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- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

A STUDY ON EMPLOYEES SATISFACTION TOWARDS PERFORMANCE APPRAISAL PRACTICES**AKASH PATEL****STUDENT****B.V. PATEL INSTITUTE OF BMC & IT****UKA TARSADIA UNIVERSITY****MALIBA CAMPUS****BARDOLI****ABSTRACT**

The research is on a study on employee's satisfaction towards performance appraisal practices. Objectives of the research paper are to find out employ satisfaction level of performance appraisal system of company, to identify the training needs derived after performance system. From the research it is concluded that overall the respondents are satisfied with the performance appraisal method. It also increases the effectiveness and productivity of employees and organization as a whole. Employee's strength and weakness is known and is communicated in a well maintained way to them. Overall the appraisal method is designed well and is beneficial for the employees as it helps to know the training needs of an individual in the organization.

KEYWORDS

HRM, performance appraisal.

JEL CODES

M52, M54.

INTRODUCTION

Here this paper shows that how Hexxa Geo Integrators Pvt. Ltd company place the good image and satisfaction towards performance appraisal. The report also contains some research to find the employees satisfaction towards performance appraisal. The report also has data analysis with different frequency. The main objectives are to study Performance Appraisal practices of organization and analysis of understanding of their employee for performance system. To maintain and assess the potential present in a person for further growth and development Hexxa Geo Integrator Pvt. Ltd. is not only need to minimize its profit but also need to fulfill the services that will increase each employee satisfaction and interest in terms of performance appraisal. From the research it is concluded that overall the respondents are satisfied with the performance appraisal method. It also increases the effectiveness and productivity of employees and organization as a whole. From this study I founded that performance policy which is used is satisfied with all the employees.

LITERATURE REVIEW

Vishal.S.Rana and **Dr. Murlidhar A. Lokhande** had conducted study on "Performance Evaluation of Maruti Suzuki India Limited". Their objective was to focus on historical growth of Maruti Suzuki India Limited and to evaluate the performance of Maruti Suzuki India Limited with respect to Export, Sales, Production and Sales Network. Maruti Suzuki has proven that it is always ahead than its competitors because of continuous innovations and technological up gradations.

P.Suresh, Dr.m.akbarMohideen had conducted a study on "Performance appraisal of automobile Industries" at. Their objectives are to study the performance appraisal system followed in Automobile Industries, at Chennai and to measure the effectiveness of performance appraisal conducted in the organization. This study it has been clear that most of the selected respondents' degree of satisfaction is not high level with the current appraisal method hence, it is necessary to the implement a suitable system in organization of performance evaluation in the business and also applying of motivational mechanisms and paying attention to the motivation level of employees could result in employees' satisfaction of assessment Partiality of treatment should be avoided at the time of rating.

G Meenakshi had conducted study on "Multi source feedback based performance appraisal". Their objective is to propose system is an attempt to implement. Multifactorial evaluation model is used in assisting high-level management, to appraise their employees. Utilizing the concept of the system using four multifactorial evaluation model for the in the performance appraisal system could ease the changes need to be made in this system whenever it is necessary.

Dr. Lalita Mishra had conducted study on "A Research Study on Employee Appraisal System Case of Hong Kong and Shanghai Banking Corporation (HSBC Bank)." Their objective is to study the overall system of performance management and appraisal system for the HSBC Bank. The core issue which has been realized on the basis of results of the case is to satisfy the customer in each and every manner. The customer can be satisfied by following the below mentioned guidelines.

Muhammad Faseehullah khan had conducted study on "Role of Performance Appraisal System on Employees Motivation". Their objective is to study the performance appraisal system in different organization. Performance appraisal should not be perceived just as a regular activity but it's important should be recognized and communicated down the line to all the employees. There should be a review of the job analysis and the job design and the work environment based on the performance appraisal practices.

IMPORTANCE OF THE STUDY

The importance of the study is that how I find the essential of the effective appraisal and the performance management process which can have a significant impact on the organization's cultures, staff and the employee's management level which enhance the employer support for or in the organisation

OBJECTIVES

1. To study Performance Appraisal practices of organization, analysis of understanding of their employee for performance system and effectiveness and productivity of employees and organization as whole.
2. To find out employ satisfaction level of performance appraisal system of company.
3. To identify the training needs derived after performance system.

RESEARCH METHODS

The research design of this study considering its objectives is exploratory as well as descriptive in nature.

Sampling method: Non Probability Method.

Sample size: 150 employees

ANALYSIS

TABLE 1: AFTER COMPLETION OF PA. PROCEDURE WHICH STEP IS TAKEN BY ORGANIZATION?

	Frequency	Percent
Training	23	23.0
Individual Meeting	72	72.0
Instruction	5	5.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 5% respondents said that after completion of P.A. procedure instruction step is taken by organization and 23% respondents said training step is taken by organization and 72% respondents said that individual meeting is taken by organization.

TABLE 2: APPRAISER APPRAISED YOUR PERFORMANCE BASED ON?

