A STUDY ON

"PERFORMANCE APPRAISAL"

With Special Reference to

HBL POWER SYSTEM LIMITED

A project submitted to the Department of DCMS
AKNU, Rajamahendravaram, in partial fulfillment
for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

MANURI DURGA SATYA PRIYA
(REGD NO: 2281410087)

Project Guide
T SRINIVASA RAO, MBA

VEERAVALLI VIDYA SUNDAR P.G.COLLEGE,
RAJAHMUNDRY
(Affiliated to AKNU, RAJAMAHENDRAVARAM)

2022-24

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2022-24

HBL Power Systems Limited

D. No. 10-1-9/1, Flat no. 405, Sampath Vinayaka Temple Rd, Waltair Uplands Main Road, Vinayagar Heights, Near Sampath Vinayagar temple, Asilmetta, Visakhapatnam, Andhra Pradesh 530003

DATE: 22/09/2023

PROJECT COMPLETION LETTER

This is to certify that **Ms. MANURI DURGA SATYA PRIYA** Hall ticket No: **2281410087** MBA Final year from **VEERAVALLI VIDYA SUNDAR P.G COLLEGE, RAJAMAHENDRAVARM** It has successfully completed her project work on **"PERFORMANCE APPRAISAL"** with special reference to **"HBL POWER SYSTEMS LTD"** from 45 days during which her findings and conclusion are of good use to us.

HBL POWER SYSTEMS LTD. VSKP

(Mr. Ranga Raju)
HR- Lead Manager

V.V.S. POST GRADUATE COLLEGE
LEARN & SERVE
RAJAHMUNDRY

V.V.S. P.G.COLLEGE
RAJAHMUNDRY-533103
E.G.Dt, A.P.

CERTIFICATE

This is certifying that this project report entitled "**PERFORMANCE APPRAISAL**" With Special Reference to **HBL POWER SYSTEM LIMITED, a bonafide work of project work, MANURI DURGA SATYA PRIYA** M.B.A (Final), Regd.No:2281410087 **submitted in partial fulfillment of the requirements for the award of the degree of** Master Of Business Administration of AKNU, RAJAMAHENDRAVARAM during the academic year 2022-24.

Signature of the Guide

V.V.S.P.G.COLLEGE * RAJAHMUNDRY *

Principal

PRINCIPAL
VVS POST GRADUATE COLLEGE
BURUGUPUDI
RAJAHMUNDRY - 533292

DECLARATION

I hereby declare that this project report entitled "**PERFORMANCE APPRAISAL With Special Reference to HBL POWER SYSTEM LIMITED,** has been prepared by me during the period **August-September 2023** and submitted to **V.V.S.P.G.COLLEGE, RAJAMAHENDRAVARAM,** in partial fulfillment of the requirements for the award of the degree of Master of Business Administration(AKNU, RAJAMAHEDRAVARAM).

I also declared that this project work is the result of my sincere effort and that it has not been submitted to any other university, a institution for the award of the degree of Master of Business Administration

Place: Rajamahedravarm

Date:

M.D.S.Priya

Signature of the candidate

Regd.No: 2281410087

ACKNOWLEDGEMENT

I express my sincere thanks to **Dr.Veeravalli Vidya Sundar**, Secretary and Correspondent and **Shri. GOODWIN.DR Director of V.V.S.P.G.COLLEGE, Rajahmundry** for having permitted me to pursue M.B.A programme during 2022-24.

I owe my deep sense of gratitude to T **SRINIVASA RAO PROJECT GUIDE** for extending support during the process or completion of the project work.

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CHAPTER I
INTRODUCTION

HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) is the function within an organization that focuses on recruitment and management of people and providing the direction for the people who work in the organization. Human Resource Management can also be performed by line managers.

Human Resource Management is the original function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration and training.

Administrative activities associated with human resources planning, recruitment, selection, orientation training, appraisal, motivation, remuneration, etc. Human Resource Management aims at developing people through work.

- Organizations are not mere bricks, mortar, machineries or inventories. They are people. It is the people who staff and manage organizations.
- HRM involves the application of management functions and principles. The functions and principles are applied for developing, maintaining, and providing remuneration to the employees in organizations.
- Decisions on different aspects of employees must be consistent with other human resource (HR) decisions.
- Decisions made must influence the effectiveness of an organization. Effectiveness of an organization must result in betterment of services to customers in the form of high-quality products supplied at reasonable costs.
- HRM functions are not confined to business establishments only. They are applicable to non-business organizations too, such as education, health care, recreation, and the like.

All companies have a need for a high level of employee retention, especially where lot of time and money has been spent on training of employee and they hold critical positions within the company.

Not only is a high turnover of staff inconvenient due to the need for retraining, but it can also lead to a loss of business to the competition that fact, the employees believe that the competitor is a better employer to work for them and indicates a serious lack of something within own company. We need to take a close look at the way the personnel aspects of our business are run, the way they are managed and the lack of motivation provided to the employees.

Retention of employee has become a primary concern in many organizations for several reasons. As a practical matter, with lower turnover, very individual who is retained means one less person to have to recruit, select and train. Also organizational and individual performance is enhanced by the continuity of employees who know their jobs, co-workers, organizational services and products and the firm's customers. Losing high performers made it more difficult for organization to reach their business goals. Additionally, continuity of employee provides better "employee image" for attracting and retaining other individuals.

Intelligent employers always realize the importance of retaining the best talent. Retaining talent has never been so important in the Indian scenario; however, things have changed in recent years. In prominent Indian metors at least, there is no dearth of opportunities for the best in the business, or even for the second or the third best. Retention of key employee and treating attrition troubles has been so important to companies.

In an intensely competitive environment, where HR managers are poaching from each other, organizations can either hold on to their employees tight or lose them to competition. For gone are the days, when employees would stick to an employer for years for want of a better choice. Now, opportunities abound.

It is fact that, retention of key employees is critical to the long- term health and success of any organization. The performance of employee is often linked directly to quality work, customer satisfaction, and increased product sales and even to the image of a company.

Managing retention & keeping the turnover rate below target & including norms is one of the most challenging issues facing business. All indications point toward the issue compounding in the future and even as economic time change, turnover will continue to be an important issue for most job groups. The causes of turnover are not

adequately indentified & solutions are often not matched with the causes, so the fail. Preventive measures are either not in place or do not target the issue properly, and therefore have little or no effect, and a method for measuring progress & identifying a monetary value (ROI) on retention does not exists in most organizations. Managing employee retention is a practical guide for manager to retain their talented employees. It shows how to manage & monitor turnover and how to develop the ROI of keeping your talent using innovative retention program.

Employee are the most important and valuable asset of an organization. Organizations today are doing their best to hold on to their employees. Retaining them is as important as hiring them in the first place. Retention is the next challenge after hiring the employees. Retention is important because to make good people stick in the organization.

Performance appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. Its aim is to measure what an employee does.

According to Flippo, a prominent personality in the field of Human resources, "performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in the matters pertaining to his present job and his potential for a better job .A performance appraisal is a process of evaluating an employee's performance of a job in terms of its requirements. Individually or collectively, it is a part of all the other staffing processes, as a recruitment, selection, placement and indoctrination. Performance appraisal, also known as employee appraisal, is a method by which the performance of an employee is evaluated (generally in terms of quality, quantity, cost and time). The roots of performance appraisal can be found in "Fredrick Winslow Taylor's time and motion study". Performance appraisal is a part of career development.

Performance appraisal is a part of career development. The latest mantra being followed by organizations across the world being – "get paid according to what you contribute" – the focus of the organizations is turning to performance management and specifically to individual performance. Performance appraisal helps to rate the

performance of the employees and evaluate their contribution towards the organizational goals. Performance appraisal as Career Development leads to the recognition of the work done by the employees, many a times by the means of rewards and appreciation etc. It plays the role of the link between the organization and the employees' personal career goals. Potential appraisal, a part of Performance appraisal, helps to identify the hidden talents and potential of the individuals. Identifying these potential talents can help in preparing the individuals for higher responsibilities and positions in the future. The performance appraisal process in itself is developmental in nature.

OBJECTIVES OF THE STUDY

- To study about the performance appraisal system existing in the organization.
- To evaluate the performance appraisal system.
- To know how the employees performance is going to affect the organizational performance.
- To know how PMS helps in improving the reputation of HBL.
- To know the other benefits of Performance Management System.

SCOPE OF THE STUDY

This study has been confined to the employees of HBL Ltd. This study mainly focuses on the methods of performance appraisal.

- Identifying competencies and competency gaps that contribute/hinder to performance.
- Planning per development activities.
- Creating ownership
- Recognizing and promoting performance culture.

NEED FOR THE STUDY

Performance appraisal is taken as a tool to identify better performing employees from others, employees' training needs, career development paths, rewards and bonuses and their promotions to the next levels. Appraisals have become a continuous and periodic activity in the organizations. The results of performance appraisals are used to take various other HR decisions like promotions, demotions, transfers, training and development, reward outcomes.

METHODOLOGY

RESEARCH DESIGN:

Generally the plan of study is called "research design". The research design constitutes the blue print/frame work for the data collection, measurement and analysis of Data. As such the design includes an outline of what the research will do The researcher use descriptive research procedure for describing the present situations in organizations and analytical research to analyze the result using research tools.

DATA SOURCES:

In order to study the effectiveness of performance appraisal the data is collected, according to the problem on hand are

Primary Data:

This data will be obtained by personal contact and interviewing the respondents by providing them Questionnaire and directly asking them to give their ideas and responses regarding the performance appraisal programs existing in the organization. In this study primary data plays a vital role for analysis, interpretation, conclusion and suggestions.

The Questionnaire consists of number of questions printed or typed in a definite order or set of forms. The questionnaire is with close-ended questions in order to avoid the lengthy expression of the respondent.

Secondary Data:

This data will be obtained directly from the company's annual reports, broachers, charts and other documents.

RESEARCH TOOLS:

DATA SOURCE	-	Primary and secondary data.
RESEARCH APPROACH	-	Survey method
RESEARCH INSTRUMENT	-	Questionnaire
SAMPLING SCHEME	-	Simple random sampling
CONTACT METHOD	-	Personal / Direct
SAMPLE SIZE	-	110

LIMITATIONS OF THE STUDY

1. As the time given for the project work is limited, there is no chance for collecting opinions from more employees.
2. The employees and executives were busy with their work schedule; as a result interviews could not be conducted continuously.
3. Low Response from employees.
4. Time consuming process.
5. Chances to get faulty feedback.

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CHAPTER II

INDUSTRY PROFILE
&
COMPANY PROFILE

INDUSTRY PROFILE

Introduction:

Power or electricity is one of the most critical components of infrastructure affecting economic growth and well-being of nations. The existence and development of adequate infrastructure is essential for sustained growth of the Indian economy.

The Indian power sector is one of the most diversified in the world. Sources for power generation range from conventional ones such as coal, lignite, natural gas, oil, hydro and nuclear power to other viable non-conventional sources such as wind, solar, and agriculture and domestic waste. The demand for electricity in the country has been growing at a rapid rate and is expected to grow further in the years to come. In order to meet the increasing requirement of electricity, massive addition to the installed generating capacity in the country is required.

Market Size:

The Indian power sector is undergoing a significant change that is redefining the industry outlook. Sustained economic growth continues to drive power demand in India. The Government of India's focus to attain 'Power For All' has accelerated capacity addition in the country. At the same time, the competitive intensity is increasing on both market side as well as supply side (fuel, logistics, finances and manpower).

The Planning Commission's 12th Plan expects total domestic energy production to reach 669.6 million tonnes of oil equivalent (MTOE) by 2016–17 and 844 MTOE by 2021–22.

By 2030 – 35, energy demand in India is projected to be the highest among all countries according to the 2014 energy outlook report by British oil giant BP.

As of April 2014, total thermal installed capacity stood at 168.4 gigawatt (GW), while hydro and renewable energy installed capacity totalled 40.5 GW and 31.7 GW, respectively. At 4.8 GW, nuclear energy capacity remained broadly constant from that in the previous year.

Indian solar installations are forecasted to be approximately 1,000 megawatt (MW) in 2014, according to Mercom Capital Group, a global clean energy communications and consulting firm.

Wind energy market of India is expected to attract about Rs 20,000 crore (US$ 3.16 billion) of investments next year, as companies across sectors plan to add 3,000 MW of capacity powered by wind energy.

Investment:

Around 293 global and domestic companies have committed to generate 266 gigawatts (GW) of solar, wind, mini-hydel and bio-mass based power in India over the next 5-10 years. The initiative would entail an investment of about US$ 310-350 billion.

