###### A STUDY ON PERFORMANCE APPRAISAL OF YCH LOGISTICS INDIA PVT LTD

A PROJECT REPORT

SUBMITTED TO THE UNIVERSITY OF MADRAS IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE

**BATCHELOR OF BUSINESS ADMINISTRATION**

SUBMITTED BY

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UNDER THE GUIDANCE AND SUPERVISION OF Prof. Mrs. M. HUSSIAN BEE. MBA



###### DEPARTMENTOFB.B.A

**(MANAGEMENT OF STUDY)**

**APOLLO ARTS AND SCIENCE COLLEGE CHENNAI – 602 105**

**SUBMITED YEAR -2020**

#### ACKNOWLEDGEMENT

I show my sincere thanks to the head of the department Mrs. Hussain Bee, MBA and the faculty members of the year department of management studies for the continuous encouragement and support

I convey my thanks to guide me. Mrs. Hussain Bee, MBA for having guided, instructed and motivated continuously for the completion of my project work.

**DECLARATION**

I, N. KISHORE hear by declare that project work is done under the guidance of Mrs. Hussain bee for the partial fulfilment of the award of the degree of bachelor of business administration from the university of madras entitled, “

A study on PERFOMANCE APPRAISAL., it is my original work and it is does not from part of any previous project work or the others reports submitted to the university of madras or any other university.

###### Place:

**Date:**

###### Signature of candidate

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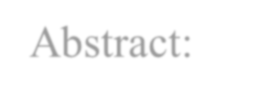
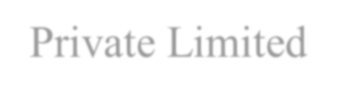
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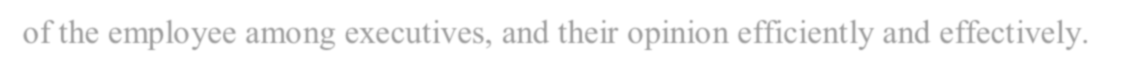
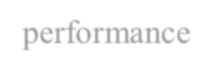
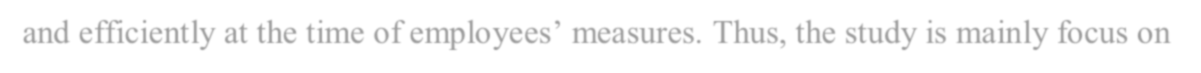
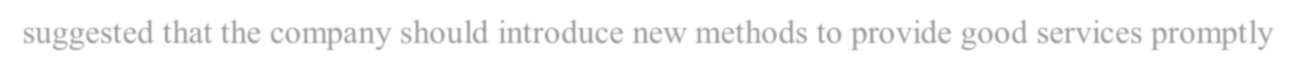
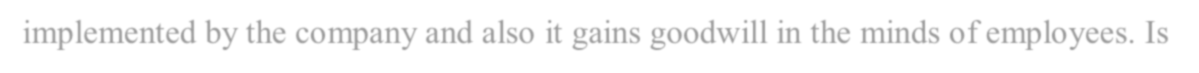
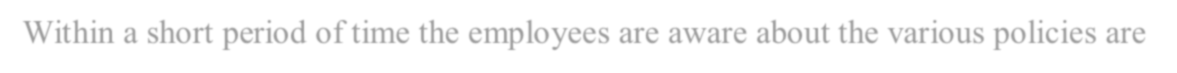
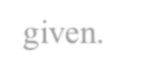
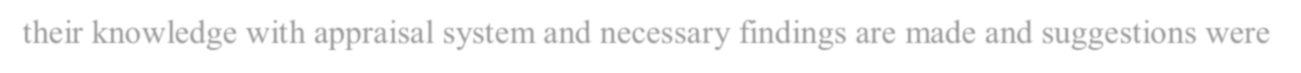
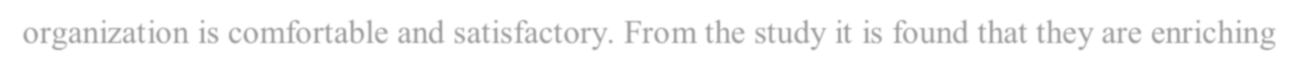
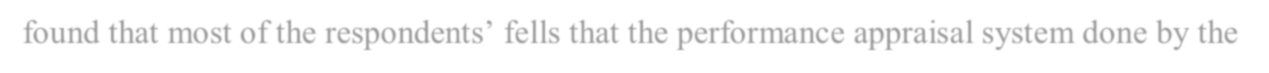
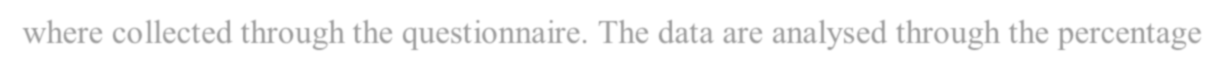
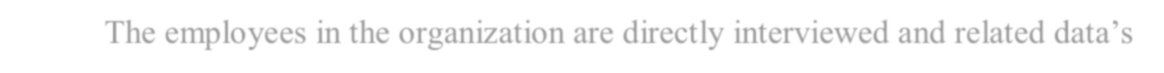
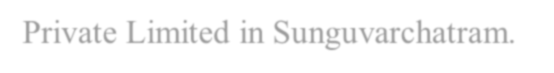
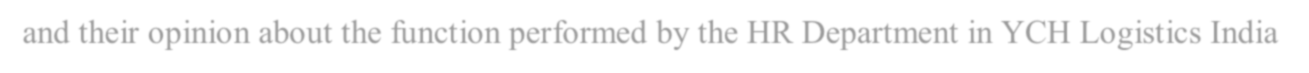
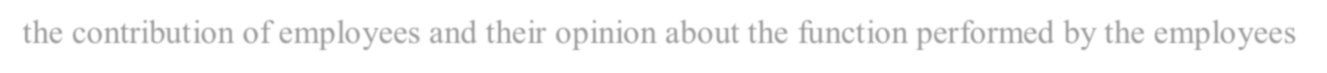
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# CHAPTER-I



“A Study on Performance Appraisal System at YCH Logistics India Private Limited

Abstract:



In this study the operative function in the human resource department are analysed with the contribution of employees and their opinion about the function performed by the employees and their opinion about the function performed by the HR Department in YCH Logistics India Private Limited in Sunguvarchatram.

The employees in the organization are directly interviewed and related data’s where collected through the questionnaire. The data are analysed through the percentage analysis and chi-square method. From these inferences were drawn, based on the inference it is found that most of the respondents’ fells that the performance appraisal system done by the organization is comfortable and satisfactory. From the study it is found that they are enriching their knowledge with appraisal system and necessary findings are made and suggestions were given.

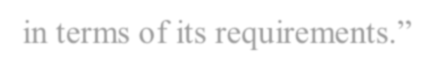
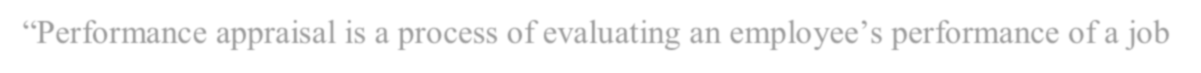
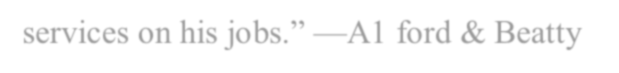
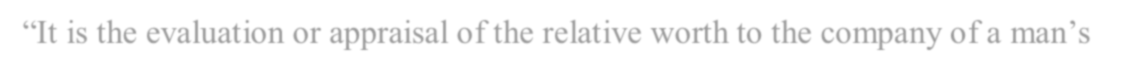
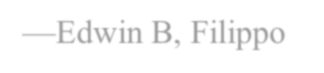
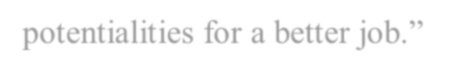
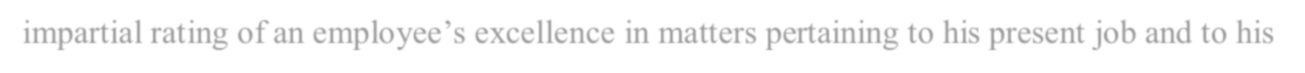
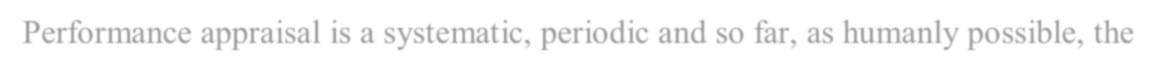
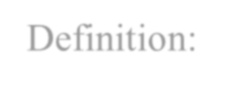
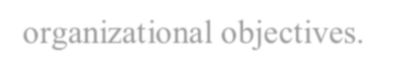
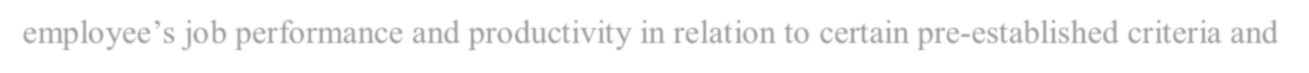
Within a short period of time the employees are aware about the various policies are implemented by the company and also it gains goodwill in the minds of employees. Is suggested that the company should introduce new methods to provide good services promptly and efficiently at the time of employees’ measures. Thus, the study is mainly focus on performance of the employee among executives, and their opinion efficiently and effectively.



INTRODUCTION



INTRODUCTION



A performance appraisal is a systematic and periodic process that assesses an individual employee’s job performance and productivity in relation to certain pre-established criteria and organizational objectives.

Definition:

Performance appraisal is a systematic, periodic and so far, as humanly possible, the impartial rating of an employee’s excellence in matters pertaining to his present job and to his potentialities for a better job.”

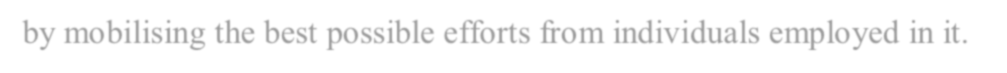
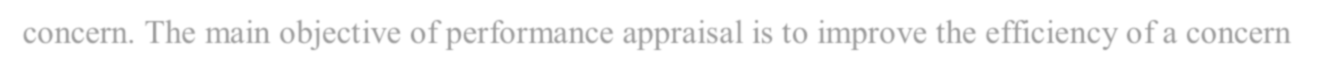
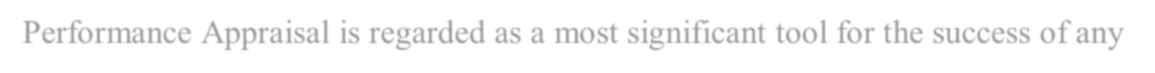
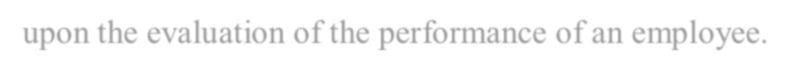
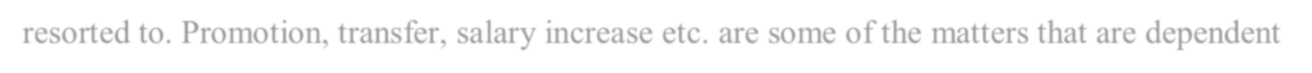
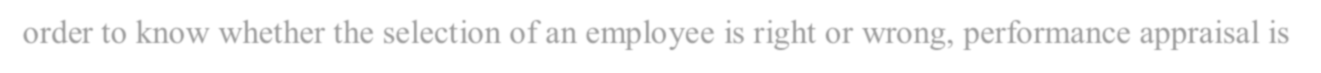
—Edwin B, Filippo

“It is the evaluation or appraisal of the relative worth to the company of a man’s services on his jobs.” —A1 ford & Beatty

“Performance appraisal is a process of evaluating an employee’s performance of a job in terms of its requirements.”

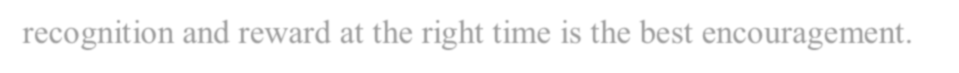
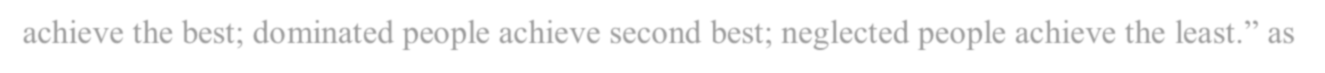
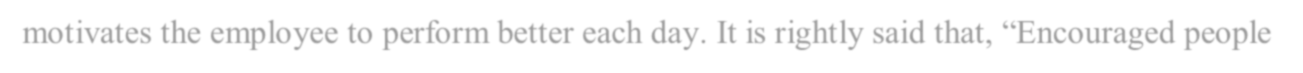
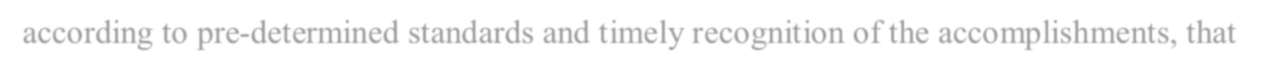
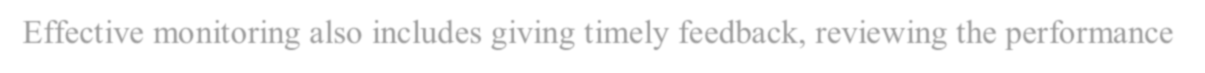
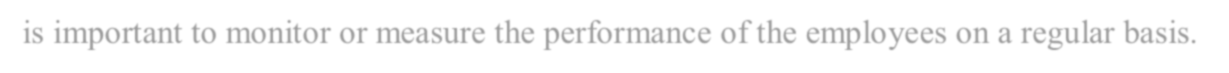


Meaning:



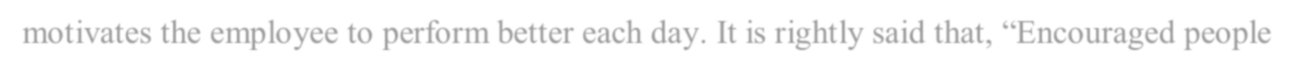
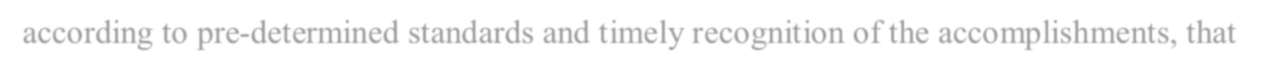
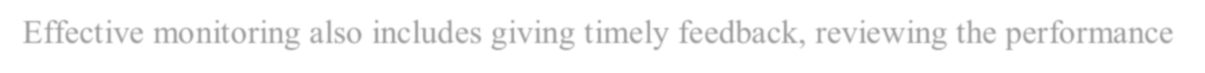
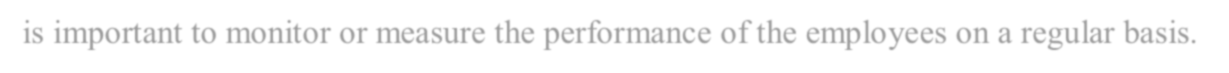
Performance appraisal is the process of evaluation of an employee at higher levels. In order to know whether the selection of an employee is right or wrong, performance appraisal is resorted to. Promotion, transfer, salary increase etc. are some of the matters that are dependent upon the evaluation of the performance of an employee.

