

## **A Study on the Effectiveness of Employees Performance Appraisal System in Chethar Vessels (P) Ltd., Tiruchirappalli District Of Tamil Nadu**

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**ABSTRACT:** *Performance Appraisal Effectiveness of is an important tool in the hands of the superiors to assess their subordinates. It is a systematic evaluation of an employee by some other qualified person who is familiar with the employee \s performance .It is also an important prerogative in the hands of the seniors which the subordinate respects.*

*Performance appraisal effectiveness provides a linkage between the organization and the person ,through a process of enabling him/her to determine the kinds of specific contributions, which she/he would be making for the achievement of the organizational goals and objectives. The final part in this paper provides some future policy framework for critically evaluating the existing performance appraisal system in Chethar Vessels(P), Ltd, Tiruchirappalli District of Tamil Nadu*

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### **I. INTRODUCTION AND DESIGN OF THE STUDY**

Once the employee has been selected, trained and motivated, he is then appraised for his performance. Performance appraisal is the step where the management finds out how effective it has been at hiring and placing employees. If any problems are identified; steps are taken to communicate with the employee and to remedy them.

#### **Concept of Performance Appraisal**

Performance appraisal is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed, for the purpose of administration including placement, selection for promotions, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally.

Employee appraisal techniques are said to have been used for the first time during the first world ware, when ,at the instance of Walter Dill Scott, the US Army adopted the “ Man-to-Man” rating system for evaluating military personnel.

#### **Importance of Performance Appraisal**

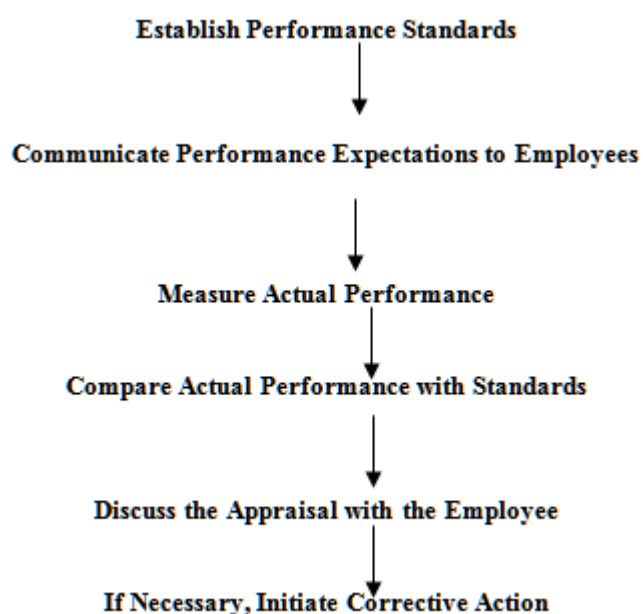
Performance appraisal is expected to provide answers to many of the questions relating to management of people in the organization. The role of performance appraisal is not limited only to make decisions about salary increase but it helps to arrive at many decisions. A study of appraisal practices in American and Indian Companies suggests that performance appraisal is used fro determining wage increase , promotion and transfer, discovering employee where he stands in that order.

Two other studies of performance appraisal practices, one by Rudrasavaraj and another by Malthi Bolar have found that Indian companies use performance appraisal primarily for three reasons : (i) to determine salary increase, (ii) to facilitate organizational planning and placement of people, and (iii) to determine training and development.

#### **The Evaluation Process**

Stolz observes that the process of performance is periodically appraised by his superiors. Questions are raised – Is his potential the greatest as a manager or as a staff specialist? What are his strengths and weakness? Where can he make his great contributions? Next, sometimes in consultation with the main himself, tentative decisions are made on what might be done to advance his development.

“Usually, the resulting plan is reviewed at a higher echelon of management, where it may be challenged, changed or added to. But of the discussion and debate emerges a development plan tailored to the individual’s unique needs”.



Broadly speaking, the process of evaluation begins with the establishment of “Performance standards”. At the time of designing a job and formulating a job description, performance standards are usually developed for the position.

The next step is to communicate these standards to the employees, for the employees left to themselves, would find it difficult to guess what is expected of them. To make communication effective, “Feedback” is necessary from the subordinate to the manager satisfactory feedback ensures that the information communicated by the manager has been received and understood in the way it was intended.

The third step is the “measurement of performance”. To determine what actual performance is, it is necessary to acquire information about it. We should be concerned with how we measure and what we measure.