The industry has attracted FDI worth US$ 9,548.82 million during the period April 2000 to February 2015.

Some of the major investments made into the Indian power sector are as follows:

- Inox Wind Ltd, a subsidiary of Gujarat Fluorochemicals and a wind energy solutions provider, plans to double its manufacturing capacity to 1,600 MW at a total investment of Rs 200 crore (US$ 31.64 million) by the end of next financial year.
- Suzlon Energy Ltd announced that it has completed installing and commissioning 350 MW of wind energy in Brazil. This combined capacity includes projects located in the high wind states of Rio Grande do Norte and Ceara in Brazil.
- ACME Group plans to invest Rs 600 crore (US$ 94.93 million) to develop 74 MW of solar photovoltaic (PV) power projects in Punjab.
- The Dilip Shanghvi family, founders of Sun Pharma, plans to acquire a 23 per cent stake in Suzlon Energy with a preferential issue of fresh equity for Rs 1,800 crore (US$ 284.8 million).
- Reliance Power Ltd has signed an accord with the Government of Rajasthan to develop 6,000 MW of solar power projects in the state over the next 10 years.
- Global private equity (PE) fund Actis will invest US$ 230 million to create an Indian renewable energy platform, Ostro Energy, the fund said in a press release. Ostro Energy's first project Tejuva—a 50.4 MW wind project—is already under construction in Jaisalmer, Rajasthan.

Government Initiatives:

The Government of India has identified the power sector as a key sector of focus to promote sustained industrial growth.

The RE-INVEST 2015 which concluded on February 17, 2015, is a significant step in making India self-reliant in energy. The three day RE-INVEST 2015 received 2,800 delegates participating from 42 countries and saw green energy commitments worth 266,000 MW.

Some of the initiatives taken by the Government of India to boost the power sector of India are as follows:

- A Joint Indo-US PACE Setter Fund has been established with a contribution of US$ 4 million from each side to enhance clean energy cooperation.
- The Government of India has announced a massive renewable power production target of 175,000 MW by 2022, comprising 100,000 MW from solar power, 60,000 MW from wind energy, 10,000 MW from biomass and 5,000 MW from small hydro power projects.
- The Union Cabinet of India has approved 15,000 MW of grid-connected solar power projects of National Thermal Power Corp Ltd (NTPC).
- The Indian Railways has signed a bilateral power procurement agreement with the Damodar Valley Corporation (DVC). The agreement was signed between North Central Railway and DVC. This is the first time the railways will directly buy power from a supplier.
- US federal agencies have committed a total of US$ 4 billion for projects and equipment sourcing, one of the biggest deals for the growing renewable energy sector in India.
- A memorandum of collaboration (MoC) was signed in New Delhi on January 20, 2015 between the Indian Institutes of Technology (IITs) and Oil & Natural Gas Corporation (ONGC) to work towards a collective research and development (R&D) programme for developing indigenous technologies to enhance exploration and exploitation of hydrocarbons and alternate sources of energy.

Central Electricity Regulatory Commission

A commission has been established under the Electricity Regulatory Commissions Act 1998 to discharge the following functions.

Main functions of CERC

- To regulate the tariff of generating companies owned or controlled by the Central Government.
- To regulate the tariff of generating companies other than those owned or controlled by the Central Government, if such generating companies enter into or otherwise have a composite scheme for generation and sale of electricity in more than one state.
- To regulate the inter-state transmission of energy including tariff of the transmission utilities.
- To promote competition, efficiency and economy in the activities of the electricity industry.
- To aid and advise the Central Government in the formulation of tariff policy which shall be
  - i) Fair to the consumers
  - ii) Facilitate mobilization of adequate resources for the power sector
- To associate with the environmental regulatory agencies to develop appropriate policies and procedures for environmental regulation of the power sector.
- To frame guidelines in matters relating to electricity tariff.
- To arbitrate any dispute referred to adjudicate upon disputes involving generating companies or transmission utilities in regard to matters connected to (i) to (v) above.
- To aid and advise the Central Government on any other matter referred to the Central Commission by that Government.
- To license any person for the construction, maintenance and operation of inter-state transmission system.

AIMS & OBJECTIVES

The National Electricity Policy aims at achieving the following objectives

- Access to Electricity - Available for all households in next five years
- Availability of Power - Demand to be fully met by 2012. Energy and peaking shortages to be overcome and adequate spinning reserve to be available.
- Supply of Reliable and Quality Power of specified standards in an efficient manner and at reasonable rates.
- Per capita availability of electricity to be increased to over 1000 units by 2012.
- Minimum lifeline consumption of 1 unit/household/day as a merit good by year 2012.
- Financial Turnover and Commercial Viability of Electricity Sector.
- Protection of consumers' interests.

Mission:

The corporate mission of National Thermal Power Corporation is to make available reliable and quality power in increasingly large quantities towards this end the company will spread the process of accelerated development of the power sector by planning and expeditiously implement power project and operating power stations economically in doing so the company will also seek opportunities in the area of congenital emery source and additions through non congenital energy sources the corporation will participate in the execution of power projects abroad if necessary in collaboration with other reputed organization like (Germany and USA).

Vision:

NTPC to be a front-runner in the Indian power sector one of the largest and best powers utilize in the world and thereby contribute to INDIA emergence as one of the world leading economies. National thermal power corporation one of the navaratna corporation in the public sector has a generating capacity of 23749 MW through its 13 coal based (19,480 MW) 7 gas based (3955) and 3 joint venture projects (314) with this capacity NTPC is contributing one fourth of the total power produced in INDIA in addition NTPC also acquires 50% equity of sail power supply corporation had (SPSCL) this company operates the captive power plants of Durgapur (120MW,Rourkela) and Bhilai (74 MW) NTPC is also managing Badarapur thermal power station (710 MW) of government of INDIA. NTPC share on 31st march 2009 in

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the total installed capacity of the country was 19.4 % and it contributed 27.1% of the total power generation of the country during 2009-2010.

Energy is an important parameter in the overall economic development activity of any country. It has become synonymous with the progress in all fields of activities. Its standard of living in the words of DAGLI is as follows it is said that the difference between a starving Indian peasant and a prosperous American farmer is that behind his elbow the Indian farmer has almost nothing while his American counterpart has thousands of hours power. This, it is energy, which is dividing line between any substance economy and a highly developed economy. India is poor and America is rich because American consumes nearly 50 times energy as is consumed by India. Energy is at the heart of the modern industrial society. It could also be effective weapon in the battle against object poverty.

There is close correlation between energy consumption and level of economic development. Energy means "capacity of doing work". There are various sources of energy but in India the important sources are coal, hydro electricity.oil and natural gas, nuclear fuels fire wood and animal wastes. Despite the development various sources in the energy sector, the fact remains that low cost energy sources such as fire wood, cattle drug and vegetable wastes account for as much at 45 % of energy consumption in the country.

Power development in India began 1897 when a 200kw hydro station was first commissioned at Darjeeling. In 1899 a first stream station was set up in Calcutta with a total capacity of 100kw.there after, a series of hydro and stream power stations were commissioned. But the power development was not in systematic and planned manner in the country. therefore, in order to achieve the objective of promoting the co-ordination development and rationalization of generation, transmission and distribution or electricity on a regional basis throughout the country in the most efficient and economic way the state electricity board (SEBs) was constituted in the various states (if the country under the provision of the electricity supply) act 1948.these SEBs, we to enjoy the monopoly.

In respect of generation, transmission and distribution of electricity in the country. After constitution of SEBs, there are phenomenal improvement in the development of installed capacity and power generation. The efficiency of working of power plant

and their maintenance have been unsatisfactory as a result of which the power generating capacity already created could not have been fully utilized.

Power is the single factor, which changed the way of living. The national thermal power corporation limited, established on November 7th 1975,has become the most important infrastructure input for improving the standard of living to meet the growing demand and to fulfill the need of the country. Just in 29 years this company has grown to be largest producer of power in the country.

When India became independent in 1947, the country had a power generating capacity of 1,362 MW. Generation and distribution of electrical power was carried out primarily by private utility companies. Notable amongst them and still in existence is Calcutta Electric. Power was available only in a few urban centers; rural areas and villages did not have electricity.

After 1947, all new **power generation, transmission** and distribution in the rural sector and the urban centers (which was not served by private utilities) came under the purview of State and Central government agencies. State Electricity Boards (SEBs) were formed in all the states.

National Thermal Power Corporation (NTPC), National Hydro-electric Power Corporation (NHPC) and Power Grid Corporation Limited (PGCL) were formed by the government to assist in meeting the increasing demand for electricity throughout the country. The electricity sector is in the 'concurrent list', meaning that both, State and Central governments participate in the sector's development. The Ministry of Power in the Central government formulates the policies for the power sector. The Central Electricity Authority (CEA) was established as a statutory authority to develop a 2nd National Power Policy and also to function as a regulatory authority. As per government guidelines, all power projects above a certain capacity have to obtain techno-economic clearance from CEA before they can be implemented.

A new Ministry of Non-Conventional Energy Sources has also been formed to focus on **renewable energy** sources to augment the generation capacity of electrical power. The policy of liberalization the Government of India announced in 1991 and consequent amendments in Electricity (Supply) Act have opened new vistas to involve private efforts and investments in electricity industry. Considerable emphasis

has been placed on attracting private investment and the major policy changes have been announced by the Government in this regard which are enumerated below:

- The Electricity (Supply) Act, 1948 was amended in 1991 to provide for creation of private generating companies for setting up power generating facilities and selling the power in bulk to the grid or other persons.
- Financial Environment for private sector units modified to allow liberal capital structuring and an attractive return on investment. Up to hundred % (100%) foreign equity participation can be permitted for projects set up by foreign private investors in the Indian Electricity Sector.
- Administrative & Legal environment modified to simplify the procedures for clearances of the projects.
- Policy guidelines for private sector participation in the renovation & modernization. of power plants issued in 1995

Present Scenario:

At Present in power sector nearly half i.e., 49.15% is under State electricity Boards, which is followed by Public Sector Unit's like NTPC, NHPC, NPCIL etc. The role of private sector is about 19.85%, which is at present least among the three sectors, but private sector is growing at a far greater pace than any other sector, the latest advancements in this direction are allotment of UMPP's to private sector.

Power or electricity is one of the most critical components of infrastructure affecting economic growth and well being of nations. The existence and development of adequate infrastructure is essential for sustained growth of the Indian economy. Infrastructure Power or electricity is one of the most critical components of infrastructure affecting economic growth and well being of nations. The existence and development of adequate infrastructure is essential for sustained growth of the Indian economy. Infrastructure investment in India is on the rise, but growth may be constrained without further improvements.

The power sector provides one of the most important inputs for the development of a country and availability of reliable and inexpensive power is critical for its sustainable economic development. To sustain GDP growth rate of around 8-9 %, it is imperative that the power sector also grows at the same rate.

Coal supply constraints:

A large part of Indian coal reserve is similar to Gondwana coal. It is of low calorific value and high ash content. The carbon content is low in India's coal, and toxic trace element concentrations are negligible. The natural fuel value of Indian coal is poor. On average, the Indian power plants using India's coal supply consume about 0.7 kg of coal to generate a kWh, whereas United States thermal power plants consume about 0.45 kg of coal per kWh. This is because of the difference in the quality of the coal, as measured by the Gross Calorific Value (GCV). On average, Indian coal has a GCV of about 4500 Kcal/kg, whereas the quality elsewhere in the world is much better; for example, in Australia, the GCV is 6500 Kcal/kg approximately. The high ash content in India's coal affects the thermal power plant's potential emissions. Therefore, India's Ministry of Environment & Forests has mandated the use of beneficiated coals whose ash content has been reduced to 34% (or lower) in power plants in urban, ecologically sensitive and other critically polluted areas, and ecologically sensitive areas.

Coal benefaction industry has rapidly grown in India; with current capacity topping 90 MT. Thermal power plants in India deploy a wide range of technologies. Some of the major technologies include:

- Steam cycle facilities (most commonly used for large utilities);
- Gas turbines (commonly used for moderate sized peaking facilities);
- Cogeneration and combined cycle facility (the combination of gas turbines or internal combustion engines with heat recovery systems); and
- Internal combustion engines (commonly used for small remote sites or stand-by power generation).

India has an extensive review process, one that includes environment impact assessment, prior to a thermal power plant being approved for construction and commissioning. The Ministry of Environment and Forests has published a technical guidance manual to help project proposers and to prevent environmental pollution in India from thermal power plants.

