PERFORMANCE APPRAISAL AT JINDAL BROTHERS PVT. LTD

A

DISSERTATION PROJECT REPORT

SUBMITTED IN THE PARTIAL FULLFILMENT OF

THE REQUIREMENTS OF ARKA JAIN UNIVERSITY

For the award of the degree of

BACHELOR OF BUSINESS ADMINISTRATION

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Submitted By:

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Estd. Under Jharkhand State Private University Act

CERTIFICATE OF APPROVAL

This dissertation report of 'ISHA KUMARI' titled "PERFORMANCE APPRAISAL AT JINDAL BROTHERS PVT.LTD" is approved in quality and from and has been found to be fit for the Partial Fulfilment of the requirement of ARKA JAIN University for the award of the degree of Bachelor of Business Administration.

Approval of the   Approval of the Dean

Programme Coordinator,   School of Commerce and

Dept of B.B.A   Management,

School of Commerce and   ARKA JAIN University

Management,

ARKA JAIN University

Approval of the External

Examiner

CERTIFICATE FROM THE FACULTY MENTOR

This is to certify that ISHA KUMARI, AJU/00131/17 a student of BBA (2017-2020), has undertaken the Dissertation Project titled "PERFORMANCE APPRAISA AT JINDAL BROTHERS PVT.LTD", for the partial fulfilment of the requirement of ARKA JAIN UNIVERSITY for the award of the degree of Bachelor of Business Administration, under my supervision.

To the best of my knowledge, this project is the record of authentic work carried out during the academic year (2017-2020) and has not been submitted anywhere else for the award of any Certificate/ Degree/ Diploma etc.

Signature of the Faculty Mentor

Name of the Faculty Mentor

Designation of the Faculty Mentor

DECLARATION BY THE STUDENT

I, **ISHA KUMARI**, hereby declare that the project titled "**PERFORMANCE APPRAISAL AT JINDAL BROTHERS PVT.LTD.**" has been carried out by me during my dissertation and is hereby submitted in the partial fulfilment of the requirement of ARKA JAIN University, Jamshedpur and it has not been submitted elsewhere for the award of any Certificate/Diploma/Degree etc.

Signature of the Student

ISHA KUMARI

AJU/00131/17

B.B.B.2017-2020

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Specially, I would also like to give my special thanks to my parents whose blessings and live enabled me to complete this work properly as well.

ISHA KUMARI

AJU/00131/17

B.B.A.-2017-2020

TABLE OF CONTENT

CHAPTER 1: EXECUTIVE SUMMARY

Human Resource Management focuses on the most key element of the organization. There are several resources needed by the organization but most effective one is the human resources. Human resources functions are broadly recognized by all organization, among these important functions performance appraisal is a remarkable one. The report of the dissertation has been titled **"PERFORMANCE APPRAISAL AT JINDAL BROTHERS PVT. LTD"** The study basically based on the study of employee's performance appraisal.

Literally, performance appraisal, performance assessment and performance management, all the term refer to the process of comparing the actual performance with the relative standards, here employees performances are evaluated to determine the extent to which employees performances contribute to strategize organization goals.

Objective- our goal was to find out an employee's strengths and weaknesses in terms of job, give feedback on performance to employees, identify employee training needs, facilitate communication between employees and administration, provide the opportunity for organizational diagnosis and development in the company Jindal Brothers PVT LTD.

On the basis of feedback final graph are prepared and analysis is done by the pie chart. By this survey we can catch problems that are in company.

The report has been a means of significance, because it has contained so many dimensions including; describing the key areas of assessment with relevant criticism and some realistic recommendations based on descriptive assumptions.

The project gives us information about the employee's performance appraisal in the company so that a company can improve it. Throughout the project it becomes easy to interpret the condition and to take the right decisions.

CHAPTER 2: INTRODUCTION

PERFORMANCE APPRAISAL:-

A performance appraisal is a regular review of an employee's job performance and overall contribution to a company. Also known as an annual review, performance review or evaluation, or employee appraisal, a performance appraisal evaluates an employee's skills, achievements, and growth-or lack thereof. Companies use performance appraisals to give employees big picture feedback on their work and to justify pay increases and bonuses, as well as termination decision. They can be conducted at any given time but tend to be annual, semi-annual, or quarterly.

TYPES OF PERFORMANCE APPRAISAL ARE AS FOLLOWS-

1. 360 degree feedback

2. Management by objectives (MOB)

3. Assessment centre method

4. Human resources accounting method

5. Behaviorally anchored rating scale (BARS)

6. Psychological appraisal

CHAPTER 3: REVIEW OF LITERATURE

PERFORMANCE APPRAISAL AND MANAGEMAENT

Journal of Performance Appraisal techniques November 4, 2001-Vol.1, No. 4PP.418 By Fletcher C

Performance appraisal has widened as a concept and as a set of practices and in the form of performance management has become part of a more strategic approach to integrating HR activities and business policies. As a result of this, the research on the subject has moved beyond the limited confines of measurement issues and accuracy of performance ratings and has begun to focus more of social and motivational aspects of appraisal. This article identifies and discusses a number of themes and trends that together make up the developing research agenda for this field. It breaks these down in terms of contemporary thinking on the content of appraisal and the process of appraisal. This discussion of the context of appraisal concentrates on culture differences and the impact of new technology.