The fourth step is the comparison of actual performance with standards. The employee is appraised and judged of his potential for growth and advancement. Attempts are made to note deviations between “Standard performance” and “actual performance”.

At the next stage, the results of appraisal are discussed periodically with the employees, where good points, weak points, and difficulties are indicated and discussed so that performance is improved.

### **General Instructions**

1) This appraisal report consists of four parts

- Part 1: self-Assessment
- Part 2: Performance-appraisal
- Part 3: Potential appraisal
- Part 4: Recommendations of the Reviewing Authority

2) The steps for completing this report are

- i. The appraiser will complete Part I and submit the report to the appraiser.
- ii. The appraiser will evaluate the appraisee’s performance in Part 2 and discuss the ratings with the appraisee. The appraiser will record his agreement/disagreement with the ratings at the end of Part 2.
- iii. The appraiser will complete Part 3 and submit the report to the Reviewing Authority.
- iv. The Reviewing Authority will complete Part 4 and forward the appraisal report to the

### **Personal Department**

- 3) Specific instructions for completing the report are given in the relevant sections in the report.
- 4) Please consult the Personnel Department if you require any clarification.

### **Part I**

#### **Self—Assessment**

**( To be completed by the appraisee)**

- 1) Briefly describe the work done by you in the last one year
- 2) What were the significant contributions made by you in your work in this period?
- 3) Which aspects of your work you feel you have done well?
- 4) In which areas of your work do you feel improvements could be made?
- 5) Describe any difficulties that you had in your work and also how you overcame them.
- 6) Does your job fully utilize your abilities? If not, how could these skills be used better by the company?
- 7) List any self-development efforts made by you in the last one year, in terms of additional qualifications, training programmes attended, etc.
- 8) List any specific areas of work in which you would like to be involved.

Date: Signature of the Appraisee

### **PART-II**

#### **Performance Appraisal**

**(To Be Completed By the Appraiser)**

#### **Performance Assessment**

**(Refer guidelines given overleaf for completing this section)**

<b>Attribute</b>	<b>Rating</b>	<b>Remarks</b>
Efficiency (Achieving stated objectives within time and resource constraints)		
Quality of work (Setting and achieving high standards in all aspects of work, constantly striving to improve these standards)		
Application of job knowledge (Identifying scope for practical use of the knowledge using job knowledge in solving problems and providing guidance to others)		
Planning ability (Scheduling activities, assessing resource requirements for optimum utilization, ability to foresee eventualities and prepare for them)		
Problem-solving skills (Detecting problems early , diagnosing them and identifying the appropriate solution to rectify the problem)		
Analytical ability (Clear and logical reasoning , ability to assimilate information from)		
Decision –making (Collecting adequate information required evaluating all the available alternatives , prompt and accurate decision)		
Supervisory skills (Handling workforce, ensuring industrial discipline in the department)		
Leadership qualities (Influencing subordinates to perform better, providing support for achieving goals , maintaining team spirit )		
Communication skills (Clarity in conveying thoughts and ideas, providing accurate information)		
Initiative (Self-starter, determining and initiating actions , keen on assuming higher responsibilities)		
Innovativeness (Determining new and more effective alternatives in various aspects of work , and in generating solutions for problems)		
List and evaluate appraisee on any other specific work-related attributes identified at the beginning of the appraisal period:		
Any other attributes:		
OVERALL		

**Guidelines:**

- ❖ Appraisee should be rated only on the attributes that are relevant to his work. Indicate “Not Applicable” against all other attributes.
- ❖ In the column provided for rating, record the appraisee’s performance against each attribute as Ex,G,Av or B.av.
- ❖ Definition of rating scale for rating on attributes:
- ❖ Excellent (Ex): Always displayed the attribute when required  
Good(G) :Mostly displayed the attribute when required  
Average(AV): Sometimes displayed the attribute when required  
Below Avg.(B.AV):Rarely displayed the attribute when required
- ❖ Rating on each attribute should be supported by appraiser’s remarks, stating critical incidents ,if any, in the period.

**Overall Performance**

Comment on the appraisee’s overall performance during the appraisal period.

