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A STUDY OF EFFECT OF PERFORMANCE APPRAISAL ON THE ORGANIZATION AND THE EMPLOYEE IN NIDHI TECHNOLOGIES

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ABSTRACT

Performance Appraisal has been considered as the most significant an indispensable tool for an organization, for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotion and merit increases. Performance measures also link information gathering and decision making processes which provide a basis for judging the effectiveness of personnel sub-divisions such as recruiting, selection, training and compensation. This research will concentrate on examine the effect of the performance appraisal on an individual as well as on the organizations. The sample size of 100 has been chosen from the north Indian states. The data used for the study is primary data collected through the help of questionnaire filled by the samples. The data was evaluated with the help of statistical tools i.e., descriptive statistics, regression, correlation, residual analysis and chi square test. The findings of the research show that there is a noticeable effect of the performance appraisal on the organization as well as on the Individual.

KEYWORDS

Performance Appraisal, Organization, Individual, Regression, Correlation, Residual analysis, Chi square test.

1. INTRODUCTION OF THE STUDY

Performance appraisal is the process of obtaining, analyzing, and recording information about the relative worth of an employee to the organization. Performance appraisal is an analysis of an employee's recent successes and failures, personal strengths and weaknesses, and suitability for promotion or further training. It is also the judgment of an employee's performance in a job based on considerations other than productivity alone. Performance appraisal is a formal structured system of measuring and evaluating an employee's job related behaviors and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee organization and society all benefit.

Performance Appraisal has been considered as the most significant an indispensable tool for an organization, for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotion and merit increases. Performance measures also link information gathering and decision making processes which provide a basis for judging the effectiveness of personnel sub-divisions such as recruiting, selection, training and compensation. Accurate information plays a vital role in the organization as a whole. They help in finding out the weaknesses in the primary areas.

Electronic copy available at: <http://ssrn.com/abstract=1852017>

ADVANTAGES OF PERFORMANCE APPRAISAL

It is said that performance appraisal is an investment for the company which can be justified by following advantages:

Promotion: Performance Appraisal helps the supervisors to chalk out the promotion program's for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.

Compensation: Performance Appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which include bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority.

Employees Development: The systematic procedure of performance appraisal helps the supervisors to frame training policies and programs. It helps to analyze strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programs.

Selection Validation: Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure. The supervisors come to know the validity and thereby the strengths and weaknesses of selection procedure. Future changes in selection methods can be made in this regard.

Communication: For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication can be sought for in the following ways:

- Through performance appraisal, the employers can understand and accept skills of subordinates.
- The subordinates can also understand and create a trust and confidence in superiors.
- It also helps in maintaining cordial and congenial labor management relationship.
- It develops the spirit of work and boosts the morale of employees. All the above factors ensure effective communication.

Motivation: Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future.

Following are the tools used by the organizations for Performance Appraisals of their employees.

- Ranking
- Paired Comparison
- Forced Distribution
- Confidential Report
- Essay Evaluation
- Critical Incident
- Checklists
- Graphic Rating Scale
- BARS
- Forced Choice Method
- MBO
- Field Review Technique
- Performance Test

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The present study will investigate the effect of the performance appraisal on the organizations performance and on the employees of the organizations.

2. OBJECTIVES OF THE STUDY

- To find out the effectiveness of performance appraisal used by the organizations on the performance of the organization.
- To find out the effect of the performance appraisal on the employees.
- To critically evaluate the techniques used by the organizations for the purpose of performance evaluation.

3. REVIEW OF LITRATURE

Performance appraisal is an analysis of an employee's recent successes and failures, personal strengths and weaknesses, and suitability for promotion or further training. Many researchers have conducted research on this topic as given follows.

Number of researchers study the topic of performance appraisal. Eichel and Bender (1984), Levinson (1992) Mbiti (1994), Davis (1995), Edwards & Ewin (1996) Richi (1996), (Wagner and Goffin 1997), Quchi (1997) Strebler (1997); Akinyele and Obamiro (2005), Makiney and Levy (1998) Cascio (1998), Moulder (2001) and Armstrong (2001) did research on performance appraisal in different parts of the world.