Performance Appraisal as Effective Management or deadly Management Disease

Journal of Performance appraisal Management Jan1,2005- Vol.80, Page18 by Gregory H. Dobbins

Understanding person and system sources of work variation is fundamental to performance appraisal. Two divergent perspectives on this issue, the traditional human resource management view and the statistical process control view are contrasted. Two studies are reported that investigate two specific questions that arise from a broader view of the appraisal process. Results indicate that actual productivity levels far outweigh person or system sources of performance variance in appraisal judgements.

A Contingency Approach to Appraisal Satisfaction

The present study explored the moderating effects of organizational variables on the appraisal characteristic-appraisal satisfaction relationship. Analyses indicated that the appraisal characteristics of action plans, frequency, and rater training were more positively related to appraisal satisfaction when subordinates experienced role conflict, were not closely monitored, and supervisors had a large span of control. The results provide substantial support for conceptualizing appraisal satisfaction as a contingent function of both appraisal characteristics and organizational variables. Implication of the findings for the design of appraisal systems, appraisal effectiveness, and future research are discussed.

CHAPTER 4: PROJECT OBJECTIVES

1. To identify link between performance appraisal with promotion or increment in salary.

2. To understand training needs to increase the future potential.

3. To judge the gap between actual and desired performance.

CHAPTER 5 : RESEARCH METHODOLOGY

RESEARCH DESIGN

- **DATA COLLECTION**- SECONDARY DATA- This secondary data is mainly consists of data and information collected from records, company websites and also discussion with the management of the organization. Secondary data was collected from journals, magazines and books.
- **SAMPLE AREA**-The research was performed in JINDAL BROTHERS Pvt. Ltd.
- **RESEARCH TECHNIQUE**- DESCRIPTIVE RESEARCH- It is also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, where, when and how.

SAMPLE DESIGN

- **SAMPLE SIZE-** Number of the sampling units selected from the population is called the size of the sample. Sample of 50 respondents were obtained from the population.
- **SAMPLE TECHNIQUE-** SIMPLE RANDOM SAMPLING- A simple random sampling is a subset of a statistical population in which each member of the subset has an equal probability of being chosen. A simple random sampling is meant to be an unbiased representation of a group.

CHAPTER 6 : DATA ANALYUSIS AND INTERPRETATIONION

Data Analysis and interpretation is the process of assigning meaning to the collection information and determining the conclusion, significance and implication of the findings. It is an important and exiting step in the process of research.

The Data Analysis is done on the basis of the table; pie chart and the average of employee's remarks and also the statistical technique were used to analyze the data. This project really helps me to analyze the problem and the methodology adopted to reduce the problems.

HOW TO DO THE ANALYSIS?

- PERCENTAGE
- TABLE
- AVERAGE
- PIE CHART

1. Do you think performance appraisal gives constructive criticism in a friendly positive way?
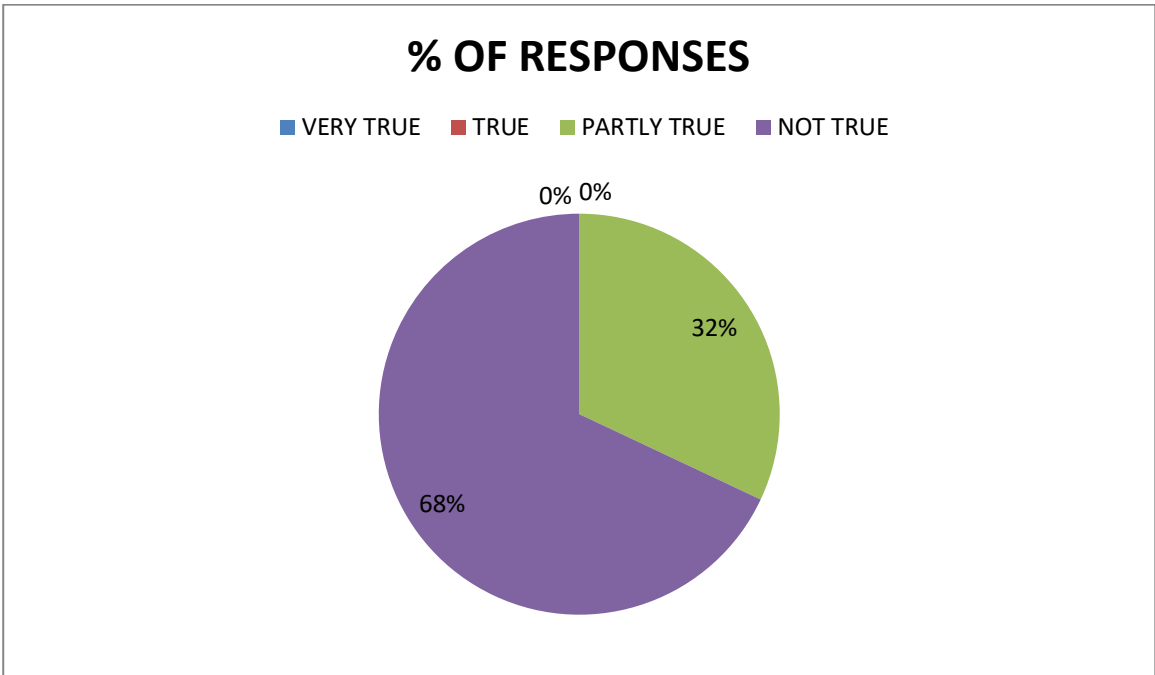
RESPONSE CATEGORY	NO. OF RESPONSES	PERCENTAGE
VERY TRUE	0	0
TRUE	4	8
PARTLY TRUE	9	18
NOT TRUE	37	74