**Strengths and Area Of Improvement**

Indicate the major strengths and areas of improvement for the appraise:

**Strengths:**

**Areas requiring improvement:**

**Development Plan**

(Refer list of development options given overleaf)

Record the appropriate development plan for the appraise along with suggestions for its implementations:

To improve present performance:

To Prepare for future positions:

**Training Needs**

Indicate the training requirements of the appraise in functional and managerial areas:

**Record Of Discussions**

**By appraiser**

Describe briefly your discussion with the appraise:

Date:

\_\_\_\_\_  
Signature of Appraiser

**By appraise**

**I have discussed the appraisal and agree/disagree with the appraisal. (Give reasons for disagreement , if any.)**

**Date:**

\_\_\_\_\_  
**Signature of Appraiser**

**Illustrate List of Development Options**

The following options may be considered while recommending the development plan for the appraise.

- ❖ Job enrichment
- ❖ Special assignments
- ❖ Job rotation
- ❖ Deputation to other division, units
- ❖ On-the job coaching
- ❖ Self-development

If any other option can be considered , please indicate in the development plan along with the details for implementations.

**PART-III**  
**Potential Appraisal**  
**( To be completed by the appraiser)**

- I. Mention the special skills and attributes of the appraise that distinguish him from his peers.
- II. Assess the potential of the appraise from making significant contribution to the Department/Unit /organization in the future.
- III. Did the appraise take on any additional responsibilities during the review period? If yes , how did he perform?
- IV. Indicate the time frame in which the appraise can be considered for taking up the responsibilities at the next higher level:
- V. If the appraise is ready for promotion , how would you rate his potential for the next position on a scale of 1 to 4, (where 1 indicates least potential and 4 indicates the highest potential ). Please evaluate the appraise in relation to other contenders fro this position, if any;
- VI. Can the appraise be considered for any other position in the organization? If yes, indicate the positions that the appraise may be considered for:

Date

Signature of the Appraiser

**PART-IV**  
**Recommendations of the Reviewing Authority**

- A. General observations/remarks on the appraisal  
Please give your comments on Part 1,2 and 3 of the appraisal report:
- B. Recommendations

Development Plan:

Promotion:

Date

Signature of Reviewing Authority

**PROFILE OF THE COMPANY**

CETHAR VESSELS (P) LTD. Promoted by Engineers with rich Experience Gained from World Leaders in Boiler Manufacturing viz., Bharat Heavy Electrical Ltd.,India. Located at Tiruchirappalli, Tamilnadu, India about 325 km South of Chennai. The company was incorporated in the year 1981 and manufacturing where started in 1984. The capital of the company is Rs.34.56 corers on 1/03/05. Seven manufacturing units located within 30 km radius from the head office . Equipped with modern testing facilities and stringent quality assurance programs as per ISO 9001 requirements. Adopting state of art CADD workstations with 15 numbers of software development engineers. Managed by hardcore professionals having vast experience in thermal design. Catering the stream requirements of cement ,textiles, paper, pulp, rayon, steel, chemicals, oil extraction, rubber, food processing ,distilleries and other plants. Boilers are designed to meet IBR or ISO requirements. Annual turnover of the CVL is 568 cores for the financial year of 2005-2006

❖ **Vision**

Manufacture and sell any Boiler any capacity any where in the world. Execute power plant EPC less than 125 MW anywhere in world and power plants up to 800 MW in India

❖ **Mission**

Achieving the vision, through empowered employees and activity management systems.

❖ **Values**

Zeal to Excel and Zeal for Change.

**Quality Policy**

- To deliver Products /Services conforming to applicable Regulations and National /International Standards to Satisfy CUSTOMER NEEDS
- To work across the Organization for continual improvement of Products /Services through effective implementation of Quality Management System.

**Cethar --- The Acronym**

As Conceived	Now redefined
C-Chemical/Consultancy	Construction/Consultancy
E-Engineering	Energy
T-Textiles	Textiles
H-Health Care	Health Care
A-Agencies	Agencies
R-Rayon	Re-Engineering

**Work Force**

Fitters	-	977
High Pr. Welders	-	145
Structural Welders	-	607
Machine Operators	-	371
Machinists	-	109
Unskilled & Semiskilled	-	357
Total	-	2566

**Quality Assurance & Control**

- Quality Accreditation
  - A BS EN ISO 9001:2000 Certified company
  - Authorized to manufacture boilers meeting the statutory requirements of Indian Boiler Regulations.