	Frequency	Percent
Personality	2	2.0
Behavior	6	6.0
Traits	1	1.0
Results	91	91.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 2% respondents said appraiser appraised their performance based on personality and 6% respondents said appraiser appraised their performance based on behavior and 1% respondents said appraiser appraised their performance based on traits and 91% respondents said appraiser appraised their performance based on their results.

TABLE 3: DO YOU THINK YOUR PERFORMANCE WAS IMPROVED AFTER THE PROCESS OF P.A.?

	Frequency	Percent
Yes	96	96.0
NO	4	4.0
Total	100	100.0

Interpretation: From the above table it is interpreted that 4% respondents said their performances were not improved after the process of P.A. and 96% respondents said their performance were improved after the process of P.A.

TABLE 4: DO YOU THINK P.A. RESULTED TO MOTIVATION AND JOB SATISFACTION?

	Frequency	Percent
Yes	97	97.0
NO	3	3.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 3% respondents said their performance appraisal did not result to motivation and job satisfaction and 97% respondents said their performance appraisal resulted to motivation and job satisfaction.

TABLE 5: IS THE TOP MANAGEMENT PARTIAL IN P.A.?

	Frequency	Percent
Yes	6	6.0
NO	94	94.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 6% respondents said top management is partial in performance appraisal and 94% respondents said top level management is not partial in performance appraisal

TABLE 6: PERFORMANCE E GIVES CONSTRUCTIVE CRITICISM IN POSITIVE MANNER?

	Frequency	Percent
Yes	95	95.0
NO	5	5.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 5% respondents said performance does not give constructive criticism in a friendly and positive manner and 95% respondents said performance gives constructive criticism in a friendly and positive manner.

TABLE 7: DO YOU FEEL EVALUATION SHOULD BE COMMUNICATED?

	Frequency	Percent
Yes	97	97.0
NO	3	3.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 3% respondents said evaluation should not be communicated and 97% respondents said evaluation should be communicated.

TABLE 8: DURING APPRAISAL PROCESS YOU ARE ALLOWED TO GIVE SUGGESTION?

	Frequency	Percent
Yes	97	97.0
NO	3	3.0
Total	100	100.0

Interpretation: From the above table it is interpreted that 3% respondents said they are not allowed to give suggestions during appraisal process and 97% respondents said they are allowed to give during appraisal process.

TABLE 9: ARE YOU SATISFIED WITH CURRENT PA SYSTEM?

	Frequency	Percent
Highly Satisfied	10	10.0
Satisfied	86	86.0
Highly Dissatisfied	1	1.0
Dissatisfied	3	3.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 10% respondents are highly satisfied, 86% respondents are satisfied, 1% respondent is highly dissatisfied and 3% respondents are dissatisfied with the current performance appraisal system.

TABLE 10: DO YOU THINK THAT PA HELPS IN ASSESSMENT OF INDIVIDUAL?

	Frequency	Percent
Yes	93	93.0
NO	7	7.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 7% respondents do not agree that performance appraisal helps in assessment of individual and 93% agree that performance appraisal helps in assessment of individual.

TABLE 11: ARE YOUR EXTRA EFFORTS CONSIDERED AT TIME OF APPRAISAL?

	Frequency	Percent
Yes	94	94.0
NO	6	6.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 6% respondents said their extra efforts are not considered at time of appraisal and 94% said that their extra efforts are considered at time of appraisal.

TABLE 12: YOU FIND LEADERSHIP QUALITY AMONG YOUR SUBORDINATES IN THIS METHOD?

	Frequency	Percent
Yes	94	94.0
NO	6	6.0
Total	100	100.0

Interpretation: From the above table it is mentioned that out of 100 respondents 6% respondents do not find leadership quality among their subordinates through this method and 94% respondents find leadership quality among their subordinates through this method.

TABLE 13: ACCORDING TO YOU THE PRESENT APPROVAL METHOD IS LACKING OR LESS BENEFICIAL?

	Frequency	Percent
Yes	18	18.0
NO	82	82.0
Total	100	100.0

Interpretation: From the above table it is mentioned that out of 100 respondents 82% of respondents said present approval method is not lacking or less beneficial and 18% respondents said that the present approval method is lacking or less beneficial.

TABLE 14: YOU GET KNOWLEDGE ABOUT YOUR PERFORMANCE AND BEHAVIOR IN THIS METHOD?

	Frequency	Percent
Yes	85	85.0
NO	15	15.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 15% respondents said that they do not get knowledge about their performance and behavior through this method and 85% respondents said they get knowledge about their performance and behavior through this method. From the above table it is interpreted out of 100 respondents that 58% respondents derive training needs, 40% respondents derive motivation and 2% derive coaching needs from this system.

TABLE 15: DO YOU KNOW ABOUT YOUR WEAKNESS OR STRENGTHS THROUGH THIS METHOD?

	Frequency	Percent
Yes	92	92.0
NO	8	8.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 92% respondents know their weakness or strength through this method and 8% respondents said that they do not know their weakness or strength through this method.