% OF RESPONSES

■ VERY TRUE ■ TRUE ■ PARTLY TRUE ■ NOT TRUE

0%

8%

18%

74%
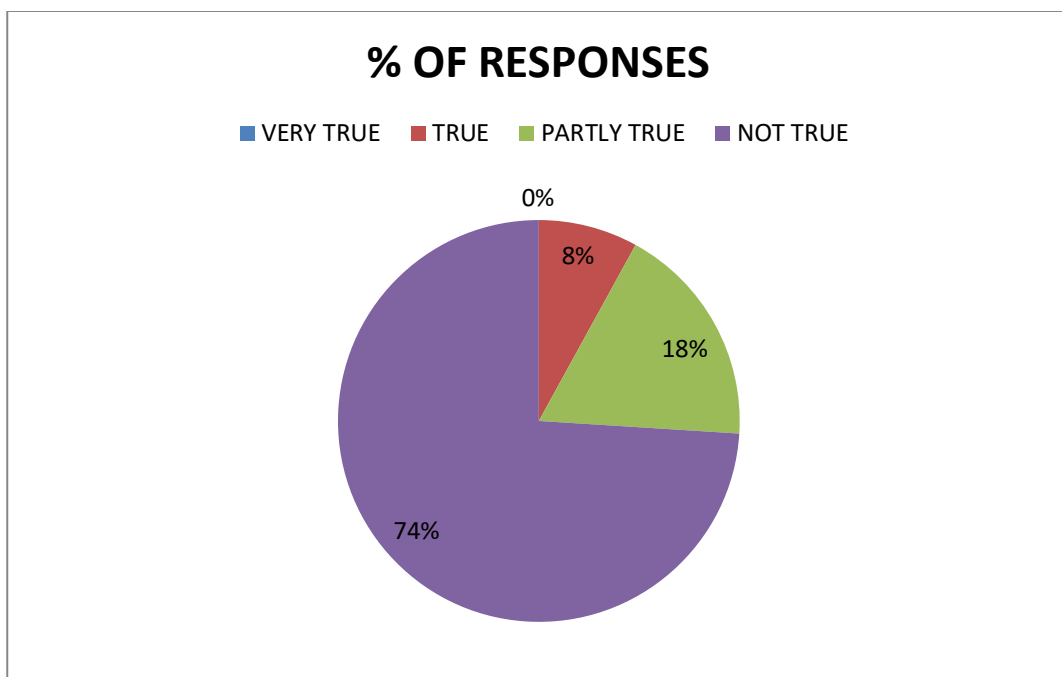
RESULT : 74% of employees found the statement not true only 8% found it true which means that feedback is given rudely.

2. Does feedback from Supervisior, Suppliers, Peers, Customers and self evaluation is given?

RESPONSE CATEGORY	NO. OF RESPONSES	PERCENTAGE
VERY TRUE	0	0
TRUE	0	0
PERTLY TRUE	16	32
NOT TRUE	34	68

% OF RESPONSES

■ VERY TRUE ■ TRUE ■ PARTLY TRUE ■ NOT TRUE

0% 0%

32%

68%

RESULT: 68% Employees say that there is no 360 degree feedback given to the employees for overall fair and biases free feedback.