Eichel and Bender (1984) study an imperial rater method to evaluate the performance of the members of the official family. Levinson (1992) investigate the importance of the processes of identification of the employee with manager. Mbiti (1994) evaluates the human temperaments as the reasons why we need to appraise employees. (Edwards & Ewin, 1996) study the topic 360 Feedback from multiple sources and its effect. Richi (1996) appraise a skill-based method of performance management. Quchi (1997) evaluates that many companies in Nigeria conduct performance appraisals, regardless of their level of sophistication. Strebler, 1997; Akinyele and Obamiro 2005) study that Performance appraisal has become a key feature of an organization. Makiney and Levy (1998) evaluate the influence of positive and negative information. Cascio (1998) conducts study on performance appraisal as a process to improve employee's work. Moulder (2001) investigate the programs and practices of performance appraisal system for employees. Armstrong (2001), evaluates human resource practices and performance appraisal.

Eichel and Bender (1984) reveals performance evaluations were designed primarily as tools for the organization to use in controlling employees. He states that past performance was used to guide or justify manager His method of appraisal was subjective, which is still common with EPAS in many agencies today (Vroom, 1990). Levinson (1992) conceals that to help the development of the process of identification it is necessary for the manager to also examine his own process and needs of interacting with the subordinates. He also states several barriers which may come in the way of such legitimate process of identification as; lack of time, intolerance, of mistakes, complete rejection of dependency needs repression of rivalry, and unexamined relationship. Mbiti (1994) uncover employee into four major vegetations and rejecters. Mbiti describes vegetations as people who care for nothing except their pay at the end of the month. They have no initiative; they will take the slightest excuse to be off duty; because this gives them pleasures than writing. They require constant supervision without appraising them; they will try to hide amongst others while they do nothing. it reveals that design an acceptable, easy-to-use but reliable appraisal instrument that helps in improvement and employees development. Davis (1995), disclose that performance management is a joint process that involves both the supervisor and the members of staff, who identify common goals, which correlate to the higher goals of the institution, management's actions in dealing with the employee and performance appraisal provided the basis for salary, retention, discharge, or promotional decisions. as used to guide or justify management's actions in dealing with the employee. Davis (1995), finds that If employees are effectively appraised, then the organization will experience increased productivity and improved quality of output and for effective development and utilization of the human talent, performance appraisal plays a key role as it enables an organization to identify objectively the employee's strengths and weaknesses. (Edwards & Ewin, 1996) reveals that feedback from multiple sources, such as superiors, peers, subordinates and others has a more powerful impact on people than information from a single source, such as their immediate supervisor. Employees view performance information from multiple sources as fair, accurate, credible and motivating. They are more likely to be motivated to change their work habits to obtain the esteem of their co-workers than the respect of their supervisors. Richi (1996) disclose that the skill-based management measures skill and tracks and combines them into job that creates a work environment that allows employees to develop the skills they need to meet business goals descriptions, identifies employee skills gaps and then provides resources to upgrade abilities. Quchi (1997) uncover that get policies and procedures manuals and train the entire organization on target setting, monitoring and review, (Wagner and Goffin 1997) unearth "that the comparative rating method was more accurate than the absolute rating method and that the global item type results in considerably greater accuracy with respect to [differential accuracy] and [stereotype accuracy] components but specific items were more advantageous in terms of [differential elevation] and [elevation] accuracy" (p. 99). The results of this experiment suggest that comparing employees against one another will yield a more accurate depiction of ones work than rating employees against a set of standards. Strebler, (1997; Akinyele and Obamiro 2005). Uncover the development of integrated performance management system (PMS) based on a competency framework. Makiney and Levy (1998) gathered a group of volunteers, 120, all of whom have participated in performance reviews in the past. The volunteers were given work habits of employees at a bookstore and were then told to create an initial judgment on the employee in question The results of the experiment were not unexpected. "Negatively discrepant information elicited significantly lower ratings than did positively discrepant information" and "that the additional information more strongly influenced performance judgments when the additional information was provided by the peer of the profiled employee, than when the additional information was provided by the profiled employee himself". Cascio (1998) disclose, it is an inexact, human process that is utilized differently in almost every organization regardless of industry. Moulder (2001) Moulder reveals that appraisals are useful in setting goals and in fostering improved communications among work groups and between employees and supervisors. This study predicts that performance appraisals are valued for defining expectations and measuring the extent to which expectations are met. It states state that appraisals can make clear to employees where they are having success and where they need to improve performance. Armstrong (2001) conceals that performance management provides an integrated and continuous approach to the management of performance thanis provided by traditional performance appraisal schemes. Unlike traditional methods of management by command, performance management is based on the principle of management by agreement. Furthermore, Armstrong (2001) postulates that performance management can provide for an integrated and coherent range of human resource management processes that are mutually supportive and contribute as a whole to increasing organizational effectiveness.