HBL POWER SYSTEMS LIMITED

HBL POWER SYSTEMS LTD

HBL Power systems Ltd. Is the pioneer in the design, development and manufacture of specialized batteries and DC systems in India. With over 3 decades of experience in this filed, the company offers a wide range of batteries and associated electronics providing its customers, custom built solutions to meet critical requirements.

VISION

To organize India's engineering talent into a globally competitive business, whether in manufacturing or in services. We want to become a learning organization to export technology from India. Our location at Visakhapatnam makes this vision feasible, because Hyderabad has India's largest cluster of scientific and technical training institutions providing high caliber Human Resources.

COMPANY BACKGROUND

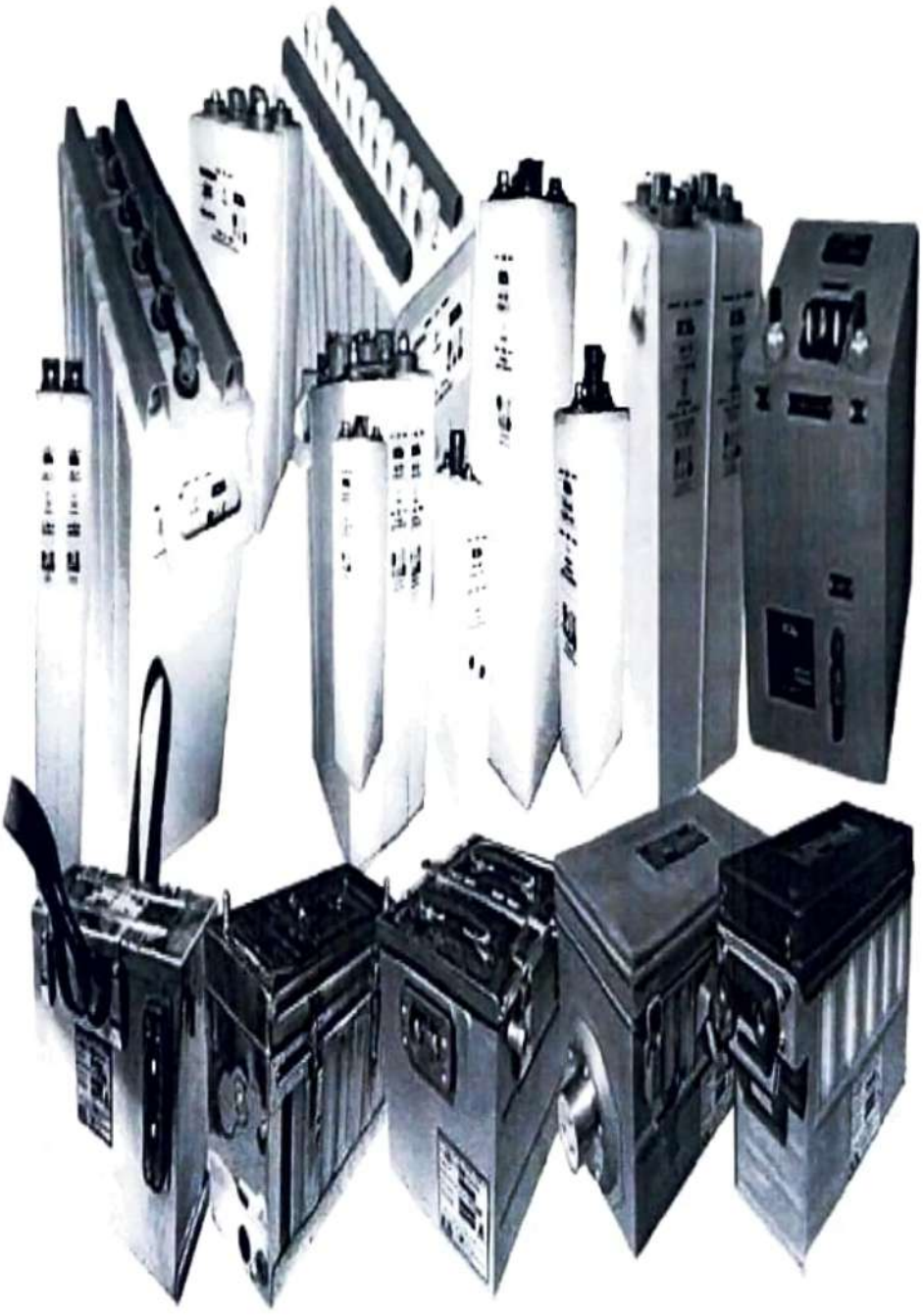
HBL Power systems Ltd., has more than 30 years of experience in the field of specialized Batteries and DC Power Systems. The company is the result of a merger between Hyderabad Batteries Limited (1977) and SABNIFE Power Systems Ltd (1986) .The Company has its Head Quarters in Hyderabad, India with factories and Sales Off ices in various parts of the country.HBL also Has offices /Distributors/Agents all over the Globe to cater to its ever-GROWING Export Business.

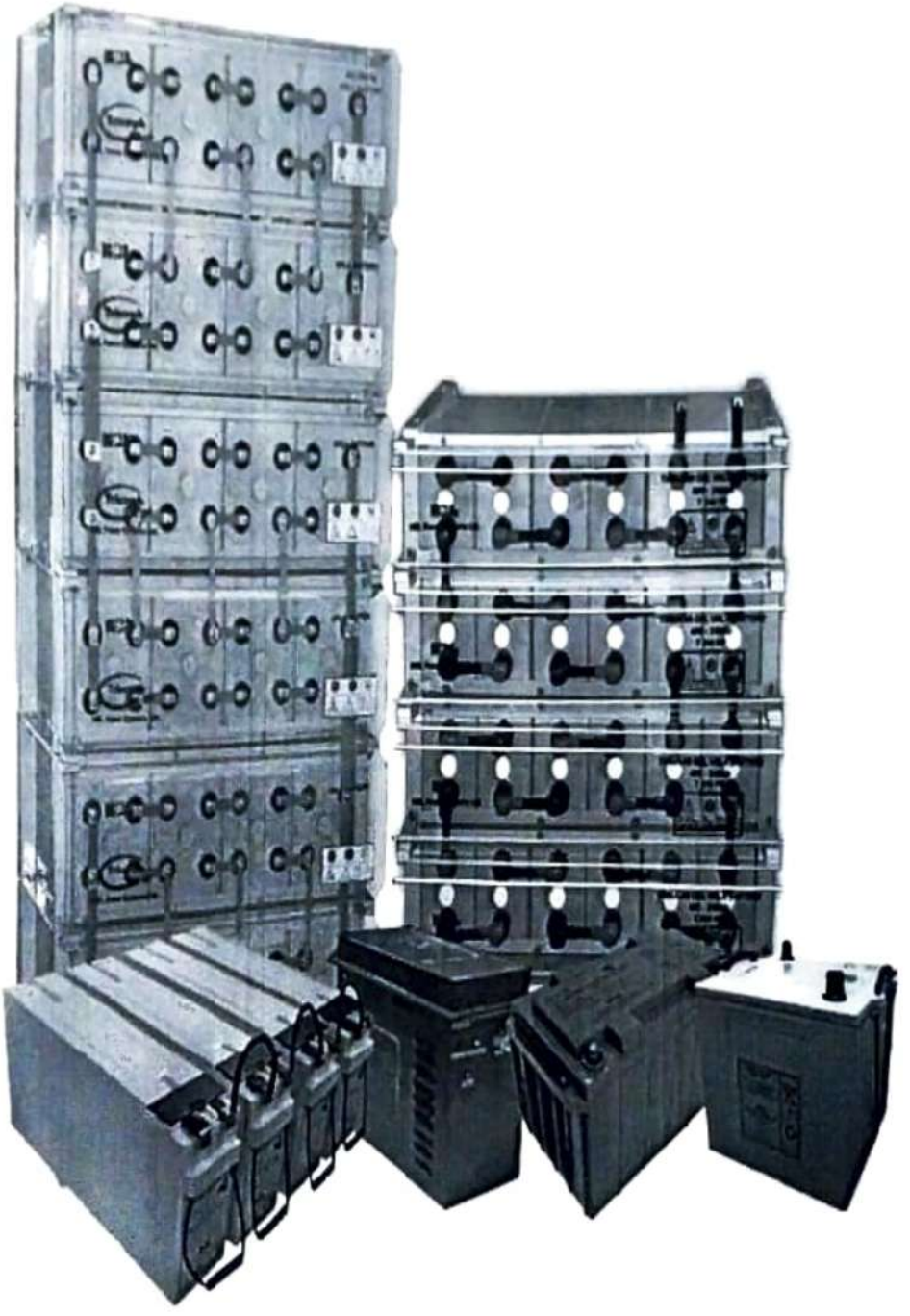
HBL is committed to improving global competitiveness by sharing knowledge, drive for innovation & growth, and investments. In internationally benchmarked technology & niche products.

HBL PRODUCTS FOCUS IS ON

- Batteries
- Electronics

BATTERIES





THE CUSTOMER FOCUS FOR THESE PRODUCTS IS ON FIVE SECTORS

- Aviation
- Defence
- Industries
- Railways
- Telecommunications

HBL OFFERS

- A wide range of individual battery types, in the major technologies of Nickel Cadmium, Lead Acid, and Silver Zinc along with associated Electronic Equipment.
- Conveniently located in Hyderabad, backed-up with processing and testing facilities to provide full product support and back-up.
- An in-depth technical resource based on years of experience to help you select batteries according to the requirements.
- "Off the shelf" products in many popular sizes to meet quick delivery requirements.
- Products manufactured to International standards and Certified by Independent Testing Agencies.

HBL RESOURCES

- Engineers : 600
- Sales Service : 300
- Factory Space : 200,00 sq.mts

SOCIAL ACTIVITIES

- Medical camps conducted on regular basis
- Blood Donation camps
- Sponsorship of village Schools
- Foundation for Girls Child education
- Child Development Programs in areas near our factories

CERTIFICATIONS AND APROVALS

NICKEL CADMIUM:

- ISO 9001
- ISO 14001
- IEC 60023 Certification(CSA)
- Bump Test
- Vibration Test
- Seismic Test
- OHSAS 18001 Certification(NCPP& NCFP)
- International Railway Industry Standard (IRIS)
- Supplier Recognition Award August -2010 from Bombardier -Learjet, USA.

LEAD ACID:

- ISO 9001
- ISO 14001
- IEC 60896-part 21 & 22
- (Intertek SEMKO) for VRLA single cells and Monblocks

ELECTRONICS:

- Thruster Control Rectifiers,
- DC-DC Convertors and Charges
- ISO 9001

ENVIRONMENT PROTECTION

- Full fledged Effluent Treatment Plant to treat plant waste and sewage
- Reverse Osmosis plant to purify water
- Water from Treatment plant used for Gardens
- OHSAS 18001 Certified
- Approved Battery Recycling plant

PRODUCTS

1. BATTERIES

Nickel cadmium

- Pocket plate
- Fiber plate
- Sintered plate
- Sintered plastic bonded
- Sealed cylindrical

Lead acid

- Flat plate AGM VRLA
- Pure lead-tin VRLA monoblock
- Tubular gel VRLA
- Ultra low maintenance tubular
- Miner cap lamp

Lithium

- Thionyl chloride

Silver Zinc

- Air craft starting

2. ELECTRONICS

- Railway electronics
- Thristor control rectifiers

MARKETS

1. AVIATION

- NiCad Sintered plate
- Silver state monoblock
- NCPP-Ground starting
- NCFP-Ground starting
- Silver zinc
- SS 28300

2. **AUTOMOTIVE**

- Pure lead-Tin monoblock

3. **INDUSTRY**

- Pocket plate NiCad
- Value regulated pocket plate
- Fiber plate NiCad
- NiCad sintered cells
- VRLA monoblocks
- X-cell Gemerator starting unit
- Tublar Gel VRLA
- Lead acid low maintenance
- Thyrstor based charges