**3**. Employees regularly receive feedback when actual performance is completed?

RESPONSE CATEGORY	NO. OF RESPONSES	PERCENTAGE
VERY TRUE	0	0
TRUE	8	16
PARTLY TRUE	7	14
NOT TRUE	35	70

% OF RESPONSES

■ 1st Qtr ■ TRUE ■ PARTLY TRUE ■ NOT TRUE

0%

16%

14%

70%
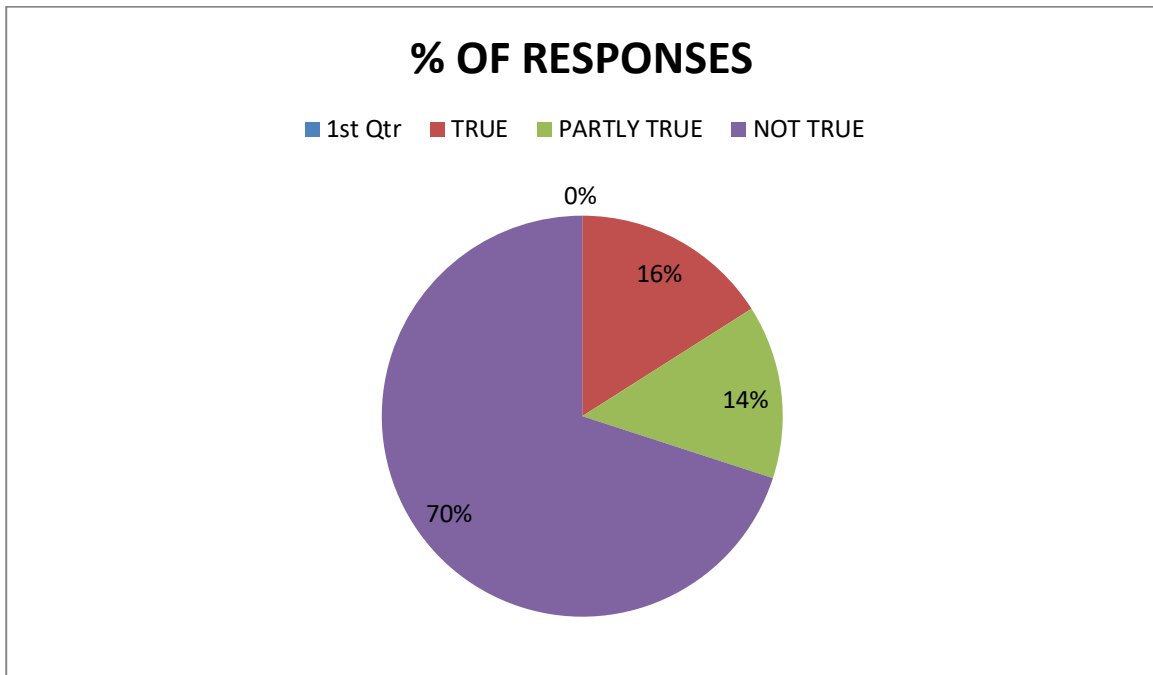
RESULT: 70% of the employees found the statement not true and only 8% found it true which means that there is no regular feedback provided to the employees.

**4**. The appraisal system provides an opportunity for self-review and reflection?

RESPONSE CATEGORY	NO. OF RESPONSES	PERCENTAGE
VERY TRUE	0	0
TRUE	0	0
PARTLY TRUE	13	26
NOT TRUE	37	74

% OF RESPONSES

■ VERY TRUE   ■ TRUE   ■ PARTLY TRUE   ■ NOT TRUE

0% 0%

26%

74%
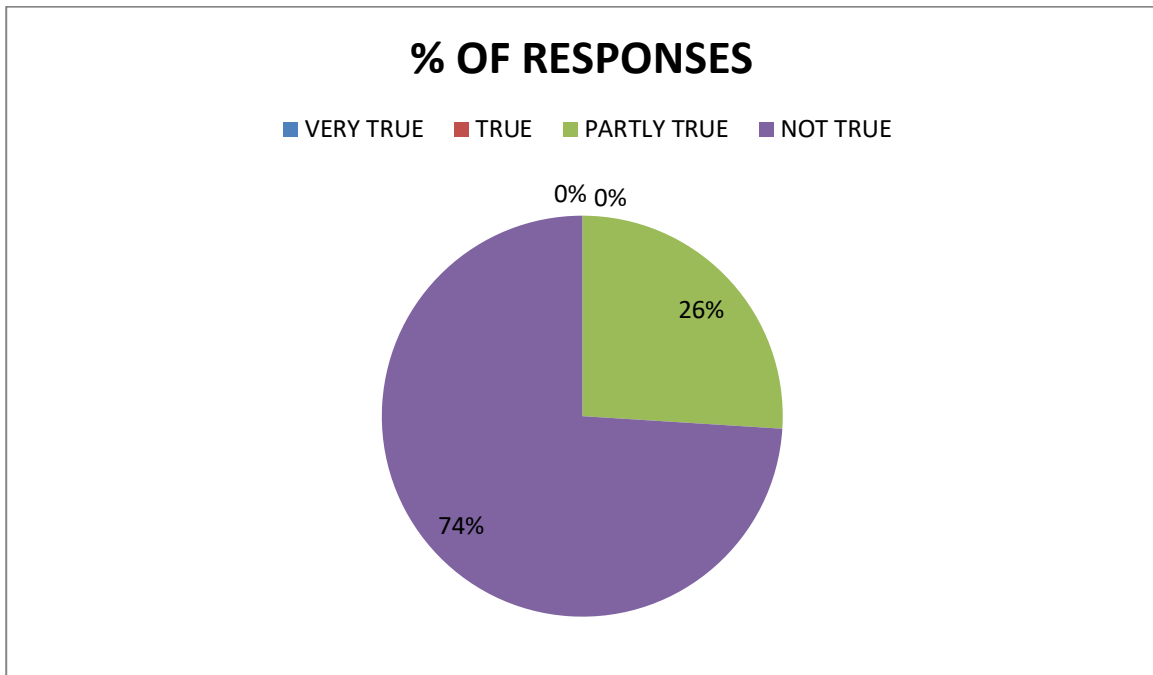
RESULT: 74% Employees say that self appraisal or feedback is not given and 26% partly true and 0% true which is the most important part of 360 degree appraisal system which is very trending now a days in every organization.