Performance Appraisal is regarded as a most significant tool for the success of any concern. The main objective of performance appraisal is to improve the efficiency of a concern by mobilising the best possible efforts from individuals employed in it.



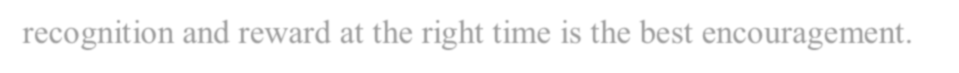
All organizations aim at being effective and achieving their goals, in order to do this, it is important to monitor or measure the performance of the employees on a regular basis.

Effective monitoring also includes giving timely feedback, reviewing the performance according to pre-determined standards and timely recognition of the accomplishments, that motivates the employee to perform better each day. It is rightly said that, “Encouraged people achieve the best; dominated people achieve second best; neglected people achieve the least.” as recognition and reward at the right time is the best encouragement.

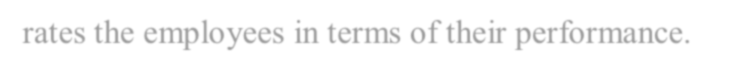
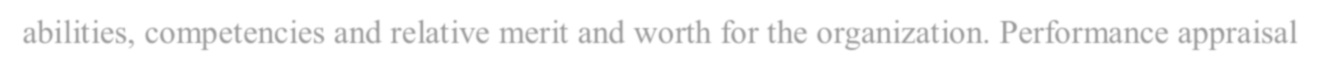
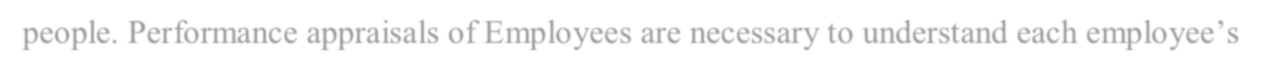
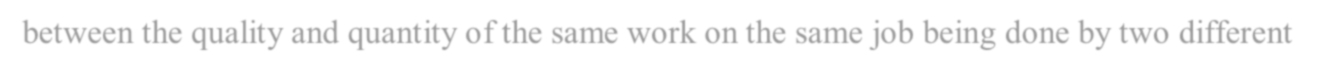


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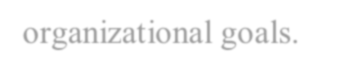
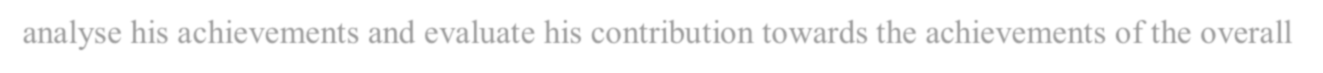
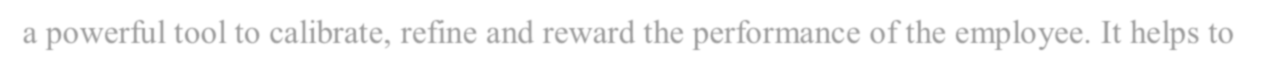
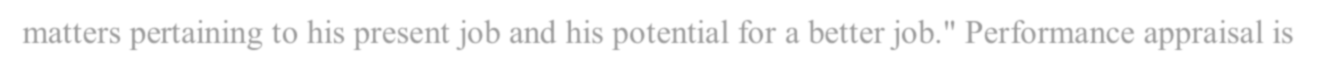
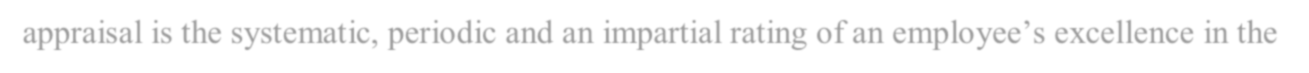
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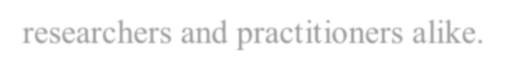
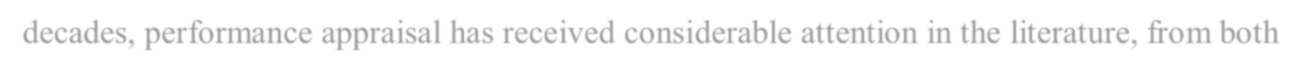
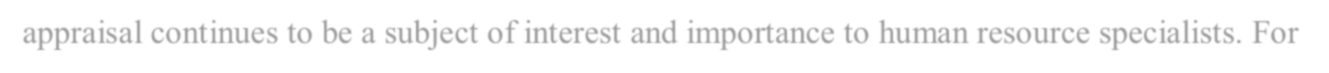
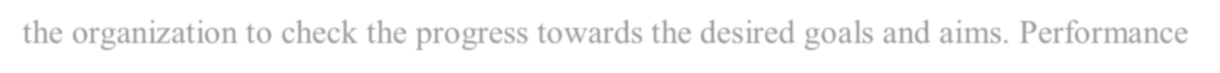
achieve the best; dominated people achieve second best; neglected people achieve the least.” as recognition and reward at the right time is the best encouragement.



People differ in their abilities and their aptitudes. There is always some difference between the quality and quantity of the same work on the same job being done by two different people. Performance appraisals of Employees are necessary to understand each employee’s abilities, competencies and relative merit and worth for the organization. Performance appraisal rates the employees in terms of their performance.



According to 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." Performance appraisal is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyse his achievements and evaluate his contribution towards the achievements of the overall organizational goals.



Performance appraisal is necessary to measure the performance of the employees and the organization to check the progress towards the desired goals and aims. Performance appraisal continues to be a subject of interest and importance to human resource specialists. For decades, performance appraisal has received considerable attention in the literature, from both researchers and practitioners alike.

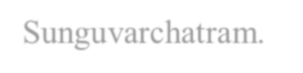


OBJECTIVES OF THE STUDY



PRIMARY OBJECTIVE:



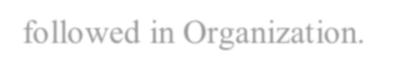


A study on performance appraisal system in the YCH Logistics India Private Limited in Sunguvarchatram.



SECONDARY OBJECTIVES:





To Study & analyse the effectiveness of present Performance Appraisal method being followed in Organization.



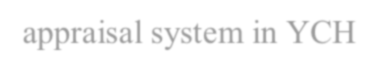


To study performance appraisal system





To understand and evaluate performance appraisal mechanism in operation.



* To evaluate the effectiveness and satisfaction level of the employees towards performance appraisal system in YCH



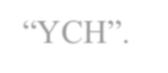
SCOPE OF THE STUDY





The study covers employees of YCH.





Survey was conducted on the method of performance appraisal system that was used in “YCH”.





The study focuses on evaluation of design, implementation, feedback, to help management plan for development and growth.

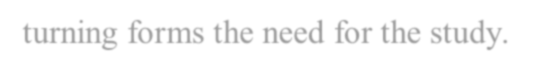
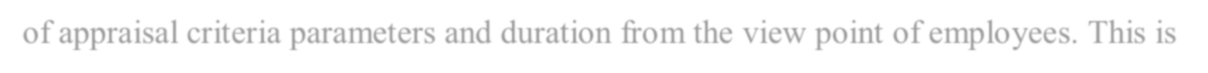
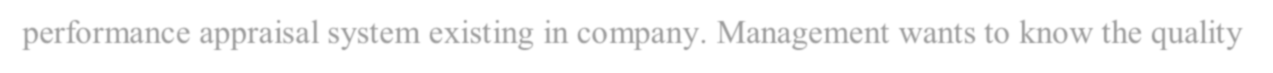
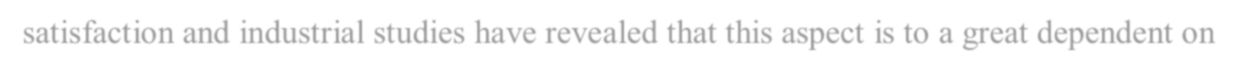
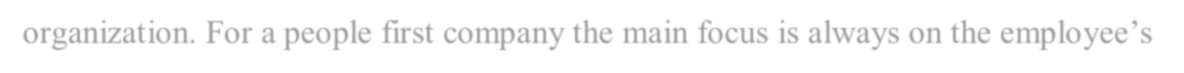




The target samples of 60 employees were selected at random from the same level.



NEED FOR THE STUDY



Performance appraisals are a regular review of employee’s performance with in organization. For a people first company the main focus is always on the employee’s satisfaction and industrial studies have revealed that this aspect is to a great dependent on performance appraisal system existing in company. Management wants to know the quality of appraisal criteria parameters and duration from the view point of employees. This is turning forms the need for the study.

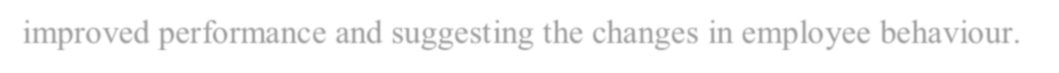


* This study helps building progress towards organizational goals.



* To help the superior to have a proper understanding about their subordinates.





To ensure organizational effectiveness through correcting the employee for standard and

improved performance and suggesting the changes in employee behaviour.





It provides information about the performance ranks.





To provide information this helps to counsel the subordinates.

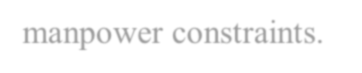
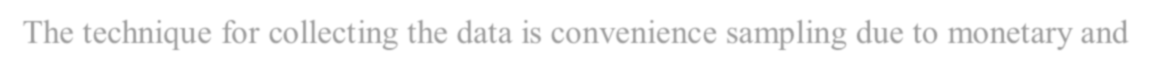
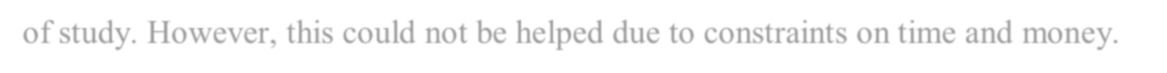
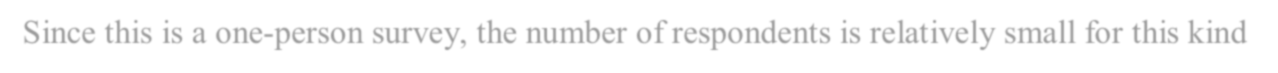
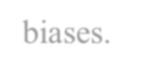
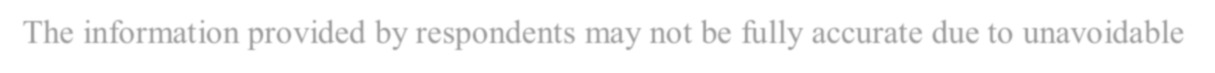
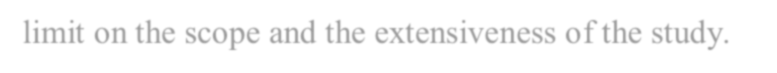


* To facilitate fair and equitable compensation based on performance.





LIMITATIONS OF THE STUDY

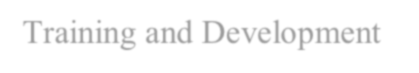
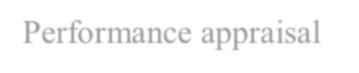
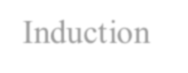
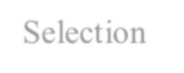
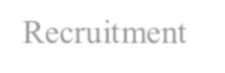
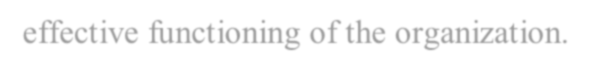
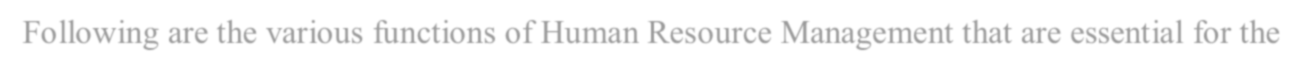
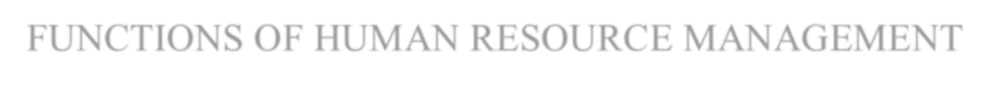
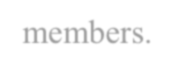
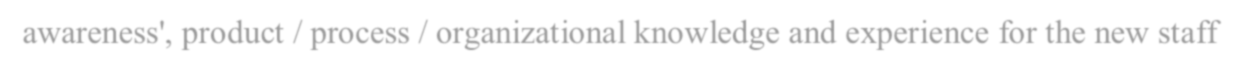
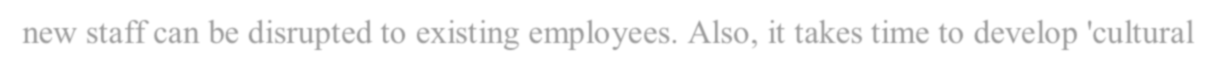
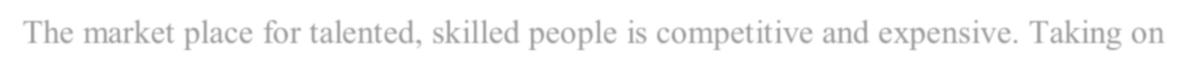
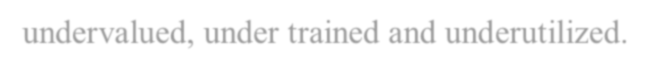
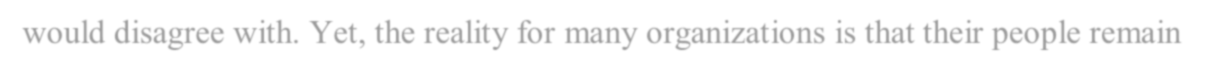
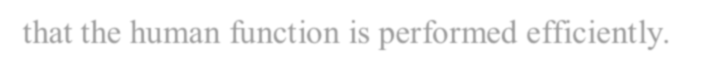
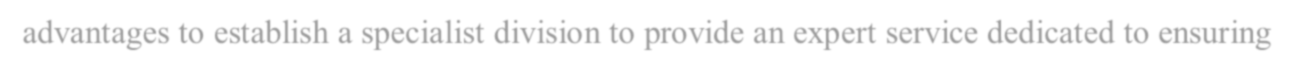
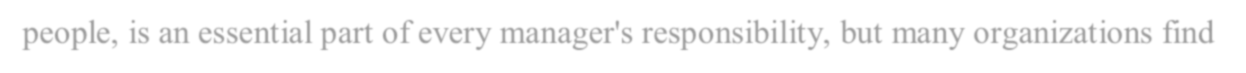


* As the study was to be completed in a short time, the time factor acted as a considerable limit on the scope and the extensiveness of the study.
* The information provided by respondents may not be fully accurate due to unavoidable biases.
* Since this is a one-person survey, the number of respondents is relatively small for this kind of study. However, this could not be helped due to constraints on time and money.
* The technique for collecting the data is convenience sampling due to monetary and manpower constraints.



INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Human Resource (or personnel) management, in the sense of getting things done through people, is an essential part of every manager's responsibility, but many organizations find advantages to establish a specialist division to provide an expert service dedicated to ensuring that the human function is performed efficiently.



"People are most valuable asset" which no member of any senior management team would disagree with. Yet, the reality for many organizations is that their people remain undervalued, under trained and underutilized.

The market place for talented, skilled people is competitive and expensive. Taking on new staff can be disrupted to existing employees. Also, it takes time to develop 'cultural awareness', product / process / organizational knowledge and experience for the new staff members.