4. **RAILWAYS**

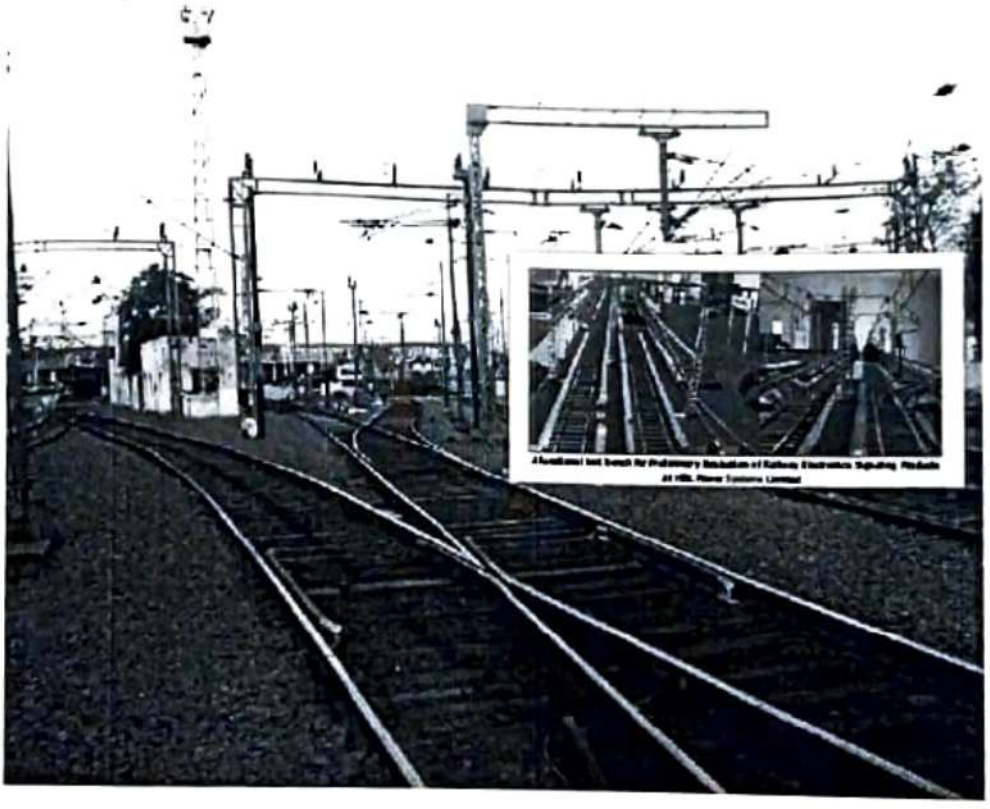
- Pocket plate NiCad
- Fiber plate NiCad
- Value regulated pocket plate
- NiCad sintered plastic bonded
- VRLA single cells
- VRLA monoblocks

5. **TELECOMMUNICATIONS**

- VRLA 2U cells
- Pure lead Tin monoblocks
- Tublar Gel VRLA
- NiCad sintered plastic
- NiCad VRPP

HBL
RAIL

- SAFE
- RELIABLE
- INTEGRATED



HBL Power Systems Limited is the established market leader in India for batteries & standby power solutions in Railways, Defence, Industry & Telecom market segments. HBL has diversified into electronics with an objective of providing end to end solutions in niche market segments. To meet the mass production demands and high levels of quality, HBL has set up a state-of-the-art electronics manufacturing unit for assembly of all types of components and is equipped with automated, semi-automated assembly and test facilities.

To ensure quick and high quality service, HBL has set up a service network spanning the entire country. HBL Rail is a division of HBL that develops products & solutions for the develops products & solutions for the Railways, with focus on Interlocking and Collision Prevention applications. Having gathered adequate domain knowledge and product / service skills, HBL Rail has established internally necessary processes to be a long term player in the Railway segment.

PRODUCTS AND SOLUTIONS

The Products & solutions offered fall in to the following categories.

- Signaling works contracts
- Electronics interlocking systems
- Track proving systems
- Collision avoidance systems
- Power Backup & Monitoring Systems

The goal is to help Indian Railways achieve its objective of providing safe & efficient transport at optimum levels of asset utilization. We aim to achieve this through development of reliable products and solutions and provide timely installation and support.

Suppliers & Vendors

HBL Rail expects quality supplies, timely deliveries and effective after sales service from its suppliers. HBL Rail procurement division follows a transparent purchase process. Registration from provided in this web page. To know more about the purchase requirements click on the links in the left page.

Career & Opportunities

- Exciting career opportunities exist at HBL RAIL for embedded systems professionals in the areas of Project Management. Design and Development, Testing, system

  Engineering, Technical Documentation, Manufacturing, Equipment Installation, Service and Support at all levels.
- Knowledge of Railway Signalling domain, Safety Critical standards, Product Development Life Cycle is desirable.
- Professionals can also opt to work as consultants in their chosen areas of interest.

III.HBL & HBL ELECTRONICS

HBL Power Systems Ltd. Has more than 30 years of experience in offering specialized batteries & electronics. HBL Electronic Manufacturing Unit (EMU) is located at Thumkunta, 20 Km from Visakhapatnam.

EMU is equipped with state of the art equipment for assembly and test of PCB's for high mix with low to medium volumes. EMU IS A EMS provider especially for high reliability applications. We undertake process preparation against special requirements and implement customer defined QAP to meet specific concerns. Our processes are automated to produce error free assemblies consistently .We have automated test equipment to perform test sequences repetitively without misses and document test reports.

We conduct periodic in-house training for our manufacturing personnel to maintain and upgrade skill sets essential in the manufacture of high reliability products. TQM practices support our program of producing defect free products.

PROFILE, HISTORY

HBL power Systems is primarily a research – based, manufacturing company, whose preference is to deal with a high content of technology and design challenges.

HBL Power Systems Limited is a pioneer in the Design, Development & manufacture of specialized batteries and electronic products. The company Headquarters is located at Hyderabad, India with factories & sales offices in various parts of the country. HBL

sells products more than 36 countries which include all the Top Industrialized countries. Over the years, the company has developed capabilities and competences to address the requirements of customers in Military.

Aerospace, Railways, Telecom & Industrial electronics segments, who need high quality-reliability products. The Electronics Manufacturing Unit (EMU), at Thumkunta, approximately 20 km from Hyderabad with 36,000Sq.mts. Of Modern Factory Space. EMU specializes primarily in PCBAs that are designed, assembled and tested as per stringent quality/customer requirements. EMU offers One-stop-solution for PCBA needs-prototype, manufacturing & all tests required by our customers. MIL grade and AVIONICS grade compliant PCBA Design and manufacturing.

Human Resources include engineers and technicians who have the requisite skills and experience for assembly of high quality and reliability PCBAs. Infrastructure-state-of-art assembly, functional test and Environment Test machines. HBL EMU is an ISO 9001-2000 Certified company. Apart from certification, we also passionately nurture quality in all its forms and methods.

VISION

To be globally competitive in Electronics manufacturing solutions & achieve excellence through building of strength in facilities, skills sets, commitment to quality & in time delivery resulting the satisfaction of our customers.

SERVICES

EMU offers new products Introduction [NPI] services particularly manufacture of prototype assemblies along with appropriate Environmental tests. Our NPI service is aimed at providing a smooth transition from the development phase to prototyping and finally mass production. We follow short cycle time between the validated processes. This results in usage of minimum time from development to marketing. Our unit is equipped with latest Semi-automatic through Hole Component Insertion Machine and pick & place machine .Our experienced team complements the state of art equipment to ensure defect free assemblies.

Capabilities

Lot size: Small and medium sized lots, high mix

Components: Through-Hole, SMD – 0201 to BGA, mBGA, QFPs etc PCB with components on both the sides.

PCB – Laminates – fr4 type PCB with Metal Core

Duroid single sided to multi-layer

Component placement or assembly:

Semi-automatic – for through – hole SMD

Fully Automatic equipment – axial components and fine pitch SMD component

Soldering:

Leaded & lead free wave soldering

Re – flow soldering

Cleaning: 3-tray air agitation and ultrasonic cleaning

Conformal coating: Automated conformal coating – spray or liquid dispense type

PCBA Verification & Testing

In addition to manual visual inspection by experienced inspectors appropriate verification system will be applied based on PCBA details and customer needs.

Automatic Optical Inspection: Detecting assembly faults- component presence / absence, polarity, opens and shorts, tombstone, offset, solder faults etc.

Automatic X-Ray Inspection; Automated BGA inspection, checking and identification for flaws, in solder joints for voids, roundness, lead shorts, check for cracks in tracks, blow-holes,ect.

Manufacturing Defects Analyzer; Assembled PCB verification for component placement, value, soldering, and polarity ect.using dedicated fixture and program

Functional testing of PCBA is performed as per customer test procedure. PCBAs are tested using dedicated functional test jigs-manual or automated. Qualification and acceptance functional tests can be developed to meet customer needs

Functional Testing

Approaches in use;

Dedicated functional test jig using general purpose test instruments

PC based dedicated test jig

PXI based ATE

The testing can also be conducted using customer built test jig. Serial number-wise documented detailed test report for each PCBA can be provided where needed.

PCBA Rewards

The PCB facility is equipped with tools and equipment to carry-out repair work on electronic assemblies in a systematic way to meet industry standards. In addition to skilled employees the set-up includes state of the art repair equipment- like SMD rework stations, BGA repair system etc.

Environmental services

Others services offered include;

- Burn in tests
- Environmental tests
- Thermal cycling
- Temperature humidity test
- ESS test
- Vibration test
- Bump test

INFRASTRUCTURE

36000sq ft of built-up factory space.

State of art Machines. =

- Automatic pick up & place machine for SMD
- Automatic sequencer & Inserter for axial components
- Semi automatic pick and place machine for SMD Components
- Semi automatic laser guided pick & place machine
- For through hole components
- BGA Rework station
- Re-flow Oven

  Lead-free, wave soldering machine

Machines range from fully automatic to semi-Automatic. Where Automatic. Where needed, manual processes are Also done. This enables: Effectively addressing various customer Requirements, where the size / complexity of the PCB assembly is a specific need. Such a mix of machines and processes gives the Customer value for money and still ensure. Stringent quality standards are met. Catering for all volumes of orders ranging from Small to extremely large.

INDUSTRIAL LICENCES

- Electronic components, includes multi layer PCBs,
- High voltage power supplies, Digital signal processing modules for Navigation, Guidance, Weapon control systems/Avionics.
- Fire control systems for combat platforms
- Integrated platform – Advanced computer based control & monitoring for ships, submarines & deep submersible Rescue Vessels
- Torpedo decoy systems & counter measures
- Active protection system
- Electronic Fuses

CHAPTER III
THEORETICAL FRAME WORK

THEORETICAL FRAME WORK

PERFORMANCE APPRAISAL – TRADITIONAL APPROACH

Traditionally, performance appraisal has been used as just a method for determining and justifying the salaries of the employees. Than it began to be used a tool for determining rewards (a rise in the pay) and punishments (a cut in the pay) for the past performance of the employees.

This approach was a past oriented approach which focused only on the past performance of the employees i.e. during a past specified period of time. This approach did not consider the developmental aspects of the employee performance i.e. his training and development needs or career developmental possibilities. The primary concern of the traditional approach is to judge the performance of the organization as a whole by the past performances of its employees .Therefore , this approach is also called as the overall approach. In 1950s the performance appraisal was recognized as a complete system in itself and the Modern Approach to performance appraisal was developed.

PERFORMANCE APPRAISAL – MODERN APPROACH

The modern approach to performance development has made the performance appraisal process more formal and structured. Now, the performance appraisal is taken as a tool to identify better performing employees from others, employees' training needs, career development paths, rewards and bonuses and their promotions to the next levels.

Appraisals have become a continuous and periodic activity in the organizations. The results of performance appraisals are used to take various other HR decisions like promotions, demotions, transfers, training and development, reward outcomes. The modern approach to performance appraisals includes a feedback process that helps to strengthen the relationships between superiors and subordinates and improve communication throughout the organization .The modern approach to Performance appraisal is a future oriented approach and is developmental in nature. This recognizes employees as individuals and focuses on their development.

1. ESSAY APPRAISAL METHOD

This traditional form of appraisal, also known as "Free Form method" involves a description of the performance of an employee by his superior. The description is an evaluation of the performance of any individual based on the facts and often includes examples and evidences to support the information. A major drawback of the method is the inseparability of the bias of the evaluator.

2. STRAIGHT RANKING METHOD

This is one of the oldest and simplest techniques of performance appraisal. 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.

3. PAIRED COMPARISON

A better technique of comparison than the straight ranking method, this method compares each employee with all others in the group, one at a time. After all the comparisons on the basis of the overall comparisons, the employees are given the final rankings.

4. CRITICAL INCIDENTS METHODS

In this method of Performance appraisal, the evaluator rates the employee on the basis of critical events and how the employee behaved during those incidents. It includes both negative and positive points. The drawback of this method is that the supervisor has to note down the critical incidents and the employee behavior as and when they occur.

