

**Summer Training at
Institute of Health Management Research
Jaipur (Rajsthan)**

**To Study the Role of Performance Appraisal System in
Motivation for Employees in Albert David Ltd., Ghaziabad**

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**Post Graduate Diploma in Pharmaceutical Management
2011-2013**



**Institute of Health Management Research,
Jaipur
2012**

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Certificate

This is to certify that Dr. Sharad Suhane has undergone summer training in Albert David Ltd. Gaziabad, from 11 April to 9th June, 2012

The candidate carried out all the studies related to summer training himself. His approach to the studies has been sincere, scientific, and analytical. This summer training in partial fulfillment of the course requirement is recommended for the award of Post Graduate Diploma in Pharmaceutical Management.

I wish his success in all future endeavors.

Dr .P. R.Sodani

(Dean Academics and student affairs)

Mr.Abhishek Dadhich

(Assistant Professor)

Acknowledgement

Thanks to GOD for granting me the chance and the ability to successfully complete the summer training under very efficient people.

I am thankful to Mr. M.C. Sharma (HR,Personnal and Administration) for allowing me to undertake the project in the organization.

Special thanks to Mr. Shashank Rege [Deputy Manager, Quality Assurance], Mr. Pinaki Bose [Deputy Manager, Quality Control], Mr. D.K. DHAR [Deputy Manager, Capsule and Ointment] in this organization for their constant support valuable guidance that enabled us to complete this project.

I express my deepest and heartiest gratitude to our mentors MR. ABHISHEK DADHICH (Assistant Professor) who was always there at hour of need.

The process of preparation of this report has been an interactive, enriching and learning experience for me.

Acronyms / Abbreviations

QA	Quality Assurance
QC	Quality Control
FGS	Finished Goods Store
LVP	Large volume Parenterals
SVP	Small Volume Parenterals
IT	Information Technology

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Introduction

Performance Appraisal

People are different in their abilities and aptitudes. If two people are doing the same work still there would be a difference in the quality as well as quantity of the output. Performance appraisal is done to measure the ability of individual employee in the organization. This term is used for evaluating the performance of an employee or a group measuring their contributions to the goals of the organization by reference to traits, behavior and results.

Performance appraisal is a method by which the job performance of the employee is evaluated in terms of quality, quantity, time and cost etc. It is necessary to measure the performance of the employees and the organization to check the progress towards the desired goals and aims.

Performance appraisal is a part of Performance management system. So, appraisal should not be viewed as an end in itself, but rather as an important process within a broader performance management system that links:

- ❖ Organizational objective
- ❖ Day-to-day performance
- ❖ Professional development
- ❖ Rewards and incentives

Steps for performance appraisal

It can differ according to the need, means it can be based on objective of performance appraisal system like whether it is for pay rise or for promotion etc Identify the key performance criteria.

1. Develop appraisal measures.
2. Collect performance information from different resources.
3. Conduct an appraisal review.
4. Evaluate appraisal process.

1. Identify key performance criteria

Key performance criteria should be decided according to the job at different levels. The dimensions can be competencies, behavior, outcome etc. Linking performance appraisal with job description can help to focus appraisal process towards its objective.

2. Develop appraisal measures.

Once clear and specific performance criteria have been developed, the next step is to decide how to assess performance. To assess performance a systematic and structured approach should be taken.

There are 3 considerations while developing appraisal measures:

- I. Generic verses individual tailored measures.
- II. Objective v/s subjective measures
- III. Assessing the impact of work environment on performance.

I. Generic v/s tailored measure

Many work places use generic ratings for all employees irrespective of their role and position in the organization. As it saves time and reduces cost but accuracy and relevance can be diminished. It is more appropriate to develop appraisal formats specific to the “job”.

II. Objective v/s subjective assessment

Objective measures can be easy to obtain and relatively quick. It involves various work related behavior like:

- a. Absenteeism
- b. Accident
- c. Unpunctuality
- d. Meeting deadlines
- e. Dedication for work

III. Assessing the impact of work environment on performance

The goal of performance appraisal is to support and improve employee's performance and fairness and acceptability of performance appraisal.

3. Collect performance information from different resources

Traditionally it has been the sole responsibility of managers or supervisor to assess performance. However the other organization members can be a good source of information as they have exposure of different aspects of employee's performance. This approach is known as 360 degree feedback. Following are the advantages of 360 degree appraisal system-

- I. Accuracy
- II. Reduced bias.
- III. Employees will also perceive the performance appraisal system to be fair compared to relying on supervision rating alone.

Different sources for collection of information.

- a. Manager/supervisor
- b. Self appraisal
- c. Coworker appraisal
- d. Subordinate appraisal
- e. Client appraisal

4. Conduct an appraisal interview

The purpose of an appraisal interview is to-

- I. To identify major achievements, areas that require development and barriers to effective performance.
- II. Identify goals and strategies for future work practice.

5. Evaluate the appraisal process

Performance process should undergo regular review and improvement. It may be useful to monitor the types of issue raised by supervisor and employee over time. A successful performance appraisal should demonstrate a change in both rating of the employee and working environment.

Methods of performance appraisal

1. Past oriented methods

A. Graphic rating scale

The graphic rating scale method is the simplest and most popular technique for appraising performance. In this method, the appraiser ranks the employees from the best to the poorest on the basis of their overall performance. It is quite useful for a comparative evaluation. This is the oldest method of performance appraisal.

Advantages

- a. The greatest advantage is that this technique is structured and standardized.
- b. This allows rating to be easily compared and contrasted.
- c. This method is easy to use and understand. Each employee is subjected to the same basic appraisal process and rating criteria, with the same range of response. This encourages quality of treatment for all appraises and imposes standard measures of performance across all parts of organization. The result is widespread acceptance and popularity of this approach.

Disadvantages

- a. Selected rating scale traits cannot be relevant to jobs of all appraises. In this standardized and fixed appraisal system some traits will have great relevance in one job than others.

- b. In the rating scale and traits it is an assumption that all traits are true and best indicators of performance are included false and irrelevant indicators are excluded.
- c. Problem of perceived meaning occur when appraises do not share the same opinion about the selected traits and language used in the rating scale.

B. Checklist method

Under this method, checklist of “Statements of Traits” of employee in the Form of Yes or No based questions is prepared. Here, the rater only does the reporting or checking and HR department does the actual evaluation. The rater concerned has to tick appropriate answers relevant to the appraises. When the check-list is completed, it is sent to HR department for further processing. Various questions in the check list may have either equal weight age or more weight-age may be given to those questions which are more important. The HR department then calculates the total scores which show the appraisal result of an employee.