HEAD OF HUMAN RESOURCES			
<u>RECRUITMENT</u>	<u>TRAINING &amp; DEVELOPMENT</u>	<u>PERFORMANCE MANAGEMENT SYSTEM</u>	<u>ORGANIZATION DEVELOPMENT</u>
.Requirement Identification .Manpower Planning .Advertisement & Web search .Organizing Interview .Selection of suitable candidates Identification	.Induction Training .Development Training .Need Based programs .Career Development Programs .Apprenticeship Training .Craftsmen Training	.Designation Training .Implementation of PMS system .Rewards & Recognition .Identification of Training Needs	.Finalizing organization structure .Instilling organizational culture .Systems & Procedures .SWOT Analysis .Change Management .Achieving Excellence

### **Statement Of the Problem**

Employee performance appraisal is a critical issue for any organizations. While appraisals are a necessary part of the system, the truth remains that it is process that often leaves both sides unhappy. The mismatch between expectations and delivery, combined with the formality of the process leads to dissatisfaction for the appraiser and the appraisee. There are even a few system, considering the many complaints that arise constant feedback to the employee about this performance and expectations is more effective in meeting organizational and individual goals, instead of a day(or) two in a year to appraise him of the expectations. Hence, in the present study an attempt has been made to analyze the employee performance appraisal system in CVPL.

### **Objective of the Study**

- ❖ To study the Socio demographic characteristics of the respondents
- ❖ To establish the performance appraisal system trend in the company
- ❖ To study the people mentality about performance appraisal system in the company
- ❖ To identify the relationship between working conditions and department
- ❖ To provide suggestions in order to have an effective measures of performance appraisal system in the company

### **Scope of the Study**

The Thiruchirapalli District is one of the business places in Tamil Nadu. The study covers all functionality aspect of this industry. The study involves to analyses the performance appraisal system of employees in CVPL, the study imparts various suggestion and suitable measure to the employees performance appraisal system involved in the company.

### **Methodology**

Research methodology is a way to systematically solve the research problem. It explains the various steps that are generally adopted by researches have in studying the research problem along with logic behind them.

### **Research Design**

A Research Design is purely and simply the framework or plane for a study that guide in the collection and analysis of the data. The employee's performance appraisal system survey we have adopted the descriptive Research design in collective and analyzing the data.

### **Descriptive Research Design**

Descriptive Research Design is one that simply describes something such as a demographic characteristic of consumer who uses the products. The descriptive study is typically concern with determining the frequency with something occurs.

For example an investigation of employee's performance appraisal system with respect to socio-economic characteristic such as age, income, sex, occupation monthly income and so on would from a descriptive study.

### **Pilot Study**

After selecting the topic for research in order to frame the questionnaire a pilot study was conducted. It helped to a great extent to frame the question sin the interview schedule.

The Pilot Study helped to have the under-standing of the subject in depth and develop an insight into the problem

### **Tools Used**

To fulfill the need of the present study the investigator has constructed a questionnaire. The Questionnaire emerged out of a brief discussion with the employees performance appraisal system.

### **Statistical Analysis**

To find out the performance appraisal system among the employees demographic variables statistical tools like percentage analysis, great ranking method and Chi-Square test have been used in this study.

### **Sample Techniques**

The researcher has adopted cluster random sampling techniques to collect from 100 respondents by means of Questionnaire designed by the researcher.

### **Data Collection**

The data collected were primary data. The first hand data collected by the investigator are called primary data. Primary data consist of original information gathered for specific purpose.

The secondary data, the background information which were collected from various sources such as Labour institute of Management in Tamil Nadu, Ministry of Labour in India, Economic and political weekly etc.,

## Limitations

1. The study is confined to Thiruchirappali District only
2. Some of the respondents do not have clear idea about performance appraisal system
3. The study is valuable only for a limited period for time
4. The respondents hesitated to give response. This is the major limitation in doing this project

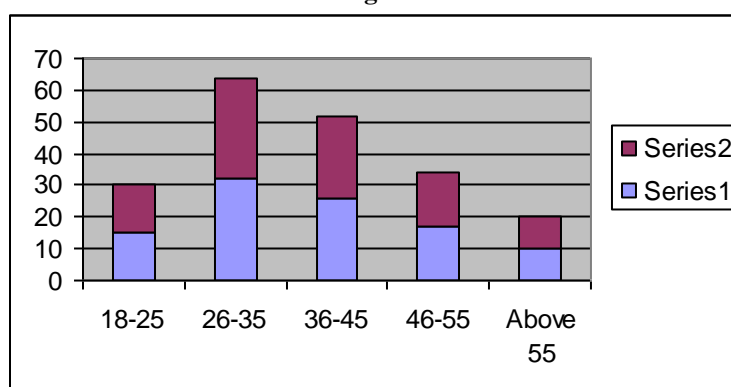
## DATA ANALYSIS AND INTERPRETATION

Table No: 2.1

### Age Group of the Respondents

S.L NO	AGE	No.Of Respondents	Percentage
1	18-25	15	15
2	26-35	32	32
3	36-45	26	26
4	46-55	17	17
5	Above 55	10	10
	Total	100	100