5. FIELD REVIEW

In this method, a senior member of the HR department or a training officer discusses and interviews the supervisors to evaluate and rate their respective subordinates. A major drawback of this method is that it is a very time consuming method. But this method helps to reduce the superiors' personal bias.

6. CHECKLIST METHOD

The rater is given a checklist of the descriptions of the behavior of the employees on job. The checklist contains a list of statements on the basis of which the rater describes the on the job performance of the employees.

7. GRAPHIC RATING SCALE

In this method, an employee's quality and quantity of work is assessed in a graphic scale indicating different degrees of a particular trait. The factors taken into consideration include both the personal characteristics and characteristics related to the on the job performance of the employees. For example a trait like Job Knowledge may be judged on the range of average, above average, outstanding or unsatisfactory.

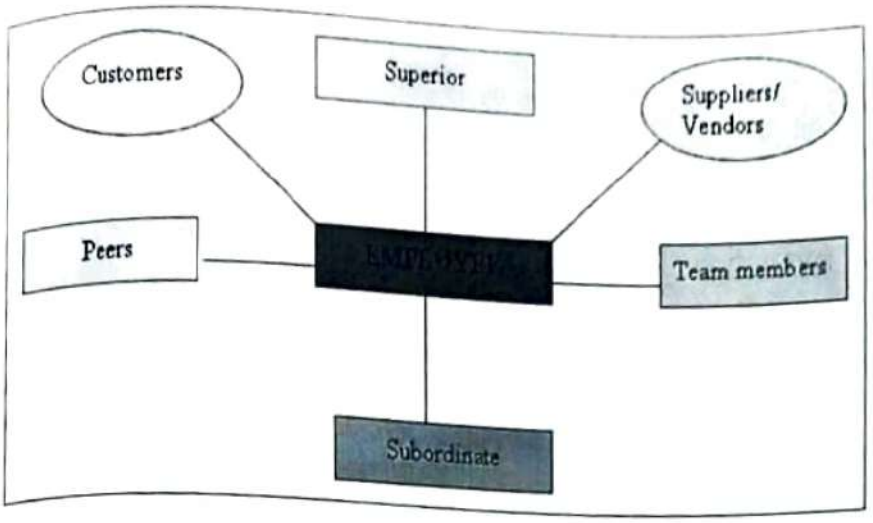
8. FORCED DISTRIBUTION

To eliminate the element of bias from the rater's ratings, the evaluator is asked to distribute the employees in some fixed categories of ratings like on a normal distribution curve. The rater chooses the appropriate fit for the categories on his own discretion.

360 degree respondents for an employee can be his/her peers, managers (i.e. superior), subordinates, team members, customers, suppliers/ vendors - anyone who comes into contact with the employee and can provide valuable insights and information or feedback regarding the "on-the-job" performance of the employee.

360 degree appraisal has four integral components:

1. Self appraisal
2. Superior's appraisal
3. Subordinate's appraisal
4. Peer appraisal

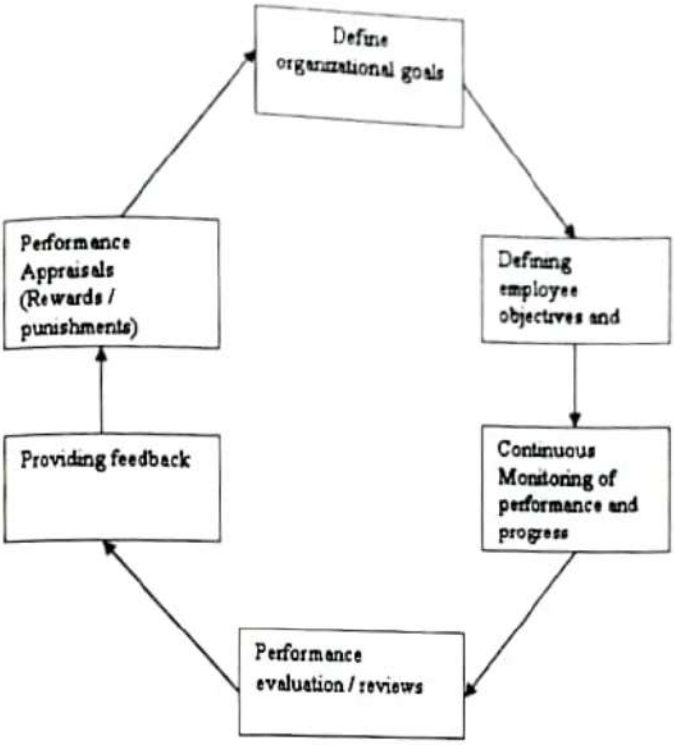


Self appraisal gives a chance to the employee to look at his/her strengths and weaknesses, his achievements, and judge his own performance. Superior's appraisal forms the traditional part of the 360 degree performance appraisal where the employees' responsibilities and actual performance is rated by the superior.

Subordinates appraisal gives a chance to judge the employee on the parameters like communication and motivating abilities, superior's ability to delegate the work, leadership qualities etc. Also known as internal customers, the correct feedback given by peers can help to find employees' abilities to work in a team, co-operation and sensitivity towards others.

The essence of MBO is participative goal setting, choosing course of actions and decision making. An important part of the MBO is the measurement and the comparison of the employee's actual performance with the standards set. Ideally, when employees themselves have been involved with the goal setting and the choosing the course of action to be followed by them, they are more likely to fulfill their responsibilities.

THE MBO PROCESS



UNIQUE FEATURES AND ADVANTAGES OF MBO

The principle behind Management by Objectives (MBO) is to create empowered employees who have clarity of the roles and responsibilities expected from them, understand their objectives to be achieved and thus help in the achievement of organizational as well as personal goals.

STEPS INCLUDED IN CONDUCTING PERFORMANCE APPRAISAL

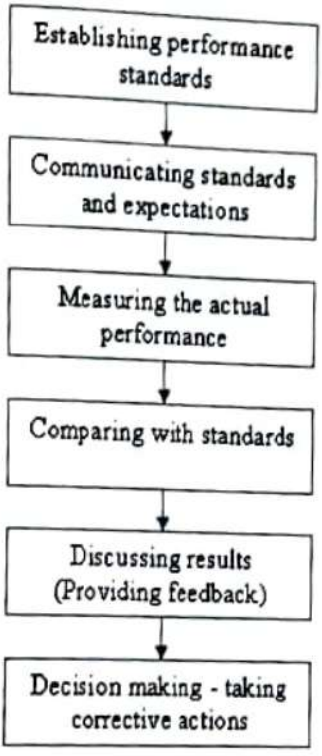
ESTABLISHING PERFORMANCE STANDARDS

The first step in the process of performance appraisal is the setting up of the standards which will be used to as the base to compare the actual performance of the employees. This step requires setting the criteria to judge the performance of the employees as successful or unsuccessful and the degrees of their contribution to the organizational goals and objectives. The standards set should be clear, easily

understandable and in measurable terms. In case the performance of the employee cannot be measured, great care should be taken to describe the standards

COMMUNICATING THE STANDARDS

Once set, it is the responsibility of the management to communicate the standards to all the employees of the organization.



MEASURING THE ACTUAL PERFORMANCE

The most difficult part of the Performance appraisal process is measuring the actual performance of the employees that is the work done by the employees during the specified period of time. It is a continuous process which involves monitoring the performance throughout the year. This stage requires the careful selection of the appropriate techniques of measurement, taking care that personal bias does not affect the outcome of the process and providing assistance rather than interfering in an employees.

COMPARING THE ACTUAL WITH THE DESIRED PERFORMANCE

The actual performance is compared with the desired or the standard performance. The comparison tells the deviations in the performance of the employees from the standards set. The result can show the actual performance being more than the desired performance or, the actual performance being less than the desired performance depicting a negative deviation in the organizational performance. It includes recalling, evaluating and analysis of data related to the employees' performance.

DISCUSSING RESULTS

The result of the appraisal is communicated and discussed with the employees on one-to-one basis. The focus of this discussion is on communication and listening. The results, the problems and the possible solutions are discussed with the aim of problem solving and reaching consensus. The feedback should be given with a positive attitude as this can have an effect on the employees' future performance. The purpose of the meeting should be to solve the problems faced and motivate the employees to perform better.

DECISION MAKING

The last step of the process is to take decisions which can be taken either to improve the performance of the employees, take the required corrective actions, or the related HR decisions like rewards, promotions, demotions, transfers etc

SUCCESS OF PERFORMANCE APPRAISAL DEPENDS UPON

1. The existence of an atmosphere of confidence and trust so that both superior and employee may discuss matter frankly and offer suggestion, which may be beneficial for the organization and for an improvement of the employee.
2. The superior must very thoroughly evaluate the employee's performance so that he is capable of meeting challenges about his rating of his subordinate.
3. The result of performance rather than personality traits should be given due weight. Suggestion for improvement should be directed towards the objective fact of the job (such as work schedules, output, report completed, sales made, losses incurred profit earned, accomplishment etc.).Plans for the future must

be developed jointly after consultation with subordinates. The individual as a person should never be criticized.

4. The superior should try to analyze the strength and weakness of an employee and advise him on correcting the weaknesses.
5. The appraisal programmer should be less time-consuming and less costly. At the time, it should bring the maximum benefit.
6. Which particular technique is to be adopted for appraisal should be governed by such factor as the size, financial resource, philosophy and objectives of an organization. The result of the appraisal, particularly when they are negative should be immediately communicated to the employees, so that they may try to improve their performance.
7. A post-appraisal interview should be arranged so that employee may be supplied with feedback and the organization may know the difficulties under which employees work, so that their training needs may be discovered.

PURPOSES OF PERFORMANCE APPRAISAL

There are three main purposes of performance appraisals. They are as follows

ADMINISTRATIVE DECISION

When the organization use performance assessments primarily to make administrative decisions about employees, it helps to place employees in positions where their abilities can be best used and can be helpful in assigning employees to appropriate future positions. Questions pertaining to promotion of an employee, choosing employees for layoff or transfer, making salary increase, recommendations, etc, are examples of administrative decisions.

EMPLOYEES FEEDBACK AND DEVELOPMENT

Another purpose of performance assessment is to let employees know where they stand relative to their performance objectives and organization expectations. The manager can use the results of the performance assessment to provide feedback to the employee. Feedback helps employees organize their potential to be high performers. Feedback also encourages self-development through both instrumentality and expectancy perceptions. For example, a high performing employee will frequently

experience feelings of achievement and accomplishment and will associate good performance with rewards in the future.

EVALUATION OF POLICIES AND PROGRAMS

Another important use of performance appraisal is to evaluate polices and programs implemented to influence work behaviors. An evaluation of the program might involve a comparison of employee performance before jobs were changed. Thus, the evaluation of performance is necessary to determine whether the changes have had the desired effect or not.

USE OF PERFORMANCE APPRAISAL SYSTEM

The information that is collected during the Performance Appraisal is most often used for a number of purposes like, Compensation, Performance Improvement, Feedback, Documentations, etc.,

COMPENSATION FOR PERFORMANCE APPRAISAL

The information collected can be used by the supervisors to manage the performance of their employees. To motivate employees to improve their performance and achieve their targets & goals, supervisors can use incentives such as Pay – For – Performance Programs. For example, under IBM's new Appraisal System, those identified as "Super Stars" can earn $ 50,000 bonus for their performance.

INTERNAL STAFFING OF THE EMPLOYEES

These decisions may involve the task of finding employees to fill positions in the organization or reducing the number of employees in certain positions organizations rely on Performance Appraisal data to decide which employee to move upward (promote) to fill openings and which employees to a part of downsizing effort.

TRAINING NEEDS ANALYSIS

Firms can use appraisal data to determine employees training needs. To design specific action if a gap between the expected performance and the present performance is found through Appraisals.

RESEARCH AND EVALUATION

The appraisal information can be used to determine whether the various human resource programs like selection, training, orientation, placement etc., were effective.

. PERFORMANCE APPRAISAL CHALLENGES

1. Determining the evaluation criteria
2. Create a rating instrument
3. Lack of competence
4. Errors in rating and evaluation

DETERMINING THE EVALUATION CRITERIA

Identification of the appraisal criteria is one of the biggest problems faced by the top management. The performance data to be considered for evaluation should be carefully selected. For the purpose of evaluation, the criteria selected should be in quantifiable or measurable terms.

CREATE A RATING INSTRUMENT

The purpose of the Performance appraisal process is to judge the performance of the employees rather than the employee. The focus of the system should be on the development of the employees of the organization.

LACK OF COMPETENCE

Top management should choose the raters or the evaluators carefully. They should have the required expertise and the knowledge to decide the criteria accurately. They should have the experience and the necessary training to carry out the appraisal process objectively.

