

Project Report On
PERFORMANCE APPRAISAL ON TATA MOTORS

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Certificate

This is to certify that **PRIYANKA VIVEK PALAV** has worked and duly completed her Project Work for the degree of Master in Commerce under the Faculty of Commerce in the subject of **HUMAN RESOURCE MANAGEMENT** and her project is entitled, **PERFORMANCE APPRAISAL ON TATA MOTORS** under my supervision.

I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any Degree or Diploma of any University.

It is her own work and facts reported by her personal findings and investigations.

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Declaration by learner

I, the undersigned **PRIYANKA VIVEK PALAV** declare that the work embodied in this project work hereby, titled **PERFORMANCE APPRAISAL ON TATA MOTORS**, forms my own contribution to the research work carried out under the guidance of **MR. HIMANSHU LAPASHIA** is a result of my own research work and has not been previously submitted to any other University for any other Degree to this or any other University.

Wherever reference has been made to previous works of others, it has been clearly indicated as such and included in the bibliography.

I, here by further declare that all information of this document has been obtained and presented in accordance with academic rules and ethical conduct.

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Signature of the Student

PRIYANKA VIVEK PALAV

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INTRODUCTION

PERFORMANCE APPRAISAL

Performance appraisal may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development. Performance appraisal, also known as employee appraisal, is a method by which the job performance of an employee is evaluated (generally in terms of quality, quantity, cost and time). Performance appraisal is a part career development

Performance appraisals are regular reviews of employee performance within organizations. Generally, the aims of a performance appraisal are to:

- Give feedback on performance to employees.

- Identify employee training needs.

- Document criteria used to allocate organizational rewards.

- Form a basis for personnel decisions: salary increases, promotions, disciplinary actions, etc.

- Provide the opportunity for organizational diagnosis and development.

- Facilitate communication between employee and administration

- Validate selection techniques and human resource policies to meet federal Equal Employment Opportunity requirements.

COMPANY PROFILE

Tata Motors is part of the USD 100 billion Tata group founded by Jamsetji Tata in 1868. Sustainability and the spirit of 'giving back to society' is a core philosophy and good corporate citizenship is strongly embedded in our DNA. Tata Motors is India's largest automobile company. We bring to the customer a proven legacy of thought leadership with respect to customer-centricity and technology. We are driving the transformation of the Indian commercial vehicle landscape by offering customers leading edge auto technologies, packaged for power performances and lowest life-cycle costs. Our new passenger cars are designed for superior comfort, connectivity and performance. What keeps us at the forefront of the market is our focus on future-readiness and our pipeline of tech-enabled products. Our design and R&D centres located in India, the UK, Italy and Korea strive to innovate new products that achieve performances that will fire the imagination of GenNext customers. Across the globally dispersed organisation that we are today, there is one thing that energises and drives all our people and our activities – and that is our mission “to be passionate in anticipating and providing the best vehicles and experiences that excite our customers globally”.

Established in 1945, Tata Motors' presence indeed cuts across the length and breadth of India. Over 7.5 million Tata vehicles ply on Indian roads, since the first rolled out in 1954. The company's manufacturing base in India is spread across Jamshedpur (Jharkhand), Pune (Maharashtra), Lucknow (Uttar Pradesh), Pantnagar (Uttarakhand), Sanand (Gujarat) and Dharwad (Karnataka). Following a strategic alliance with Fiat in 2005, it has set up an industrial joint venture with Fiat Group Automobiles at Ranjangaon (Maharashtra) to produce both Fiat and Tata cars and Fiat power trains. The company's dealership, sales, services and spare parts network comprises over 3,500 touch points.

Tata Motors, the first company from India's engineering sector to be listed in the New York Stock Exchange (September 2004), has also emerged as an international automobile company. Through subsidiaries and associate companies, Tata Motors has operations in the UK, South Korea, Thailand, Spain and South Africa. Among them is Jaguar Land Rover, a business comprising the two iconic British brands that was acquired in 2008. JLR supports two state of Commercial Vehicles Company, South Korea's second largest truck maker. The rechristened Tata Daewoo Commercial Vehicles Company has launched several new products in the Korean market, while also exporting these products to several international markets. Today two-thirds of heavy commercial vehicle exports out of South Korea are from Tata Daewoo. In 2005, Tata Motors acquired a 21% stake in Hispano Carrocera, a reputed Spanish bus and coach manufacturer, and subsequently the remaining stake in 2009. Hispano's presence is being expanded in other markets. In 2006, Tata Motors formed a joint venture with the Brazil- based Marcopolo, a global leader in body-building for buses and coaches to manufacture fully-built

buses and coaches for India and select international markets. In 2006, Tata Motors entered into joint venture with Thonburi Automotive Assembly Plant Company of Thailand to manufacture and market the company's pickup vehicles in Thailand. The new plant of Tata Motors (Thailand) has begun production of the Xenon pickup truck, with the Xenon having been launched in Thailand in 2008. Tata Motors (SA) (Proprietary) Ltd., Tata Motors' joint venture with Tata Africa Holding (Pty) Ltd., has its assembly plant in South Africa at Rosslyn, north of Pretoria, in the Gauteng province of South Africa. The plant can assemble, from semi knocked down (SKD) kits, light, medium and heavy commercial vehicles ranging from 4 - 50 tonnes.

Tata Motors is also expanding its international footprint, established through exports since 1961. The company's commercial and passenger vehicles are already being marketed in several countries in Europe, Africa, the Middle East, South East Asia, South Asia, CIS, Russia and South America. It has franchisee/joint venture assembly operations in Bangladesh, Ukraine, and Senegal.

The foundation of the company's growth over the last 66 years is a deep understanding of economic stimuli and customer needs, and the ability to translate them into customer-desired offerings through leading edge R&D. With over 4,500 engineers and scientists, the company's Engineering Research Centre, established in 1966, has enabled pioneering technologies and products. The company today has R&D centres in Pune, Jamshedpur, Lucknow, Dharwad in India, and in South Korea, Spain, and the UK. It was Tata Motors, which developed the first indigenously developed Light Commercial Vehicle, India's first Sports Utility Vehicle and, in 1998, the Tata Indica, India's first fully indigenous passenger car. Within two years of launch, Tata Indica became India's largest selling car in its segment. In 2005, Tata Motors created a new segment by launching the Tata Ace, India's first indigenously developed mini-truck.