Advantages

- a. Economically affordable
- b. Limited training required.
- c. Ease of administration.

Disadvantages

- a. Rates can be biased.
- b. Use of improper weights by HR department.
- c. Does not allow rater to give relative rate.

C. Force choice method

Appraisal is based on a choice from a number of pre-written statements. There is no provision for a rating that you think falls between two choices. This is the reason why it is called forced choice.

Advantages

- a. Absence of personal bias.

Disadvantages

- a. Statement may not be correctly formed.

D. Force distribution method

It forces everyone to do a comparative rating of all the employees on a predetermined distribution pattern of good to bad. Say

- a. 10% employees in Excellent Grade,
- b. 20% in Good Grade,
- c. 40% in Average Grade,
- d. 20% in Below Average Grade
- e. 10% in unsatisfied grade.

Disadvantages

The real problem of this method occurs in organizations where there is a tendency to pack certain key departments with all good employees and some other departments with discards and laggards. Relatively good employees of key departments get poor rating and relatively poor employees of laggards' departments' get good rating.

E. Critical incident method

In this method, only critical incidents and behavior associated with these incidents are taken for evaluation. The manager writes down positive and negative performance behavior of employees throughout the performance period. This method involves three steps

- a. A test of noteworthy on the job behavior is prepared.
- b. A group of experts then assigns scale values to them depending on the degree of desirability for the job.
- c. Finally, a checklist of incidents which define good and bad employees is prepared.

Advantage

This method is very useful for discovering potential of employees who can be useful in critical situation.

Disadvantages

- a) Negative incidents are, generally, more noticeable than positive ones.
- b) The recording of incidents is a chore to the superior and may be put off and easily forgotten.
- c) Overly close supervision may result.

F. Essay method

This performance appraisal method requires you to prepare descriptive narratives to assess performance on the job. It is either structured or unstructured. If you use the structure method, you need to find suitable performance measures and standards.

In unstructured method, the supervisor is required to state in essay form the performance level of the employee.

In the essay method approach, the appraiser prepares a written statement about the employee being appraised. The statement usually concentrates on describing specific strengths and weaknesses in job performance. It also suggests courses of action to remedy the identified problem areas. The statement may be written and edited by the appraiser alone, or it be composed in collaboration with the appraisee.

Advantages

The essay method is far less structured and confining than the rating scale method. It permits the appraiser to examine almost any relevant issue or attribute of performance. This contrasts sharply with methods where the appraisal criteria are rigidly defined.

Appraisers may place whatever degree of emphasis on issues or attributes that they feel appropriate. Thus the process is open-ended and very flexible. The appraiser is not locked into an appraisal system that limits expression or assumes that employee traits can be neatly dissected and scaled.

Disadvantages

Essay methods are time-consuming and difficult to administer. Appraisers often find the essay technique more demanding than methods such as rating scales. The techniques greatest advantage - freedom of expression - is also its greatest handicap. The varying writing skills of appraisers can upset and distort the whole process. The process is subjective and, in consequence, it is difficult to compare and contrast the results of individuals or to draw any broad conclusions about organizational needs.

G. Grading

In this method, certain categories of abilities of performance are defined well in advance and person are put in particular category depending on their traits and characteristics. Such categories may be definitional like outstanding, good, average, poor, very poor or may be in terms of letter like A, B, C, D etc with A indicating the best and D indicating the worst. This method, however, suffers from one basic limitation that the rater may rate most of the employees at higher grades.

H. Performance Tests & Observations:

This is based on the test of knowledge or skills. The tests may be written or an actual presentation of skills. Tests must be reliable and validated to be useful.

Advantage – Tests only measure potential and not attitude. Actual performance is more a function of attitude of person than potential.

Disadvantages – Sometimes costs of test development or administration are high.

I. Confidential Reports

Here the report is given in the form of Annual Confidentiality Report (ACR). The system is highly secretive and confidential. Feedback to the assesses is given only in case of an adverse entry. Disadvantage is that it is highly prone to biases and regency effect and ratings can be manipulated because the evaluations are linked to future rewards like promotions, good posting.

J. Comparative evaluation method(Rating and Paired comparison)

Rating method

In the ranking method employees are arranged from the highest to the lowest performer. Superior ranks his worker based on merit, from best to worst. However how and why are not elaborated in this method. It is easy to administer.

Paired comparison method

Paired comparison method helps make the ranking method more precise. For every trait (quality of work, quality etc), Pairs are made and every subordinate is compared with every other subordinate.

2. Future oriented method

A. MBO

Management by Objectives (MBO) is one of the more popular performance appraisal methods among organizations. MBO is a process in which managers / employees set objectives for the employee, periodically evaluate the performance, and reward according to the result. MBO focuses attention on what must be accomplished (goals) rather than how it is to be accomplished (methods).

Advantages

- a. Employees are judged according to real outcomes, and not on their potential for success, or on someone's subjective opinion of their abilities.
- b. The guiding principle of the MBO approach is that direct results can be observed, whereas the traits and attributes of employees (which may or may not contribute to performance) must be guessed at or inferred.
- c. MBO advocates claim that the performance of employees cannot be broken up into so many constituent parts. But put all the parts together and the performance may be directly observed and measured.

Disadvantages

- d. 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.
- e. One of the strengths of the MBO method is the clarity of purpose that flows from a set of well-articulated objectives. But this can be a source of weakness also. Variable objectives may cause employee confusion. It is also possible that fluid objectives may be distorted to disguise or justify failures in performance

B. Assessment Center Method

Assessment centre is a central location where managers may come together to have their participation in job related exercises evaluated by trained observers. It is more focused on observation of behaviors across a series of select exercises or work samples. Assesses are requested to participate in in-basket exercises, work groups, computer simulations, role playing and other similar activities which require same attributes for successful performance in actual job.

Advantages

- a. Well-conducted assessment centre can achieve better forecasts of future performance and progress than other methods of appraisals.
- b. Also reliability, content validity and predictive ability are said to be high in Assessment Centers.
- c. The tests also make sure that the wrong people are not hired promoted. Finally, it clearly defines the criteria for selection and promotion.

Disadvantages

- a. Concentrates on future performance potential. No assessment of past performance.
- b. Costs of employees travelling and lodging, psychologists.
- c. Ratings strongly influenced by assesses inter-personal skills.