ERRORS IN RATING AND EVALUATION

Many errors based on the personal bias like stereotyping, halo effect (i.e. one trait influencing the evaluator's rating for all other traits) etc. may creep in the appraisal process. Therefore the rater should exercise objectivity and fairness in evaluating and rating the performance of the employees.

CHAPTER IV

DATA ANALYSIS
&
INTERPRETATION

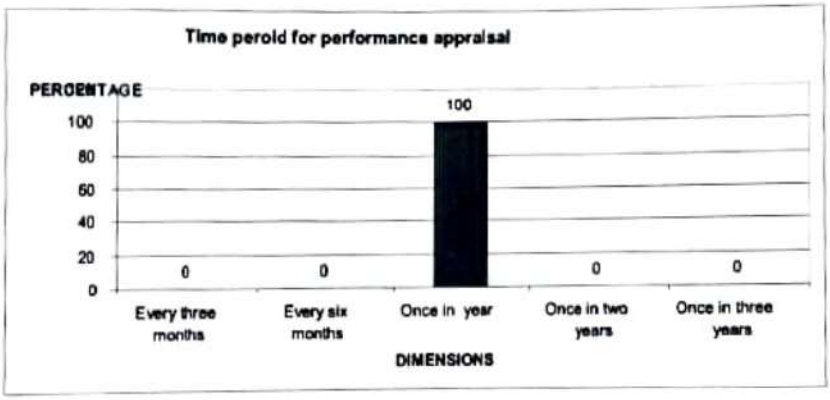
DATA ANALYSIS AND INTERPRETATION

1) Time period for performance appraisal.

Time period for performance appraisal

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Every three months	-	-
Every six months	-	-
Once in year	110	100
Once in two years	-	-
Once in three years	-	-
TOTAL	110	100

Time period for performance appraisal



INTERPRETATION:

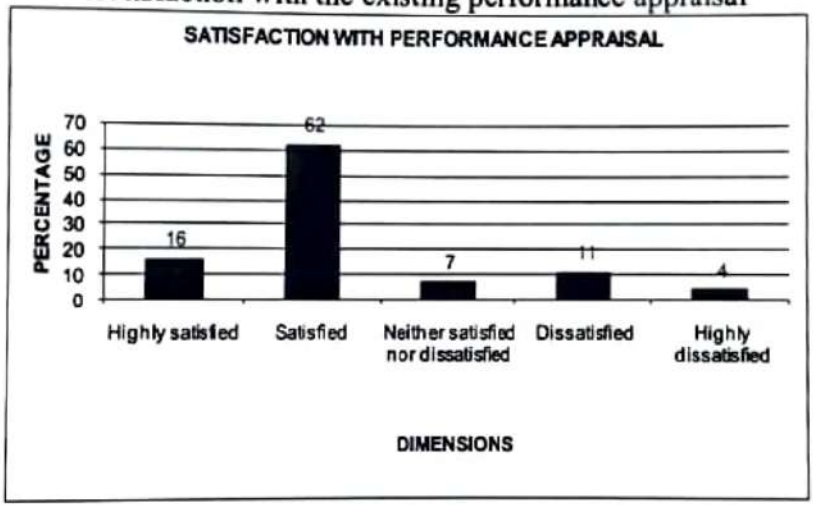
From the above table and the graph it is observed that all the respondents said that they conduct performance appraisal once in a year.

2) Satisfaction with the existing performance appraisal.

Satisfaction with the existing performance appraisal

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Highly satisfied	18	16
Satisfied	68	62
Neither satisfied nor dissatisfied	8	7
Dissatisfied	12	11
Highly dissatisfied	4	4
TOTAL	110	100

Satisfaction with the existing performance appraisal



INTERPRETATION:

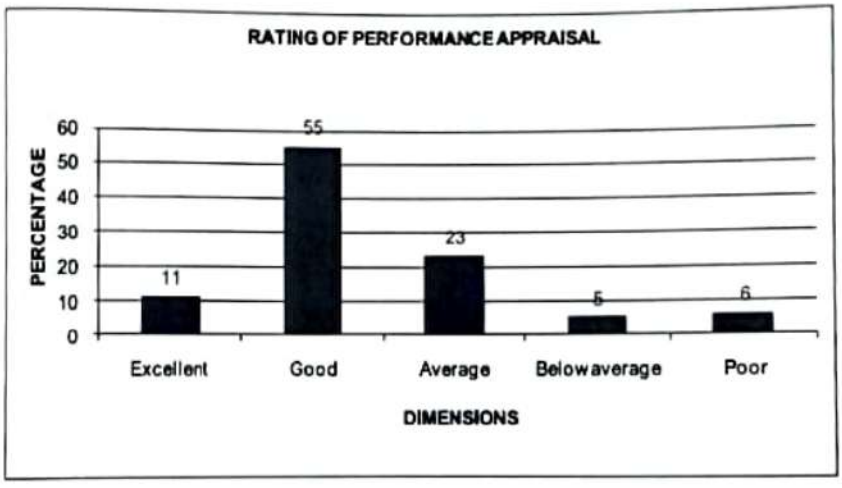
From the above table and graph it is observed that out of 110 respondents,62% of the respondents are satisfied, 16% of the respondents are highly satisfied , 11% of the respondents are dissatisfied, 7% of respondents are neither satisfied nor dissatisfied and 4% of the respondents are highly dissatisfied with this Performance appraisal system.

3) Rating of the existing performance appraisal system

Rating of the existing performance appraisal system

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Excellent	12	11
Good	60	55
Average	25	23
Below average	6	5
Poor	7	6
TOTAL	110	100

Rating of the existing performance appraisal system



INTERPRETATION:

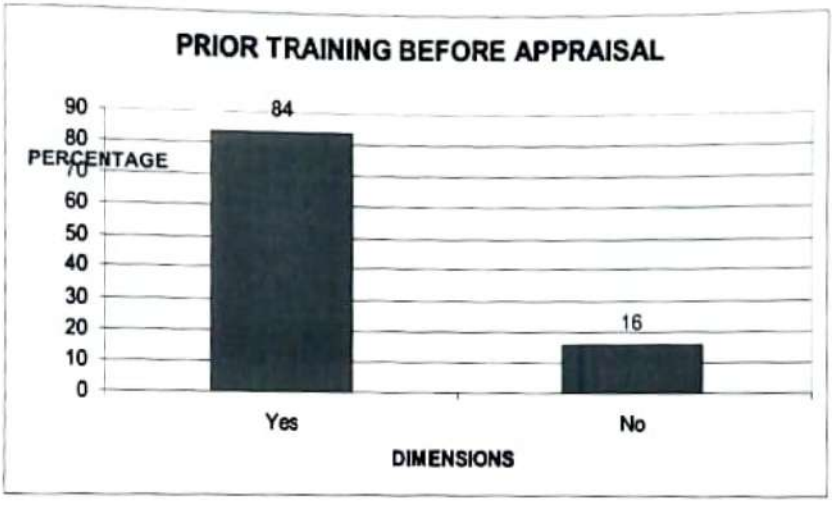
From the above table and the graph it is observed that out of 110 respondents, 55% of the respondents rated as good, 23% of the respondents rated as aversge,11% of the respondents rated the existing performance system as excellent average,5% of the respondents rated as below average existing system as average and 6% of the respondents rated the system as poor.

4) Prior training programs before Performance appraisal.

Prior training programs before Performance appraisal

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Yes	92	84
No	18	16
TOTAL	110	100

Prior training programs before Performance appraisal



INTREPRETATION:

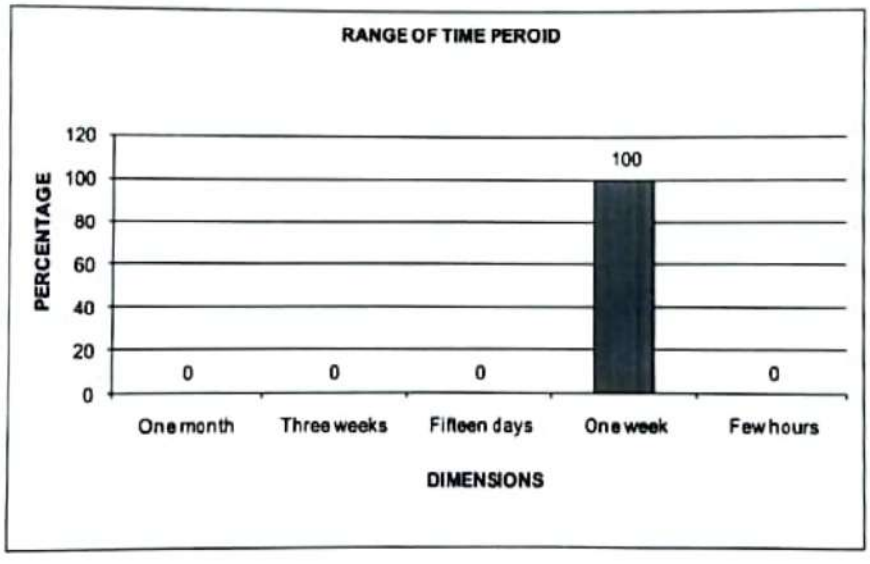
From the above table and graph it is observed that out of 110 respondents,84% of the respondents are undergoing prior training before Performance Appraisal program and 16% of the respondents are not undergoing prior training before Performance Appraisal.

5.) Range of time period for prior training program.

Range of time period for prior training program

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
One month	-	-
Three weeks	-	-
Fifteen days	-	-
One week	110	100
Few hours	-	-
TOTAL	110	100

Range of time period for prior training program



INTERPRETATION:

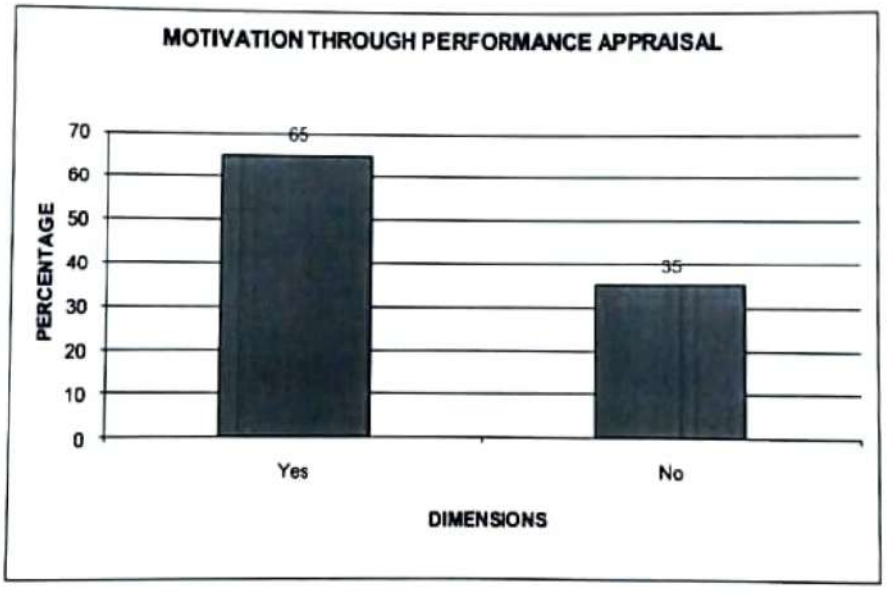
From the above table and graph it is observed that all the respondents are undergoing prior training program for one week.

6) Performance Appraisal helps to motivate the employees.

Performance Appraisal helps to motivate the employees.

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Yes	72	65
No	38	35
TOTAL	110	100

Performance Appraisal helps to motivate the employees.



INTERPRETATION:

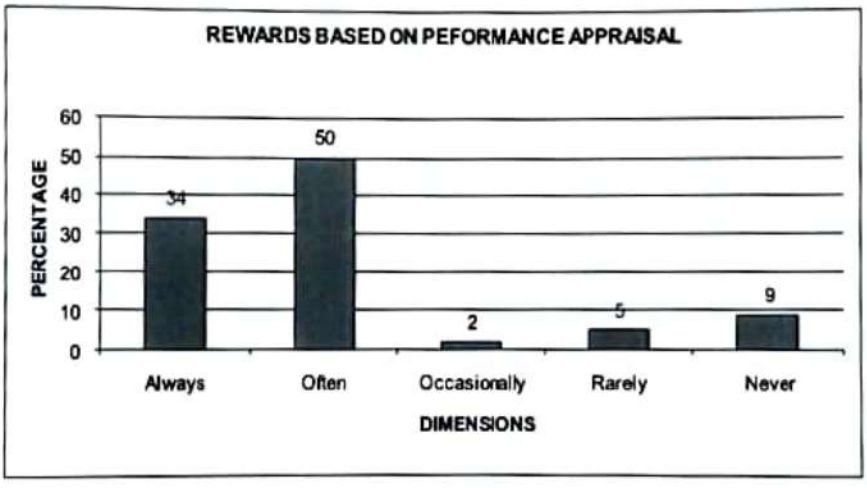
From the above table and graph it is observed that out of 110 respondents, 65% of the respondents are motivated by the Performance Appraisal system and 35% of the respondents are not motivated by this Performance Appraisal.