**5**. Promotions are based strictly on rewards rather than needs of individual?

RESPONSE CATEGORY	NO. OF RESPONSES	PERCENTAGE
VERY TRUE	0	0
TRUE	4	8
PARTLY TRUE	25	50
NOT TRUE	21	42

% OF RESPONSES

■ VERY TRUE   ■ TRUE   ■ PARTLY TRUE   ■ NOT TRUE

0%

8%

42%

50%
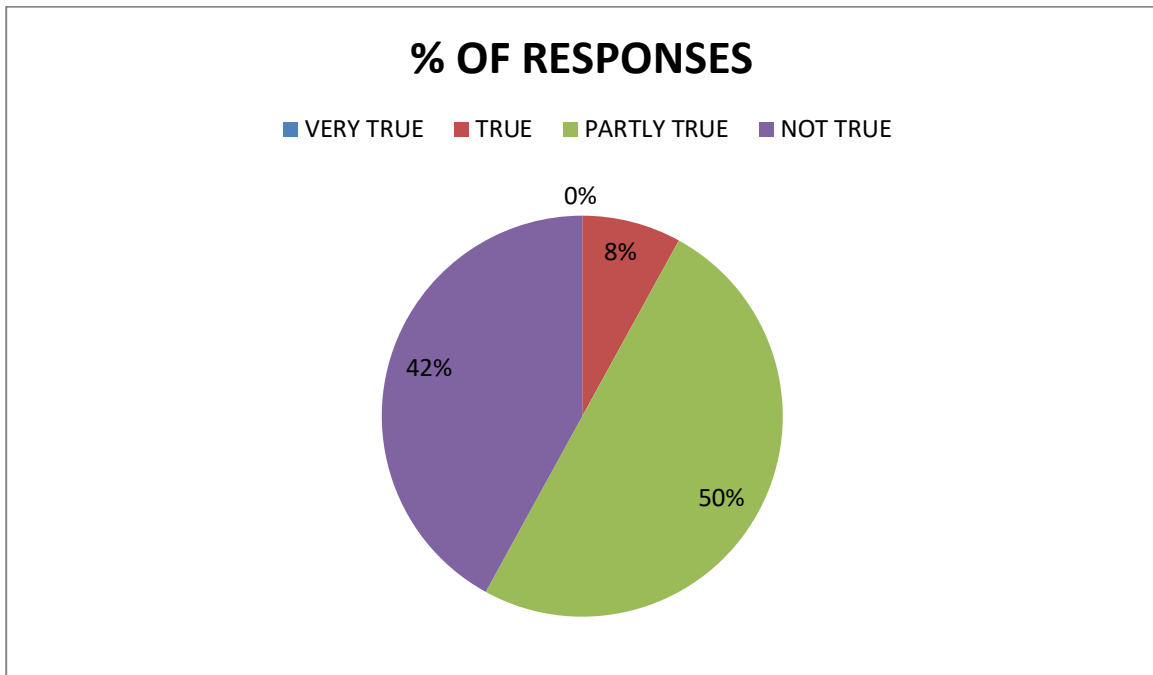
RESULT: 42% Employees says that there is no link between employees better performance with promotion as a reward instead employees find their job very flexible and time based promotion as and when needed by them

**6**. The appraisal system gives each appraise an idea of what is expected of him at the end of the job?

RESPONSE CATEGORY	NO. OF RESPONSES	PERCENTAGE
VERY TRUE	0	0
TRUE	10	20
PARTLY TRUE	26	52
NOT TRUE	14	28
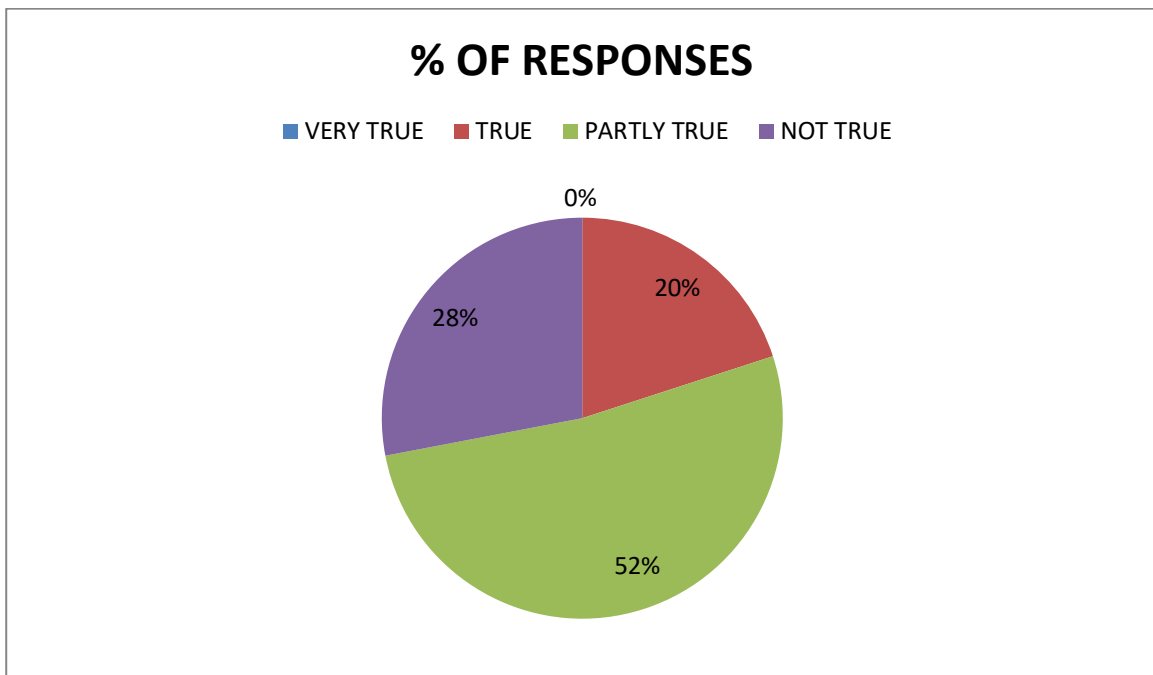
RESULT: 28% of the employee's has no idea of what is expected of them at the end of the job completion and no clear ideas of the accountabilities will he have if the work done is as expected by the organizations.