C. 360 degree appraisal

Several parties are required to assess the same employee. These include the employee himself / herself, working colleagues as internal customers, the superior, outside parties such as customers and suppliers.

Advantages

- a. It is especially useful to measure inter-personal skills, customer satisfaction and team building skills.
- b. One of the biggest advantages of this system is that assesses cannot afford to neglect any constituency and has to show all-round performance.

Disadvantages

Receiving feedback from multiple sources can be intimidating, threatening, expensive and time consuming.

D. Psychological appraisal

These appraisals are more directed to assess employee's potential for future performance rather than the past one. It is done in the form of in-depth interviews, psychological tests, and discussion with supervisors and review of other evaluations. It is more focused on employees emotional, intellectual, and motivational and other personal characteristics affecting his performance. This approach is slow and costly and may be useful for bright young members who may have considerable potential. However quality of these appraisals largely depends upon the skills of psychologists who perform the evaluation.

LITERATURE REVIEW :-

1. A case study of performance appraisal in a small public sector organisation: the gaps between expectations and experience; John Mooney, Chester Business School, December-2009

ABSTRACT:

The research project sets out to identify the gaps between expectations and experiences of performance appraisal in a small public sector organisation. The document explain show Passenger Focus, the rail watchdog, has undergone a successful corporate transformation from the previous federal network of regional committees into a new credible consumer body. The organisation has a new vision, and robust business planning processes have been introduced. However, there is a need to improve performance management through a new performance appraisal system. The overall purpose of the research is to assess the gaps between expectations and experiences in order to inform a new system. The literature review explains the background to the development of performance and its measurement in the public sector. It includes a detailed analysis of thinking on performance appraisal. The literature review concludes that performance appraisal can greatly benefit organisations, but appears to not be delivering in many cases. A conceptual model is developed to frame the empirical research. The research takes the form of a case study, and the findings are collated through qualitative interviews. A focus group was conducted, which framed the issues of concern, and these were explored in much more detail through semi-structured interviews. The findings revealed that there was a high level of understanding from staff of the need for performance appraisal. The largest gap between expectations and experiences lay in the current system, with respondents particularly concerned about the lack of training and over-simplistic documentation. Non-measurement of competencies was also a concern. Respondents were generally positive about recent experiences of appraisal. The findings suggest that motivated managers have made the system work for them, despite concerns about process, and respondents believe fairness is generally achieved. More attention is required to appraise team effort. There was little appetite for a system that links appraisal to financial reward.

The conclusions of the research have informed the main recommendation, to develop a new system that is much more comprehensive, and incorporates training and guidelines .That new system should be developed through engagement with staff.

2. Impact Of Performance Appraisal On Employees Motivation ; Maimona Jabeen ,Department Of Management Science,The Islamia University Of Bahawalpur,Punjab ,Pakistan

ABSTRACT :- Appraisal is very significant tool inside the man supremacy management, stipulation it is conduct properly along with reasonably, it can carry out the organization to their ambition and the employees determination accomplish their wellbeing. Within this manuscript I study the sound possessions of concert assessment consequences taking place the staff enthusiasm.

"The aptitude to craft superior verdict Vis-à-vis populace corresponds to solitary of the preceding steadfast foundation of workforce assessment, while exceptionally hardly any association is good by the side of it." Peter Drucker

COMPANY PROFILE :-

Albert David Limited is a subsidiary of G.D. Kothari Group Company. The G D Kothari Group of Companies is a \$ 250 million conglomerate.

Its vistas extend to:

- Health Care
- Pharmaceuticals
- Machines Tools
- Textiles

Albert David Ltd. is a professionally managed pharmaceutical company.

- Its Operating Head Quarters is in Kolkata.
- Established in the year 1924. - I.e. Around 86 Years old.
- In 1965 - Taken over by Kothari Group of Industries.
- House of Calcium / Pioneers in the field of Placental Extract Therapy.
- During the current fiscal year, the company has achieved an excellent annual sales turnover of Rs 87 Crores (1, 95, 50,000 \$).
- It ranks 58th out of 22,000 plus companies competing in the Indian pharmacy market.

Exports to more than 40 countries worldwide like, Vietnam, Russia, Belarus, Egypt, Bangladesh, Kenya, Tanzania, Uganda, Sudan, Ethiopia, Nigeria, Zaire, Haiti, Brazil, Canada, USA, UK, Netherlands and Germany.

Have their marketing and regulatory set up in-

- Russia
- Myanmar
- South East Asian countries etc.
- Albert David Ltd. With 75 years of excellence proudly provides a range of strategic services in Pharmaceuticals formulations.

PHARMACEUTICAL FORMULATIONS:-

Parenterals	• Small Volume Parentals • Large Volume parental	
Oral Solids	• Tablets/Capsules	
Oral Liquids	• Syrups/Suspension	
Topical Formulations	• Ointments/Creams/Lotions	
Disposable	• Syringes/Needle	
PRODUCTS		
Analgesics, Anti-Inflammatory Drugs, Anti-Pyretics Products	❖ Anaflam Tablet	
	❖ Anaflam Suspension	
	❖ Nimeril Tablet	
	❖ Nimeril Suspension	
	❖ Alfam Tablet	
	❖ Alrof Tablet	
	❖ Adlin Gel	
	❖ Dextrose INJ. BP 5% & 10%	
	❖ Normal Saline Sol" for Inj. BP 0.9%	
	❖ Dextrose 5% Sodium Chloride 0.9% INJ. BP	
	❖ Ringer Lactate Sol" BP	
	❖ Sodium Lactate 1.87%	

	LVP	❖ Mannitol USP 20%
		❖ Cipad Inj.
		❖ Aldezol
	LVP	❖ Leclyte R Leclyte E Leclyte G Leclyte M Leclyte P
		❖ Amino Acid Infusion Soln. – Alamin SE Alamin SN 5% & Alamin SN 10%
	Haemostatic products:	❖ Alstat Injection ❖ Alstat Tablet
	Anti-bacterial/Anti protozoal:	❖ Alcorim Tablet
		❖ Alcorim Suspension
		❖ Alcorim-F Tablet
		❖ Aldezol Tablet
		❖ Cipad 250/500
		❖ Rifampicin Capsule
		❖ Siomox Capsule
		❖ Siomox-C Capsule
		❖ Sodium Stibogluconate Injection

Vitamins/Nutritions	❖ Alamin Forte Capsule
	❖ Sioplex Capsule
	❖ Sioplex Lysine
	❖ Sioneuron Injection
	❖ Sioneuron Tablet
	❖ Sioplex-Z Capsule
	❖ Leclyte W
	❖ Alamin M Capsule
Vitamins/Nutritions	❖ Sioneuron Forte Tablets
	❖ Alamin Injection in 20ml ampoule
Expectorant	❖ Siokof
	❖ Siokof- AS Tablets
	❖ Siokof - AS Syrup

About Ghaziabad Factory:

The factory is headed by Sr. Vice President (Works). Under him a group of highly qualified and motivated executives with their team, work to manufacture high quality pharmaceutical specialties. Unit is an ISO 9002 certified unit.