Numerous of studies has been done by the researchers on the topic "performance appraisal, considering various aspects in different areas but no body concentrated on "factors like effective tool for development, co-operation and team work and competition" that I have considered and the present research will concentrate on the above said topic.

4. RESEARCH METHODOLOGY

In this research, we study the effect performance appraisal on the production of the organization as well as on the employees of the organizations. The sample size of 100 has been chosen for the purpose of study. The sample has been chosen from the North India (Chandigarh, Panchkula, Ambala, Amritsar, Sirhind & Ludhiana). The data used for the evaluation is primary data collected through questionnaire filled by the samples.

Following tools are used for data analysis.

The mean is a particularly informative measure of the "central tendency" of the variable if it is reported along with its confidence intervals.

$$\text{Mean} = (\sum X_i) / n$$

Usually we are interested in statistics (such as the mean) from our sample only to the extent to which they can infer information about the population. The confidence intervals for the mean give us a range of values around the mean where we expect the "true" (population) mean is located (with a given level of certainty).

The *standard deviation* is a commonly used measure of variation. The *standard deviation* of a population of values is computed as:

$$s = \sqrt{[\sum (x_i - m)^2 / N]} / 2$$

where

m is the population mean and N is the population size

The sample estimate of the population *standard deviation* is computed as:

$$s = [S(xi-x\text{-bar})^2/(n-1)]^{1/2}$$

where

x-bar is the sample mean and n is the sample size

The *variance* of a population of values is computed as:

$$s^2 = S(xi-m)^2/N$$

where

m is the population mean and N is the population size

The unbiased sample estimate of the population variance is computed as:

$$s^2 = S(xi-x\text{bar})^2/n-1$$

xbar is the sample mean and n is the sample size

Skewness measures the deviation of the distribution from symmetry. If the skewness is clearly different from 0, then that distribution is asymmetrical, while normal distributions are perfectly symmetrical.

$$\text{Skewness} = n \cdot M_3 / [(n-1)(n-2) \cdot s^3]$$

where

M3	is equal to: $S(xi-\text{Mean})^3$
s ³	is the standard deviation (sigma) raised to the third power
n	is the valid number of cases.

Kurtosis measures the "peakedness" of a distribution. If the *kurtosis* is clearly different than 0, then the distribution is either flatter or more peaked than normal; the *kurtosis* of the normal distribution is 0. *Kurtosis* is computed as:

$$\text{Kurtosis} = [n \cdot (n+1) \cdot M_4 - 3 \cdot M_2^2 \cdot (n-1)] / [(n-1) \cdot (n-2) \cdot (n-3) \cdot s^4]$$

where:

M _j	is equal to: $S(xi-\text{Mean})^j$
n	is the valid number of cases
s ⁴	is the standard deviation (sigma) raised to the fourth power

The general purpose of multiple regression is to learn more about the relationship between several independent or predictor variables and a dependent or criterion variable.

A line in a two-dimensional or two-variable space is defined by the equation $Y=a+b \cdot X$; in full text, the Y variable can be expressed in terms of a constant (a) and a slope (b) times the X variable. The constant is also referred to as the intercept, and the slope as the regression coefficient or B coefficient. Multiple regression procedures will estimate a linear equation of the form:

$$Y=a+b_1 \cdot X_1+b_2 \cdot X_2+\dots+b_p \cdot X_p$$

The regression line expresses the best prediction of the dependent variable (Y), given the independent variables (X). However, nature is rarely (if ever) perfectly predictable, and usually there is substantial variation of the observed points around the fitted regression line. The deviation of a particular point from the regression line (its predicted value) is called the residual value.