Fig 2.1



The table 2.1 & Fig 2.1 shows that out of 100 responders, a maximum of 32 respondents belonged to the age group of 26-35 years, followed by 26 respondents, who belonged to the age group of 36-45 years. 17 respondents were in the age group of 46-55 years. In the age groups of 18-25 years, there were 15 respondents. The remaining 10 respondents were below the age of above 55 years.

Table 2.2

Sl No	Sex	No of Respondents	Percentage
1	Male	80	80
2	Female	20	20
	Total	100	100

The table 2.2 shows that out of 100 respondents, a maximum of 80 respondents were male. The remaining 20 respondents were female.

Table 2.3  
Marital Status

S.L No	Marital Status	No .Of Respondents	Percentage
1	Single	30	30
2	Married	70	70
	TOTAL	100	100

The table 2.3 shows that out of 100 respondents, a maximum of 70 respondents were married. The remaining 30 respondents were single.



**Table No 2.4 If Married , No .Of Children**

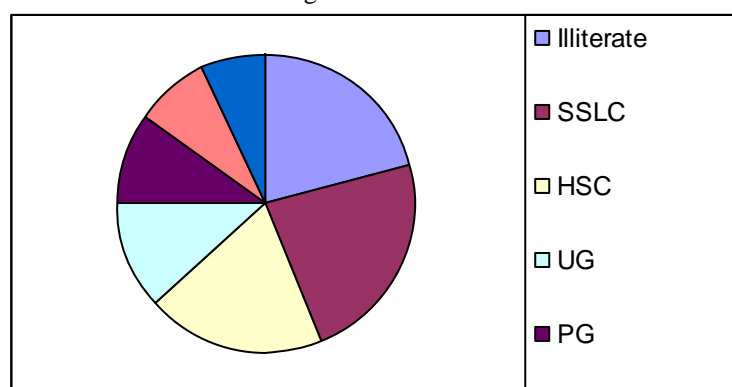
SL NO	NO. Of Children	No .Of Respondents	Percentage
1	One	29	29
2	Two	47	47
3	More than Two	15	15
4	No Children	9	9
TOTAL		100	100

From the table 2.4 , it is observed that most of the Respondents(47%) had two children.29% of them had one child. In the more than two children category there were only 20% of the Respondents. The remaining 9% of the Respondents had No children.

**Table-2.5  
Educational Qualification of the Respondents**

S.L No	Educational Qualification	No of Respondents	Percentage
1	Illiterate	21	21
2	SSLC	23	23
3	HSC	19	19
4	UG	12	12
5	PG	10	10
6	Technical Qualification	8	8
7	Others(specify)	7	7
Total		100	100

Fig-2.5



From the table No 2.5 & Fig No 2.5 , it is observed that most of the Respondents 23% had SSLC level education. 21% of them were Illiterates. 19% of the Respondents had completed their education at Hr. Secondary level. The educational Qualification of 12% Respondents was in the category of UG level education. In the PG level category, there were 10% of the respondents. The educational qualification 8% Respondents was Technical qualification. The remaining 7% of the Respondents had completed any other course.

**Table -2.6 Monthly Income**

Sl No	Monthly Income	No of Respondents	Percentage
1	Below Rs.3000	46	46
2	Rs. 3001 to Rs.4000	28	28
3	Rs .4001 to Rs.5000	16	16
4	Above Rs.5000	10	10
TOTAL		100	100