The Ghaziabad unit established in 1981 spans a total area of 20435.00 sq. meters and a covered area of 7367.28 sq. meters. (GF) and 6398.42 sq. meters. (FF) respectively. The company has introduced intravenous fluid section in glass bottles and polythene containers from 1981 and 1985 onwards. Manufacturing of Soft Gelatin capsules and hard gelatin capsules have started from 1988 onwards.

Special solutions like amino acid intravenous infusion were introduced in the year 1987 in collaboration with Morishita Pharmaceuticals Ltd., a sister concern of world famous Ajino Moto Co., Inc., Japan. **For the first time in India in fluids in polyethylene container were introduced with Rommelag bottle pack machine model BP 3021985, intravenous.** Common Intravenous solutions are D5%, D10%, DNS, NS, Ringer Lactate, Multielectrolytes, Mannitol 20%.

OBJECTIVE:-

- To study the effectiveness of performance appraisal system on motivation of employees.

Rationale :-

In the last few years, the job market has undergone some fundamental changes in terms of needs of the employees, skills, retention, attrition etc. this research would help in knowing what is the existing level of motivation in the organization and what is the further need in the organization, as if proper motivation is given to the subordinates they perform extremely well as proper guidance and support is required for performing any task. It would help the company to determine the current level and development of the performance appraisal system for their subordinates and employees to satisfy them, after all Human Resource is the biggest asset for any Organization, if the employees are happy and satisfied Organization can achieve the goal easily.

METHODS AND MATERIALS

Study Area: ALBERT DAVID LIMITED,GHAZIABAD

Sample Size

The Sample consisted of 40 employees who shared information about the performance appraisal system and level of motivation in the organization.

Sampling method

Selected Random Sampling.

Data collection

Questionnaire was used as a tool for data Collection. The questionnaire consisted of 20 questions measured on various scales. The questions record the degree of performance appraisal system to motivate the employees for their work which helps meet organizational goals. The questionnaire is designed and characterized to check the need and level of performance appraisal in the concerned 5 departments of the Albert David Ltd., Ghaziabad.

Data analysis

Data analysis was done with the help of Microsoft excel. Analyses has been shown in the form percentages through graphs and tables.

RESULTS AND FINDINGS

TABLE 1 - HUMAN RESOURCE IN GHAZIABAD UNIT

S.No.	Department	No. of staff		No. of workers		Total
		HOD	Staff	Male	Female	
1.	QA	1	8	-	1	10
2.	QC	1	13	-	7	21
3.	P&A	1	7	-	-	8
4.	Production LVP	1	14	80	137	231
5.	Production SVP		-	5	19	25
6.	Capsule		2	5	32	39
7.	Engg. maintenance	1	12	17	-	29
8.	Engg. Electrical		2	6	-	8
9.	Engg. AC		1	6	-	8
10.	Engg.Mechanical		1	5	-	6
11.	Commercial A/c	1	4	-	-	4
12.	Comm. Purchase		2	-	-	3
13.	Comm. Store		5	9	-	14
14.	Comm. FGS		5	25	-	30
15.	Comm. IT		1	-	-	1
	Total	6	77	158	196	437

In this unit there are more female workers than male workers.

TABLE 2 - CONTRACT WORKERS IN GHAZIABAD UNIT

S.No.	Department	Male	Female	No. of workers
1	FGS	40	NIL	40
2	STORE	10	NIL	10
3	ENGG.	6	NIL	6
4	GLASS	5	20	25
5	CAPSULE	4	14	18
6	SVP	5	9	14
7	PLASTIC	45	75	120
8	HOUSE KEEPING	15	1	16
9	SECURITY GUARD	10	1	11
	TOTAL	140	120	260

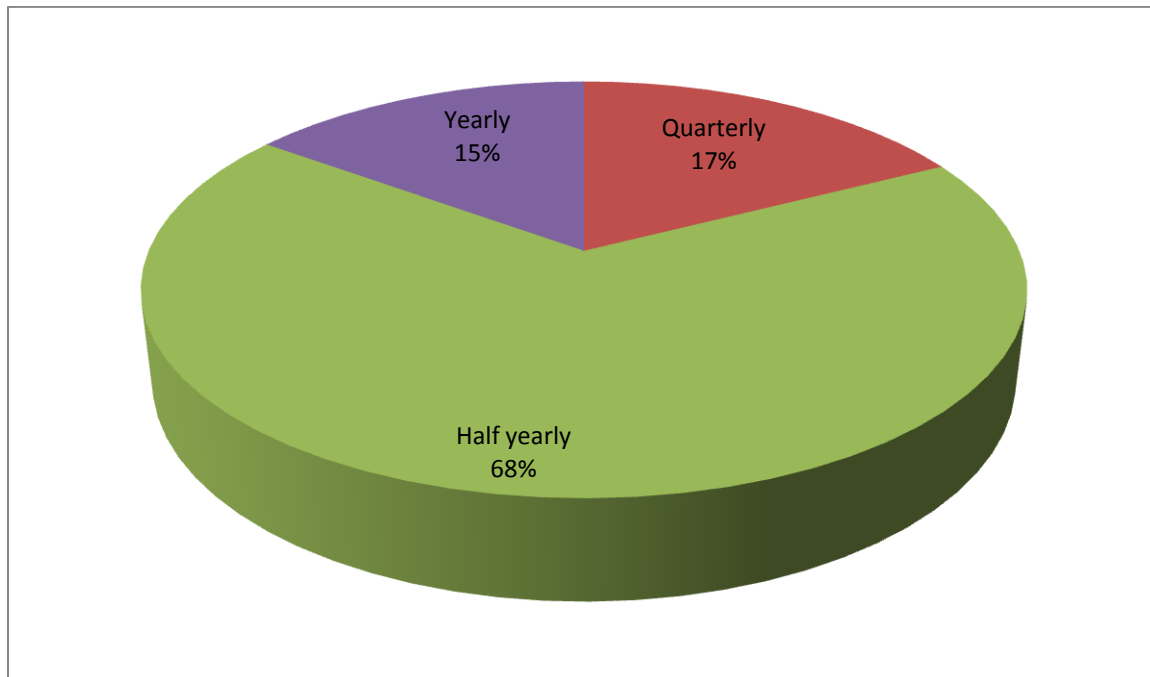
GRAND TOTAL=CONTRACT WORKERS + PERMANENET STAFF AND WORKERS