In January 2008, Tata Motors unveiled its People's Car, the Tata Nano, which India and the world have been looking forward to. The Tata Nano has been subsequently launched, as planned, in India in March 2009. A development, which signifies a first for the global automobile industry, the Nano brings the comfort and safety of a car within the reach of thousands of families.

In May 2009, Tata Motors ushered in a new era in the Indian automobile industry, in keeping with its pioneering tradition, by unveiling its new range of world standard trucks called Prima. In their power, speed, carrying capacity, operating economy and trims, they will introduce new benchmarks in India and match the best in the world in performance at a lower life-cycle cost. In October 2010, Tata Motors launched the Tata Aria, the first Indian four-wheel drive crossover. The Tata Aria redefines several benchmarks with its design and technologies, offering class leading features that take comfort and safety to a new height.

Tata Motors is equally focused on environment-friendly technologies in emissions and

alternative fuels. It has developed electric and hybrid vehicles both for personal and public transportation. It has also been implementing several environment-friendly technologies in manufacturing processes, significantly enhancing resource conservation.

Through its subsidiaries, the company is engaged in engineering and automotive solutions, construction equipment manufacturing, automotive vehicle components manufacturing and supply chain activities, machine tools and factory automation solutions, high-precision tooling and plastic and electronic components for automotive and computer applications, and automotive retailing and service operations.

Tata Motors is committed to improving the quality of life of communities by working on four thrust areas employability, education, health and environment. The activities touch the lives of more than a million citizens. The company's support on education and employability is focused on youth and women. They range from schools to technical education institutes to actual facilitation of income generation. In health, our intervention is in both preventive and curative health care. The goal of environment protection is achieved through tree plantation, conserving water and creating new water bodies and, last but not the least, by introducing appropriate technologies in our vehicles and operations for constantly enhancing environment care.

With the foundation of its rich heritage, Tata Motors today is etching a refulgent future.



OBJECTIVES OF THE STUDY

To carry out the study of TATA MOTORS, we framed the following objectives

1. To identify of technique of performance appraisal followed in Tata Motors.
2. To understand the attitude towards the present appraisal system.
3. To Review of the current appraisal system in order to
 - a. Enhance productivity
 - b. Attain global standards
4. To provide suggestions & recommendations from the study conducted.

RESEARCH METHODOLOGY

In order to accomplish the objectives of the study, it is essential to articulate the manner in which it is to be conducted, i.e., the research process is to be carried-out in a certain framework. The research methodology, which follows, is the backbone of the study.

LITERATURE

REVIEW

Organizations exist to achieve goals. Goals are only met when individual employees efforts matches with policy of the organization and thus bringing out success and effectiveness. The assessment of how successful employees have been at meeting their individual goals therefore becomes a critical part of HRM and here comes Performance Appraisal System.

Performance appraisal is an important component of the information and control system. In today's flexible organizations, performance evaluation provides an important way for managers to clarify performance goals and standards and to enhance future individual performance. Thus the purpose of performance appraisal is to improve the organization's performance through the enhanced performance of individuals.

The performance appraisal system:

- Is an organizational necessity
- Is based on well-defined objective criteria
- Is based on careful job analysis
- Uses only job related criteria
- Is supported by adequate studies
- Is applied by trained qualified raters
- Is applied objectively throughout the organization
- Can be shown nondiscriminatory as defined by law

Performance Appraisal Summary

Performance appraisal, while enabling a manager to identify the training needs of employees, and evolving a training plan for them, also, serves to meet other objectives. Performance appraisal satisfies the psychological needs individuals have to know how they are performing their job and increases employees' job satisfaction and morale by letting them know that the manager is interested in their progress and development. Systematic performance appraisal also provides both the firm and the employee a careful evaluation, rather than a snap judgement of an employee's performance. Many firms use performance appraisals to plan placements and transfers and to provide input into decisions regarding salary increases,

Promotions, and transfers. Finally, performance appraisals may be used as a basis for the coaching and counselling of individual employees by their superiors. To summarize the uses of performance appraisal:

- Performance improvement
- Compensation
- Placement
- Training & development needs assessment
- Career planning
- Job design error detection

CHARACTERISTICS OF AN APPRAISAL SYSTEM

Performance appraisal cannot be implemented successfully unless it is accepted by all concerned. There should be a common and clear understanding of the distinction between evaluation and appraisal. As Patten (1982) argues, evaluation aims at 'objective' measurement, while appraisal includes both objective and subjective assessment of how well an employee has performed during the period under review. Thus performance appraisal aims at 'feedback, development and assessment.' The process of performance appraisal should concentrate on the job of an employee, the environment of the organization, and the employee him- or herself. These three factors are inter-related and inter-dependent. Therefore, in order to be effective, the appraisal system should be individualized, subjective, Qualitative and oriented towards problem-solving. It should be based on clearly specified and measurable standards and indicators of performance. Since what is being appraised is performance and not personality, personality traits which are not relevant to job performance should be excluded from the appraisal framework.

Some of the important considerations in designing a performance appraisal system are:

Goal the job description and the performance goals should be structured, mutually decided

and accepted by both management and employees.

Reliable and consistent Appraisal should include both objective and subjective ratings to produce reliable and consistent measurement of performance.

Practical and simple format the appraisal format should be practical, simple and aim at fulfilling its basic functions. Long and complicated formats are time consuming, difficult to understand, and do not elicit much useful information.

Regular and routine while an appraisal system is expected to be formal in a structured manner, informal contacts and interactions can also be used for providing feedback to employees.

Participatory and open An effective appraisal system should necessarily involve the employee's participation, usually through an appraisal interview with the supervisor, for feedback and future planning. During this interview, past performance should be discussed frankly and future goals established. A strategy for accomplishing these goals as well as for improving future performance should be evolved jointly by the supervisor and the employee being appraised. Such participation imparts a feeling of involvement and creates a sense of belonging.

Rewards Rewards - both positive and negative - should be part of the performance appraisal system. Otherwise, the process lacks impact.

Feedback should be timely unless feedback is timely, it loses its utility and may have only limited influence on performance.

Impersonal feedback Feedback must be impersonal if it is to have the desired effect. Personal feedback is usually rejected with contempt, and eventually de-motivates the employee.

Feedback must be noticeable The staff member being appraised must be made aware of the information used in the appraisal process. An open appraisal process creates credibility.

Relevance and responsiveness Planning and appraisal of performance and consequent rewards or punishments should be oriented towards the objectives of the programme in which the employee has been assigned a role. For example, if the objectives of a programme are directed towards a particular client group, then the appraisal system has to be designed with that orientation.

Commitment Responsibility for the appraisal system should be located at a senior level in the organization so as to ensure commitment and involvement throughout the management hierarchy.

WHAT IS THE ROLE OF PERFORMANCE APPRAISAL?

We've seen from previous discussions, that people are one of a company's most valuable assets. While most assets depreciate over time, people, viewed as assets, may actually appreciate. One of the manager's major responsibilities is to improve and update the knowledge and skills of employees -- appreciation of assets. Performance appraisal plays a significant role as a tool and technique of organizational development and growth. In essence, effective appraisal systems provide both evaluation and feedback. The main aim of the evaluation is to identify performance gaps -- when performance does not meet the organizational standards -- whereas feedback is necessary to inform employee about those performance gaps.

From the employee's perspective, performance appraisal informs them about what is required of them in order to do their jobs, it tells them how well they have achieved those objectives and helps them take corrective action to improve their performance, and, finally, it may reward them for meeting the required standards.

The firm, on the other hand, needs a performance appraisal system in order to establish principles of managerial accountability. Clearly, where employees are given responsibilities and duties, they need to be held accountable. One of the functions of performance appraisals is to ensure that people are accountable for their organizational responsibilities.

Perhaps the most significant benefit of performance appraisals is the opportunities they provide supervisors and subordinates to have one-on-one discussions of important work issues. During appraisals, subordinates and supervisors can focus on work activities and goals, identify and correct existing problems, and encourage better future performance.

Performance Appraisal and Motivation

Motivational research has recognized the power of recognition as an incentive (see Maslow and the Expectancy Theory of Motivation). Performance appraisals provide employees with recognition for their work efforts. The appraisal system provides the supervisor with an opportunity to indicate to employees that the organization is interested in their performance and development. This recognition can have a positive motivational influence. on the individual's sense of worth, commitment and belonging.

Performance Appraisal and Training and Development

Performance appraisals identify performance gaps. As such, they provide an excellent opportunity for a supervisor and subordinate to recognize and agree upon individual training and development needs. Performance appraisal discussion may identify the presence or absence of work skills. Further, the need for training can be made more relevant if attaining the requisite job skills is clearly linked to performance outcomes. Consolidated appraisal data can also help form a picture of the overall organizational training requirements.

Performance Appraisal and Recruitment

Recruitment and selection procedures need to be evaluated. Appraisal data can be used to monitor the success of a firm's recruitment and selection practices. From this data, the firm can determine how well employees who were hired in the past are performing.

Performance Appraisal and Employee Evaluation

Employee evaluation is a major objective of performance appraisal. Given the major functions of management -- planning, organizing, leading and controlling -- it is clear that evaluations (controlling) need to be done. At its most basic level, performance appraisal is the process of examining and evaluating the performance of employees. However, the need to evaluate is also a source of tension as evaluative and developmental priorities appear to clash. Some management experts have argued that appraisal cannot serve the needs of evaluation and development at the same time.

Performance Appraisal and Total Quality Management (TQM)

With the advent of TQM (Total Quality Management) and the extensive use of teams, traditional performance appraisal systems have come under some criticism. For example, rather than motivating employees, conflict may be created when appraisals are tied to merit pay and when that merit pay is based on a forced ranking.

W. Edwards Deming, the founder of total quality management (TQM) has long been associated with the view that performance appraisals ought to be eliminated.

METHODS OF PERFORMANCE APPRAISAL

The foregoing list of major program pitfalls represents a formidable challenge, even considering the available battery of appraisal techniques. But attempting to avoid these pitfalls by doing away with appraisals themselves is like trying to solve the problems of life by committing suicide. The more logical task is to identify those appraisal practices that are (a) most likely to achieve a particular objective and (b) least vulnerable to the obstacles already discussed.

Before relating the specific techniques to the goals of performance appraisal stated at the outset of the article, I shall briefly review each, taking them more or less in an order of increasing complexity.

The best-known techniques will be treated most briefly.

ESSAY APPRAISAL

In its simplest form, this technique asks the rater to write a paragraph or more covering an individual's strengths, weaknesses, potential, and so on. In most selection situations, particularly those involving professional, sales, or managerial positions, essay appraisals from former employers,

GRAPHIC RATING SCALE

This technique may not yield the depth of an essay appraisal, but it is more consistent and reliable. Typically, a graphic scale assesses a person on the quality and quantity of his work. The outstanding, above average, average, or unsatisfactory?) And on a variety of other factors that vary with the job but usually include personal traits like reliability and cooperation. It may also include specific performance items like oral and written communication.

FIELD REVIEW

The field review is one of several techniques for doing this. A member of the personnel or central administrative staff meets with small groups of raters from each supervisory unit and goes over each employee's rating with them to (a) identify areas of inter-rater disagreement, (b) help the group arrive at a consensus, and (c) determine that each rater conceives the standards similarly.

FORCED-CHOICE RATING

Like the field review, this technique was developed to reduce bias and establish objective standards of comparison between individuals, but it does not involve the intervention of a third party.

MANAGEMENT BY OBJECTIVES

To avoid, or to deal with, the feeling that they are being judged by unfairly high standards, employees in some organizations are being asked to set - or help set - their own performance goals. Within the past five or six years, MBO has become something of a fad and is so familiar to most managers that I will not dwell on it here.

RANKING METHODS

For comparative purposes, particularly when it is necessary to compare people who work for different supervisors, individual statements, ratings, or appraisal forms are not particularly useful. Instead, it is necessary to recognize that comparisons involve an overall subjective judgment to which a host of additional facts and impressions must somehow be added. There is no single form or way to do this.

The best approach appears to be a ranking technique involving pooled judgment.

The two most effective methods are alternation ranking and paired comparison ranking.

1. "Alternation ranking"

Ranking of employees from best to worst on a trait or traits is another method for evaluating employees. Since it is usually easier to distinguish between the worst and the best employees than to rank them, an alternation ranking method is most popular. Here subordinates to be rated are listed and the names of those not well enough to rank are crossed. Then on a form as shown below, the employee who is highest on the characteristic being measured and the one who is the lowest are indicated. Then choose the next highest and the next lowest, alternating between highest and lowest until all the employees to be rated have been ranked.

2. "Paired-comparison ranking":

This technique is probably just as accurate as alternation ranking and might be more so. But with large numbers of employees it becomes extremely time consuming and cumbersome. Both ranking techniques, particularly when combined with multiple rankings (i.e., when two or more people are asked to make independent rankings of the same work group and their lists are averaged), are among the best available for generating valid order-of-merit rankings for salary administration purposes.

360 DEGREE FEEDBACK

Many firms have expanded the idea of upward feedback into what they call 360-degree feedback. The feedback is generally used for training and development, rather than for pay increases.

Most 360 Degree Feedback system contains several common features. Appropriate parties – peers, supervisors, subordinates and customers, for instance – complete survey, questionnaires on an individual. 360 degree feedback is also known as the multi-rater feedback, whereby ratings are not given just by the next manager up in the organizational hierarchy, but also by peers and subordinates. Appropriate customer ratings are also included, along with the element of self-appraisal. Once gathered in, the assessment from the various quarters are compared with one another and the results communicated to the manager concerned.

Another technique that is useful for coaching purposes is, of course, MBO. Like the critical incident method, it focuses on actual behavior and actual results, which can be discussed objectively and constructively, with little or no need for a supervisor to "play God."

Advantages

Instead of assuming traits, the MBO method concentrates on actual outcomes. If the employee meets or exceeds the set objectives, then he or she has demonstrated an acceptable level of job performance. Employees are judged according to real outcomes, and not on their potential for

success, or on someone's subjective opinion of their abilities.

MBO advocates claim that the performance of employees cannot be broken up into so many constituent parts, but to put all the parts together and the performance may be directly observed and measured.

Disadvantages

This approach can lead to unrealistic expectations about what can and cannot be reasonably accomplished. Supervisors and subordinates must have very good "reality checking" skills to use MBO appraisal methods. They will need these skills during the initial stage of objective setting, and for the purposes of self-auditing and self-monitoring.

Variable objectives may cause employee confusion. It is also possible that fluid objectives may be distorted to disguise or justify failures in performance.

Benefits of Performance Appraisals

- Measures an employee's performance.
- Helps in clarifying, defining, redefining priorities and objectives.
- Motivates the employee through achievement and feedback.
- Facilitates assessment and agreement of training needs.
- Helps in identification of personal strengths and weaknesses.
- Plays an important role in Personal career and succession planning.
- Clarifies team roles and facilitates team building.
- Plays major role in organizational training needs assessment and analysis.
- Improves understanding and relationship between the employee and the reporting manager and also helps in resolving confusions and misunderstandings.
- Plays an important tool for communicating the organization's philosophies, values, aims, strategies, priorities, etc among its employees.
- Helps in counseling and feedback.

Rating Errors in Performance Appraisals

Performance appraisals are subject to a wide variety of inaccuracies and biases referred to as 'rating errors'. These errors can seriously affect assessment results. Some of the most common rating errors are: -

Leniency or severity: - Leniency or severity on the part of the rater makes the assessment subjective. Subjective assessment defeats the very purpose of performance appraisal. Ratings are lenient for the following reasons:

The rater may feel that anyone under his or her jurisdiction who is rated unfavorably will reflect poorly on his or her own worthiness.

- a) She/he may feel that a derogatory rating will be revealed to the rate to detriment the relations between the rater and the rate.
- b) She/he may rate leniently in order to win promotions for the subordinates and therefore, indirectly increase his/her hold over him.

Central tendency: - This occurs when employees are incorrectly rated near the average or middle of the scale. The attitude of the rater is to play safe. This safe playing attitude stems from certain doubts and anxieties, which the raters have been assessing the rates.

Halo error: - A halo error takes place when one aspect of an individual's performance influences the evaluation of the entire performance of the individual. The halo error occurs when an employee who works late constantly might be rated high on productivity and quality of output as well as on motivation. Similarly, an attractive or popular personality might be given a high overall rating. Rating employees separately on each of the performance measures and encouraging raters to guard against the halo effect are the two ways to reduce the halo effect.

Rater effect: -This includes favoritism, stereotyping, and hostility. Extensively high or low score are given only to certain individuals or groups based on the rater's attitude towards them and not on actual outcomes or behaviors; sex, age, race and friendship biases are examples of this type of error.

Primacy and Regency effects: - The rater's rating is heavily influenced either by behavior exhibited by the rate during his early stage of the review period (primacy) or by the outcomes, or behavior exhibited by the rate near the end of the review period (regency). For example, if a salesperson captures an important contract/sale just before the completion of the appraisal, the timing of the incident may inflate his or her standing, even though the overall performance of the sales person may not have been encouraging. One way of guarding against such an error is to ask the rater to consider the composite performance of the rate and not to be influenced by one incident or an achievement.

Performance dimension order: - Two or more dimensions on a performance instrument follow each other and both describe or rotate to a similar quality. The rater rates the first dimensions accurately and then rates the second dimension to the first because of the proximity. If the dimensions had been arranged in a significantly different order, the ratings might have been different.

Spillover effect: - This refers to allowing past performance appraisal rating to unjustifiably influence current ratings. Past ratings, good or bad, result in similar rating for current period although the demonstrated behavior does not deserve the rating, good or bad.

ROLES IN THE PERFORMANCE APPRAISAL PROCESS

a) Reporting Manager

- Provide feedback to the reviewer / HOD on the employees' behavioral traits indicated in the PMS Policy Manual
- Ensures that employee is aware of the normalization / performance appraisal process
- Address employee concerns / queries on performance rating, in consultation with the reviewer

b) Reviewer (Reporting Manager's reporting Manager)

- Discuss with the reporting managers on the behavioral traits of all the employees for whom he / she is the reviewer
- Where required, independently assess employees for the said behavioral traits; such assessments might require collecting data directly from other relevant employees

c) HOD (In some cases, a reviewer may not be a HOD)

- Presents the proposed Performance Rating for every employee of his / her function to the Normalization committee.
- HOD also plays the role of a normalization committee member
- Owns the performance rating of every employee in the department

d) HR Head

- Secretary to the normalization committee
- Assists HOD's/Reporting Managers in communicating the performance rating of all the employees

e) Normalization Committee

Reviews the performance ratings proposed by the HOD's, specifically on the upward / downward shift in ratings, to ensure an unbiased relative ranking of employees on overall performance, and thus finalize the performance rating of each employee.

NEED FOR STUDY

This study focuses on analyzing and exploring the impact of performance management system on employee performance. The organizational performance criteria should include profitability, productivity, marketing effectiveness, customer satisfaction, but also employee morale. In this perspective, employee performance is tightly related to organizational performance, effective and efficient employee performance will positively influence organizational performance. A talent management which consists of planning, recruiting, performance, learning, career development, succession planning, compensation, and measuring and reporting. In order to organize a company effectively, companies must rethink how they hire, train and reward their employees; therefore the employees could be encouraged to be competitive. Undoubtedly, there is an important factor is human in organizations. One of the main management strategies of the organizations is to invest in employees. Organizations are seeking to develop, motivate and increase the performance of their employees in a variety of human resources applications. Thus, performance management should be an important step in the organization's HRM system and influences employee performance and then to organizational performance.

The reason why I chose this research topic is that nowadays there are many organizations that are relying on employees for success and competitiveness. According to their source-based view, employees are the resources and assets of an organization. Consequently, organizations need to figure out strategies for identifying, encouraging, measuring, evaluating, improving and rewarding employees' performance at work. According to this respect, performance management and appraisal systems have come to play an indispensable role in helping organizations to reach their goals of productivity. In fact, human resource management practices could influence the behaviors of individual employees. The impact of Human Resources (HR) practices on employees' commitment and performance depends on employees' perception and evaluation of these practices.

Performance management is a process for ensuring employees focus on their work in ways that contribute to achieving the organization's mission is indispensable for a business organization. Actually, performance management includes various types or system.

Performance management system is a kind of performance management forms. Supervisors and managers are responsible for managing the performance of their employees. Each organization's policy should specify how the performance management system will be carried out. Organizations should adopt performance management practices that are consistent with the requirements of this policy and that best fit the nature of the work performed and the mission of the organization.

Therefore, it is important that this research will be conducted, or existing research will be expanded to understand employees' experiences and perceptions of performance management.

and appraisal system so that a completed and comprehensive performance system could be built up. Moreover, it is important for employees and managers to understand that performance management and performance management systems are the key determinants of an organization's long-term success or failure. If employees are not happy or do not agree with the performance management system, they are likely to be unwilling to take an active part in the process because they do not see any value of it. As a result, the organizational performance and productivity would decrease due to the inefficient employee performance. To conclude, this topic would be interesting and meaningful for any organization because the performances of employees have a significant relationship with organizational performance. Also, understanding how HRM practices influence employee performance could help organizations setting up a better management system, and finally improve employee performance and organizational performanc

PERFORMANCE APPRAISAL AND MANAGEMENT.

Journal of Performance Appraisal Techniques

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 the nature of appraisal and the context in which it operates. The former is considered in terms of contemporary thinking on the content of appraisal (contextual performance, goal orientation and self awareness) and the process of appraisal (appraiser–appraise interaction, and multi-source feedback). The discussion of the context of appraisal concentrates on cultural differences and the impact of new technology.

Performance Appraisal as Effective Management or Deadly Management Disease

Journal of Performance Appraisal Management

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 (Deming, 1986), are contrasted. Two studies are reported that investigate two specific questions that arise from a broader view of the appraisal process. Results indicate that managers and subordinates believe that typical poor performance has different causes and that actual productivity levels far outweigh person or system sources of performance variance in appraisal judgments.

A Contingency Approach to Appraisal Satisfaction

Journal of Performance Appraisal Approaches

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. Implications of the findings for the design of appraisal systems, appraisal effectiveness, and future research are discussed.

Differential Performance Appraisal Criteria

Journal of Performance Appraisal Criteria

Performance appraisal ratings of 125 first-level managers were analyzed to investigate the degree to which the criteria used to evaluate the overall job performance of black managers differs from that used to evaluate white managers. The performance appraisal form included items that measured both the social behavior dimension and task/goal accomplishment dimension of job performance. The appraisal ratings of both groups on each dimension were correlated with measures of overall job performance and promote ability. Results indicated that social behavior factors are more highly correlated with the overall job performance of black rates than for white ratees. Implications of these results for both black managers and organizations are discussed.

A Restatement of the Satisfaction

Journal of Performance Hypothesis

This article reviews recent evidence in support of Organ's argument that satisfaction more generally correlates with organizational prosaically or citizenship-type behaviors than with traditional productivity or in-role performance. An attempt is then made to interpret just what it is in satisfaction measures that provides this correlation, leading to the suggestion that fairness cognitions comprise the major factor. Implications of this interpretation for theory, research, and management practice are offered.

Company History - Tata Motors Ltd.

1945

The Company was incorporated on 1st September at Mumbai to manufacture diesel vehicles for commercial use, excavators, industrial shunter, dumpers, heavy forgings and machine tools.

The commercial diesel vehicles which were known 'Tata Mercedes Benz' (TMB) are now called 'Tata' vehicles after the expiry of the collaboration agreement with Daimler-Benz AG, West Germany. The company also used to manufacture pulp and paper making machinery.

1946

The Managing Agency Tata Sons was transferred to Tata Industries on July 1, 1946. The Managing Agency system continued till it was abolished by an act of Parliament in 1970.

1956

Steel foundry set up in collaboration with Usines Emile Henricot of Court St. Etienne, Belgium

1959

Research and Development Center set up at Jamshedpur.

1960

The company's name, which was Tata Locomotive & Engineering Company Ltd. was changed to Tata Engineering & Locomotive Company Ltd.

1961

Collaboration with M/s Pawling & Harnischfeger (P&H), U.S.A. for manufacture of cable type excavators and cranes.

1963

A project for the production of large press tools and complex dies was undertaken in collaboration with Raymond. F. Thompson (Engineers) Ltd. UK.

1965

With effect from 1st July the Investa Machine Tools and Engineering Co. Ltd. was amalgamated with the company and it became the Machine Tool Division.

1968

Vehicle manufacture facilities steadily built up at Pune 1968 Collaboration with M/s Hueller Hille GmbH, W. Germany, for the manufacture of unit construction special purpose machines.

1971

Central Bank of India Ltd., was merged with the Company with effect from 24th April. Allotment of shares and debentures as per the terms of the scheme of amalgamation to the shareholders of Central Bank of India Ltd., was completed during January-March 1972.

1972

During the year company made a sale of know-how to Tata Precision Industries Pvt Ltd in Singapore for the design and production of machinery and tools.

1983

The company issued 15% secured non convertible debentures of Rs.100 each aggregating to 30 crores in order to augment the long-term funds for working capital requirements and to meet the capital expenditure on its modernisation and replacement programme.

1984

The Govt. approval was received for increasing the vehicle manufacturing capacity to 35,520 vehicles per annum thereby bringing the total licensed capacity to 78,000 vehicles. A letter of

intent was received for setting up a new plant for the manufacture of 9000 vehicles per annum in U.P which was later converted into an industrial license.

Collaboration with M/s Hitachi Construction Machinery Co. Ltd., Japan, for manufacture of hydraulic excavators. Expansion of capacity at Pune.

1984

Collaboration with M/s Hitachi Construction Machinery Co. Ltd., Japan, for manufacture of hydraulic excavators.

1986

The company issued 40,00,000 15% NCD's at the rate of Rs.100 each for Rs.40 cr on rights basis. Subsequently 20,00,000 additional debentures were issued to retain over-subscription. These were allotted on 31 Dec. 1986 and are redeemable in 3 equal installments off Rs 35 each at the end of the 7th, 8th, and 9th year at a premium of 5% being included in the 1st installment.

1988

The Tata mobile pick up entirely designed and engineered by Telco was launched in July 1988.

1990

A new model of earthmoving equipment the TWK-3036 Tata Front End Wheel Loader was introduced.

1991

During the year the company entered into a collaborative agreement with an internationally Renowned engine research and development Organization to jointly develop higher horsepower, fuel efficient diesel and petrol engines to meet the future requirements of the company.

1992

Production of MCV's commenced at Lucknow.

1994

During the year company introduced the Tata SUMO and LPT 709. The company developed a new fuel injected, 4 cylinder petrol engine with the assistance of AVL Austria.

1995

Tata Engineering and Locomotive Company (TELCO), has acquired a second hand paint shop,

machine line and cylinders from the Australian unit of the Japanese auto giant, Nissan. TELCO is believed to have picked up the unit for Rs. 70 crore. The total cost of import duty would be Rs. 100 crore.

During the year a machine tool division was expanded so as to double its machine building capacity and significantly reduce production times.

1996

The Company has launched "Tata Safari" in its Multi utility vehicle segment.

1999

Telco is the first Indian manufacturer to offer commercial vehicles meeting euro-I emission norms, a year before they are due to be introduced in the country. - It is proposed to make TCECL a one-stop shop for construction equipment and earthmoving machinery.

2000

The Company is working towards introducing two new petrol-driven variants of its small car Indica, powered by a multi-point fuel injection engine.

The Company has won the National Technology Award for indigenous development and commercialization of the Tata Indica car.

The Company has launched its new hi-tech Indica 2000 car with MPFI petro engine in Guwahati.

2002

Foreign Institutional Investors (FII) hike stake in the company to 13.34

Launches six new products in light, medium and heavy vehicles segments on Jan 15 during Auto Expo

Announces financial restructuring

Displays its Tata Sedan car at the Geneva Motor Show

Indica adjudged top selling B-segment car in 2002

Launches two new motorsport cars (The Zero and Double Zero Pace cars)

High Court Approves Tata Engineering's Financial Restructuring

Tata Engg, BPCL tie up to market co-branded lubricants 2005

Tata Motors inks agreement with Hispano Carrocera for 21 pc stake

Tata Motors partners with IOC for bio-diesel pilot project

Tata Motors launches ACE

Tata Motors unveils Tata Safari DICOR in Kerala market on August 11, 2005.

Tata Motors rolls out 2 luxury variants of Indigo 2009

Tata Motors has entered into an agreement with Andhra Bank for financing its range of passenger vehicles, which will provide an added facility of car finance to its customers.

Bank of India has entered into a pact with Tata Motors for financing Fiat cars, which are available through the Tata-Fiat dealer network. For availing the loans, the customers can get loans at special interest rates of 9.75 per cent to 10.25 per cent for loans up to Rs 10 lakh for the Linea, Palio and soon-to-be launched Grande Punto.

Tata Motors, one of the promoter group companies of Tata Steel, has pledged its entire holding of over 1.04 crore shares in the steel major

2010

Tata Motors on June 2 opened its brand new plant in Sanand, set up at a cost of Rs 2,000 crore, to manufacture wonder car Nano. The Sanand plant was inaugurated by Tata Group Chairman Ratan Tata and Gujarat Chief Minister Narendra Modi. According to Tata officials, the Sanand plant will have an initial production capacity of 2.5 lakh Nano cars a year, which will be gradually increased to 5 lakh cars a year.

IndusInd Bank and Tata Motors inked an agreement. As per the deal, IndusInd Bank will provide channel finance facilities to Tata Motors' dealers. Meanwhile, the dealers of Tata Motors will now have access to ready upstream finance from IndusInd Bank.

TATA MOTORS Brand History

Indian manufacturers Tata Motors have quite the history under their belt, starting with the company's foundation in 1945 as a locomotive producer. Tata Motors is just one part of the business group Tata, formerly known as TELCO (Tata Engineering and Locomotive Company), which also has several other ventures, including a steel making plant and even a tea producing company.

Tata got into the motoring business in 1954 when it starting producing heavy trucks in a joint venture with Daimler-Benz AG. So, in 1960 the first truck rolled out of the factory's door in Pune, India, a copy of a German Daimler truck. Tata starting exporting heavy-duty trucks butfor the local market, they had to come up with lighter versions because of the infrastructure of the country. The first LCV (Light Commercial Vehicle) model, the Tata 407, began production in 1986.

At the beginning of the 90s, the company sought to evolve and expand into the car market, and it began a collaboration with Cummins Engine Company to produce more efficient diesel engines. Their first car was the Tata Indica, a model that enjoyed an unexpected success both in India and on other European markets, despite the fact that car-analysts gave it bad reviews.

The Indica won people over with its low fuel consumption and powerful engine. It was so successful that Rover began selling it in the UK under the name of CityRover. The second generation of Indica, the V2, was even more successful.

Indica's major success gave Tata Motors the financial power to take over Daewoo Motors in 2004, in an effort to take their brand more international exposure. Other surprising acquisitions by the Tata Group include Jaguar and Land Rover as of March 26th, 2008 for a net 2 billion US dollars. Lately, Tata has made known its aggressiveness when it comes to gaining exposure and acquiring new brands.

Tata Motors' financial power comes from the fact that its labor costs amount to only 9% of the profit, a reason for which many other car producers, including Volvo decided to move operations to India. Another important factor in Tata's success is the fact that the group holds several machine tools and metal producing plants, further reducing production costs.

Apart from this, Tata does not lack the innovative spirit, bringing to the world the compressed air car (OneCAT) and the the cheapest model ever produced, introduced at the 2008 Geneva auto show, the Tata Nano, a car which will set you back some \$2.500. Also, Tata has expressed their wish to come up with a car made 100% out of plastic, in an effort to fight rising costs for metal production.

Data Collection Sources

Research work was done from: -

(1) Secondary data

Secondary data: It was collected by reviewing different literatures, from published books, management journals, articles published by the other researchers on 360 Degree Appraisal.

SAMPLING PLAN: Sample Area = PUNE

SUGGESTION SCHEME & QUALITY CIRCLES

- For better quality and productivity
- Through involvement of all employees and teamwork

Tata Motors Appraisal System

A detailed discussion with HR head **Mrs. Monika Ahuja** of Tata Motors (Mumbai Pune Branch), gave us the insight in the performance appraisal system followed in the company. The appraisal model which is followed on annual basis starting from the month of April till March has been extremely effective for the employees of Tata Motors.

Half yearly appraisal system, was started a year ago. This activity was started keeping in mind the dynamic behavior of the industry. With a half yearly appraisal system, the employee gets feedback twice a year, which gives him/her a chance to re-look at his/her approach of working. Necessary steps are also undertaken for employees who deviate from their goals. They have introduced a comprehensive system of quarterly appraisals where an employee selects his/her own goals or Key Result Area (KRAs) every quarter and him/her self-assesses his/her own performance against these parameters. At Spice jet while formally the process is annual, for several of the frontline employees, there are performance related quarterly payouts designed to reward them with incentives for their performance. This has resulted in quarterly assessments which are aligned overall to annual KRAs

Tata Motors have a midterm review for all those who have been performers, thereby creating an expectation amongst the employees of an increase in salary twice a year if they perform well. They used to have annual appraisals earlier, but then they felt that the incentives are not enough to motivate the sales department, which generates major revenues for the organization. They do give monetary increments and designation hikes, according to the performance. If the employee deserves both, they give him/her both the advantages otherwise at least one of them. Designation hikes are given annually. These are proportional to effort of the individual, team and the department. Designation changes are given keeping in mind the immense responsibility one has to shoulder in a high rank. Monetary increments are primarily incentives that are given either in cash or kind for example they give them travel package within India or outside. Also, they have an accumulating incentive scheme in which employees can accumulate incentives and get them annually with interest

FINDINGS

1. The very concept of performance appraisal is marketed throughout the organization, people have accepted it and understood its importance to the organization.
2. To market such a concept, it should not start at bottom, instead it should be started by the initiative of the top management. This would help in percolating down the concept to the advantage of all, which includes the top management as well as those below them. This means that the top management has to take a welcoming and positive approach towards the change that is intended to be brought.
3. Further, at the time of confirmation also, the appraisal form should not lead to duplication of any information. Instead, detailed appraisal of the employee's work must be done – which must incorporate both the work related as well as the other personal attributes that are important for work performance.
4. It should be noted that the appraisal form for each job position should be different as each job has different knowledge and skill requirements. There should not be a common appraisal form for every job position in the organization.
5. The job and role expected from the employees should be decided well in advance and that too with the consensus with them.
6. A neutral panel of people should do the appraisal and to avoid subjectivity to a marked extent, objective methods should be employed having quantifiable data.
7. The time period for conducting the appraisal should be revised, so that the exercise becomes a continuous phenomenon.
8. Transparency into the system should be ensured through the discussion about the employee's performance with the employee concerned and trying to find out the grey areas so that training can be implemented to improve on that.
9. The feedback doesn't come from multiple source. It should increase the efficiency.
10. Lack of Truth about Organization culture is conveyed through 90 degree of appraisal system. It should be overcome.
11. Superiors' response tend to be bias, which make employees unsatisfied. Thus, a better system can be installed.
12. Linking, Findings to the rewards can prove to be unfair. Transparency should be brought in appraisal system.

Analysis and **Interpretation**

Q1- How long have you been with Tata Motors? (in Year)

Interpretation-

we conclude that the maximum year of service of the employees of Tata Motors in Lucknow is maximum between 5-10 years(i.e 54%) and minimum is below 2years (i.e 4%).

Q2- Are you aware of the performance appraisal technique being followed at Tata Motors?

Options	No. of Responses
Yes	36
No	14

Interpretation-

we conclude that maximum employees are aware of their performance appraisal technique (i.e 72%) and the employees not aware of it is minimum (i.e 28%)

Q3- What is your opinion as to the present appraisal system?

Options	No. of Responses
Fully Satisfied	12
Satisfied	22
Can't Say	15
Dissatisfied	1

Interpretation-

we conclude that maximum employees are satisfied with the present appraisal system(i.e 44%) and minimum (i.e 2%) are dissatisfied.

Q4- what is your perception as to the frequency of appraisal?

<u>Options</u>	No. of Responses
Once During The Service Period	1
Continuous	46
Never	0
Can't Say	3

Interpretation-

From the above pie chart we find that the maximum (i.e 92%) of the employees think that the frequency of appraisal must be continuous whereas minimum (i.e 0%) none of the employees feel that Tata motors should not appraise.

Q5-If continuous appraisal – what should be the gap between two appraisal period

<u>Options</u>	<u>No. of Responses</u>
Quarterly	10
Half Yearly	22
Yearly	18

Interpretation-

From the above pie chart we conclude that maximum (i.e 44%) of the employees want to consider performance appraisal half yearly whereas minimum (i.e 20%) of them want it quarterly.

Q6-How Performance Appraisal affects the productivity of the employees

	<u>Motivated</u>	<u>Indifferent</u>	<u>Demotivated</u>
+ Feedback	38	12	-
- Feedback	12	10	28
Neutral	24	21	5

Interpretation-

- From the above chart we conclude that the affect of performance appraisal with a positive feedback and motivated results lead to maximum productivity of employees(i.e 76%) whereas none of the employees are demotivated.

- Giving negative feedback with demotivating results leads to minimum productivity of employees (i.e 56%) whereas minimum number of employees would be indifferent towards it.
- Giving a neutral feedback with motivating results leads to average productivity of employees (i.e 48%) whereas only a few lead to low productivity with demotivating results (i.e 10%)

Q7-? Who in your opinion should appraise the employee

<u>Options</u>	<u>No. of Responses</u>
Superior	12
Peer	0
Subordinate	0
Self-Appraisal	4
Consultant	2
All of the above	24
Superior + Peer	8

Interpretation-

From the above chart we conclude that the maximum employees (i.e. 24%) want to get the appraisal through superior, self-appraisal, consultant. Whereas none of them want to get it done from their peers and subordinates.

Q8-- Does the appraisal system helps in polishing the skills or performance area?

<u>Options</u>	<u>No. of Responses</u>
Yes	37
No	5
Somewhat	8

Interpretation-

If the process of appraisal does not lead to the improvement of the skills and proficiency of the employees, the very purpose of appraisal becomes illogical. In the survey conducted it was observed that nearly 74 % of the respondents agree that Performance Appraisal does leads to polishing the skills of the employees. Nearly 10 % of the respondents view that it does not serve this purpose and around 16 % were not able to respond as to whether it serve any such purposes or not.

Q9- Do you think personal bias creeps in while appraising an individual?

<u>Options</u>	<u>No. of Responses</u>
Yes	41
No	9



Interpretation-

In the process of appraising, both the parties are human being, that is, the one who is being appraised and the other who is appraising. Thus, there bound to be subjectivity involved, be it an objective way of appraising. Thus, when asked from among the sample size of 50 respondents, as huge as 82 % respondents that personal bias do creep in while appraising an individual. Hence, it is inevitable to say that personal likings do not come in the process of appraisal. It is the extent to which the appraiser manages it so that it does not become very partial and bias.

Q10 -If given a chance or an opportunity would you like that the current appraisal procedure should be reviewed?

<u>Options</u>	<u>No. of Responses</u>
Yes	16
No	22
Can't Say	12

Interpretation-

From the above pie chart we conclude that the maximum employees (i.e 32%) do not want to review the performance appraisal system whereas minimum (i.e 24%) can't comment about the same.

Q11- What according to you should be the appropriate method for conducting performance appraisal?

<u>Options</u>	<u>No. of Responses</u>
Ranking Method	6
Paired Comparison	0
Critical Incidents	3
MBO	10
Assessment Centre	2
360 degree	29

Interpretation-

From the above pie chart we conclude that the maximum (i.e 58%) of the employees prefer the 360 degree technique of performance appraisal whereas the minimum (i.e 0%) want paired comparison technique.

Q12- Does Performance Appraisal leads to identification of hidden potential of the employees?

<u>Options</u>	<u>No. of Responses</u>
Yes	48
No	2

Interpretation-

From the above pie chart we interpret that maximum (i.e 96%) of the employees feel that performance appraisal leads to identification of hidden potential whereas minimum (i.e 4%) disagree with the same gradual and a change in the mindset of both the employees and the head is required.

SUGGESTIONS AND CONCLUSION

After having analyzed the data, it was observed that there was appraisal in the organization. It is an effective tool, since it is on continuous basis. Performance appraisals in Tata Motors is satisfactory for its effective management and evaluation of staff. Appraisals here are helping individuals to develop, improve organizational performance, and feed into business planning. Performance appraisals enable management in monitoring of standards, agreeing expectations and objectives, and delegation of responsibilities and tasks. Staff performance appraisals also establish individual training needs and enable organizational training needs analysis and planning. 90degrees appraisal system or review is being followed in Tata Motors

l.e feedback that comes from members of an employee's immediate work circle most often, 360-degree feedback will include direct feedback from an employee's subordinates, peers, and supervisor(s), as well as a self-evaluation. It can also include, in some cases, feedback from external sources, such as customers and suppliers or other interested stakeholders. The appraisal process is continuous here and encourages employee productivity with positive feedbacks.

REFERENCES

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QUESTIONNAIRE

Disclaimer: Your response via this questionnaire will be used strictly for academic purposes. There will not be any commercial solicitation or usage of the response in any kind / form whatsoever.

Q1- How long have you been with Tata Motors? (In Year)

- a) Below 2
- b) 2-5
- c) 5-10
- d) 10 and above

Q2- Are you aware of the performance appraisal technique being followed at Tata Motors?

- a) Yes
- b) No

Q3- What is your opinion as to the present appraisal system?

- a) Fully satisfied
- b) Satisfied
- c) Can't say
- d) Dissatisfied

Q4- what is your perception as to the frequency of appraisal?

- a) Once during the service period
- b) Continuous
- c) Never
- d) Can't Say

Q5-If continuous appraisal – what should be the gap between two appraisal period?

- a) Quarterly
- b) Half Yearly
- c) Yearly

Q6-Does Performance Appraisal helps in improving the productivity of the employees?

	<u>Motivated</u>	<u>Indifferent</u>	<u>Demotivated</u>
+ Feedback			
- Feedback			
Neutral			

Q7-Who in your opinion should appraise the employee?

- a) Superior
- b) Peer
- c) Subordinates
- d) Self-Appraisal
- e) Consultant
- f) All of the above

Q8- Does the appraisal system helps in polishing the skills or performance area?

- a) Yes
- b) No
- c) Somewhat

Q9-Do you think personal bias creeps in while appraising an individual?

- a) Yes
- b) No

Q10-If given a chance or an opportunity would you like that the current appraisal procedure should be reviewed?

- a) Yes
- b) No
- c) Can't Say

Q11- What according to you should be the appropriate method for conducting performance appraisal?

- a) Rating the employee on number of traits along with the range of performance for each by the supervisor.
- b) For every trait, each subordinate is paired with and compared to every other Subordinate.
- c) Reviewing employees on the basis of identified specific examples of good Or poor performance.
- d) Setting specific measurable goals with each employee and periodically reviewing the progress made.
- e) Reviewing performance through case studies, presentations, role playing, etc. for future performance.
- f) Receiving feedback from people whose views are considered helpful and relevant including the appraise himself.

Q12- Does Performance Appraisal leads to identification of hidden potential of the employees?

- a) Yes b) No