FUNCTIONS OF HUMAN RESOURCE MANAGEMENT

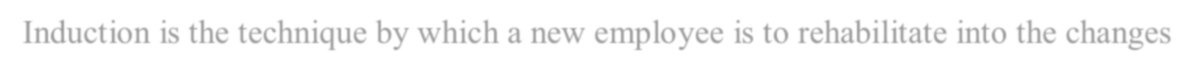
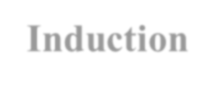
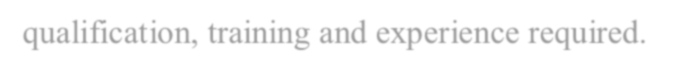
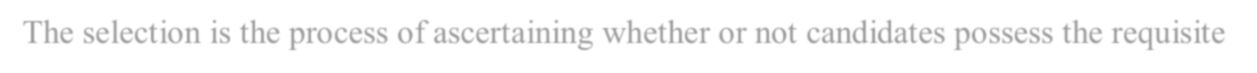
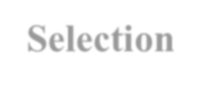
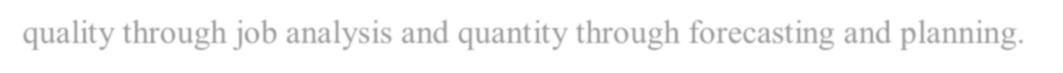
Following are the various functions of Human Resource Management that are essential for the

effective functioning of the organization.

* Recruitment
* Selection
* Induction
* Performance appraisal
* Training and Development



**Recruitment**



The process of recruitment begins after manpower requirement is determined in terms of quality through job analysis and quantity through forecasting and planning.

**Selection**

The selection is the process of ascertaining whether or not candidates possess the requisite qualification, training and experience required.

**Induction**

Induction is the technique by which a new employee is to rehabilitate into the changes

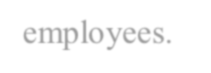
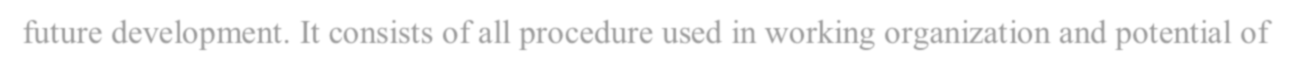
surrounding and introduced to the practices, policies and purposes of the organization.



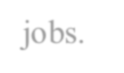
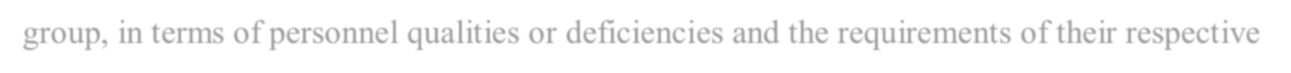
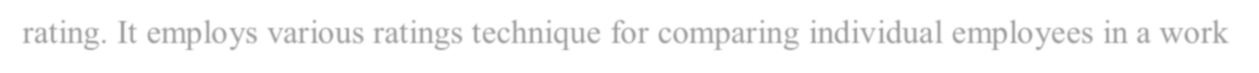
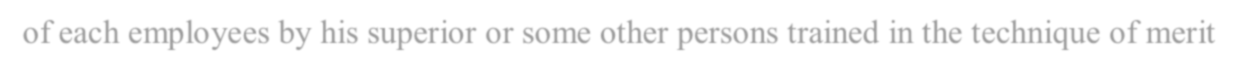
WHAT IS "PERFORMANCE APPRAISAL"?



Performance appraisal is defined as the process of assessing the performance and



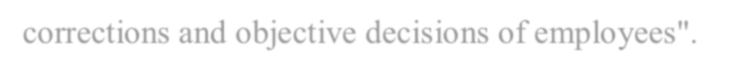
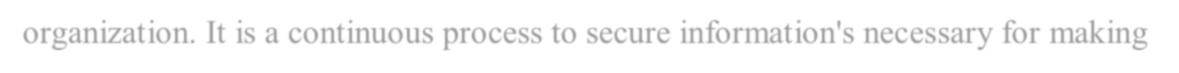
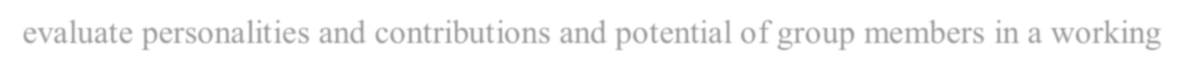
progress of an employee or a group of employees on a given job and his / their potential for the future development. It consists of all procedure used in working organization and potential of employees.



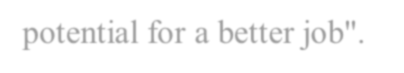
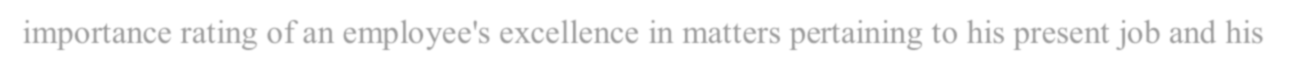
Performance appraisal means systematic evaluation of the personality and performance of each employees by his superior or some other persons trained in the technique of merit rating. It employs various ratings technique for comparing individual employees in a work group, in terms of personnel qualities or deficiencies and the requirements of their respective jobs.



DEFINITION



According to Dale Yoder, "Performance appraisal includes all formal procedure used to evaluate personalities and contributions and potential of group members in a working organization. It is a continuous process to secure information's necessary for making corrections and objective decisions of employees".

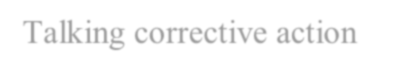
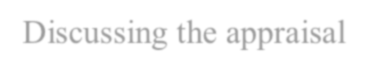
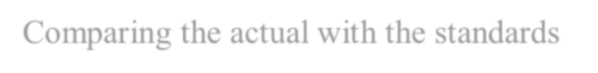
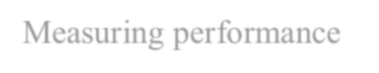
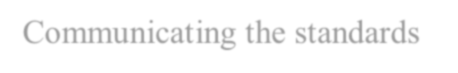
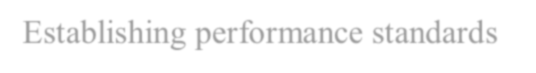
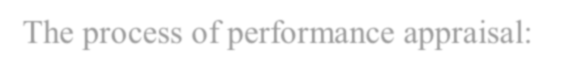
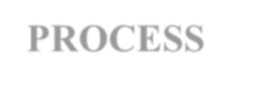
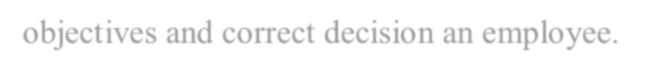
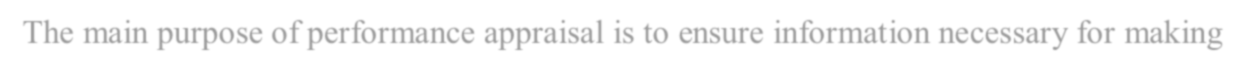
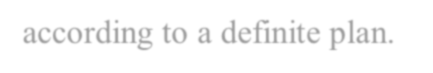
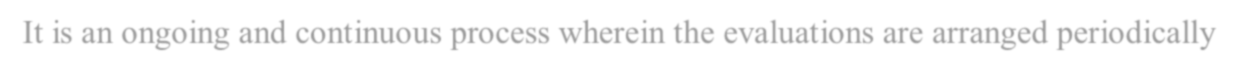
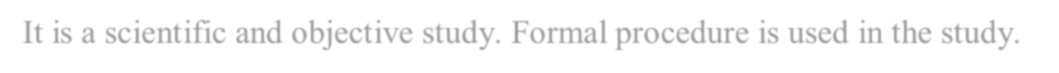
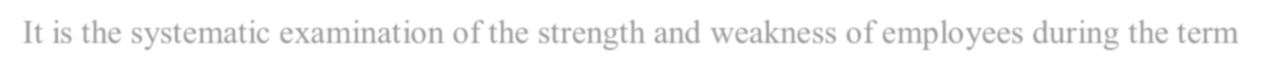


According to Filippo, "Performance appraisal is the systematic, period and an importance rating of an employee's excellence in matters pertaining to his present job and his potential for a better job".



CHARACTERISTICS

* Performance appraisal is a process.



* It is the systematic examination of the strength and weakness of employees during the term of his job.
* It is a scientific and objective study. Formal procedure is used in the study.
* It is an ongoing and continuous process wherein the evaluations are arranged periodically

according to a definite plan.

* The main purpose of performance appraisal is to ensure information necessary for making objectives and correct decision an employee.

**PROCESS**

The process of performance appraisal:

* Establishing performance standards
* Communicating the standards
* Measuring performance
* Comparing the actual with the standards
* Discussing the appraisal
* Talking corrective action



**PURPOSES OF PERFORMANCE APPRAISAL**

The objective of performance appraisal falls into two categories:

* ADMINISTRATIVE
* SELF IMPROVEMENT

###### ADMINISTRATIVE OBJECTIVES

Promotion: This is perhaps the most important administrative use of performance appraisal. It is the common interests of both the management and employees to promote employees into a position where they can most effectively utilize their abilities. A properly developed and administrated performance appraisal system can aid in determining whether individuals should be considered for promotion. The system must rate, the rate for the present job and his potentialities for the higher job.

Transfer: In an organization, it may be necessary to consider various types of personnel actions such as transfer, layoffs, demotions, and discharged. In some cases, such actions are called for because of unsatisfactory performance while in other cases it may be called for due to economic conditions over which the organization has no control because of changes in the production process. Such actions can be justified if they are based on performance appraisal.

Wages and Salary Administration: In some cases, the wage increases are based on the performance appraisal reports. In some cases, appraisal and seniority are used in combination.

Training and Development: An appropriate system of performance appraisal can be helpful in identifying the areas of skills or knowledge in which certain employees are not up to par, thus pointing out general training deficiencies which presumably should be corrected by additional training, discussions, or counseling.

Personnel Research: Performance appraisal helps in search in the field of personnel management. Various theories in human relationship are the outcome of the efforts to find out the cause and effect relationship between the personnel and their performance.

###### SELF IMPROVEMENT

The performance appraisals bring out the deficiencies and the shortcoming of the employees. A discussion between the boss and the subordinates conducted in a spirit of co- operation and mutual understanding gives the chances to employee to have an insight on his performance in the general set up of the organization.

Performance appraisal helps human resource development in another way also. A promotion minded individual can ask for the target program for a position he seeks and use the information given by performance appraisal to prepare him for the job and enhance his candidacy.

Performance appraisal also helps to spot out a person's ability to see an organizational problem, devise ways of attacking it, translate his ideas into action, and incorporate new information as it arises and carry his plan through the result. It should be noted that the best predictor of future success as a manager is past success in managerial duties. The appraisal

program asks the rater to look at the record of managerial success, not the manager's personality.

IMPORTANT RESONS OR BENEFITS OF PERFORMANCE APPRAISAL

A good system of performance of performance appraisal helps the superior to evaluate the performance of his employees systematically and periodically. It also helps him to assign that work to individuals for which they are best suited.

Performance rating helps in guiding and correction, superior may use the result of rating for the purpose of constructively guiding in the efficient performance of the work.

The ability of the staff is recognized and can be adequately rewarded by giving them special increments

Ratings can be used to evaluate the effectiveness of training programs. Weaknesses of employees are revealed by merit rating and the training program can be modified accordingly.

Performance appraisal provides an incentive for the employees to better their performance in aid to improve their rating over others.

Performance appraisal can be used as a basis of sound personnel policy in relation to transfer and promotion. If the performance of an employee is better than others, he can be recommended for promotion, but if a person is not doing well on a job, he may he transferred to some other job.

Systematic appraisal will prevent grievances and develop confident amongst the employees if they are convinced of the impartial basis of evaluation. The records of merit rating are available in permanent form to protect the management against subsequent charges discrimination which might be leveled by the trade union leaders.

Performance appraisal has a beneficial effect on both the persons doing the appraisal and being appraised. The appraisal brings prominently to the attention of superiors or executives the importance of knowing their subordinates as a human resource. The necessity of performance appraisal leads the appraiser to a thoughtful analysis of people rated and tends to make him more alive with opportunities and responsibilities in developing the subordinates.

LIMITATIONS OF PERFORMANCE APPRAISAL

Performance appraisal may not yield the desired results because of the following deficiencies:

If the factors included in the assessment are irrelevant, the result of merit rating will not be accurate.

Different qualities to be rated may not be given proper weight, age certain in cases.

Some of the factors are highly subjected like the initiative and personality of the employees, so the actual rating may not be on scientific lines.

Supervisors often do not have the critical ability in assessing the staff. Something, they are guided by their personal emotions and likes. So, the ratings are likely to be biased.

METHODS OF PERFORMANCE APPRAISAL

There are various methods of merit rating, which may be classified into:

* + Traditional methods and
  + Modern methods

The methods differ for various obvious reasons.

First, they differ in the source of traits or qualities to be rated. The qualities may differ due to differences in job requirements, statistical requirements and opinion of the management. For instant, 'corporation' may not be considered at all necessary by the management. Then, it is difficult also to reliable rate such factors as co-operation.

Second, they differ with respect to the coverage who is being rated.

Third, variations may be caused due to the degree of precision attempted in the evaluation.

Finally, may differ with respect to the methods used to obtain Weight age for the various traits.

As far as practicable, merit rating should be a continuous process and made at regular intervals. Any good method of merit rating should assess the following personal qualities of the employees:

* Knowledge of work
* Ability to do the work
* Quality and quantity of output
* Personal qualities like dependability, adaptability, initiative, etc.
* Special qualities like confidence, leadership, etc.

###### TRADITIONAL METHOD

Traditional methods are very old technique of performance appraisal. They are based on trait- oriented appraisal. Evaluation of employee is made on this basis of standards of personal traits or qualities such as attitudes, judgment, versatility, initiative, dependability, leadership, loyalty, punctuality, knowledge of the job, etc.

There are seven traditional methods of appraisal

###### Performance Appraisal

|  |  |
| --- | --- |
| **TRADITIONAL METHODS** | **MODERN METHODS** |
| 1.Unstructured Appraisal | 1. Management by Objectives |
| 2. Employee Ranking Rating | 2.Behavioral Anchored |
| 3. Forced distribution | Rating Scales |
| 4. Graphic- rating scales | 3. 360Appraisal |
| 5. Check- lists |  |
| 6. Critical incidents |  |
| 7. Field review |  |

Unstructured appraisal

Under this, the appraiser is required to write down his impression about the person being appraised in an unstructured way. However, in some organization, comments are required to be grouped under specific heading such as quality of job performance.

Reasons for specific job behaviours, personality traits, and development needs.

This system highly subjective and has got its merit in its simplicity and is still in use especially in the small firm.

Ranking methods

Ranking is a simple process of placing employees in a rank according to their job performance. It permits comparison of all employees in any single rating group, regardless of the type of work. All workers are judged on the same factors and they are rated on the overall basis with reference to their jot, performance instead of individual assessment of traits.

Paired comparison is an improvement over simple ranking. Under this, every employee in a job family is compared with every other employee to determine which the better worker is.