The *standardized residual value* is the observed minus predicted divided by the square root of the residual mean square.

The *Mahalanobis distance* is the distance of a case from the centroid in the multidimensional space, defined by the correlated independent variables (if the independent variables are uncorrelated, it is the same as the simple Euclidean distance). Thus, this measure provides an indication of whether or not an observation is an outlier with respect to the independent variable values.

The *deleted residual* is the residual value for the respective case, had it not been included in the regression analysis, that is, if one would exclude this case from all computations. If the *deleted residual* differs greatly from the respective standardized residual value, then this case is possibly an outlier because its exclusion changed the regression equation.

Cook's Distance is another measure of impact of the respective case on the regression equation. It indicates the difference between the computed B values and the values one would have obtained, had the respective case been excluded. All distances should be of about equal magnitude; if not, then there is reason to believe that the respective case(s) biased the estimation of the regression coefficients.

Further, chi square test used for check the feasibility of the variables. Chi-square is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis. For example, if, according to Mendel's laws, you expected 10 of 20 offspring from a cross to be male and the actual observed number was 8 males, then you might want to know about the "goodness to fit" between the observed and expected. Were the deviations (differences between observed and expected) the result of chance, or were they due to other factors. How much deviation can occur before you, the investigator, must conclude that something other than chance is at work, causing the observed to differ from the expected? The chi-square test is always testing what scientists call the **null hypothesis**, which states that there is no significant difference between the expected and observed result.

The formula for calculating chi-square (12) is:

$$12= \sum (o-e)^2/e$$

That is, chi-square is the sum of the squared difference between observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

5. FINDINGS & ANALYSIS

1. DESCRIPTIVE STATISTICS

TABLE 5.1

	System	Organization	productivity	contribution	Managing
Mean	4.51	4.95	4.41	4.43	4.45
Median	5.00	4.00	4.00	4.00	4.00
Mode	5	4	4	4	4
Std. Deviation	.503	5.108	.495	.518	.500
Variance	.253	26.089	.245	.269	.250
Skewness	-.021	9.795	.354	.493	.185
Std. Error of Skewness	.243	.243	.243	.243	.243
Kurtosis	-2.041	96.924	-1.914	-1.254	-2.007
Std. Error of Kurtosis	.481	.481	.481	.481	.481

Table 5.1 shows descriptive statistics of all the variables. In table 5.2 we calculated the mean, median , mode, std deviation, variance, skewness, std error of skewness, kurtosis, and std error of kurtosis. From the table 5.1 we can see that the mean for the variable system is 4.51 and median is 5.00 and mode is 5 and std deviation is .503 and variance is .253 , skewness is -.021 , std error of skewness is .243 , kurtosis is -2.041 and std error of kurtosis is .481. And the results for the other variables you can see from the table 5.1

TABLE 5.2

	development	cost	reward	Capabilities	co-ordination
Mean	4.01	4.48	4.44	4.18	3.84
Mode	4	4	4	4	4
Std. Deviation	.776	.502	.499	.629	.923
Variance	.602	.252	.249	.395	.851
Skewness	-.687	.062	.227	-.407	-.784
Std. Error of Skewness	.243	.243	.243	.243	.243
Kurtosis	.505	-2.038	-1.989	.607	-.060
Std. Error of Kurtosis	.481	.481	.481	.481	.481

Table 5.2 shows descriptive statistics of all the variables. In table 5.2 we calculate the mean, median, mode, std deviation, variance, skewness, stds error of skewness, kurtosis and std error of kurtosis. From table 5.2 we can see the mean for variable development is 4.01, median is 4.00, mode is 4, std deviation is .776, variance is .602, skewness is -.687, std error of skewness is .243 , kurtosis is .505 and std error of kurtosis is .481. And the results for the other variables you can see from the table.