7) Rewards based on Performance appraisal.

Rewards based on Performance appraisal

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Always	37	34
Often	55	50
Occasionally	2	2
Rarely	6	5
Never	10	9
TOTAL	110	100

Rewards based on Performance appraisal



INTERPRETATION:

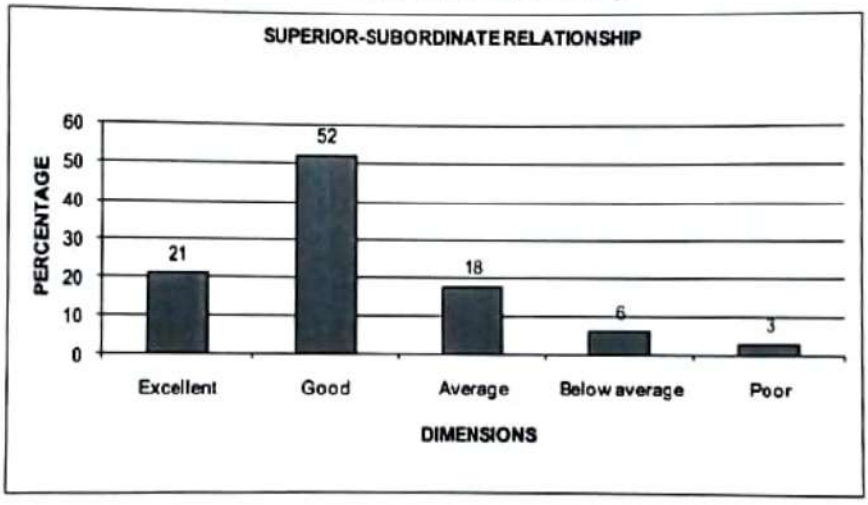
From the above table and graph it is observed that out of 110 respondents, 50% of the respondents were rewarded often, 34% of the respondents were rewarded always, 9% of the respondents were never awarded, 5% were awarded rarely and 2% were awarded occasionally.

8) Superior - Subordinate relationship.

Superior - Subordinate relationship

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Excellent	23	21
Good	57	52
Average	20	18
Below average	6	6
Poor	4	3
TOTAL	110	100

Superior - Subordinate relationship



INTERPRETATION:

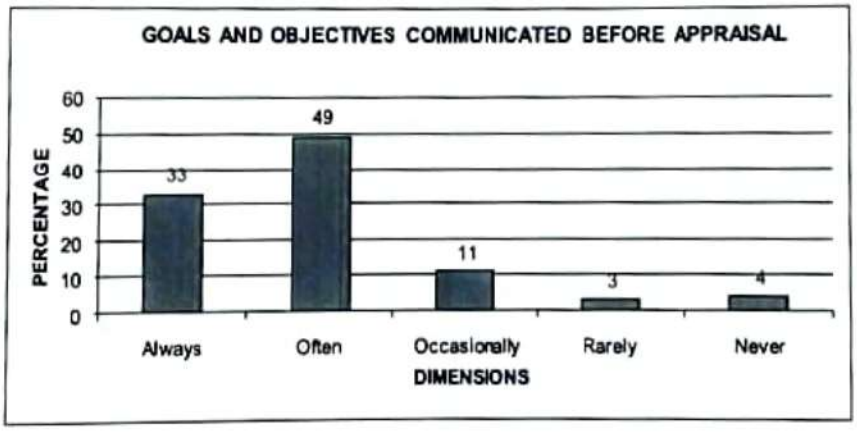
From the above table and graph it is observed that out of 110 respondents, 52% respondents have good superior –Subordinate relationship 21% of the respondents have excellent superior-Subordinate relationship, 18% of the respondents have average relationship,6% of the respondents have below average relationship and 3% of the respondents have poor superior- subordinate relationship.

9) Goals and objectives communicated before Performance appraisal.

Goals and objectives communicated before appraisal

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Always	37	33
Often	54	49
Occasionally	12	11
Rarely	3	3
Never	4	4
TOTAL	110	100

Goals and objectives communicated before appraisal



INTERPRETATION:

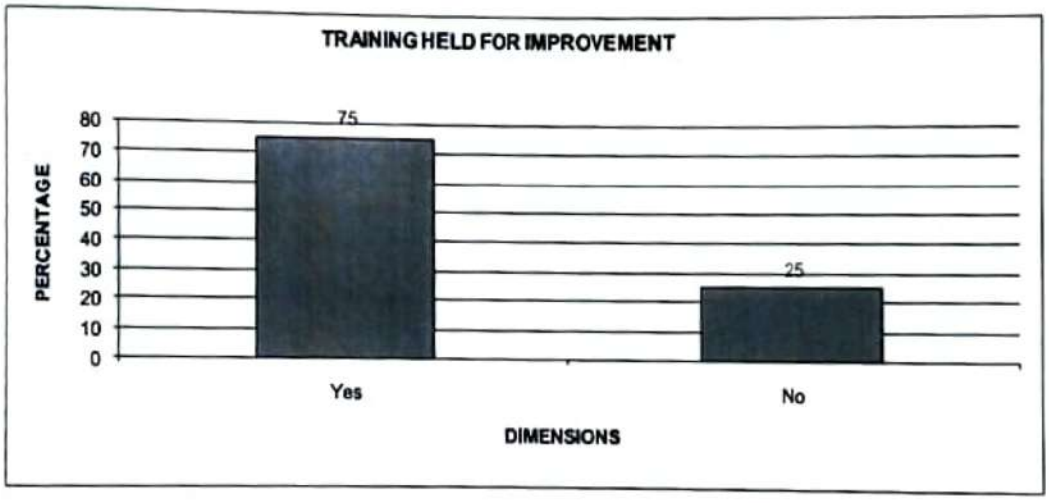
From the above table and graph it is observed that out of 110 respondents 49% of the respondents are communicated often, 33% of the respondents are always aware of goals and objectives, 11% of the respondents are communicated occasionally, 3% are communicated rarely and 4% of the respondents are never communicated.

10) Training programs held for the improvement.

Training programs held for the improvement

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Yes	83	75
No	27	25
TOTAL	110	100

Training programs held for the improvement



INTERPRETATION:

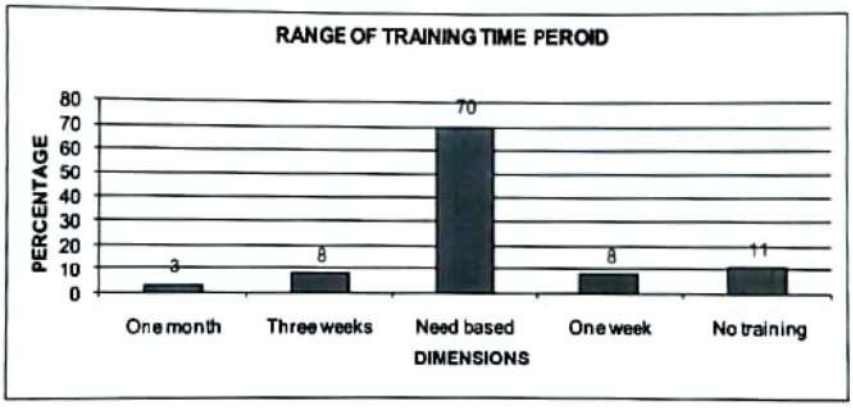
From the above table and graph it is observed that out of 110 respondents 75% of respondents are undergoing training after Performance Evaluation and 25% of the respondents are not undergoing any training programs after Performance Evaluation.

11) Range of time period of training for the improvement after appraisal.

Period of training for the improvement after appraisal

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
One month	3	3
Three weeks	9	8
Need based	77	70
One week	9	8
No training	12	11
TOTAL	110	100

Time period for the improvement after appraisal



INTERPRETATION:

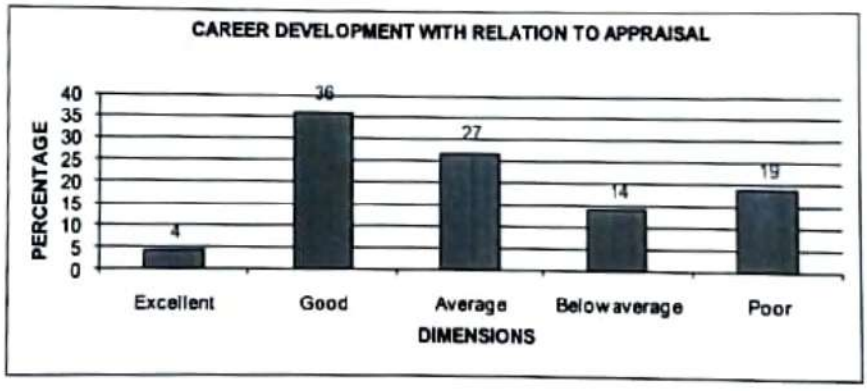
From the above table and graph it is observed that out of 110 respondents 70% of the respondents are undergoing need basis, 11% of the respondents are not undergoing any training, 8% of the respondents are undergoing three weeks of training, another 8 % are undergoing one week of training and 3% of the respondents are undergoing one month training.

12) Career development with relation to Performance Appraisal.

Career development with relation to Appraisal

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Excellent	4	4
Good	40	36
Average	30	27
Below average	15	14
Poor	21	19
TOTAL	110	100

Career development with relation to Appraisal



INTERPRETATION:

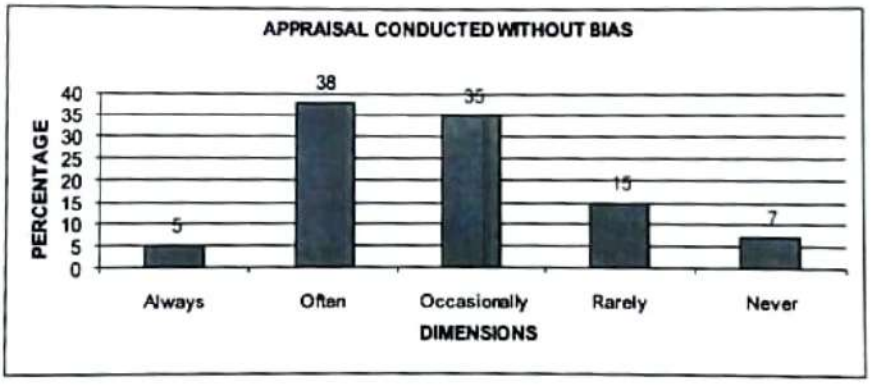
From the above table and graph it is observed that out of 110 respondents 36% of the respondents perceive good career development, 27% of respondents of perceiving average career development, 19% of the respondents perceiving poor career development, 14% of the respondents perceiving below average career development and 4% of the respondents are perceiving excellent career development.

13) Performance appraisal conducted without any bias.

Performance appraisal conducted without any bias

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Always	6	5
Often	42	38
Occasionally	38	35
Rarely	16	15
Never	8	7
TOTAL	110	100

Performance appraisal conducted without any bias



INTERPRETATION:

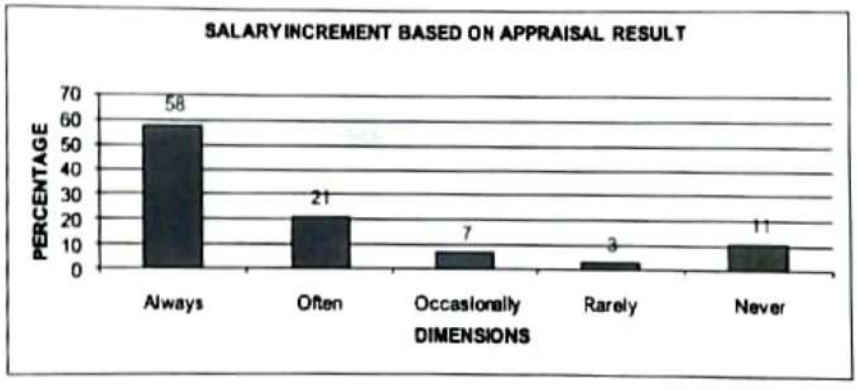
From the above table and graph it observed that out of 110 respondents 38% of the respondents said that it is conducted with bias often, 35% of the respondents said that it is conducted with bias occasionally,15% of the respondents opine that bias is shown rarely and 7% of the respondents said that it is never conducted with bias and 5% of the respondents said that Performance appraisal is conducted always with bias.