TABLE 16: DO YOU FIND YOUR COMPETENCIES THROUGH THIS METHOD?

	Frequency	Percent
Yes	95	95.0
NO	5	5.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 5% respondents do not find their competencies through this method and 95% respondents find their competencies through this method.

TABLE 17: DO YOU BELIEVE THAT THIS METHOD HELPS FIND TRAINING NEEDS?

	Frequency	Percent
Yes	96	96.0
NO	4	4.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 4% respondents do not believe that this method helps in finding training needs and 96% respondents believe that this method helps finding training needs.

TABLE 18: WHAT KIND OF INFORMATION IS PRODUCED THROUGH THIS METHOD?

	Frequency	Percent
Strength	97	97.0
Weakness	3	3.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 97% respondents get to know their hidden strengths this method and 3% respondents get to know their weakness through this method.

TABLE 19: YOU ACHIEVED ORG. OR DEPARTMENTAL GOALS THROUGH THIS METHOD?

	Frequency	Percent
Strength	98	98.0
Weakness	2	2.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents 98% respondents achieve their organizational and departmental goals through this method and 2% respondents do not achieve their organizational and departmental goals through this method.

TABLE 20: DO YOU THINK PERFORMANCE APPRAISAL HELPS PEOPLE SET AND ACHIEVE MEANINGFUL GOALS?

	Frequency	Percent
Strength	91	91.0
Weakness	9	9.0
Total	100	100.0

Interpretation: From the above table it is interpreted that out of 100 respondents, 91% respondents said that performance appraisal helps people set and achieve meaningful goals and 9% said that performance do not help them set and achieve meaningful goal.

FINDINGS

- Out of 150 employees 91% employees said appraiser appraised their performance based on their results and 9 % employees feels that it's not based upon their performance.
- Hexxa geo integrators Pvt. Ltd, uses both rating and ranking method as a method of performance appraisal which is good as it is given accurate results.
- 97% respondents feel evaluation should be communicated.
- 97% respondents said they are allowed to give suggestions during appraisal process.
- 86% respondents are satisfied with the current performance appraisal system.
- 93% agree that performance appraisal helps in assessment of individual.

CONCLUSION

From the research it is concluded that overall the respondents are satisfied with the performance appraisal method. It also increases the effectiveness and productivity of employees and organization as a whole. Employee's strength and weakness is known and is communicated in a well maintained way to them. Overall the appraisal method is designed well and is beneficial for the employees as it helps to know the training needs of an individual in the organization.

LIMITATIONS

1. Bias of the Appraiser.
2. Ambiguity in Standards.
3. Average Rating Problem.
4. Several Qualities remain without Appraisal.

SCOPE FOR FURTHER RESEARCH

The scope of the study over here is that includes the lower level of the employees in the organization. Also the study also aims at the finding out the effectiveness of the performance appraisal practices and the suggest some measures to improve the performance appraisal practice in or within the organization and also play vital role in the organization.

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APPENDIX

Dear Respondent

I am Akash Patel, student of TYBBA – Human Resource (HR). As a part of my project I would like to gather some information from you which will help me in the study of project. The information provided by you may be unbroken confidential and can be used for tutorial purpose solely. Please give your assessment of your work-life balance.

QUESTIONNAIRE

1. Since what numbers years you have been working in this organization?
 - 0-5 years
 - 6-10 years
 - 11-15 years
 - More than 15 years
2. After completion of PA. Procedure which step is taken by organization?
 - Training
 - Individual Meting
3. Appraiser appraised your performance based on
 - Personality
 - Behavior
 - Traits
 - Results

4. Do you think your performance was improved after the process of P.A.?

- Yes
- No

5. Do you think P.A. resulted to motivation and job satisfaction?

- Yes
- No

6. Is the top management partial in P.A.?

- Yes
- No

Q7. Do you feel evaluation should be communicated?

- Yes
- No

Q8. During appraisal process you are allowed to give suggestion?

- Yes
- No

Q9. Are you satisfied with current PA system?

- Highly Satisfied
- Satisfied
- Highly dissatisfied
- Dissatisfied

Q10. Do you think that PA helps in assessment of individual?

- Yes
- No

Q11. Are your extra efforts considered at time of appraisal?

- More than satisfied
- Satisfied
- Not satisfied

Q12. You find leadership quality among your subordinates in this method?

- Yes
- No

Q13. According to you the present approval method is lacking or less beneficial?

- Yes
- No

Q14. You get knowledge about your performance and behavior in this method?

- Yes
- No

Q15. Do you know about your weakness or strengths through this method?

- Yes
- No

Q16. Do you find your competencies through this method?

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Q17. Do you believe that this method helps find training needs?

- Yes
- No

Q18. What kind of information is produced through this method?

- Strength
- Weakness

Q19. You achieved org. or departmental goals through this method?

- Strength
- Weakness

Q20. Do you think performance appraisal helps people set and achieve meaningful goals?

- Strength
- weakness

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With sincere regards

Thanking you profoundly

Academically yours

Sd/-

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