TABLE 5.3

	competition	Promotion	complex	Burden	judgement
Mean	4.17	4.51	4.10	4.32	4.32
Median	4.00	5.00	4.00	4.00	4.00
Mode	4	5	4	4	4
Std. Deviation	.640	.542	.707	.603	.712
Variance	.409	.293	.500	.364	.507
Skewness	-.643	-.414	-.853	-.281	-1.083
Std. Error of Skewness	.243	.243	.243	.243	.243
Kurtosis	1.505	-1.038	1.537	-.618	1.650
Std. Error of Kurtosis	.481	.481	.481	.481	.481

Table 5.3 shows the descriptive statistics of all the variables. From table 5.3 we calculate the mean, median ,mode, std deviation, variance, skewness, std error of skewness, kurtosis , and std error of kurtosis. From the table 5.3 we can see the mean for variable competition is 4.17, median is 4.00, mode is 4 , std deviation is .640, variance is .409, skewness is -.643. std error of skewness is .243. And the result for other variables you can see from the table.

TABLE 5.4

	compare performance	co-operation	ratings	SWOT
Mean	4.44	3.33	4.44	4.41
Median	4.00	4.00	4.00	4.00
Mode	4	4	4	4
Std. Deviation	.539	.857	.499	.553
Variance	.290	.735	.249	.306
Skewness	-.174	-.309	.227	-.573
Std. Error of Skewness	.243	.243	.243	.243
Kurtosis	-1.152	-.950	-1.989	1.605
Std. Error of Kurtosis	.481	.481	.481	.481

Table 5.4 shows the descriptive statistics of all the variables. From table 5.4 we calculate the mean, median, mode, std. deviation, variance, skewness, std error of skewness, kurtosis, std error of kurtosis. From table 5.4 we can see the mean for variable performance is 4.44, median is 4.00 and mode is 4, std deviation is .539, variance is .290, skewness is -.174, std error of skewness is .243, kurtosis is -1.152, std error of kurtosis is .481. And the result for other variables you can see from the table.

TABLE 5.5

	grievances	Methodology
Mean	3.82	4.54
Median	4.00	4.00
Mode	4	4
Std. Deviation	1.004	5.167
Variance	1.007	26.700
Skewness	-.490	9.695
Std. Error of Skewness	.243	.243
Kurtosis	-.788	95.600
Std. Error of Kurtosis	.481	.481

Table 5.5 shows the descriptive statistics of all the variables. From the table 5.5 we calculate the mean, median, mode, std deviation, variance, skewness, std error of skewness, kurtosis, std error of kurtosis. From the table we can see the mean for variable grievances is 3.82, median is 4.00, mode is 4, std deviation is 1.004, variance is 1.007, skewness is -.490, std error of skewness is .243, kurtosis is -.788, std error of kurtosis is .481. And the result for other variables you can see from the table.