Forced Distribution Methods

The forced distribution system is devised to force the appraiser to fit the employees being appraised into predetermined ranges of scale. It has an advantage over the paired comparison system in that two or more employees can be divided into five point’s scale of outstanding, above average, below average and poor.

This method obviously eliminates the room for subjective judgment on the part of supervisors. Besides this, the system is easy to understand and administer. The objective of this technique is to spread out ratings in the form of a normal distribution which is open to criticism. Many times, categories are not found in Workgroup, particularly when the size of the group is comparatively smaller. As a matter of fact, forced distribution of rankings is feasible for a large group.

Graphic Rating Scale

Under this method, scales are established for a number of specific factors and qualities. Five degrees are established for each factor and general definition appears at points along the scale. Generally, the rate is supplied with a printed form, one for each person to be rated. The selection of factors to be measured

# CHAPTER-II COMPANYPROFILE

##### INTRODUCTION TO COMPANY PROFILE



YCH group is the leading integrated end to end supply chain management and logistic partner to some of the world’s largest companies in the hi-tech electronics, chemicals / health care and consumer goods industries.

Business is to provide integrated logistics services such as warehousing and inventory management, transportation and distribution management, and freight management.

It provides end to end supply chain management services through a suite of supply chain solutions to manage the 3 key logistics processes within a supply chain, mainly raw materials

Management, consumer goods distribution and service and return management YCH operations are spanning throughout Asia Pacific, Including Singapore,

Malaysia, Thailand, Indonesia, China, Taiwan, Hong Kong, Australia, India, Vietnam, and Korea.

###### HISTORY OF YCH LOGISTICS PVT.LTD

Founded in 1955, YCH Group is the leading integrated end-to-end supply chain management and logistics partner to some of the world's largest companies in the hi- tech/electronics, chemicals/healthcare and consumer goods industries. Our business is to provide integrated logistics services such as warehousing and inventory management, transportation and distribution management, and freight management services. We also provide global end-to-end supply chain management services through a suite of supply chain solutions to manage the 3 key logistics processes within a supply chain, namely raw materials management, consumer goods distribution and service and returns management.

###### MILESTONES

EARLY YEARS 1955-1970s

were established in 1955 as a small local passenger transportation business under the name of Yap Chee Hock Transport and General Contractors ("YCH Transport"). In 1973, YCH Transport was converted from a sole proprietorship to a private limited enterprise and was rename Yap Chee Hock Transport Pte Ltd, which is today known as YCH Global Logistics Pte Ltd.

1977-1990s

In 1977, we undertook a strategic decision to redirect our passenger transportation business to cargo transportation and in the following year, became one of the major cargo transport contractors for the then Port of Singapore Authority. In the early 1980s, we diversified into the business of warehouse leasing and the provision of freight forwarding services via the acquisitions of Freight Connections Worldwide Pte Ltd and Regional Forwarding & Warehousing Management Pte Ltd ("RFWM") in 1982 and 1983 respectively. RFWM was incorporated in Singapore on 6 October 1980 as a private exempt limited company and was renamed YCH Logistics Pte Ltd on 17

March 1989. In 1999, YCH Logistics Pte Ltd was renamed YCH Group Pte Ltd and presently serves as our holding company.

In the mid-1980s, we grew from a warehousing and cargo transportation provider to an integrated third-party logistics company providing services such as warehousing, distribution inventory management and freight management. In line with the growth of our business, we established a number of distribution centres to manage the warehousing and regional distribution for MNC clients in 1991. We developed and completed our present headquarters, known as YCH District Park, in 1992. The establishment of YCH Malaysia in 1991 marked our first foray overseas.

In 1993, we set up PDC-YCH District Park, a 51% owned joint venture with Penang Development Corporation, to operate a distribution hub in Penang. This joint venture in Penang is fully operated and managed by YCH. In 1993, we also opened the Roche Distribution Centre in Singapore to manage the logistics needs of Roche. In 1994, we expanded into China and set up operations in Shanghai to operate a distribution hub by way of a 51% owned joint venture with Shanghai Wai Gao Qiao Free Trade Zone United Development Co and China Ocean Shipping Agency Shanghai. This joint venture in Shanghai is fully operated and managed by YCH.

1995 Onwards

In 1995, we made an investment to build an automated storage and retrieval system warehouse in Singapore. In 1997, we commenced operations in Hong Kong through the establishment of YCH HONG KONG.

With the growing trend of logistics outsourcing and the increasingly complex requirements of our clients, we further expanded our services to include the provision of supply chain management services through a suite of supply chain solutions, namely Intribution™ (raw materials management to support manufacturing) in 1996, Retrogistics™ (service and returns management) in 1998 and Intrabution™ (consumer goods distribution) in 2000.

In 1996, we were awarded an Innovation Development Award under EDB's Innovation

Development Scheme, for the development of the Intribution™ solution. We were appointed by Compaq Asia to implement our Intribution™ solution to service its Asia- Pacific manufacturing operations in the same year. Today, we have implemented the Intribution™ solution for our various clients, such as Natsteel Electronics in Singapore and Mexico, Motorola in Singapore and China, Gateway in Malaysia, MiTac in Taiwan and Solectron in Mexico.

In 1999, YCH Logistics Pte Ltd was renamed YCH Group Pte Ltd and presently serves as our holding company.

###### PHILOSOPHY

Our Philosophy

YCH is founded on a philosophy that thrives on overcoming challenges. This is embodied in the corporate philosophy using the Chinese Character – http://www.ych.com/images/sheng.jpg (Sheng) meaning to RISE. The acronym of the word RISE was adopted as the company’s corporate values, focusing on the level of service and confidence we provide to our client.

|  |  |
| --- | --- |
| Reliability | Our proven Reliability to perform our best is the  company’s assurance of professionalism. |
| Integrity | We strive to deliver an uncompromising commitment  to Integrity in all business activities. |
| Sincerity | Our Sincerity is demonstrated through the genuine  care and interest we place on the welfare of our clients and staff. |
| Enterprise- | Our dynamism and innovative spirit of Enterprise, in  meeting new challenges, is a true reflection of our Vibrancies, Energy, Strength and Passion to achieve our corporate goals. |

###### MISSION

Our Mission to Be the No. 1 Supply Chain Solutions Player in Asia Pacific.

###### VISION

“Our Vision to Build THE Logistics Superhighway in a Borderless World represents our passion in creating the ultimate superhighway of optimal efficiency & speed. THE Logistics Superhighway will enable the Physical, Informational, and Financial flows of the supply chain to flow seamlessly throughout a borderless world”.

###### YCH BRAND STORY

Over the years, the YCH brand has come to represent reliability and integrity. As the company evolved, so did our brand identity.



In 1955, our logo brings memories to YCH's humble beginnings - from a transportation company to today's leading supply chain solutions provider.

The need for YCH to keep up with the increasing pace of globalisation dictated by technological advances instilled our need to reinvent our corporate identity.



Hence, in 1999, the company updated the logo to give it a more modern look for the times. The YCH logo embodied a new dynamism. A robust spirit that has evolved from a corporate philosophy of rising to the challenges in exceeding customer expectations, in a demanding, ever-changing world. The symmetry of each letter rendered in twin lines headed in the same direction suggests a commitment to building strong partnerships.



The current YCH brand identity was introduced in October 2005, on YCH’s 50th Anniversary. Research from our branding exercise indicated that the brand audience associated YCH’s brand essence with the characteristic font type and the colour yellow.

The new YCH logo encapsulates the company’s vision, energy, and dynamism.

It personifies YCH Group’s forward-looking spirit and also signifies strong partnerships, in a journey on the Logistics Superhighway.

“YCH” is embedded right in the heart of “supply chain” and is the key to connecting global businesses, empowering through a connected supply chain

The company had gone through three eras of change and had emerged a more vibrant, dynamic leading-edge company than ever before. The new logo embraced the strengths of the previous logo - the twin lines and the familiar yellow corporate colour. YCH is now better represented in this new visually dynamic context and ready to move towards new horizons in this borderless world.

###### Consumers of YCH Group Pvt. Ltd.

CONSUMER GOODS INDUSTRY

* + Unilever
  + Mary Kay

CHEMICALS / HEALTH CARE

* + BASF (Badische Anilin- und Soda-Fabrik)
  + Hunts Man ELECTRONICS
  + Dell
  + Motorola
  + Samsung
  + LG

###### SOLUTIONS AND SERVICES

Our award-winning end-to-end supply chain solutions, namely Intribution, Intrabution and Retrogistics, address the entire supply chain needs of our clients, from suppliers to manufacturers (for parts and components), from manufacturers and brand owners to resellers and consumers (for finished products), and from consumers to original equipment manufacturers (for spares and returns), respectively.

These solutions allows us to provide more holistic supply chain management services to our clients from supply chain consulting, design, solutioning, through to the delivery of integrated logistics services such as warehousing, freight forwarding and transportation. All these are integrated through cutting edge technology applications and the management of the information supply chain or electronic transfer of information, either via the EDI, API, web services and so on. The implementation of our supply chain solutions for our clients involves:

1. The setting up of physical inventory management facilities such as supplier and distribution hubs,
2. The setting up of system interfaces between YCH and our customers' operations and computer systems and
3. The customisation of our clients' supply chain networks processes with regards to the flow of inventory and information

RETROGISTICS

CONSUMERS

LO

INTRIBUTION

MANUFACTURING LOGISTICS

INTRABUTION

(CONSUMER GOODS FULFILMENT)

MANUFACTURERS

(SERVICE &RETURNS LOGISTICS)

GLOBAL SUPPLIERS

Chart no: 4

End To End Supply Chain Management Solutions

As depicted in the diagram above, the entire supply chain can be broken into 3 key stages, involving interactions between:

* Suppliers and manufacturers, where raw materials are aggregated to support the manufacturing process;
* Manufacturers and end consumers, where finished consumer goods are distributed directly to the end consumer or indirectly via various distribution channels such as distributors, wholesalers and retailers; and
* End consumers and manufacturers, where defective goods are returned to the manufacturer or appointed returns centre for service and repair.

In addition to the physical movement of goods, each of these interactions also involves the exchange of information between parties in the supply chain The supply chain management also involves the co-ordination and integration of various functions such as procurement, manufacturing planning, distribution and marketing.

###### INTRIBUTION

Manufacturing Logistics Solutions:

Managing the flow of your raw materials information and financial transactions has never been smoother than with Intribution , a web enabled manufacturing logistics solutions .Intribution ensure that the manufacturer’s needs are met throughout the manufacturing process in a cost and time efficient manner.

Vendor Managed Inventory/Suppliers Owned Inventory:

As we know how everything connects, we can help you to nimble in your business. It is done by orchestrating the movements of your inventories on a Just - In

- Time basis to support built to order (BTO) and configured to order (CTO) manufacturing .under the SOI model, we enable the transfer of materials ownership from suppliers to manufacturers only upon manufacturing pull.

Materials Hub Management:

Inventory from anywhere in the world is carefully housed in these hubs until such time that they are needed to be delivered in a just- in time basis to the production floor. Our mini-max replenishment capability ensures that inventory can be replenished or adjusted based on the needs of manufacturer, minimizing inventory obsolescence.

Virtual Hub:

It allows virtual sourcing of raw materials based on optimised requirements to feed to global manufacturing plants, enabling manufacturers and brand owners to Buy Anywhere, Make Anywhere, Sell Anywhere.

###### INTRABUTION

Customer Goods Fulfilment

The internet generation has produced a new breed of consumers with sophisticated demands. Getting finished goods to them as quickly as their tastes evolve becomes a priority. And this we take very seriously with Intrabution a solution that bridges the complexities in distributing finished products to retailers and final consumers.

Order Fulfilment

Order management and fulfilment takes on a new approach with Intrabution, streamlining it to a distinct advantage for brand owners and manufacturers. Harnessing the power of internet and cutting-edge technologies as well as the traditional means of phone and fax, Intrabution synchronises the order fulfilment process for ease of use.

With the Intrabution hubs that pick, pack and deliver according to order specifications, providing real-time delivery and inventory status visibility, we are very swiftly able to fulfil your commitments to your customers.

###### RETROGISTICS

Service and Return Logistics:

Service does not stop at the shop floor. It means following up with your clients’ needs even after the point of sale. To help you and your clients,

Retrogistics efficiently manages the service and returns logistics when your products require after-sales parts replacement, warranty returns and servicing. In a nutshell, we become a critical part of your after-sales service, helping you create brand loyalty among your consumers.

Spares and Returns Management:

YCH even look into the nuts and bolts of operating a spare and returns policy. They receive and pick up defective products from the end users. Without skipping a beat, they ensure parts and components inventory management, auto replenishment and spare parts delivery to facilitate on site after sales service.

###### SERVICES

* + Freight Management
  + Warehousing
  + Transportation

Freight management: There freight management service includes managing clients' freight requirements and activities, including the booking and scheduling of freight activities and the preparation and coordination of the necessary

documentation. They have established a network of overseas air and sea freight agents to provide on time deliveries to Europe, the Americas and Asia.

Y-Track their web-based global track and trace system, is incorporated to our freight management services to provide their customers with end-to-end visibility in tracking shipments via the Internet.

The YCH Freight Connector provides user an access to the simplest shipment booking system with competitive rates from multiple Carriers/Agents.

The Freight Connector is an interactive multi-modal, internet-based supply chain management tool that allows customers to create shipment bookings over the internet. This system allows the shipper to make, search, and edit bookings, irrespective of time, day, and location, all over the Internet.

With the Freight Connector online Shipment Tracking system user can track the status as well as the history of your shipments from the job level down to the individual SKU level anywhere in the world. The system allows the user to search by their Booking references, the Forwarders reference, House and Master Air Waybill numbers, Bill of Lading numbers, Container/Trailer numbers, Purchase Order Numbers or the date ranges.

Transportation: They have developed an extensive and comprehensive network of transportation fleets, providing container trucking services and local cargo delivery services such as the collection and transportation of our clients' goods from a designated pick-up point to a designated drop-off point.

YCH transportation and distribution management services also include the delivery of our clients' inventory which are managed by us and stored in our warehouses to designated locations.

###### Warehousing:

YCH provide warehousing and inventory management services such as the provision of warehouse space, the stocking and tracking of inventory, and other ancillary services such as the stuffing and unstuffing of cargo, handling, packaging and labelling.

Their headquarters at YCH Distri park, Singapore is situated on a 7.8 hectare land in Tuas.The facilities located within YCH Distri Park include Air-Conditioned Warehouses, Cold and Clean Room, Temperature-controlled warehouses, Very Narrow Aisles and Automated Storage and Retrieval Systems warehouses to maximise use of space and improve operational efficiency.

They also have specialized Chem Parks which manage Dangerous & Hazardous Cargo, with stringent safety systems, such as spillage containment tanks, Strong Rooms, and so on. All their hubs and facilities have 24-hr security with CCTVs and Motion Detectors and also comply with industry specific standards and classifications such as TAPA, Responsible Care, etc.

###### EVENTS

* + YCH (Tianjin) donates to Quake Victims.
  + YCH (India) organizes Blood Donation Camp in association with Lions Club of India.
  + YCH (Thailand) launches Voices of Customer Survey

###### AWARDS

* + YCH was awarded with ‘Best IT/Electronic Logistics Service Provider’ (Singapore).
  + YCH bagged frost and Sullivan ‘Best Domestic Logistic Service Provider’ (Singapore).
  + YCH bags ‘SBA ENTERPRISE’ of the year award.
  + YCH wins the prestigious ‘CIO 100’ award for the year 2010.
  + has been honoured with the Singapore Chemical Industry Council’s (SCIC) Responsible Care achievement award for Employee Health and Safety Code in 2010.