=260+437

=697

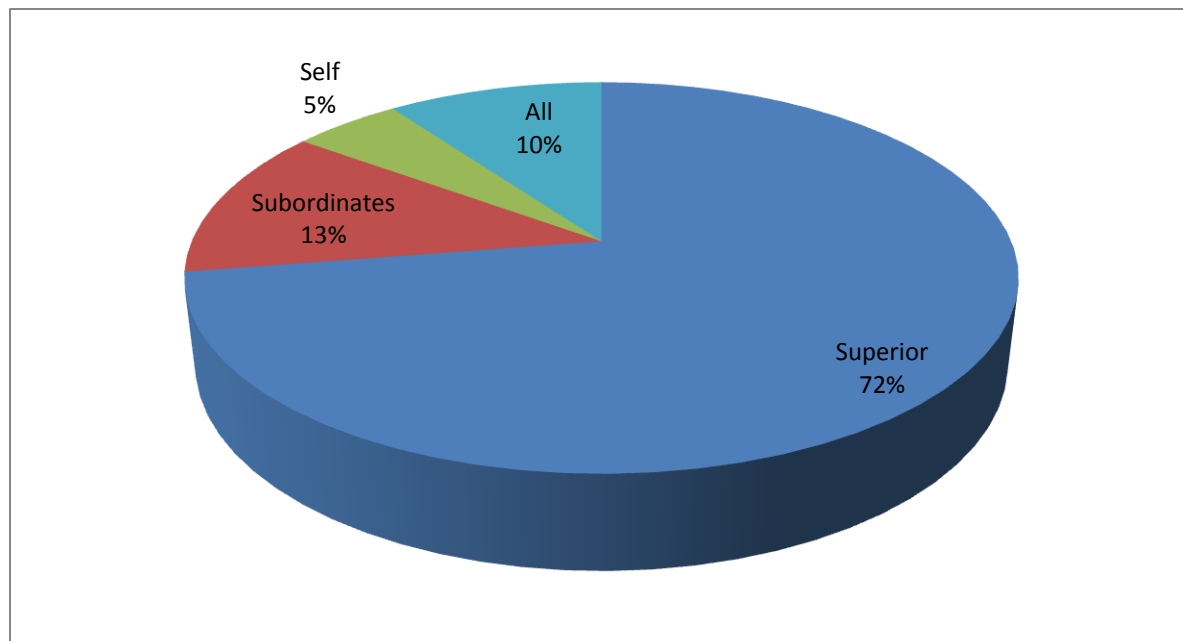
In total no. of workers there is 37.3% are contract workers and 62.7% are permanent staff and workers.

TIME FOR PERFORMANCE APPRAISAL



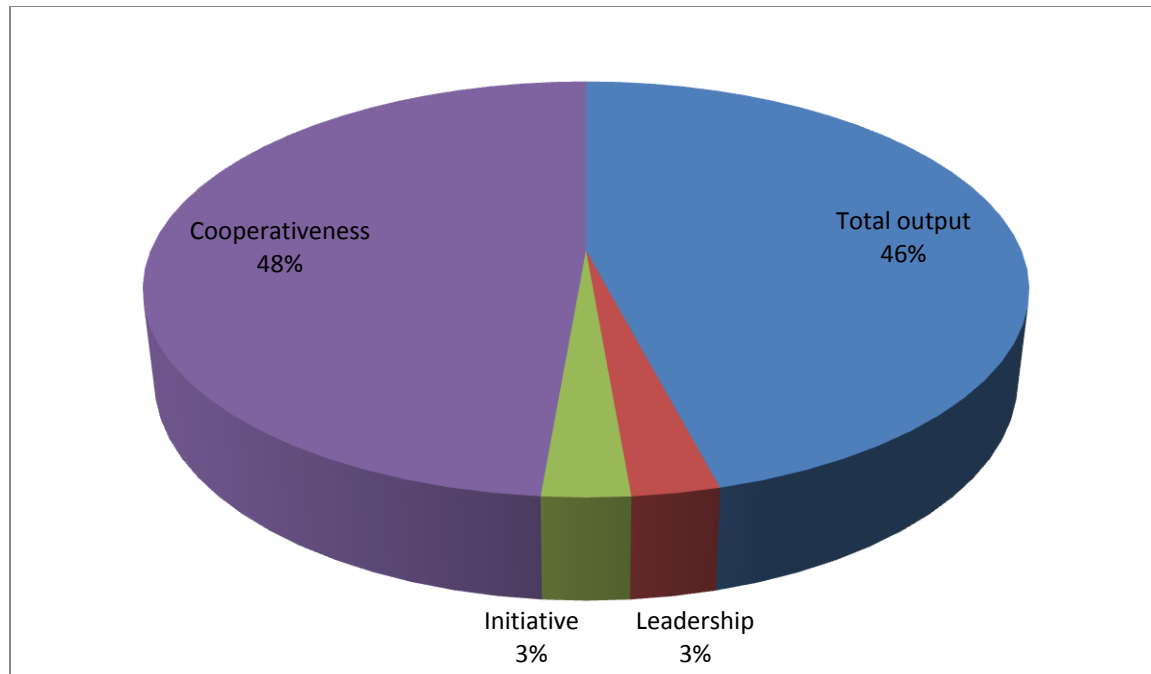
According to employees monthly performance appraisal is not made in the organization.