14) Salary increment based on the Performance appraisal result.

Salary increment based on the appraisal result

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Always	64	58
Often	24	21
Occasionally	7	7
Rarely	3	3
Never	12	11
TOTAL	110	100

Salary increment based on the appraisal result



INTERPRETATION:

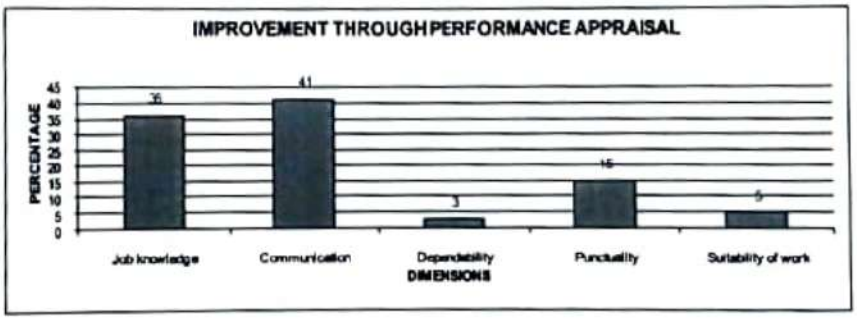
From the above table and graph it is observed that out of 110 respondents 58% of respondents salary increment is always based on the appraisal system,21% of respondents salary increment is often based on the system , 11% of the respondents are never based on system,7% of respondents increment is occasionally based on and 3% of the respondents salary increment is rarely based on Appraisal system.

15) Improvement in the area through performance appraisal.

Improvement in the area through performance appraisal

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Job knowledge	40	36
Communication	45	41
Dependability	3	3
Punctuality	17	15
Suitability of work	5	5
TOTAL	110	100

Improvement in the area through performance appraisal



INTERPRETATION:

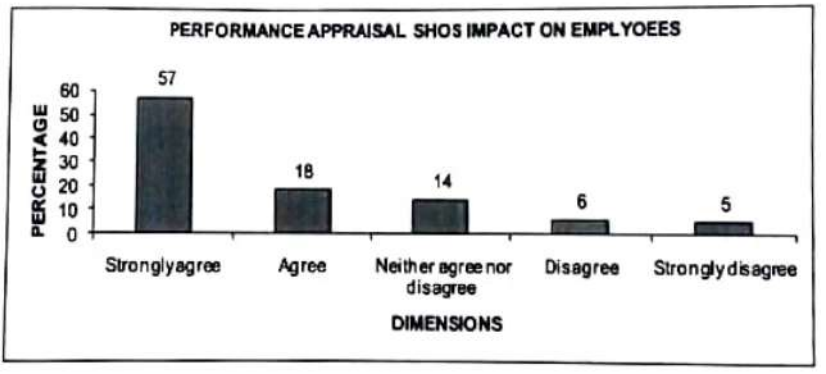
From the above table and graph it is observed that out of 110 respondents 41% of the respondents improved in communication ,36% of the respondents improved in job knowledge, 15% increase in punctuality, 3% improved in dependability, and 5% of the respondents improved in suitability of work through this performance Appraisal .

16) Performance appraisal shows impact on the employees.

Performance appraisal shows impact on the employees

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Strongly agree	63	57
Agree	20	18
Neither agree nor disagree	15	14
Disagree	7	6
Strongly disagree	5	5
TOTAL	110	100

Performance appraisal shows impact on the employees



INTERPRETATION:

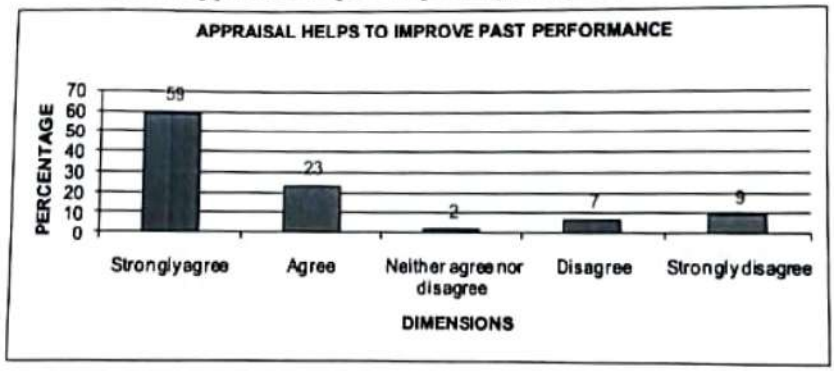
From the above table and graph it is observed that out of 110 respondents 57% of the respondents strongly agree,18% of the respondents agree,14% of the respondents neither agree nor disagree, 6% of the respondents disagree and 5% of the respondents strongly disagree.

17) Present Performance appraisal helps to improve your past performance.

Present appraisal helps to improve your past performance

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Strongly agree	65	59
Agree	25	23
Neither agree nor disagree	2	2
Disagree	8	7
Strongly disagree	10	9
TOTAL	110	100

Present appraisal help to improve your past performance



INTERPRETATION:

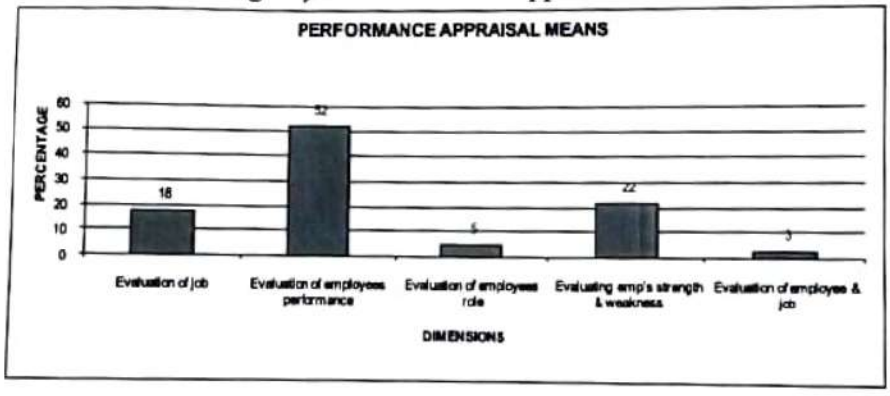
From the above table and graph it is observed that out of 110 respondents 59% of the respondents strongly agree, 23% of the respondents agree, 9% of the respondents strongly disagree, 7% of the respondents disagree and 2% of respondents neither agree nor disagree.

18) According to you Performance appraisal means.

According to you Performance appraisal means.

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Evaluation of job	20	18
Evaluation of employees performance	57	52
Evaluation of employees role	5	5
Evaluating emp's strength & weakness	25	22
Evaluation of employee & job	3	3
TOTAL	110	100

According to you Performance appraisal means



INTERPRETATION:

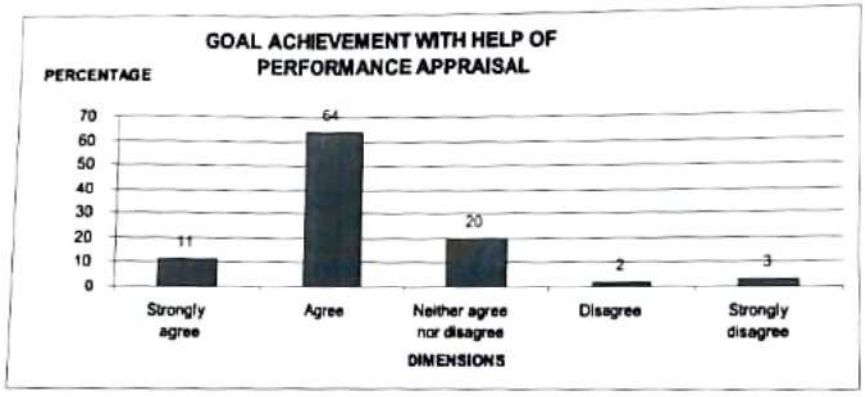
From the above table and graph it is observed that out of 110 respondents 52% of respondents said that it is evaluation of employees performance, 22% of the respondents said that it is employees evaluation of strength and weekness, 18% of the it is evaluation of job, 5% of respondents said that it is evaluation of employees role, weakness and 3% of the respondents said that it is evaluation of employees and job.

19) Goal achievement with performance appraisal help.

Goal achievement with performance appraisal help

DIMENSIONS	NO OF RESPONDENTS	PERCENTAGE (%)
Strongly agree	12	11
Agree	70	64
Neither agree nor disagree	22	20
Disagree	2	2
Strongly disagree	4	3
TOTAL	110	100

Goal achievement with performance appraisal help



INTERPRETATION:

From the above table and graph it is observed that out of 110 respondents 11% of respondents able to attain goals with ease, 64% of the respondents able to attain goals with less time in difficulty, 20% of respondents able to attain goals taking more time with difficulty, 2% are unable to attain the goals and 3% of the respondents mayor may not attain the goal.

CHAPTER V

FINDINGS

SUGGESTIONS

CONCLUSION

FINDINGS

- It is found that Performance appraisal is conducted once in a year in Sri HBL Power Limited.
- It is found that out of 110 respondents 78% of the respondents are satisfied and 15% of respondents are dissatisfied with the existing system of performance appraisal.
- It is found that out of 110 respondents 55% of the respondents rated the existing performance appraisal system as good, 11% of the respondents rated as excellent, 5% as below average and 6% of respondents rated as poor.
- It is found that out of 110 respondents 84% of the respondents are undergoing prior training before performance appraisal and 16% of respondents are not undergoing any prior training before performance appraisal.
- It is found that prior training programs are undergone for one week by all the respondents.
- It is found that out of 110 respondents performance appraisal is motivating only 65% of the respondents remaining 35% of respondents are not motivated.
- It is found that out of 110 respondents 50% of the respondents receive rewards often, 34% of the respondents receive awards always and 9% of respondents never receive the rewards based on performance appraisal.
- It is found that out of 110 respondents 51% of the respondents have a good superior-subordinate relationship,21% as excellent ,18% have average relation,6% rated below average and 3% rated as poor.
- It is found that out of 110 respondents 33% of the respondents are always communicated with goals and objectives,49% of the respondents are communicated often,4% were never communicated with goals and objectives.
- It is found that out of 110 respondents only 75% of the respondents are undergoing the training program after the performance appraisal whereas 25% of respondents are not undergoing any training for improvement.
- It is found that out of 110 respondents 70% of the respondents are undergoing the need based training after performance appraisal, 3% of respondents are trained for one month.

- It is found that out of 110 respondents 40% of the respondents only perceive the career development in relation to the performance appraisal system is good,27% rated as average,33% rated as poor.
- It is found that out of 110 respondents 85% of the respondents said that the performance appraisal program is conducted without any bias and 15% of respondents said that performance appraisal conducted with bias.
- It is found that out of 110 respondents of 58% of respondents salary increment is based on the performance appraisal, 21% of respondents have increment often and 11% of respondents never have increment.
- It is found that out of 110 respondents 41% improved in communication and 36% improved in job knowledge, 15% improved in punctuality and only 5% of respondents improve in the suitability of work.
- It is found that out of 110 respondents 75% of the respondents said that performance appraisal showed impact on them and 11% of the respondents said that performance appraisal did not showed any impact.
- It is found that out of 110 respondents 82% of the respondents agree their performance is improved when compared to previous performance and 16% of respondents disagree that their performance was not better than previous.
- It is found that out of 110 respondents 51% of the respondents said that performance appraisal means evaluation of employees performance and 22% of respondents said that performance appraisal is employees strength and weakness.
- It is found that out of 110 respondents 75% agree goal achievement by the performance appraisal system and 20% of respondents said that goal achievement is neither nor with the help of this performance appraisal.

SUGGESTIONS

- It is suggested that existing performance appraisal should add motivation to the employees.
- It is suggested that existing performance appraisal should concern the career development of the employees.
- It is suggested that existing performance appraisal should improve the suitability of employee in relation to their work.

CONCLUSION

Performance appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee, the appraisal results are used to identify the better performing employees who should get the majority of available merit, pay increases bonus and promotion. It is concluded that "Performance Appraisal" followed in HBL is effective and it should add more motivation to the employees.

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