**7.** Do you receive any increment in your salary after performance appraisal?

RESPONSE CATEGORY	NO. OF RESPONSES	PERCENTAGE
VERY TRUR	0	0
TRUE	2	4
PARTLY TRUE	14	28
NOT TRUE	34	68

% OF RESPONSES

■ VERY TRUE ■ TRUE ■ PARTLY TRUE ■ NOT TRUE
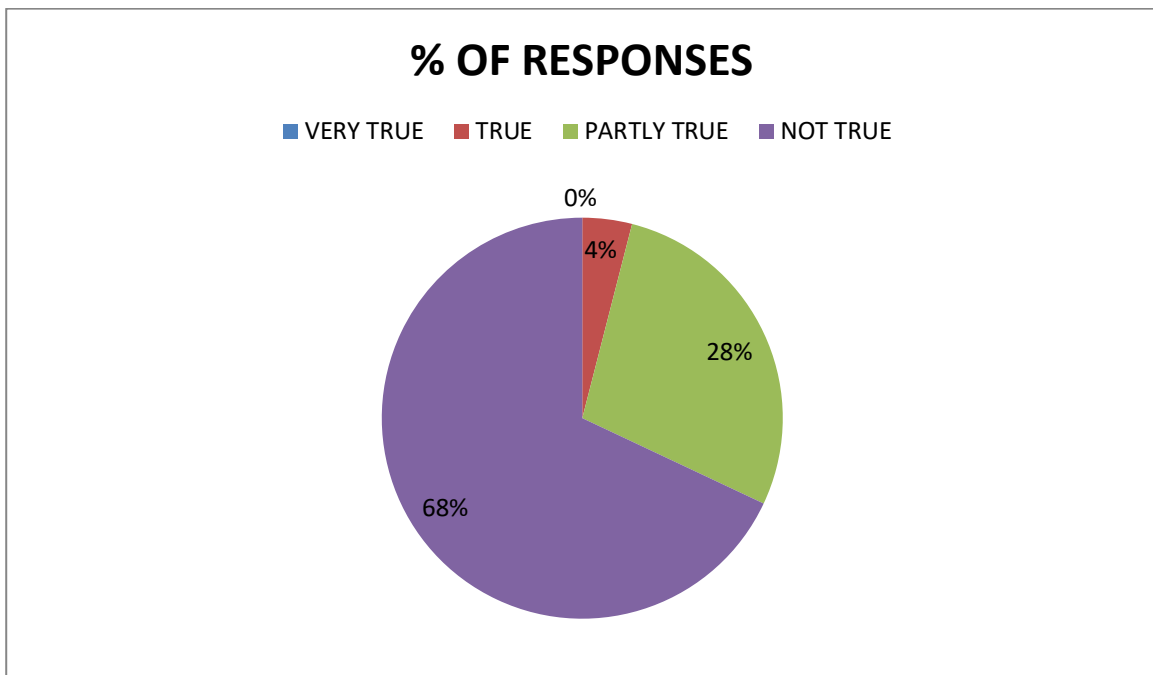
REMARK: 68% employees say that there is no increment in the salary or pay reward.

**8**. The appraisal system brings out the training needs of the employees?

RESPONSE CATEGORY	NO. OF RESPONSES	PERCENTAGE
VERY TRUE	0	0
TRUE	3	6
PARTLY TRUE	22	44
NOT TRUE	25	50
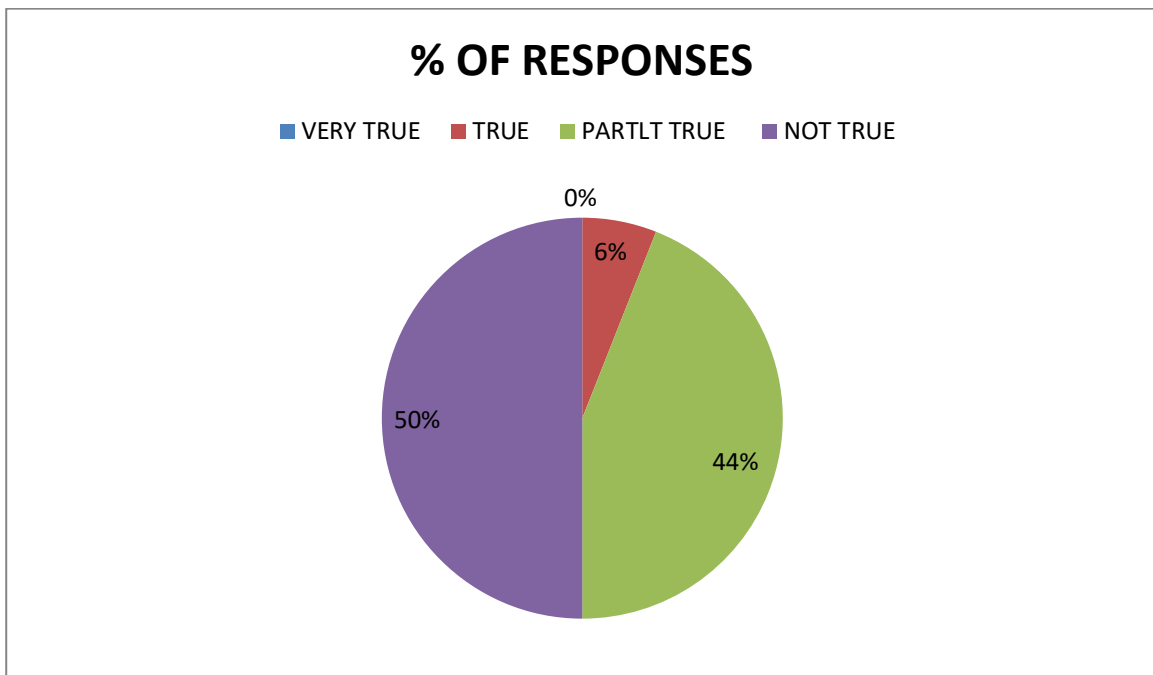
RESULT: 50% of the employees do not get a training for fill the gap arrived in actual result.

**9**. The performance appraisal system clarifies the career prospects?

RESPONSES CATEGORY	NO. OF RESPONSES	PERCENTAGE
VERY TRUE	0	0
TRUE	3	6
PARTLY TRUE	23	46
NOT TRUE	24	48

% OF RESPONSES

■ VERY TRUE ■ TRUE ■ PARTLY TRUE ■ NOT TRUE

0%

6%

48%

46%
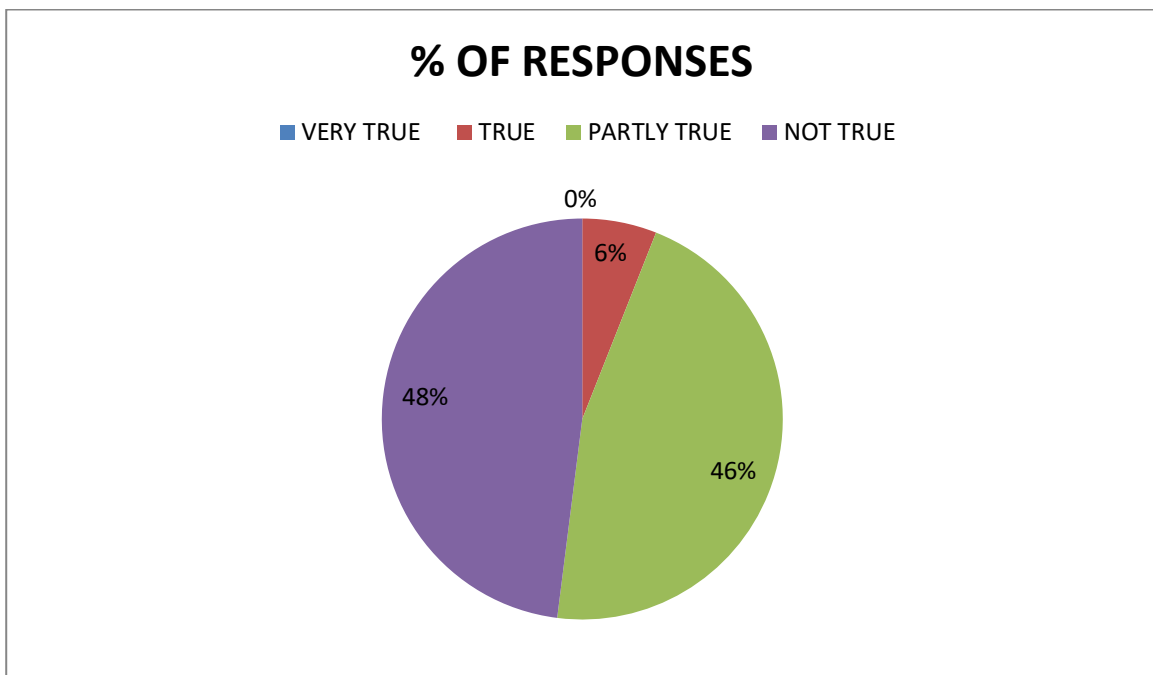
RESULTS: 48% Employees does not have a clear description of career prospects.

10. Individual performance appraisal is done for the employees of organization?

RESPONSE CATEGORY	NO. OF RESPONSES	PERCENTAGE
VERY TRUE	0	0
TRUE	10	20
PARTLY TRUE	4	8
NOT TRUE	36	72

% OF RESPONSES

■ VERY TRUE   ■ TRUE   ■ PARTLY TRUE   ■ NOT TRUE

0%

20%

8%

72%
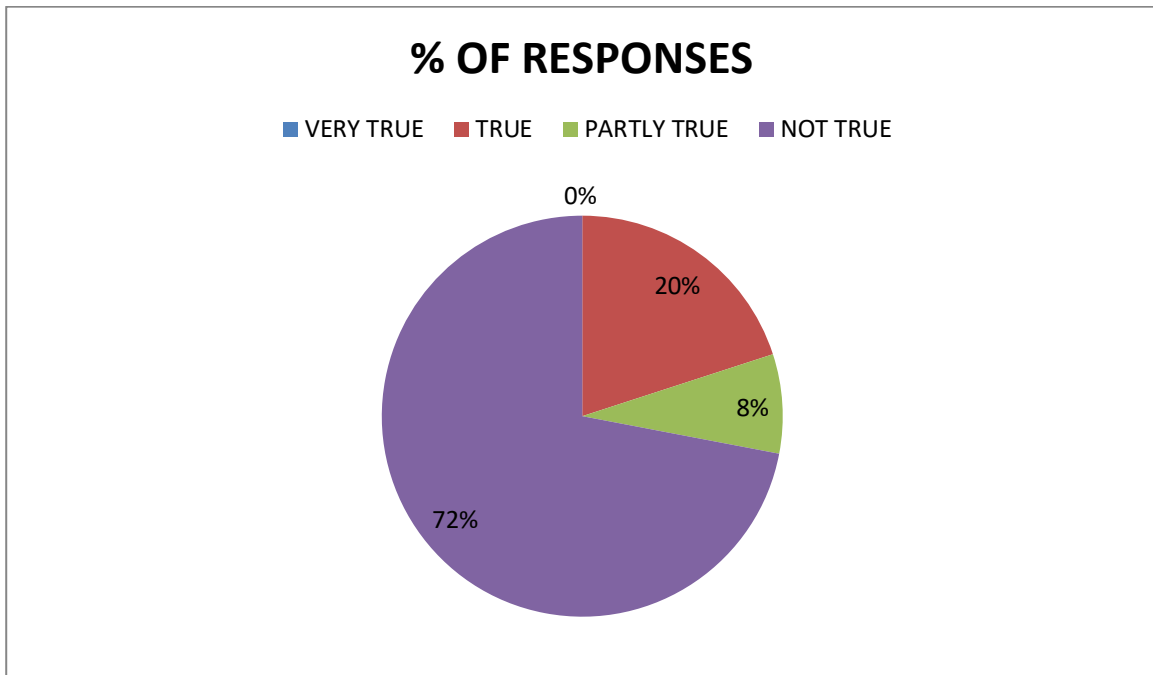
REMARKS: 72% Employees says that the performance appraisal is not done individually.

CHAPTER 7 : FINDINGS

- 74% of employees found the statement not true only 8% found it true which means that feedback is given rudely.
- 68% Employees feels that feedbacks are not given from supervisor, suppliers, peers, customers and self evaluation.
- 70% Employees says that regular feedbacks are not achieved after the work is done.
- 74%Employees says that the appraisal system don't provide an opportunity for self review and reflection.
- 42%Employees find that there is no link between employee's performance with promotion and a reward.
- 28% employees don't have an idea of what is expected of him.
- 68% employees say that there is no increment in the salary after performance appraisal.
- 50% Employees says that there is no training through the appraisal system.
- 48%Employees say that there is no clarification of career prospects.
- 72% Employees says that the performance appraisal is not done individually.

RECOMMENDATIONS

25

- Constructive criticism feedback should be given in a friendly manner as 74% are not experiencing.

- Give 360 degree feedback for performance appraisal as 68% are not experiencing for overall fair & biases free feedback.

- Regular feedback should be given to employees to reduce gap between actual and desired result as 70 % are not getting.

- Self Evaluation should be done which will increase accountability as 74% employees are not experiencing.

- Promotion as a reward should be a part of effective performance appraisal 42% are not receiving.

- Employers and Managers should clear desired and expected results as 28% are unaware of it.

- Performance Appraisal should also be linked with pay reward to motivate employees as 68% are not getting it.

- Training should be given for competencies skill and potential job as 50% employees are lacking in for training from organisation.

- Managers should prioritize career prospects of employees as a good performance appraisal system as 48% are not experiencing the same.

- Performance Appraisal should be done on individually as 72% are not getting it personally for effective performance appraisal.

CHAPTER 8 : CONCLUSION

26

At last I would like to draw my conclusion in the topic Performance Appraisal System. It is one of the crucial issues where employees expect good results which lead to high satisfaction.

A good system of performance appraisal comes out through perfect rating of the employees and their feedback for the given rating.

The employees of Jindal Brothers are not at all satisfied with the current performance appraisal system. From the observation it has be concluded that there are many gaps found in the Jindal Brothers limited accordingly their employees are also not satisfied and happy with the organisation.

Company should strictly take performance appraisal into the long run in the market as satisfied human resources contribute lot to the organisation.

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