###### EXECUTIVE TEAM

**Robert Yap**- Chairman and Chief Executive Officer

**Lun Kai Shen**- Chief Financial Officer and Head, North Asia & Australia

**Jason Stevens**- Chief Commercial Officer

**Catherine Yap**- VP, Corporate Services

**Margaret Toh**- VP, Human Capital & Brand Equity

**Roger Yap**- VP, China &Operations

**Philip Tan**- VP, ASEAN

**Alec Ang**- Chief Information Officer

**Simon Moon**- VP, North Asia Sales & Global Freight

###### QUALITY PROGRAMS

YCHGroup Policy Statement:

We are committed to quality leadership through operations and service excellence by making continuous improvements that exceed the expectations of our customers and the standards of our competitors.

Quality Objective

We aim to provide an Awesome Customer Experience and encompass Total QualityManagement into our Systems Oriented Environment.In our Learning Organisation**,** we strive to haveContinuous Process Improvement in our bid to become the No.1 SCM Company in Asia Pacific

Management of Quality

Being a world-class service provider, YCH's Quality deployment continuously goes the extra mile to enhance customer satisfaction levels by re-engineering the existing processes to create additional value, target for Zero Defects in Service Delivery and uphold our World-class Quality Image worldwide. Recognizing that Quality is a long journey towards business and operational excellence, YCH believes in sharing lessons learned among various operational units for benchmarking good practices. Hence, our Quality approach towards work is defined by a determination to continuously stay ahead of the pack. Quality Management Reviews are carried out regularly with the YCH Management Team to evaluate the effectiveness of the Quality System in achieving the Group’s Quality Policy and Objectives. The results are then shared and clearly communicated to all involved.

Quality System Auditors

Every customer account is subjected to at least one internal quality audit. To align the customer quality expectations from various industries, our team of quality system auditors are trained and certified in multiple International Standards to support their business initiatives and innovations.

Proof of Promise

**ISO 14001 & OHSAS 18001**



The **ISO 14001** certification is the international quality standard for environmental management systems (EMS). This accreditation indicates YCH’s proven ability to adopt proactive measures to manage the impact of our business vis- a-vis the environment on a continuous basis.

YCH establish and maintain a system that assesses and documents environmental impacts; establish responsibilities; provide resources, training and communication for our employees to better understand the importance of environmental awareness; ensure monitoring and review by management and develop objectives for continuous improvement.YCH is also OHSAS 18001 – certified (the safety management system to the internationally recognized Occupational Health and Safety Assessment Series), meaning that they treat the health and safety protection of the employees as an utmost priority as they go about performing their day-to-day business activities.

ISO 9001:2008

The YCH Quality Management System – ISO 9001:2008 certification is accredited by the prestigious Det Norske Veritas (DNV). Our certified scope covers the following areas - Total Integrated Logistics Services and Management (Transportation, Warehousing, Distribution, Intribution TM, Intrabution TM, Retrogistics TM and International Freight Forwarding).

Good Distribution Practice (GDP)

Started by the Health Sciences Authority of Singapore (HSA), the GDP standard means that YCH is more than equipped in managing the quality and integrity of products, especially pharmaceutical, throughout the entire distribution chain. YCH has received the certification for GDPMDS (Good Distribution Practice for Medical Devices in Singapore) as well, which covers the import and supply of wholesale medical device products in Singapore. Organizations that are involved in distribution or importing Medical Devices in Singapore are required to obtain the GDPMDS certificate prior to applying for an Importer or Wholesaler’s License. With this, YCH demonstrates its ability to maintain the quality and integrity of medical device products throughout the entire supply chain process.

Responsible Care

As a member of the Singapore Chemical Industry Council’s (SCIC) Responsible Care programme, YCH is committed to caring for the environment and maintaining high standards of operations for our clients particularly in the chemicals, healthcare and pharmaceutical sectors, where stringent requirements are critical. With our continued achievements in Employee Health & Safety Code and Emergency Response Code, YCH aims to provide stakeholders with assurance in terms of effective safety and health measures.

###### Leadership in Energy and Environmental Design (LEED)

As an environmentally proactive company, YCH has put in a tremendous amount of resources into ensuring our facilities are eco- friendly. The LEED Green Building Rating System TM is an internationally accepted benchmark for design, construction and operation of high-performance green buildings. Developed by the US Green Building Council (USGBC), the LEED standard certifies that buildings have improved performance across energy savings, water efficiency, CO2 emissions reduction, improved indoor. Environmental quality and stewardship of resources and sensitivity to their impacts certified the gold status under LEED.

**YCH DistriPark - Chennai** is the first green warehouse in India, saving 30% of energy and has a reduced Carbon Dioxide usage of 440tonnes a year. Most recently, our **YCH DistriPark – Yangshan Free Port** in the Shanghai Lingang area was also given this prestigious nod of approval by the USGBC authority. A demonstration of our company’s pledge to contribute to sustainability by transforming the way our facilities are designed built and operated. YCH is committed to ensuring its facilities are built with world-class, environmentally- friendly standards, and will continue to develop more cost-efficient and energy- saving green buildings.

Double ‘A’ Class Enterprise Certification

The highest echelon of Green Lane approval in China, the ‘AA’ Class Status has been conferred onto us both in Xiamen and Tianjin by the local customs authorities. This certification is an acknowledgement of our outstanding track record in management of customs declaration and documentation-related processes for the past few years. Being an ‘AA’ Enterprise means that the customers can enjoy more expedited and efficient service when their goods pass through these particular hubs. To date, only a handful of companies have been awarded this accolade and it signifies the trust the Chinese government has in the management of goods and cargo.

###### LOGISTICAL MANAGEMENT FUNCTIONS

Logistics is the process of movement of goods across the supply chain of the company. This process is consist of various functions, which have to be properly managed to bring effectiveness efficiency in the supply chain of organization. The major logistical function are:

###### ORDER PROCESSING:

The starting point of physical distribution activities is the processing of customers’ orders. In order to provide quicker customer service, the orders received from customers should be processed within the least possible time. Order processing includes receiving the order ,recording the order, filling the order, and assembling all such orders for transportation, etc. the company and the customers benefit when these steps are carried out quickly and accurately. The error committed at this stage at times can prove to be very costly.

Order processing activity consists of the following:

* Order checking in any deviations in agreed or negotiation term
* Prices , payment and delivery terms
* Checking the availability in of the material stock
* Production and material scheduling for storage
* Acknowledge the order, indicating deviation

###### WAREHOUSING:

Warehousing refers to the storing and assorting products in order to create time utility. Generally, larger the number of warehouses firm has the lesser would be the time taken in serving customers at different locations, but greater would be the cost of warehousing. Thus, the firm has to strike a balance between the cost of warehousing and the level of customer service.

Major decision in warehousing is as follow:

* + Logistics of warehousing facility
  + Number of warehousing
  + Size of warehouse
  + Design of the building
  + Ownership of the warehouse

###### INVENTORY MANAGEMENT:

Linked to warehousing decisions are the inventory decisions which hold the key to success of physical distribution especially where the inventory costs may be as high

30-40 per cent(e.g., steel and automobiles). No wonder, therefore, that the new concept of Just-in-Time-Inventory decision is increasingly becoming popular with a number of companies. A correct estimate of the demand helps to hold proper inventory level and control the inventory costs. And it also maintain production at a consistent level.

###### TRANSPORTATION:

Transportation seeks to move goods from points of production and sale to points of consumption in the quantities required at times needed and at a reasonable cost. The transportation system adds time and a place utility to the goods handled and thus, increases their economic value. To achieve these goals, transportation facilities must be adequate, regular, dependable and equitable in terms of costs and benefits of the facilities and service provided.

###### INFORMATION:

The physical distribution managers continuously need up-to-date information about inventory, transportation and warehousing. For example, in respect on inventory, information about present stock position at each location, future commitment and replenishment capabilities are constantly required. Similarly, before choosing a 16 carrier, information about the availability of various modes of transport, their costs, services and suitability for a particular product is needed. About warehousing,

information with respect to space utilization, work schedules, unit load performance, etc., is required.

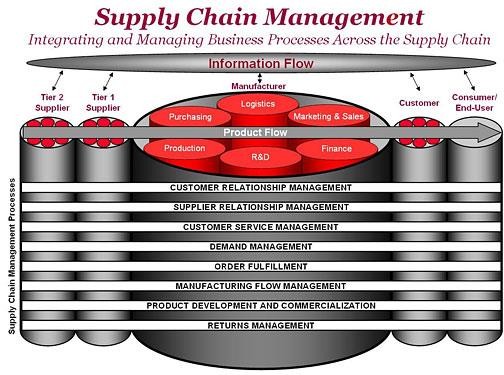


Fig no: 1- Supply Chain Management

###### SWOT ANALYSIS OF LOGISTICS

STRENGTH:

* + Quick way to re-engineer distribution networks
  + Enhanced distribution and transportation Service
  + Time Saving in servicing customer
  + Flexibility in restructuring distribution networks and expansion plans
  + Economies of scale in distribution

WEAKNESS:

* + Lesser control over outsourced third party activities.
  + Lack of proper set of skilled man power
  + Forged bills and claims by 3PL provider agency.
  + Difficult to switch 3PL provider agency.
  + Lesser co-ordination between branch offices and 3PL agency

OPPORTUNITIES:

* + Better utilization of working capital
  + Fast expansion of principal’s business without investing in infrastructure and transportation resources
  + Cost optimization as a result of fast and efficient processes
  + Concentration on core competencies

THREATS:

* + Value Added Tax (VAT) might affect 3PL industry as distribution channels would be trimmed.
  + Poor transportation infrastructure of India might lower the profit margin
  + E-Commerce is emerging as a primary threat to 3PL industry.
  + Threat of leakage of operational competencies to competitors.

###### COMPANIES INVOLVED IN 3PL LOGISTICS

* + DHL
  + FEDERAL EXPRESS
  + HI-TECH LOGISTICS(HTL)
  + VRL LOGISTICS

**INDUSTRY PROFILE**

**INDUSTRY PROFILE**

###### WAREHOUSING AND WAREHOUSE MANAGEMENT

Warehousing is the storage of goods for profit. The physical location, the warehouse, is a storage facility that receives goods and products for the eventual distribution to consumers or other businesses. A warehouse is also called a distribution center. Warehouse management is the process of coordinating the incoming goods, the subsequent storage and tracking of the goods, and finally, the distribution of the goods to their proper destinations. Significant changes have taken place in this industry during the 1990s and 2000s as changing business conditions have forced warehousers into adapting new methods and dramatically improving their technologies.

HISTORY

Warehousing's roots go back to the creation of granaries to store food, which was historically available for purchase during times of famine. As European explorers began to create shipping-trade routes with other nations, warehouses grew in importance for the storage of products and commodities from afar. Ports were the major location for warehouses.

As railroads began to expand travel and transportation, the creation of rail depots for the storage of materials became necessary. In 1891 the American Warehousemen's Association was organized to challenge the railroad companies' control over freight depots. President [Theodore](https://www.encyclopedia.com/people/history/us-history-biographies/theodore-roosevelt) [Roosevelt](https://www.encyclopedia.com/people/history/us-history-biographies/theodore-roosevelt) significantly strengthened the [Interstate Commerce Commission](https://www.encyclopedia.com/social-sciences-and-law/political-science-and-government/us-government/interstate-commerce) with passage of the Hepburn Act in 1906. Commercial warehousing began to grow after the government placed more restrictions on railroads.

[World War II](https://www.encyclopedia.com/history/modern-europe/wars-and-battles/world-war-ii) impacted warehousing in several ways, including the need to increase the size of warehouses and the need for more mechanized methods of storing and retrieving the products and materials. As mass production grew throughout manufacturing, the need for efficient and effective warehousing capabilities grew with it.

WAREHOUSE FUNCTIONS

Warehousing is a key component of the overall business supply chain. The supply chain consists of the facilities and distribution options for the procurement of materials from manufacturer to customer and all points in between. It includes the production of materials into components and finished products and then the distribution to customers.

Warehouse functions include:

* + - Storing goods to permit the management of product flow or to accommodate longer production runs
    - Serving as a mixing point where products from different suppliers are mixed and then distributed to fulfill customer orders
    - Serving as a sales branch and customer service location
    - Serving as a source of supplies for production
    - Serving as a staging area for final packaging or finishing

WAREHOUSE OPERATIONS

Warehouses operate in several ways. Public warehousing involves the client paying a standard fee for storing merchandise. Private warehousing is storage and operations

controlled completely by a single manufacturer. Leased warehousing is an option for more stable inventory. Contract warehousing clients pay fees regardless of whether they are using the space or not; this ensures the space is always available for them to use. According to Overview of Warehousing in [North America,](https://www.encyclopedia.com/places/oceans-continents-and-polar-regions/oceans-and-continents/north-america) contract warehousing accounts for more than 60 percent of the U.S. commercial market.

A warehouse stands empty without some form of product. Delivery of goods and materials takes place either by truck, rail, or boat on a dock or loading area. The goods are received, processed, and then sent into the warehouse for storage.

The storage of goods has been the primary function for warehouses. Once the goods have been received from the manufacturer and/or shipper, they are compactly stored to maximize space within the facility. Products are placed on pallets, which allow for more consistent stacking and moving within the facility.

Contract and public warehouses receive goods and products from a multitude of manufacturers and shippers. A crucial aspect of warehouse management is inventory

control. [Inventory control](https://www.encyclopedia.com/social-sciences-and-law/economics-business-and-labor/businesses-and-occupations/inventory-control) is the ability to locate and track a given product within the warehouse to facilitate quick selection and loading for order fulfillment. It is also the process of maintaining sufficient amounts of product to meet customer demands, while at the same time balancing the expense of keeping product in storage. Perpetual, annual, physical, and cycle counting are all methods of keeping track of inventory.

Order picking is the process of selecting products to fulfill an order. There are several picking methods:

* Discrete or pick-by-order: Specific products are selected on a per order basis.
* Batch or pick-by-article: Multiples of a product are selected to fulfill multiple orders. The products are sorted in the staging area and combined with other products to fulfill the orders.
* Wave: Products are gathered based on specific routing or shipping criteria.
* Reverse-order: This is used when part of an order is held to be combined with another order. Reverse-order picking is related to cross-docking, another function of warehouses. Cross-

docking is a direct flow of goods from receiving to shipping, with little if any storage. Cross- docking is contingent on the timely delivery of products, accurate management on the loading dock, and effective ordering by the customer.

Warehousing is also involved in the packaging and labeling of a product as it moves through the facility. Proper packaging is necessary for effective storage and to guard against damage. Labeling, or tagging, is an important element of the packaging. Proper labeling improves the ability to identify, track, store, and select the correct product for order fulfillment.

Once the product has been selected, or picked, it is brought to a staging area for final processing and shipment. The loading dock is a hub of activity as products are arriving for storage and being staged for distribution. Effective management of this area is crucial for warehouse success. It is here that cross-docking takes place.

The final stage of warehousing is the transportation facet of delivering and shipping goods.