Responsible person for performance appraisal



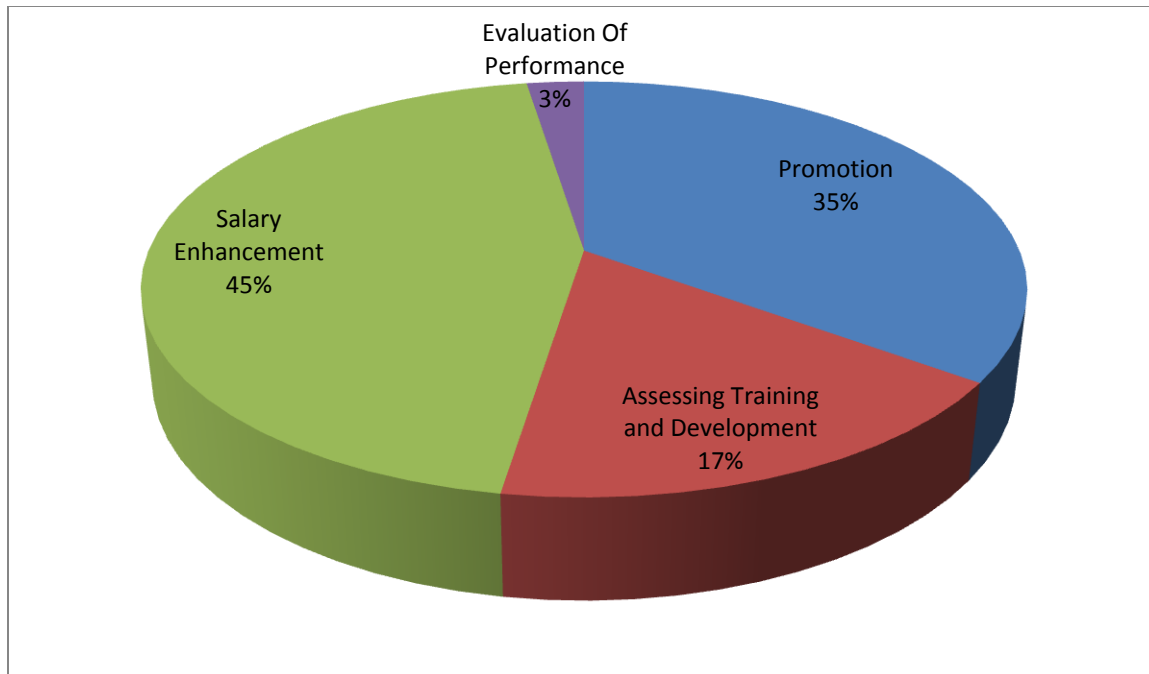
According to employees there is no role of peers in performance appraisal system.

BASIS OF PERFORMANCE APPRAISAL



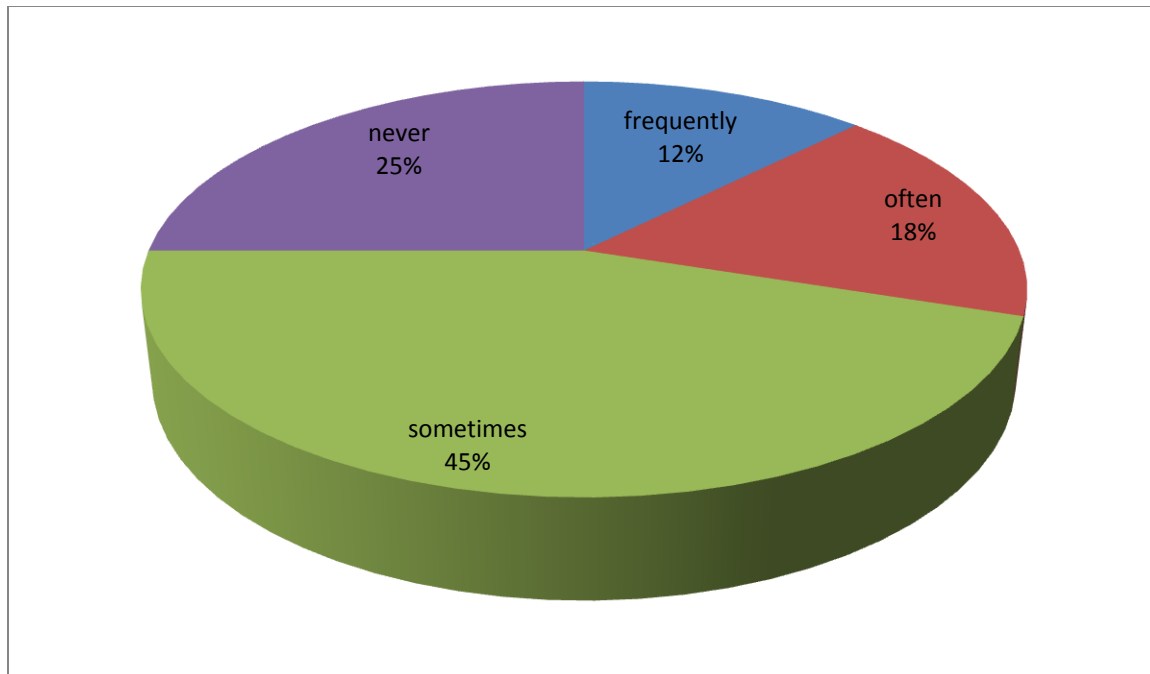
There is a state of confusion among the employees between total output and cooperativeness for the basis of performance appraisal.