CORRELATION ANALYSIS

CORRELATIONS																					
	system	organisation	productivity	Contribution	managing	development	cost	reward	capabilities	co-ordination	competition	promotion	complex	burden	Judgment	compare performance	co-operation	ratings	SWOT	grievances	methodology
System	1.00	-0.08	-0.03	0.01	-0.03	0.17	0.11	0.15	-0.04	0.05	0.14	-0.08	-0.12	0.03	0.05	0.10	0.01	-0.13		0.08	0.11
Organisation	-0.08	1.00	-0.08	-0.10	-0.09	-0.13	-0.09	-0.08	-0.03	0.02	-0.02	-0.11	-0.02	-0.05	-0.33	-0.28	0.08	0.12	0.11	0.11	0.02
Productivity	-0.03	-0.08	1.00	0.05	0.06	0.04	0.00	0.11	0.05	-0.08	-0.00	0.05	-0.00	-0.01	0.25	-0.01	0.08	-0.17	0.11	0.01	-0.07
Contribution	0.01	-0.10	0.05	1.00	0.14	-0.01	-0.11	-0.04	0.07	0.08	0.11	0.01	0.02	-0.06	0.06	0.07	-0.15	-0.08	0.08	-0.06	0.12
managing	-0.03	-0.09	0.06	0.14	1.00	0.07	0.09	-0.00	0.09	-0.06	0.07	0.16	0.04	-0.12	0.01	0.04	-0.05	0.08	-0.06	-0.16	0.12
Development	0.17	-0.13	0.04	-0.01	0.07	1.00	0.22	0.04	0.02	-0.07	-0.07	-0.01	-0.08	-0.01	0.07	0.11	-0.08	-0.22	-0.03	-0.12	0.12
Cost	0.11	-0.09	0.00	-0.11	0.09	0.22	1.00	0.07	-0.09	0.08	-0.10	-0.05	-0.02	-0.02	0.19	-0.09	-0.19	-0.05		0.14	0.10
Reward	0.15	-0.08	0.11	-0.04	-0.00	0.04	0.07	1.00	0.07	-0.04	-0.02	-0.16	0.16	-0.08	0.11	-0.06	-0.28	-0.10		0.04	0.09
capabilities	-0.04	-0.03	0.05	0.07	0.09	0.02	-0.09	0.07	1.00	-0.12	0.05	0.24	0.35	0.00	-0.02	0.03	0.06	0.03	0.05	0.00	0.14
co-ordination	0.05	0.02	-0.08	0.08	-0.06	-0.07	0.08	-0.04	-0.12	1.00	0.05	-0.18	0.10	-0.03	-0.12	0.00	-0.05	-0.02	0.09	0.11	0.01
Competition	0.14	-0.02	-0.00	0.11	0.07	-0.07	-0.10	-0.02	0.05	0.05	1.00	-0.02	0.12	-0.07	-0.08	0.04	0.10	0.14	0.09	-0.01	-0.03
promotion	-0.08	-0.11	0.05	0.01	0.16	-0.01	-0.05	-0.16	0.24	-0.18	-0.02	1.00	0.08	0.03	0.05	-0.01	0.05	0.07	-0.02	0.04	-0.09
complex	-0.12	-0.02	-0.00	0.02	0.04	-0.08	-0.16	0.35	0.10	0.10	0.12	0.08	1.00	-0.05	0.10	-0.04	0.03	0.13		-0.02	0.01
Burden	0.03	-0.05	-0.01	-0.06	-0.12	-0.01	-0.08	0.00	-0.03	-0.07	0.03	-0.05	1.00	0.06	0.06	0.06	0.01	-0.28		0.17	0.11

87	5.000000	4.453598	0.546401	0.19552	1.07828	0.218422	17.21781	0.67108	0.015517
88	4.000000	4.718357	-0.718357	1.50744	-1.41761	0.203720	14.84914	-0.85684	0.022005
89	5.000000	4.593256	0.406745	0.88754	0.80267	0.244832	21.88708	0.53061	0.012188
90	5.000000	4.493702	0.506298	0.39424	0.99914	0.243029	21.55130	0.65754	0.018442
91	5.000000	4.654921	0.345079	1.19311	0.68098	0.220815	17.61895	0.42596	0.006389
92	4.000000	4.150469	-0.150469	-1.30654	-0.29694	0.245376	21.98886	-0.19656	0.001680
93	5.000000	4.627535	0.372465	1.05740	0.73503	0.243490	21.63692	0.48428	0.010042
94	4.000000	4.216117	-0.216117	-0.98125	-0.42649	0.210904	15.98594	-0.26140	0.002195
95	4.000000	4.515859	-0.515859	0.50403	-1.01800	0.171251	10.20265	-0.58237	0.007183
96	4.000000	4.243156	-0.243156	-0.84726	-0.47985	0.248630	22.60226	-0.32025	0.004579
97	4.000000	4.007941	-0.007941	-2.01279	-0.01567	0.504625	96.19501	-0.95479	0.167649
98	5.000000	4.375332	0.624668	-0.19231	1.23273	0.308721	35.38433	0.99337	0.067922
99	5.000000	4.497178	0.502822	0.41146	0.99228	0.203332	14.78886	0.59932	0.010725
Minimum	4.000000	3.671322	-0.718357	-3.68080	-1.41761	0.171251	10.20265	-5.60157	0.000252
Maximum	5.000000	4.935986	0.809831	2.58583	1.59813	0.504625	96.19501	1.04766	5.731791
Mean	4.414141	4.414142	-0.000000	-0.00000	-0.00000	0.228441	19.79798	-0.05722	0.071577
Median	4.000000	4.435164	-0.126123	0.10417	-0.24889	0.220815	17.61895	-0.19656	0.010174

Table 5.9 shows the observed value, predicted value, residual value and mahalanobis - distance. From the table we can see that observed value of variable 1 is 4.000000, predicted value is 4.330101, residual value is -0.330101 and mahalanobis - distance is 12.33333 and observed value of variable 2 is 5.000000, predicted value is 4.605156 and residual value is 0.394844 and the mahalanobis -distance is 18.07071. And the results for other variables you can see from the above table.