Fig-2.6

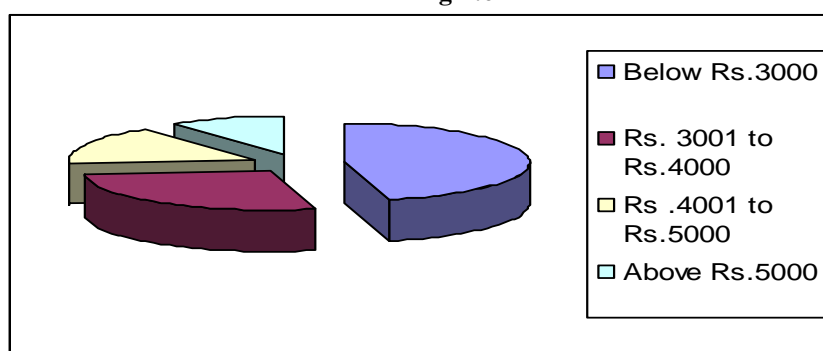


Table 2.6 & Fig 2.6 shows that out of 100 Respondents a maximum of 46 Respondents belong to the monthly income group of below Rs.3000, followed by 28 Respondents who belonged to the monthly income group of Rs.3001 to 4000. 16 Respondents were in the monthly income group of Rs. 4001 to Rs. 5000. The remaining 10 respondents were in the monthly income group of above Rs. 5000.

Table 2.7 Forced Choice Rating Method

SL NO	Rank	No of Respondents	Percentage
1	I	27	27
2	II	19	19
3	III	15	15
4	IV	12	12
5	V	10	10
6	VI	9	9
7	VII	8	8
TOTAL		100	100

The table No:2.7 indicates that 27% of the Respondents had stated the forced choice rating method as the first problem. The second rank was given to the forced choice rating method by 19% of the Respondents. The forced choice rating method according to 15% of the Respondents. 12% of the respondents felt that forced choice rating method was their fourth problem. In the opinion of 10% of the Respondents fifth problem was the forced choice rating method. According to 9% of the Respondents, the forced choice rating method was placed in the sixth position. The remaining 8% of the Respondents had given seventh rank for the forced choice rating method thus; forced choice rating method is the major problem for most of the employee's performance appraisal system.

Table 2.8 Ranking of 360° performance appraisal system

SL NO	Rank	No .Of Respondents	Percentage
1	I	29	29
2	II	20	20
3	III	15	15
4	IV	12	12
5	V	9	9
6	VI	8	8
7	VII	7	7
TOTAL		100	100

The Table No 2.8 indicates that 29% of the Respondents had stated the Ranking of 360° Performance appraisal as the first problem. The 360° performance appraisal by 20% of the Respondents. The Ranking of 360° performance appraisal was in the third problem according to 15% of the Respondents. 12% of the respondents felt that Ranking of 360° performance appraisal was their fourth problem. In the opinion of 9% of the Respondents fifth problem was ranking of 360° performance appraisal. According to 8% of the Respondents, the Ranking of 360° performance appraisal was placed in the sixth position. The remaining 7% of the Respondents had given seventh rank for the Ranking of 360° performance appraisal thus; Ranking of 360° performance appraisal is the major problem for most of the employee's performance appraisal system.

# AGE AND LEVEL OF SATISFACTION

**Table No:2.9**

Age	Dissatisfied	Highly Satisfied	Satisfied	Neutral	Highly Dissatisfied	Total
18-25	1.95 1	4.95 7	6.3 7	1.2 0	0.6 0	15
26-35	4.16 7	10.56 8	13.44 7	2.56 6	1.28 4	32
36-45	3.38 2	8.58 7	10.92 16	2.08 1	1.04 0	26
46-55	2.21 2	5.61 7	7.14 8	1.36 0	0.68 0	17
ABOVE 55	1.3 1	3.3 4	4.2 4	0.8 1	0.4 0	10
TOTAL	13	33	42	8	4	100

To test whether the age has an influence over the level of satisfaction of employee's absenteeism, Chi-Square test was adopted Ho: Age has no influence over the level of satisfaction.

## Age and Level of Satisfaction

Factor	Level of Satisfaction	DF	Table Value	Calculate Value	Result
Age	0.05	16	26.30	28.59	Significant

The Table No: 1.1 it is observed that since the calculated value is greater than the table value, it falls in the rejection region. Hence the null Hypothesis is rejected and it is concluded that age level of satisfaction of employee's absenteeism are independent