OBJECTIVE OF PERFORMANCE APPRAISAL



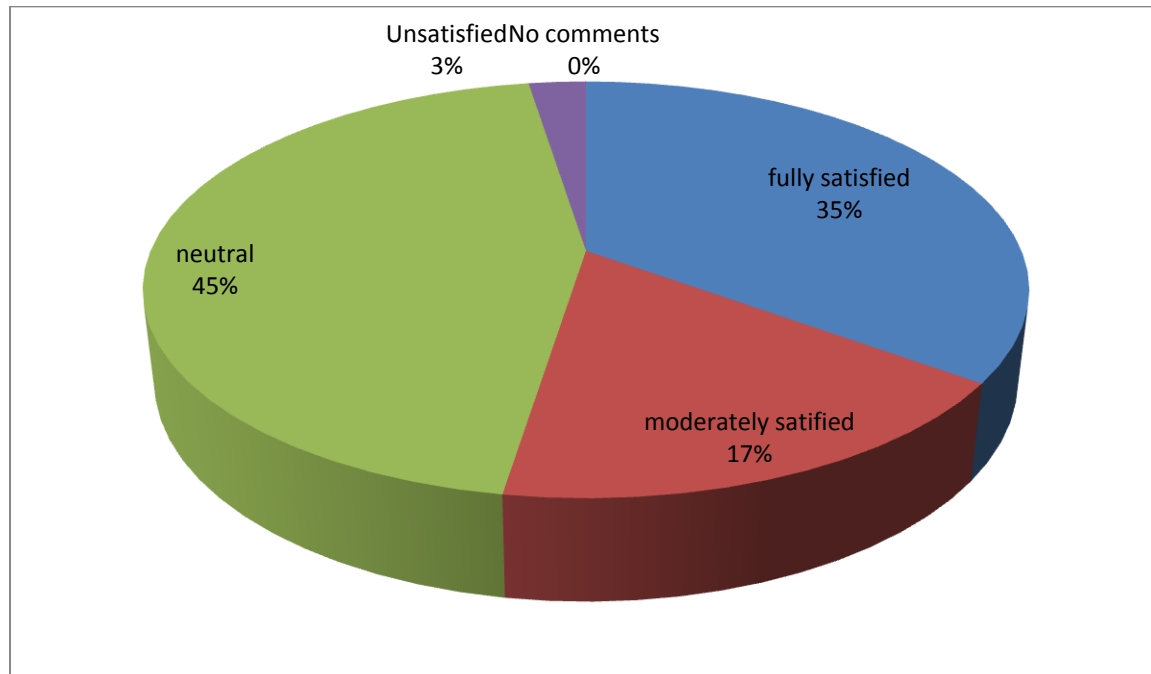
According to the data the salary enhancement is the main objective of performance appraisal.

CONFLICT AFTER THE PERFORMANCE APPRAISAL



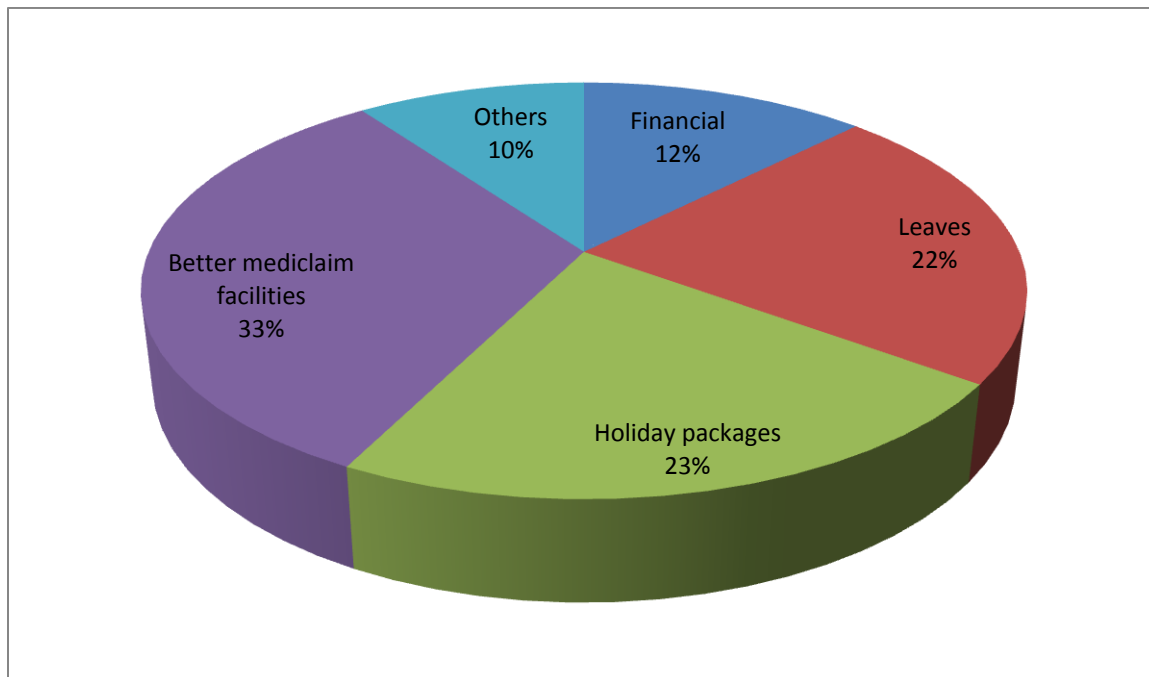
According to data, conflicts arise sometimes in the organization after performance appraisal.

SATISFACTION WITH THE INCENTIVES PROVIDED BY ORGANIZATION



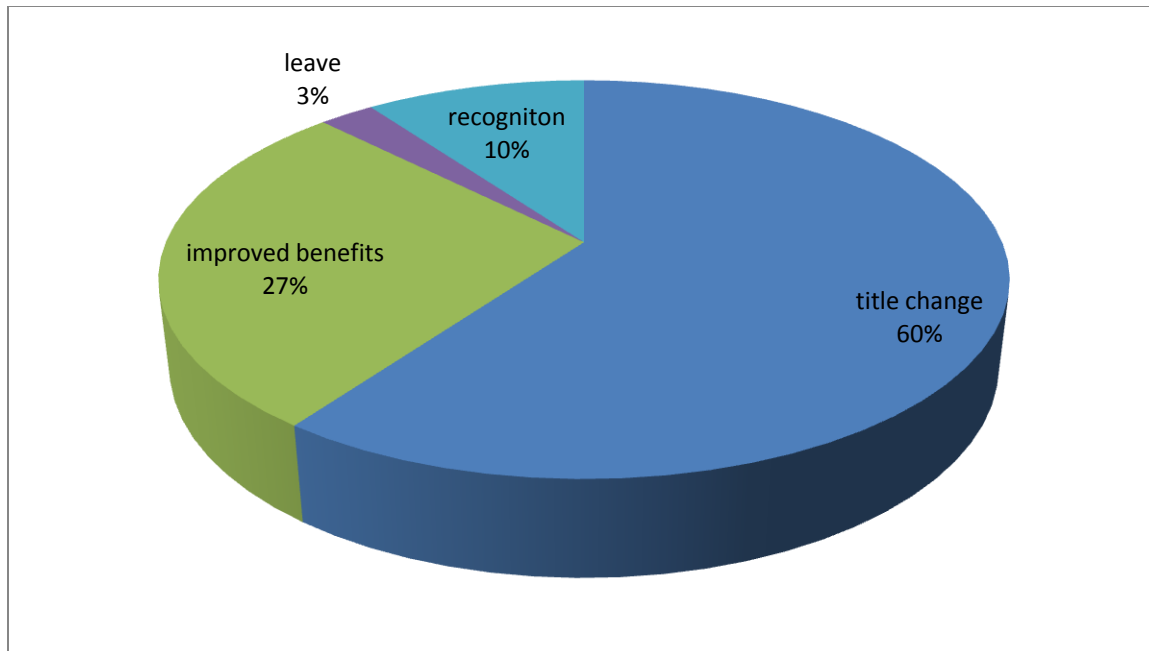
There is no clear output about the satisfaction with the incentives as most of the employees showed their neutral response in this area.