REGRESSION ANALYSIS

MODEL SUMMARY				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.408a	.166	-.048	.507

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.991	20	.200	.777	.732a
	Residual	20.029	78	.257		
	Total	24.020	98			

Table 5.7, shows the mean square, df, sig. level of regression and residual. From the table we can see that mean square of regression is .200 and sig. is .732 and mean square of residual is .257 and total of sum of squares is 24.020 and total of df is 98.

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	2.689	1.857		1.448	.151
System	-.071	.112	-.072	-.635	.528
Organization	.002	.011	.020	.167	.868
Contribution	.035	.106	.037	.331	.741
Managing	.081	.110	.081	.733	.465
Development	.006	.072	.009	.081	.935
Cost	.021	.120	.021	.172	.864
Reward	.124	.118	.125	1.049	.297
Capabilities	.039	.093	.050	.421	.675
co-ordination	-.017	.060	-.032	-.283	.778
Competition	.022	.085	.029	.263	.793
Promotion	.022	.104	.025	.215	.830
Complex	-.036	.083	-.051	-.426	.671
Burden	-.021	.097	-.026	-.217	.829
Compare performance	-.002	.108	-.002	-.020	.984
co-operartion	.087	.067	.151	1.306	.195
Ratings	-.195	.116	-.197	-1.686	.096
SWOT	.119	.107	.133	1.112	.269
Grievances	.021	.058	.042	.359	.721
Methodology	-.010	.011	-.102	-.894	.374

Table 5.8 shows unstandardized coefficients and standardized coefficients. From the table we can see beta and significance level of various variables. From the table we can see that beta of variable system is -.071, sig. is .151 and the result for other variables you can see from the table.

CHI-SQUARE TEST

TEST STATISTICS						
	System	Organization	Productivity	Contribution	managing	development
Chi-Square	.010a	92.798b	2.919a	50.424c	.818a	57.404b
Df	1	3	1	2	1	3
Asymp. Sig.	.920	.000	.088	.000	.366	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 49.5.						
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.						
c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.0.						

	Cost	reward	capabilities	co-ordination	competition	promotion	Complex
Chi-Square	.091a	1.222a	83.747b	52.232b	90.131b	44.424c	81.889b
Df	1	1	3	3	3	2	3
Asymp. Sig.	.763	.269	.000	.000	.000	.000	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 49.5.							
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.							
c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.0.							

TEST STATISTICS						
	Burden	Judgment	compare performance	cooperation	Ratings	SWOT
Chi-Square	33.697c	70.172b	44.061c	36.636b	1.222a	48.727c
Df	2	3	2	3	1	2
Asymp. Sig.	.000	.000	.000	.000	.269	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 49.5.						
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.						
c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.0.						

TEST STATISTICS		
	grievances	Methodology
Chi-Square	15.141b	58.051b
Df	3	3
Asymp. Sig.	.002	.000
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.		

Table 5.10, 5.11, 5.12, 5.13 shows the chi-square and df of various variables. Except system, cost rating, managing and productivity all the results for the chi square is coming positive, because in the case of chi square if the significance value will come less than 0.05 we consider it as the positive result. In this case we can generalize the findings in the case of universe so except the above said four variables, which got rejected in the chi square test, we can generalize the findings of the other variable in the case of universe.

6. CONCLUSION

Te research shows that performance appraisal plays an important part in an organizational system. Performance appraisal helps in evaluating and assessing the employees performance in comparison to standards fixed. It helps in assessing the capabilities of various employees and employees' contribution towards the organization. It helps in determining the training needs for the employees. From the employee point of view he will get to know that what are his strength and weaknesses and which improvements he have to do. It helps an individual to determine the proper career path. To conclude we can say that performance appraisal is an indispensable part that provides very advantages both to the individuals and the organization.

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