# EDUCATIONAL AND LEVEL OF SATISFACTION

**Table No: 2.10**

Educational	Dissatisfied	Highly Satisfied	Satisfied	Neutral	Highly Dissatisfied	Total
Illiterate	2.99 3	7.59 8	9.66 9	1.84 2	0.92 1	23
SSLC	2.47 3	16.27 5	7.98 8	1.52 2	0.76 1	19
HSC	1.3 1	8.58 3	4.2 4	0.8 1	0.4 1	10
UG	1.56 1	5.61 4	5.04 7	0.96 0	0.48 0	12
Technical Qualification	2.73 3	2.21 8	8.82 8	1.68 1	0.84 1	21
Others	0.91 1	2.21 2	2.94 3	0.56 1	0.28 0	7
<b>TOTAL</b>	13	33	42	8	4	100

To test whether the educational has an influence over the level of satisfaction of employee's absenteeism, Chi-Square test was adopted Ho: Age has no influence over the level of satisfaction of employees' absenteeism of Chi-square.

## Educational and level of satisfaction

Factor	Level of Satisfaction	DF	Table Value	Calculate Value	Result
Educational	0.05	24	36.42	6.013	Not Significant

The table No:1.2 it is understand that since the calculated value is less than the table value, it falls in the accept ion region. Hence the null Hypothesis is accepted and it is concluded that educational and level of satisfaction of employee absenteeism.

### MONTHLY INCOME AND LEVEL OF SATISFACTION

**Table No:2.11**

Monthly Income	Dissatisfied	Highly Satisfied	Satisfied	Neutral	Highly Dissatisfied	Total
Below Rs.3000	5.98 7	14 15.18	19.32 14	3.68 7	1.84 4	46
Rs 3001- 4000	3.64 3	10 9.24	11.76 14	2.24 0	1.12 0	28
Rs .4001-5000	2.08 1	3 5.28	6.72 12	1.28 1	0.64 1	16
Above Rs.5000	1.3 2	6 3.3	4.2 2	0.8 0	0.4 0	10
<b>TOTAL</b>	<b>13</b>	<b>33</b>	<b>42</b>	<b>8</b>	<b>4</b>	<b>100</b>

To test whether the monthly income has an influence over the level of satisfaction of employee's, Chi-Square test was adopted Ho: Monthly income has no influence over the level of satisfaction of employee absenteeism of Chi-Square.

#### Monthly Income level of satisfaction

Factor	Level of Satisfaction	DF	Table Value	Calculate Value	Result
Monthly Income	0.05	12	21.03	50.866	Significant

The table No:1.3 it is understand that since calculated value is greater than the table value, it falls in the rejection region. Hence the null Hypothesis is rejected and it is concluded that monthly income and level of satisfaction of employee's absenteeism are independent.

### FINDINGS

- ❖ Majority of the respondents belonged to the age group of 26-35.
- ❖ Most of the respondents existed in the married group.
- ❖ Most of the respondents were having SSLC educational qualification.
- ❖ Maximum of the respondents fell in the monthly income group of Rs. 3001-4000
- ❖ Majority of the respondents were having a Nuclear family status.
- ❖ Level of employees was higher when their year of experiences was 4 to 7 years.
- ❖ Most of the respondents were having smoking habit and liquor habit.
- ❖ Majority of the respondents felt that they unaware about the performance appraisal system.
- ❖ Most of the respondents felt that the maximum HOD is appraiser of the company.
- ❖ Greater strength of the respondents felt that clearly know about the performance appraisal system.

- ❖ Maximum of the respondents fell in the reasons for company appraisal system for promotion.
- ❖ Majority of the respondents feel that poor working condition for the company.
- ❖ Most of the respondents were satisfied with the company.

### **SUGGESTIONS**

The study reveals that there has been a commendable increase in the aware of the performance appraisal system to all employees in the organization. But the employees find that is difficult to understand performance appraisal system because of lack of technically qualified and employees in CVPL. Hence the company should introduce or orientation programme about performance appraisal system to the employees.

The employees, which requires dedicated attention from the company is help to financial aid. Hence the company should help both financially and technically the employees in CVPL.

A committed may be appointed by the company to look into the employee's performance and problems. So that their economical are well being may been ensured through these means. Well skilled employees should require sufficient reward of the company.

### **CONCLUSION**

It is concluded from the study that employees plays an important role in the performance appraisal system. Middle-aged people are mostly attracted by this system.

The employees need further improvement among feedback to the employee about this performance and working conditions in CVPL. The company feedback to the employee and working conditions aid is necessary in CVPL. There must be co-operation among various departments I conducting orientation programmes about employees performance appraisal system. The performance appraisal system. The performance of employees will be increased if the above suggestions are implemented.

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