MOTIVATION BY DIFFERENT TYPES OF INCENTIVE



In this segment there was mixed reactions of the employees.

REASON OF BEING IN THE ORGANIZATION



60% employees' thinks that title change is the reason of being in the organization and only 10% thinks that this position helps in getting recognition in the organization.

From question no. 9 – 20 options is same, which is

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

AVERAGE MARKS OF EACH QUESTION

Q.No.	A	B	C	D	E	Average marks to each question
Changes after appraisal	5	4	3	2	1	4.15
Satisfaction by the appraisal system	5	4	3	2	1	3.2
Help in Co operation and teamwork	5	4	3	2	1	4.125
Identification of strength and weakness	5	4	3	2	1	4.15
Promotion and salary	5	4	3	2	1	3.9
360 degree appraisal system	5	4	3	2	1	2.825
Job security	5	4	3	2	1	4.1
Effective promotional opportunity	5	4	3	2	1	3.7
Policy and HR influence	5	4	3	2	1	3.55
Satisfaction with the direction and goals	5	4	3	2	1	3.925
Sufficiency of appraisal system	5	4	3	2	1	3.45
Influence of incentives and other benefits	5	4	3	2	1	4.025

Respondents are agree that performance appraisal system helps for co-opration and team work and identification of strength and weakness of the employees but 360 appraisal system is not part of the organization's appraisal system.

Conclusion

The objective and direction of the company is well communicated to the employees. Irrespective of the less salary and stagnant carriers, few employees are with the organization from the past many years. This shows the sense of belongingness the employees have for the company. Performance appraisal is done by respective superior of the particular department. Performance appraisal in the organization is based on the cooperativeness of the employees in the organization. Most employees are agree with the advantages of performance appraisal system like positive change arises after their appraisal and they get motivated towards their work. The attitude of the employees in the organization is beaurocratic type. They like to be controlled and regulated. They are accustomed to their job. Creativity and innovation is not there within them. Workers are happy with the working environment and job. In very few cases conflict arises during or after the performance appraisal in the departments. All employees are well guided and supervised by the seniors. It has been found that waste generation takes place on low scale and the wastage generated is recycled especially in the plastic section thereby reducing the production costs. There is good coordination and effective communication between the departments. Cleanliness and hygiene factors are also taken into serious consideration. The management has put strict instructions regarding the sterility of uniforms and the manufacturing unit. The organization is following all the GMP norms and rules. It adheres with the Quality of the products. Laborers are motivated to earn more through overtime.

Suggestions and Recommendation

- 360 degree appraisal system should be applied in the organization which will be more helpful to satisfy the employees and workers.
- Other facilities like holiday packages and leaves can be added so as to motivate the staff and workers.
- Benefits should be improved to increase motivation among employees by
 - Intrinsic Rewards- Recognition, rewards, promotion
 - Extrinsic Rewards- Compensation, allowances, salary, benefits
- Company should follow proper grievance policy for e.g. - open door policy, suggestion box, exit interview etc.
- Superiors should talk to their employees as much as possible so that they can feel free to tell everything.

Learning

During the summer training we have learnt various things including different skills and behavioral aspects etc which are prerequisite for those who want to enter and make career in the pharmaceutical field.

Key learning's are listed below:

- about different departments of like QA, QC, Production, Supply As it was our 1st visit to any organization, I came to know about the corporate set up and culture.
- I got a practical exposure about the pharmaceutical production field which will help me further in our career.
- I got detailed information chain, Import-export, HR, ERP system of the organization.
- I understood all the responsibilities of managers in different departments.
- I learnt how to talk to staff members even if they are not interested to give the information about organization.
- My persuasive ability has also improved as i had to convince them to support me in the project to fill the questionnaire.
- My analytical and evaluating skills have polished during report preparation.

References

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Annexure

Questionnaire used for assessment

Name-

Gender-

Designation-

Department-

Experience-

PART-1

PERFORMANCE APPRAISAL SYSTEM

Q.1 When performance appraisal is made in the organization?

- A. Monthly
- B. Quarterly
- C. Half yearly
- D. Yearly
- E. Others

Q.2 Who rates Performance?

- A. Superior
- B. Subordinates
- C. Self
- D. Peers
- E. All

Q.3 On what basis performance appraisal is made?

- A. Total output
- B. Leadership
- C. Initiative
- D. Cooperativeness
- E. All of the above

Q.4 What is the objective of performance appraisal?

- A. Promotion
- B. Assessing training and development
- C. Pay rise(Salary enhancement)
- D. Evaluation of performance
- E. Others

Q.5 is there conflict arise between employees after performance appraisal is made?

- A. Frequently
- B. Often
- C. Sometimes
- D. Never
- E. No comments

Q.6 How far you satisfied with the incentives provided by the organization?

- A. Fully Satisfied
- B. Moderately Satisfied
- C. Neutral
- D. Unsatisfied
- E. No comments

Q.7 Which type of incentives motivates you more?

- A. financial
- B. Leave
- C. Holiday packages
- D. Better med-claim Facility
- E. All of the above

Q.8 Which of the following changes would have made you stay in your current position?

- A. title change
- B. salary increase
- C. improved benefits
- D. leave
- E. recognition

PART-2

Q.9 Does any change arise after appraising the performance of employees?

- A. strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

Q.10 Are you satisfied with the performance appraisal system in organization?

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

Q.11 The performance appraisal helps to win cooperation and team work?

- A. strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

Q.12 The performance appraisal does help to identify the strength and weakness of the employees?

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

Q.13 Are Promotion and salary purely based on performance appraisal?

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

Q.14 Is 360 degree appraisal process undertaken in this organization?

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

Q.15 Does Job security exist in the company?

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

Q.16 Is there effective promotional opportunities in organization?

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

Q.17 Do you think that the company policies and HR management can influence of your performance?

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

Q.18 Are you satisfied with the understanding of the direction and goals of the organization?

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

Q.19 Is performance appraisal process sufficient in appraising the performance of employees?

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

Q.20 will incentives and other benefits influence your performance?

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree