant at 1% level of significance, because the P-value is less than 0.01. Hence, the hypotheses are rejected. Therefore, there is a significant difference in respondent's opinion on performance appraisal shows the areas in which a person needs improvement among designation, age, and experience of the respondent.

Respondents' opinion on performance appraisal is helpful for the management to provide employee counselling the F-values for designation of the respondent, and experience of the respondent i.e., 3.730, and 5.667 respectively are found significant at 1% level of significance, because the P-value is less than 0.01 and age of the respondent F-value is 3.690 is found significant at 5% level of significance. Hence, the hypotheses are rejected. Therefore, there is a significant difference in respondent's opinion on respondents' opinion on performance appraisal is helpful for the management to provide employee counselling and designation, age, and experience of the respondent.

Performance appraisal provides an opportunity for self-review and reflections the F-values for designation of the respondent, and experience of the respondent i.e., 3.049 are found significant at 1% level of significance, because the P-value is less than 0.01 and age and experience of the respondent F-values are 3.656 and 3.308 respectively are found significant at 5% level of significance, because the P-value is less than 0.05. Hence, the hypotheses are rejected. Therefore, there is a significant difference in performance appraisal provides an opportunity for self-review and reflections and designation, age, and experience of the respondent.

Performance appraisal differentiates performers & non-performers the F-values for designation of the respondent, and experience of the respondent i.e., 6.111, and 5.048 respectively. It is found significant at 1% level of significance, because the P-value is less than 0.01. Hence, the hypotheses are rejected. Therefore, there is a significant difference between the performance appraisal differentiates performers & non-performers and designation, and experience of the respondent and the F-value for age of the respondent (i.e., 2.109) is found insignificant, because the P-value is greater than 0.05. Hence, the

hypothesis is accepted, therefore, there is no significant difference between the performance appraisal differentiates performers & non-performers and age of the respondent.

Respondent's opinion on honest feedback the F-value for designation of the respondent, i.e., 4.129. It is found significant at 1% level of significance, because the P-value is less than 0.01. Hence, the hypothesis is rejected. Therefore the above analysis indicates that there is a significant difference between the respondent's opinion on honest feedback and designation of the respondent. For age of the respondent the F-value is 4.129. It is found significant at 5% level of significance, because the P-value is less than 0.05. Hence, the hypothesis is rejected. Therefore the above analysis indicates that there is a significant difference between the respondent's opinion on honest feedback and age of the respondent. The f-value for the experience of the respondent (i.e., 1.708) is found insignificant, because the P-value is greater than 0.05. Hence, the hypothesis is accepted, therefore there is no significant difference between the respondent's opinion on honest feedback and experience of the respondent.

Opportunity for formal communication between management and the employees the F-values for designation of the respondent and experience of the respondent are 6.087 and 8.986 respectively. It is found significant at 1% level of significance, because the P-value is less than 0.01. Hence, the hypothesis is rejected. Therefore the above analysis indicates that there is a significant difference between the opportunity for formal communication between management and the employees and designation, and experience of the respondent and the F-value for the age of the respondent (i.e., 2.588) is found insignificant, because the P-value (0.53) is greater than 0.05. Hence, the hypothesis is accepted, therefore, there is no significant difference between the opportunity for formal communication between management and the employees and age of the respondent.

F-values for designation of the respondent and age of the respondent are 6.513, and 6.145 respectively. It is found significant at 1% level of significance, because the P-value (0.000) is less than 0.01. Hence, the hypothesis is rejected. Therefore the above analysis indicates that there is a significant difference between the evaluate employees performance and decision support system and designation and age of the respondent and the F-value for the experience of the respondent (i.e., 0.824) is found insignificant, because the P-value (0.530) is greater than 0.05. Hence, the hypothesis is accepted, therefore there is no significant difference between the evaluate employees performance and decision support system and experience of the respondent.

F-value for designation of the respondent is 3.865. It is found significant at 1% level of significance, because the P-value (0.000) is less than 0.01. Hence, the hypothesis is rejected. Therefore the above analysis indicates that there is a significant difference between the appraisal system helps to discover the potential in employees and designation of the respondent and the F-values for the age and experience of the respondent (i.e., 0.336 and 1.665 respectively) are found insignificant, because the P-value (0.799 and 0.158 respectively) is greater than 0.05. Hence, the hypothesis is accepted, therefore there is no significant difference between the appraisal system helps to discover the potential in employees and experience of the respondent.

F-values for designation, age and experience of the respondent are 14.003, 4.495 and 3.598 respectively. It is found significant at 1% level of significance, because the P-values (0.000, 0.004 and 0.007 respectively) are less than 0.01. Hence, the hypothesis is rejected. Therefore the above analysis indicates that there is a significant difference between the appraisal system helps to win cooperation and teamwork between superior and subordinate through performance review discussions and designation, age and experience of the respondent

F-value for designation of the respondent is 5.929. It is found significant at 1% level of significance, because the P-value (0.000) is less than 0.01. Hence, the hypothesis is rejected. Therefore the above analysis indicates that there is a significant difference between the performance appraisal is helpful to sort out grievances and interdisciplinary activities and designation of the respondent, F-value for age of the respondent i.e., 3.610. It is found significant at 5% level of significance, because the P-value (0.014) is less than 0.05. Hence, the hypothesis is rejected. Therefore the above analysis indicates that there is a significant difference between the performance appraisal is helpful to sort out grievances and interdisciplinary activities and designation of the respondent, and the F-value for the experience of the respondent (i.e., 1.135) is found insignificant, because the P-value (0.340) is greater than 0.05. Hence, the hypothesis is accepted, therefore there is no significant difference between the performance appraisal is helpful to sort out grievances and interdisciplinary activities and experience of the respondent.

F-values for designation and experience of the respondent are 4.696 and 3.542 respectively. It is found significant at 1% level of significance, because the P-value (0.000 and 0.008 respectively) is less than 0.01. Hence, the hypothesis is rejected. Therefore the above analysis indicates that there is a significant difference between the employees are

given chance to comment on what they have been appraised and designation and experience of the respondent, and the F-value for the age of the respondent (i.e., 0.094) is found insignificant, because the P-value (0.964) is greater than 0.05. Hence, the hypothesis is accepted, therefore there is no significant difference between the employees are given chance to comment on what they have been appraised and age of the respondent.

F-values for designation and experience of the respondent are 5.294 and 5.977 respectively. It is found significant at 1% level of significance, because the P-value (0.000 and 0.000 respectively) is less than 0.01. Hence, the hypothesis is rejected. Therefore the above analysis indicates that there is a significant difference between the appraisal system provides an opportunity for each appraisal to express his developmental needs and designation and experience of the respondent, and the F-value for the age of the respondent (i.e., 1.779) is found insignificant, because the P-value (0.151) is greater than 0.05. Hence, the hypothesis is accepted, therefore there is no significant difference between the appraisal system provides an opportunity for each appraisal to express his developmental needs and age of the respondent.

F-values for designation and age of the respondent are 4.234 and 4.237 respectively. It is found significant at 1% level of significance, because the P-values (0.000 and 0.006 respectively) are less than 0.01. Hence, the hypothesis is rejected. Therefore the above analysis indicates that there is a significant difference between the appraisal system helps to rectify performance deficiencies and to set new standards of work and designation and age of the respondent, and the F-value for the experience of the respondent (i.e., 2.374) is found insignificant, because the P-value (0.052) is greater than 0.05. Hence, the hypothesis is accepted, therefore there is no significant difference between the appraisal system helps to rectify performance deficiencies and to set new standards of work and experience of the respondent.

## **Findings**

- ✚ It infers that 84.6 per cent of the respondents are agreed that performance appraisal system adopted by the company is able to gauge the real performance of the employee. Performance appraisal system evaluate the employee performance frequently doing in the organisation then only the employees improve their skill, they will find out in which part there are weak.
- ✚ It can be concluded that a highest majority of 84.4 per cent of the respondents are agreed that performance appraisal shows the areas in which a person need to improve.

- ✚ Nearly 89 per cent of the respondents are agreed that performance appraisal in the organization is helpful to the management to provide employee counselling it will give very good results for the employee as well as organization.
- ✚ It can be concluded that 82.3 per cent of the respondents are agreed that performance appraisal provides an opportunity for self-review and reflections.
- ✚ It is inferred that 67.6 per cent of the respondents are agreed that performance appraisal differentiates between performers & non-performers in the organizations.
- ✚ It may be concluded that 78.3 per cent of the respondents are giving feedback very honestly. It is to be noted that 16.3 per cent of the respondents are not responded.
- ✚ It can be concluded that a whopping percentage of 80 per cent of the respondents are agreed that there is an opportunity for formal communication between management and the employees in the organization.
- ✚ 86.3 per cent of the respondents are agreed that there is a proper evaluation method and decision support system in the organization.
- ✚ It can be concluded that a whopping percentage of nearly 82 per cent of the respondents are agreed that performance appraisal system helps to discover the potential in employees.
- ✚ Majority of 75.4 per cent of the respondents are agreed that performance appraisal system is helps to win cooperation and teamwork between superior and subordinate through performance review discussions.
- ✚ It can be concluded that 64 per cent of the respondents are agreed that the performance appraisal is helpful to sort out grievances and interdisciplinary activities. It is interesting to note that more than one fourth of the respondents are not responded for this they are in neutral.
- ✚ It infers that nearly 67 per cent of the respondents are agreed that management is giving an opportunity to comment on what they have been appraised, and it is interesting to note that one fourth (i.e., 25 per cent) of the respondents are in neutral position they are not responded for this. Some of the technical staff, administrative support staff, software developers and others staff members are not responded for this. They are not getting a chance to comment on what they have been appraised.
- ✚ It can be concluded that 24.7 per cent of the respondents are not responded and majority of 70.7 per cent of the respondents are agreed that the performance appraisal system provides an opportunity for each appraise to express his developmental needs.

- ✚ A whooping percentage of 85.7 per cent of the respondents are agreed that performance appraisal system helps to rectify performance deficiencies and to set new standards of work.

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