WAREHOUSE MANAGEMENT

In the past, warehouse management was very paper-intensive in its coordination of a multitude of activities. This has changed with the introduction of warehouse management system software.

Warehouse management systems (WMS) assist managers in tracking products throughout the entire storage and distribution process. These systems span from simple computer automation systems to high-end, feature-rich management programs that improve order picking, facilitate better dock logistics, and monitor inventory management.

TRENDS

Since the mid-1990s, warehousing and distribution operations have faced a wide variety of emerging business trends, including the rise of the [Internet](https://www.encyclopedia.com/science-and-technology/computers-and-electrical-engineering/computers-and-computing/internet), a large number of mergers and acquisitions, and an increase in global trade. The warehouse industry found itself recovering from a recession at the start of the twenty-first century, partially brought on by the hype of the dot-com bubble and the excess production created after it burst. It also coped with new methods of distribution, such as just-in-time (JIT) production, where warehousing is unnecessary because products are shipped directly to customers. Additionally, the buying habits of everyone from manufacturers to consumers have dramatically changed, partly in response to improved communications technology and greater global competition. According to a 2004 Warehousing Management survey, competition in warehousing has become extremely tight because businesses seek warehouse firms with extremely thin margins. Companies are succeeding by remaining flexible and investing in the technological advances that are required to improve product tracking and increase efficiency.

Warehousing companies are now striving to become more than simply storage facilities. They are transforming themselves into third-party logistics providers or “3PLs” that provide a wide array of services and functions. In addition to packing and staging pallets, contemporary warehousing facilities offer light manufacturing, call centers,

labeling, and other non-storage options. An outcome of increased 3PL activity is a wave of mergers that are consolidating the industry. Customer demands for one-stop shopping and new technologies are a driving force behind this consolidation. A further development is the rise of fourth-party logistics providers (4PLs), who are essentially asset-less companies that use computer resources to supply 3PL services.

Other trends in warehousing include radio frequency identification (RFID) tags, transportation management systems, pick-to-light technology, and voice-activated receiving and packaging. Voice-activated receiving and packaging allows for warehouse personnel to speak requests into the WMS, thus speeding the entire process. Transportation management systems provide an advanced level of detail on goods prior to their arrival and also provide a more specific time of delivery. RFID has dramatically improved the ability to effectively manage inventory and track the location of specific goods within the warehouse. Pick-to-light technology improves order picking along warehouse conveyor belts by monitoring and identifying products for specific shipments. Continuous improvements are being made in these technologies. For example, in 2007 a Danish company introduced a passive RFID with privacy features that include encryption, a built-in firewall, and a silent mode. Also in 2007, Hitachi introduced an RFID device thin enough to be embedded in a sheet of paper.

RESEARCH METHODOLOGY

##### RESEARCH METHODOLOGY

AIM OF THE RESEARCH

The assigned task was to conduct a survey for a well reputed company. The research is concerned with the systematic and objective collection, analysis and evaluation of the information about specific aspects in order to help management make effective decisions. Once the aspect is identified and defined it is the responsibility of the researcher in a successful manner.

The methodology used in the study involves the collection of primary as well as secondary data. Research in common parlance refers to a search of knowledge.

One can also define research as a scientific and systematic search for pertinent information on a specific topic.

RESEARCH DESIGN

Research Design refers to "framework or plan for a study that guides the collection and analysis of data". Though each research study has its own specific purpose, but the research design of this project on YCH LOGISTICS is Conclusive in nature.

CONCLUSIVE RESEARCH DESIGN:

Conclusive Research Studies are more formal in nature and are conducted with a view to eliciting more precise information for the purpose of making marketing decisions.

These studies can be either:

Descriptive or Experimental

Thus, it was a mix of both the tools of Research Design that is, Explorative as well as Conclusive.

**SAMPLE DESIGN**

A sample design is defined as a plan determined before any data are actually collected for obtaining a sample from a given population. Sample can be either probability sample or non- probability sample.

In designing the sample the researcher must specify three things.

1. Sampling unit.
2. Sample size.
3. Sampling technique.

###### SAMPLING UNIT

The unit Comprises of employees from all departments of the hotel.

###### SAMPLE SIZE

The sample size taken for this survey was 60 employees of Ych logistics. Employees from every department was selected according to their availability.

SAMPLING TECHNIQUE USED

When field studies are under undertaken in practical life, consideration of time, cost and some other factors almost invariably lead to selection of respondents. The selected respondents constitute a sample and the selection process is called sampling technique.

I have selected **simple random sampling** in my project.

###### SIMPLE RANDOM SAMPLING

This type of sampling is also known as chance sampling or probability sampling, where each item in the population has an equal chance of being selected in the sample.

###### SOURCE OF DATA

This research study is exclusively based on primary data collected.

###### PRIMARY DATA

The objective of the study has been accomplished with the help of primary data collected from 60 employees. The selected samples are met in persons and the data has been collected with the help of a questionnaire.

The questionnaire used in this survey consists of structured type of questions. It is mixed type of questionnaire which contains both close ended and other type of questions. Primary data refer to the data collected from primary sources. The primary data were obtained by distributing questionnaires among the employees. The questionnaires contributed main source of primary data. Also Interview with HR Manager also contributed in the finding of the research.

###### SECONDARY DATA

Secondary data were collected from official records of the organization, websites and from other publications. Data which are not originally collected but rather obtained from a published or unpublished source, are known as secondary data

The Main Sources are:

1. Journals and records.
2. Magazines.
3. Web sites.

STATISTICAL TOOLS

The secondary tools used for analyzing the collected data are:-

1. Percentage

**Percentage analysis:** percentage refers to the s in making Pedal kind of ratio which is used comparison between two or more series of data. Percentage can also be used to compare relative terms and the distribution of two or more series of data the ease and simplicity of calculating, the general understanding of its purpose and the universal acceptability of the present static have made it the most widely and standardizing tool in researchers. Since the percentages reduce meaningful comparison to be made with data.

Percentage analysis formula

Percentage = (Number of Respondents/ Total population of the sample) x 100

TOOLS FOR THE DATA COLLECTION

**QUESTIONNAIRE**

Structured questionnaire in which the questions were based on the objective set for the research was used for collecting the information and to some extend observation also helped the researcher to give some additional information.

VARIABLES: Sex, age, educational qualification, experience.

INTERVIEW

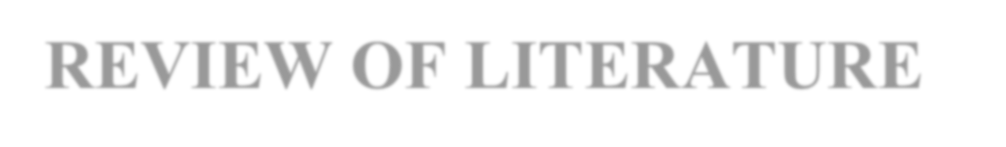
This method was also adopted for data collection. The interview was mainly done with Managers so that they will give more details about the kind of appraisal methods they were following in the past and the present. The details are as follows.

TECHNIQUES USED FOR ANALYSIS

The most convincing and appealing ways in which data may be presented are tables, charts and pictures. Pictorial representation helps in quick understanding of the data. Charts have greater memorizing effect as the impressions created by them last much longer than those created by the figure. A chart can take the shape of either a diagram or a graph.

To analyze the collected data, simple tool of percentage methods issued. The study diagram representations are adopted. The data are presented through different types of diagram are as follows.

1. Table
2. Charts
3. Bar diagram



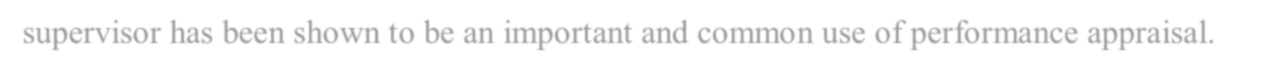
**CHAPTER-III**

**REVIEW OF LITERATURE**



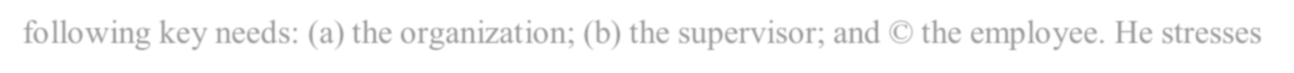
**REVIEW OF LITERATURE**





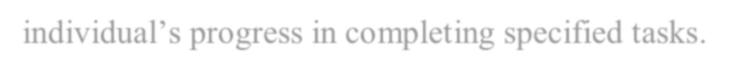
Cleveland, Murphy, and Williams, (1989) Development provided by the immediate supervisor has been shown to be an important and common use of performance appraisal.





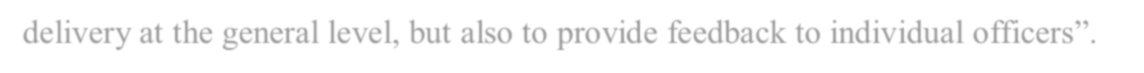
Vroom (1990) states that formal performance appraisal plans can be designed to meet the following key needs: (a) the organization; (b) the supervisor; and © the employee. He stresses the need for effective evaluation as it can effectively serve these critical areas.





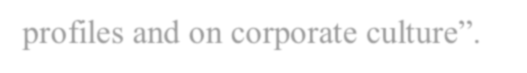
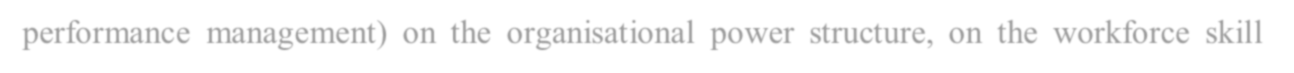
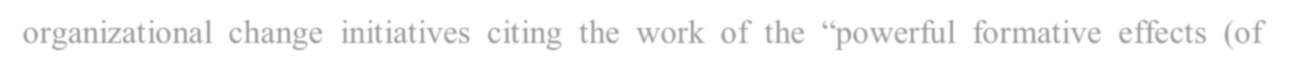
Denhardt (1991) defines performance appraisal as a specific evaluation with respect to an individual’s progress in completing specified tasks.





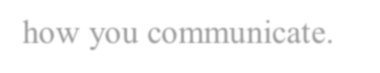
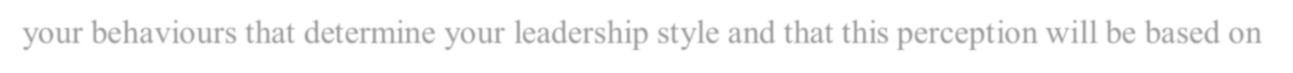
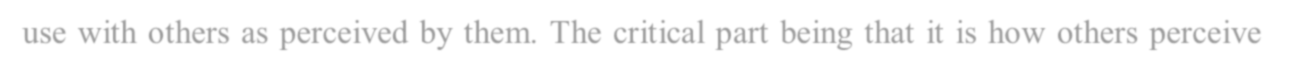
Wanna et al (1992) define the objective of staff appraisals as “to improve planning and service delivery at the general level, but also to provide feedback to individual officers”.





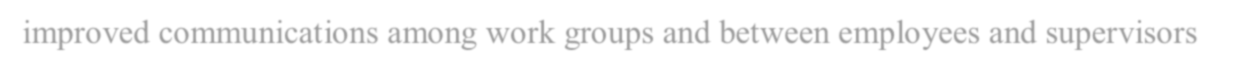
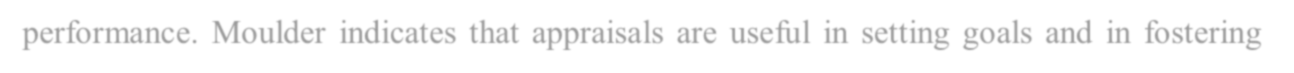
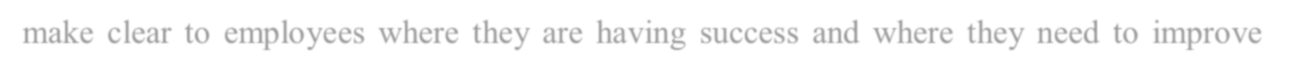
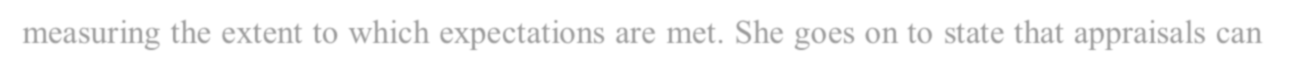
Cherry (1993) however sees the appraisal process as fundamental to the success of organizational change initiatives citing the work of the “powerful formative effects (of performance management) on the organisational power structure, on the workforce skill profiles and on corporate culture”.





Blanchard et al. (1994) discusses the fact that leadership style is the pattern of behaviours you use with others as perceived by them. The critical part being that it is how others perceive your behaviours that determine your leadership style and that this perception will be based on how you communicate.



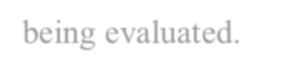
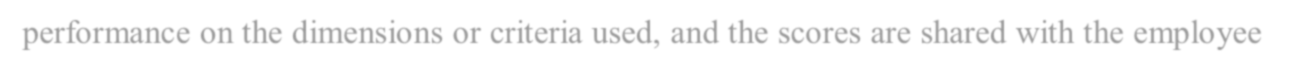
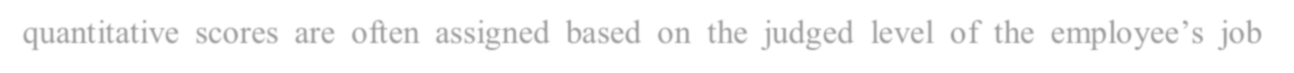
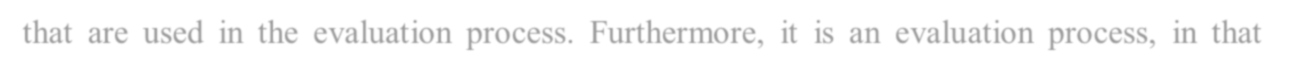
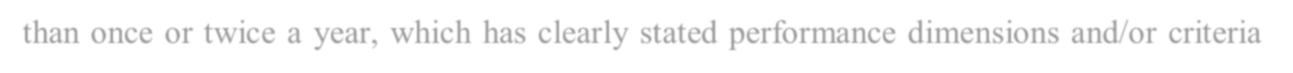
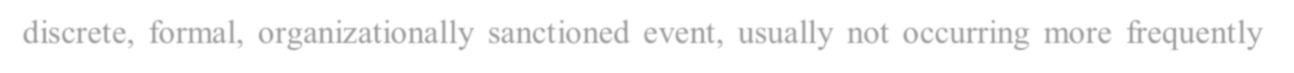


Moulder (2001) states that performance appraisals are valued for defining expectations and measuring the extent to which expectations are met. She goes on to state that appraisals can make clear to employees where they are having success and where they need to improve performance. Moulder indicates that appraisals are useful in setting goals and in fostering improved communications among work groups and between employees and supervisors



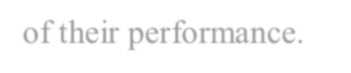
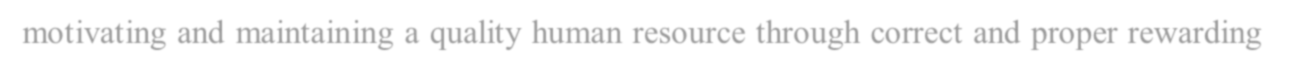
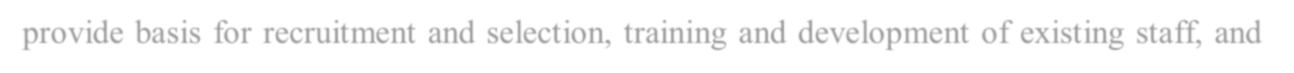
A Study on Performance Appraisal In Manufacturing Industries In India





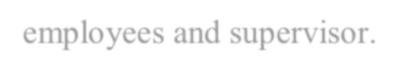
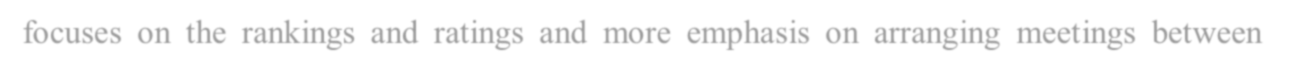
According to Angelo S. Denisi and Robert D. Pritchard (2006) “Performance appraisal” is a discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process. Furthermore, it is an evaluation process, in that quantitative scores are often assigned based on the judged level of the employee’s job performance on the dimensions or criteria used, and the scores are shared with the employee being evaluated.

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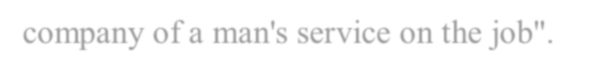


Lillian, Mathooko & Sitati (2011) The information gathered and performance appraisal provide basis for recruitment and selection, training and development of existing staff, and motivating and maintaining a quality human resource through correct and proper rewarding of their performance.





Sharma (2012) these methods are less structured then the traditional method which is less focuses on the rankings and ratings and more emphasis on arranging meetings between employees and supervisor.

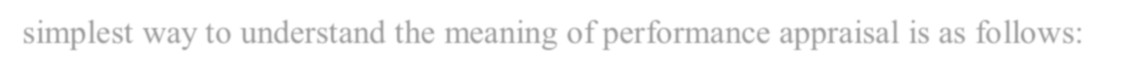
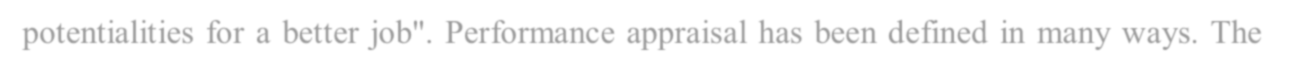


* ALFORD AND BEATTY says, "It is the evaluation or appraisal of the relative worth to the

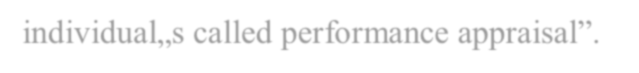
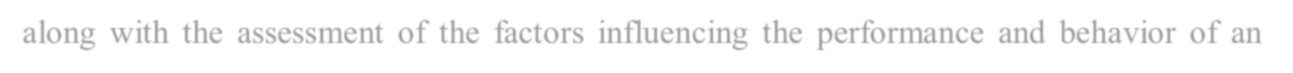
company of a man's service on the job".





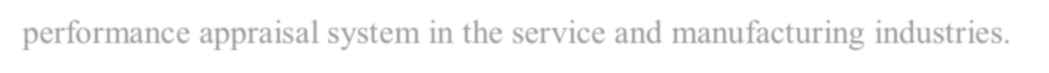
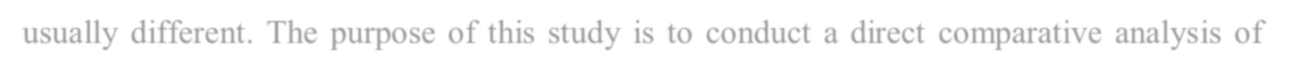
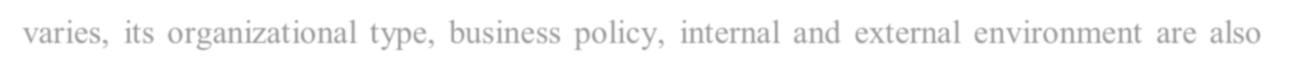
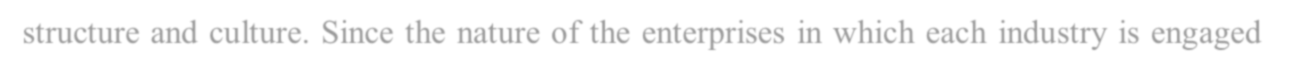
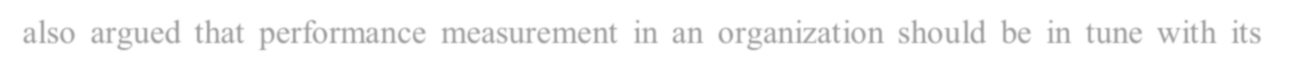
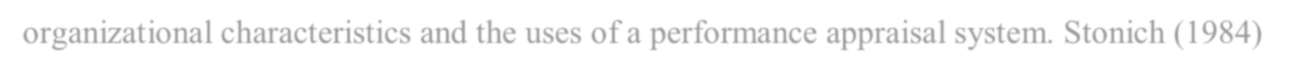


FLIPPER says, "Performance Appraisal is a systematic, periodic and so far as humanly possible and impartial rating of employee's excellence of matters pertaining to his potentialities for a better job". Performance appraisal has been defined in many ways. The simplest way to understand the meaning of performance appraisal is as follows:

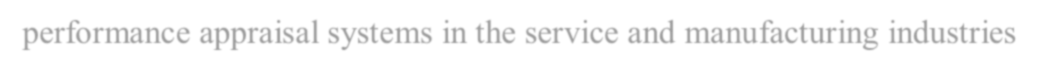
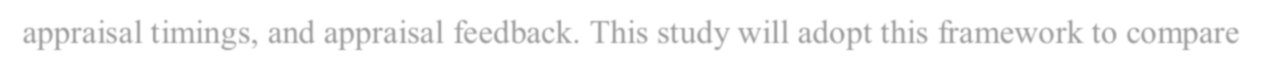
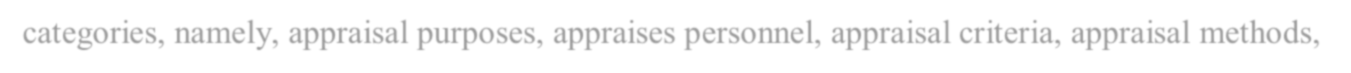
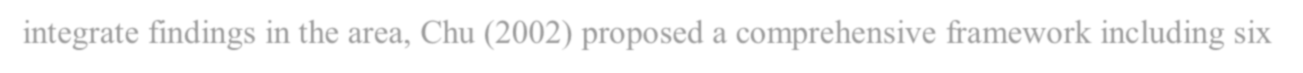
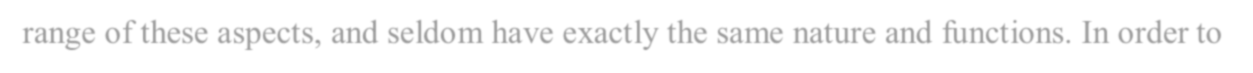
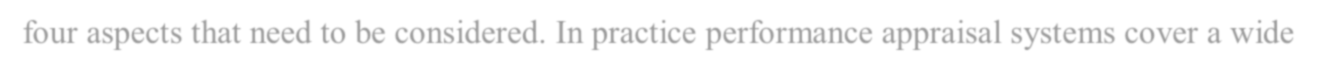
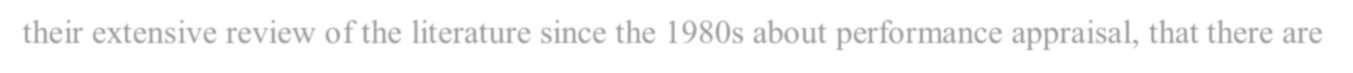


“A regular and continuous evaluation of the quality, quantity and style of the performance along with the assessment of the factors influencing the performance and behavior of an individual„s called performance appraisal”.





Cleveland, Murphy, and Williams (1989) argued that there is a relationship between organizational characteristics and the uses of a performance appraisal system. Stonich (1984) also argued that performance measurement in an organization should be in tune with its structure and culture. Since the nature of the enterprises in which each industry is engaged varies, its organizational type, business policy, internal and external environment are also usually different. The purpose of this study is to conduct a direct comparative analysis of performance appraisal system in the service and manufacturing industries.



Apart from organizational control, Ilgen, Barnes-Farrell, and McKellin (1993) concluded, from their extensive review of the literature since the 1980s about performance appraisal, that there are four aspects that need to be considered. In practice performance appraisal systems cover a wide range of these aspects, and seldom have exactly the same nature and functions. In order to integrate findings in the area, Chu (2002) proposed a comprehensive framework including six categories, namely, appraisal purposes, appraises personnel, appraisal criteria, appraisal methods, appraisal timings, and appraisal feedback. This study will adopt this framework to compare performance appraisal systems in the service and manufacturing industries

**CHAPTER** I**V**

**DATA ANALYSIS AND INTERPRETATION**



Graph1.1

50

45

40

35

30

25

20

15

10

5

0

Female 25%

Male 75%

Total



1.GENDERWISE CLASSIFICATION OF RESPONDENTS



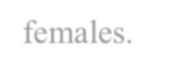
*Table 1.1*

|  |  |  |
| --- | --- | --- |
| Classification | No. of Responses | Percentage |
| Male | 45 | 75% |
| Female | 15 | 25% |
| Total | 60 | 100% |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | |  |  |
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**Interpretation**



From the above table it can be inferred that 75 % of respondents were male and 25% were females.





2.AGE WISE CLASSIFICATION OF RESPONDENTS



*Table 1.2*

|  |  |  |
| --- | --- | --- |
| Classification | No. of Responses | Percentage |
| 20-30 | 25 | 42% |
| 31-40 | 20 | 33% |
| 41-50 | 12 | 20% |
| 51-60 | 3 | 5% |
| Total | 50 | 100% |

Total

0.45

0.4

0.35

0.3

0.25

0.2

Total

0.15

0.1

0.05

0

20-30

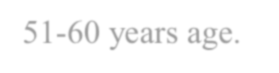
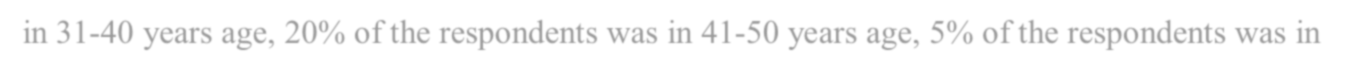
31-40

41-50

51-60



**Interpretation**



From the above table it can be inferred that 42% of respondents was in 20-30 years age, 33% was in 31-40 years age, 20% of the respondents was in 41-50 years age, 5% of the respondents was in 51-60 years age.

30

25

20

15

10

5

0

1

2

3

4



3.EXPERIENCE WISE CLASSIFICATION OF RESPONDENTS



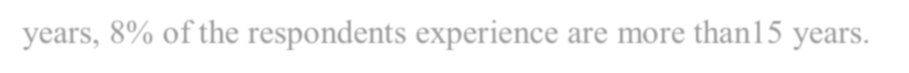
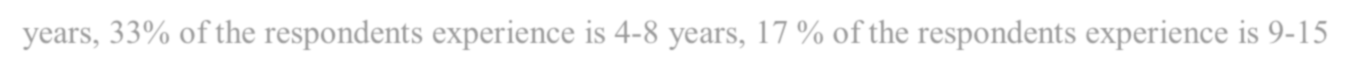
*Table 1.3*

|  |  |  |
| --- | --- | --- |
| Classification | No. of Responses | Percentage |
| Less than 3 years | 25 | 42% |
| 4-8 years | 20 | 33% |
| 9-15 years | 10 | 17% |
| More than 15 years | 5 | 8% |
| Total | 60 | 100% |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | | | |  |  | | |
|  |  |  | | |  | | |
|  |  | | |  | | |
|  |  |  |  |  | | |
|  |  |  |  |  |  |



Interpretation



From the above table it can be inferred that 42% of the respondents experience are less than 3 years, 33% of the respondents experience is 4-8 years, 17 % of the respondents experience is 9-15 years, 8% of the respondents experience are more than15 years.

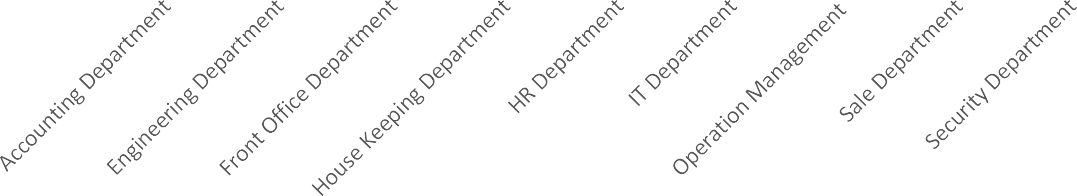


4.DEPARTMENT WISE CLASSIFICATION OF RESPONDENTS



Table 1.4

|  |  |  |
| --- | --- | --- |
| Classification | No. of Responses | Percentage |
| HR Department | 1 | 2% |
| IT Department | 2 | 3% |
| Engineering Department | 5 | 8% |
| Accounting Department | 4 | 7% |
| Front Office Department | 8 | 13% |
| House Keeping Department | 14 | 23% |
| Operation Management | 14 | 23% |
| Sale Department | 4 | 7% |
| Security Department | 8 | 13% |
| Total | 60 | 100% |



Total

25%

20%

15%

10%

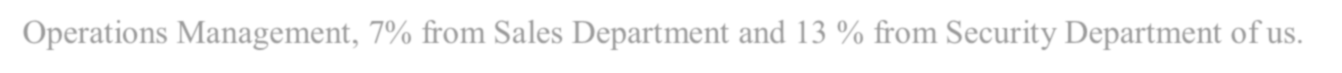
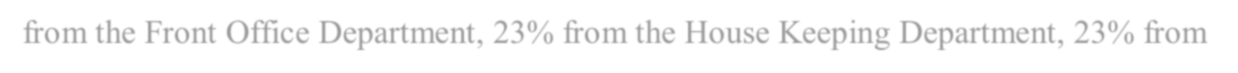
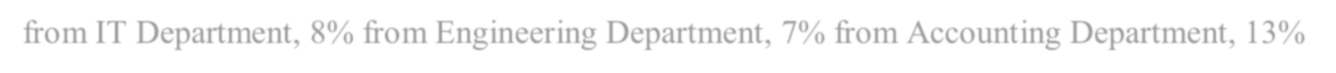
5%

Total

0%



**Interpretation**



From the above table it can be inferred that 2% of the respondents were from HR Department, 3% from IT Department, 8% from Engineering Department, 7% from Accounting Department, 13% from the Front Office Department, 23% from the House Keeping Department, 23% from Operations Management, 7% from Sales Department and 13 % from Security Department of us.





5.QUALIFICATION WISE CLASSIFICATION OF RESPONDENTS



*Table 1.5*

|  |  |  |
| --- | --- | --- |
| Classification | No. of Responses | Percentage |
| UG degree | 21 | 42% |
| Other | 14 | 28% |
| Diploma | 11 | 22% |
| Post Graduate | 04 | 8% |
| Total | 60 | 100% |

Total

0.4

0.35

0.3

0.25

0.2

Total

0.15

0.1

0.05

0

Diploma

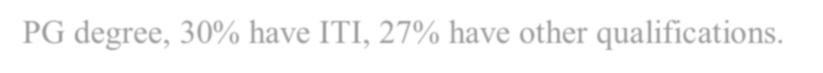
Other

Post Graduate

UG degree

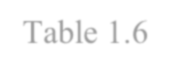


Interpretation



From the above table it can be inferred that 35% of the respondents have a UG degree, 8% have PG degree, 30% have ITI, 27% have other qualifications.





6.Who evaluates your performance?

Table 1.6

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| HOD | 53 | 88% |
| GM | 07 | 12% |
| External Consultant | 0 | 0% |
| Others | 0 | 0% |
| Total | 60 | 100% |

Graph 1.6

100%

90%

80%

60%

50%

40%

30%

20%

0%

0%

0%

HOD

GM

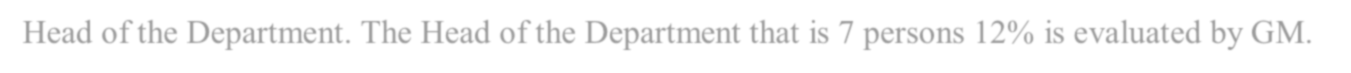
External Consultant

Others

Response Rate

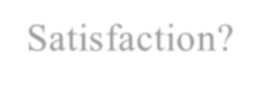


Interpretation



From the above table it can be inferred that 88 % of the employee performance is evaluated by the Head of the Department. The Head of the Department that is 7 persons 12% is evaluated by GM.





7.Does Performance Appraisal is improving Employee Motivation and Job Satisfaction?

Table 1.7

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| Yes | 50 | 83% |
| No | 10 | 17% |
| Total | 60 | 100% |

Total

0.9

0.8

0.7

0.6

0.5

0.4

Total

0.3

0.2

0.1

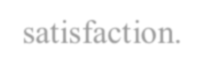
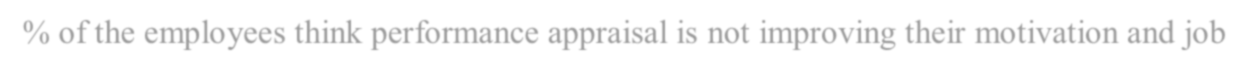
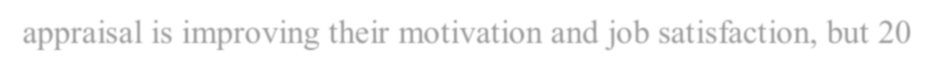
0

No

Yes



Interpretation



From the above table it can be inferred that 80% of the employees believe that performance appraisal is improving their motivation and job satisfaction, but 20

% of the employees think performance appraisal is not improving their motivation and job satisfaction.



Total

1.2

1

0.8

0.6

Total

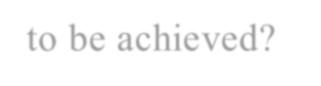
0.4

0.2

0

Yes

No



8.Do you have meeting in the beginning to explain & clarify activity task & goals to be achieved?

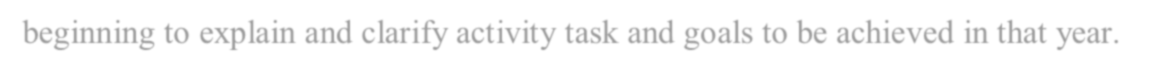
Table 1.8

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| Yes | 60 | 100% |
| No | 0 | 0 % |
| Total | 60 | 100% |

|  |  |  |
| --- | --- | --- |
|  |  |  |
|  |  |
|  |  |
|  |  |
|  |  |



Interpretation



From the above table it can be inferred that 100 % of the employees have a meeting in the beginning to explain and clarify activity task and goals to be achieved in that year.



100%

Graph 1.9

120%

100%

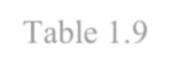
80%

60%

40%

No

Response Rate



9.Should organization have a fixed duration for Performance Appraisal?

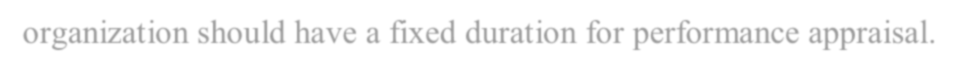
Table 1.9

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| Yes | 60 | 100% |
| No | 0 | 0% |
| Total | 60 | 100% |

|  |  |  |
| --- | --- | --- |
|  |  |  |
|  |  |
|  |  |
|  | 0% |



Interpretation



From the above table it can be inferred that 100% of the employees agreeing the stating organization should have a fixed duration for performance appraisal.





10.Whether the Performance Appraisal System is able to improve Performance?

Table 1.10

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| Yes | 45 | 75% |
| No | 15 | 25% |
| Total | 60 | 100% |

Total

0.8

0.7

0.6

0.5

0.4

Total

0.3

0.2

0.1

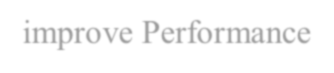
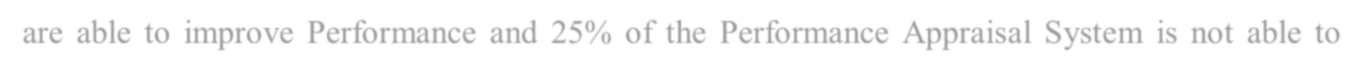
0

Yes

No

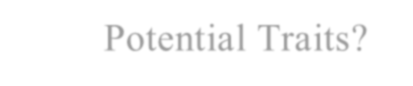


Interpretation



From the above table it can be inferred that 75% of the employees Performance Appraisal System are able to improve Performance and 25% of the Performance Appraisal System is not able to improve Performance





11.Do you think Performance Appraisal System will contribute in identifying Potential Traits?

Table 1.11

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| Yes | 40 | 67% |
| No | 15 | 25% |
| Cannot say | 05 | 8% |
| Total | 60 | 100% |

Total

0.8

0.7

0.6

0.5

0.4

Total

0.3

0.2

0.1

0

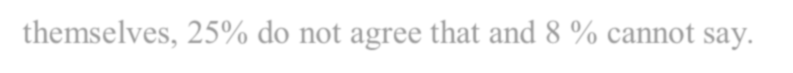
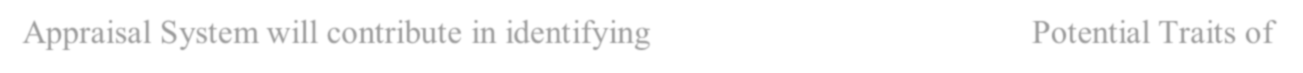
Yes

No

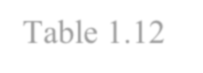
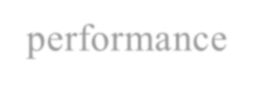
Cannot say



Interpretation



From the above table it can be inferred that 67% of the employees think that Performance Appraisal System will contribute in identifying Potential Traits of themselves, 25% do not agree that and 8 % cannot say.



12.Promotion process in the organization is based on- performance

Table 1.12

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| Performance | 5 | 8% |
| Experience | 10 | 17% |
| Educational Qualification | 5 | 8% |
| All of the above | 40 | 67% |
| Total | 60 | 100% |

Total

0.7

0.6

0.5

0.4

0.3

Total

0.2

0.1

0

Performance

Experience

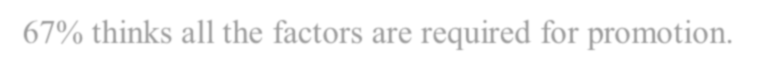
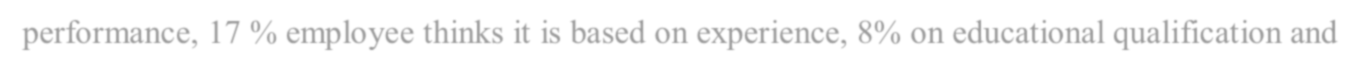
Educational

Qualification

All of the above



Interpretation



From the above table it can be inferred that 8% of employee think that promotion is based on performance, 17 % employee thinks it is based on experience, 8% on educational qualification and 67% thinks all the factors are required for promotion.



100%

Graph 1.13

120%

100%

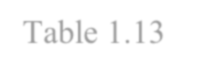
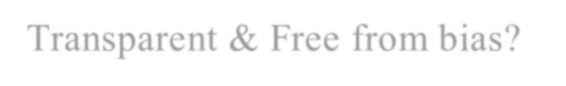
80%

60%

40%

No

Response Rate



13.Do you think that the past and the present Performance Appraisal System is Transparent & Free from bias?

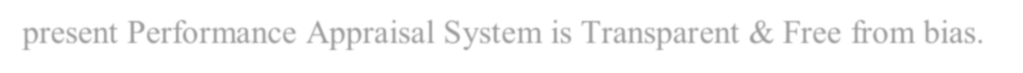
Table 1.13

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| Yes | 60 | 100% |
| No | 0 | 0% |
| Total | 60 | 100% |

|  |  |  |
| --- | --- | --- |
|  |  |  |
|  |  |
|  |  |
|  |  |
|  | 0% |



Interpretation



From the above table it can be inferred that 100% of the employees think that the past and the present Performance Appraisal System is Transparent & Free from bias.





14.Are you satisfied with the current Performance Appraisal System?



Table 1.14

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| Highly satisfied | 38 | 63% |
| Satisfied | 13 | 22% |
| Just Satisfied | 9 | 15% |
| Dissatisfied | 0 | 0% |
| Total | 60 | 100% |

Total

0.7

0.6

0.5

0.4

Total

0.3

0.2

0.1

0

Performance

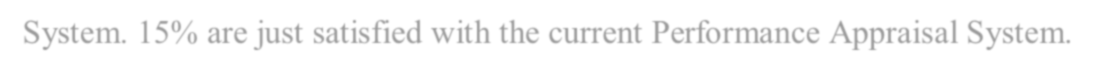
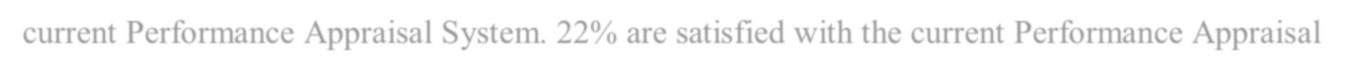
Experience

Educational Qualification

All of the above

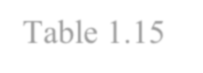


Interpretation



From the above table it can be inferred that 63% of the employees are highly satisfied with the current Performance Appraisal System. 22% are satisfied with the current Performance Appraisal System. 15% are just satisfied with the current Performance Appraisal System.





15.Do ych logistics provide opportunity for growth and development?

Table 1.15

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| Yes | 57 | 95% |
| No | 3 | 05% |
| Total | 60 | 100% |

Total

1

0.9

0.8

0.7

0.6

0.5

Total

0.4

0.3

0.2

0.1

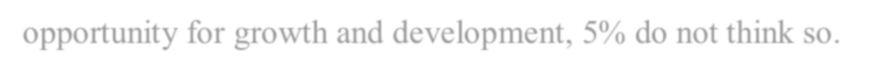
0

Yes

No



Interpretation



From the above table it can be inferred that 95 % of the employees think YCH provide opportunity for growth and development, 5% do not think so.





16.Does Performance Appraisal help to identify your strength and weakness?

Table 1.16

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| Yes | 60 | 100% |
| No | 0 | 0% |
| Total | 60 | 100% |



100%

100%

80%

60%

40%

No

Response Rate

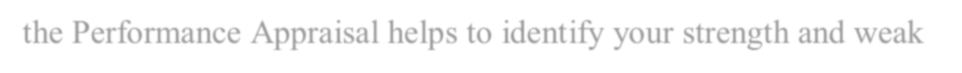
0%

Graph 1.16

120%



Interpretation



From the above table it can be inferred that 100 % of the employees agreeing that the Performance Appraisal helps to identify your strength and weak

Total

0.8

0.7

0.6

0.5

0.4

Total

0.3

0.2

0.1

0

No

Yes



17) The Performance rating helps to fix increment



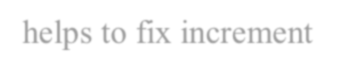
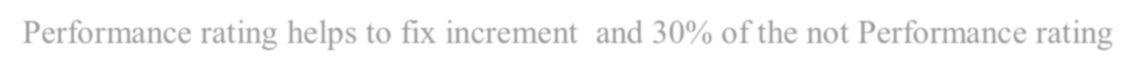
Table 1.17

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| Yes | 45 | 70% |
| No | 15 | 30% |
| Total | 60 | 100% |

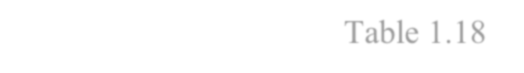
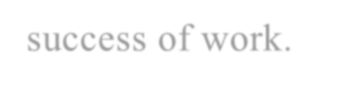
|  |  |  |  |  |
| --- | --- | --- | --- | --- |
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|  | | |  |
|  | | |  |
|  | | |  |
|  |  |  |  |
|  |  |  |
|  |  |  |



Interpretation



From the above table it can be inferred that 70% of the employees Performance rating helps to fix increment and 30% of the not Performance rating helps to fix increment



18) Appraisal system keeps on the major achievement and failure or success of work.

Table 1.18

|  |  |  |
| --- | --- | --- |
| Opinion | No. of  Responses | Percentage |
| Yes | 43 | 72% |
| No | 17 | 28% |
| Total | 60 | 100% |

Total

80%

70%

60%

50%

40%

Total

30%

20%

10%

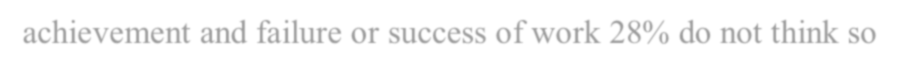
0%

No

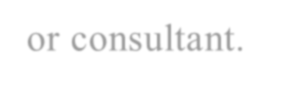
Yes



Interpretation



From the above table it can be inferred72% of the employees the major achievement and failure or success of work 28% do not think so



19) The performance of the organization is assessed by self, superior or consultant.

Table 1.19

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| Yes | 55 | 92% |
| No | 5 | 8% |
| Total | 60 | 100% |

Total

100%

90%

80%

70%

60%

50%

Total

40%

30%

20%

10%

0%

No

Yes



Interpretation

From the above table it can be inferred that 92% of the employees performance of the organization is assessed by self, superior or consultant.

8 % of the employees think performance appraisal is not performance of the organization is assessed by self, superior or consultant.



20.Is work the activity you like to do best and talk about most?



Table 1.20

|  |  |  |
| --- | --- | --- |
| Opinion | No. of Responses | Percentage |
| Yes | 45 | 92% |
| No | 15 | 8% |
| Total | 60 | 100% |

Total

80%

70%

60%

50%

40%

Total

30%

20%

10%

0%

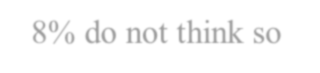
Yes

No



Interpretation

From the above table it can be inferred that 92 % of the employees think Is work the activity you like to do best and talk about most, 8% do not think so



## CHAPTER - V FINDING & SUGGESTION

**CONCLUSION**

### FINDINGS

* 75% of the employees are male.
* 42% of the employees are 20 -30 years.
* 72% of the employees have educated
* 33% of the employees are having 4 - 8 years of experience.
* 88% of the respondents agree with performance appraisal evaluates your performance.
* 83% of the respondent that they agreed with Performance Appraisal is improving Employee Motivation and Job Satisfaction
* 100% of the respondent says meeting in the beginning to explain & clarify activity task & goals to be achieved.
* 100% of the respondent opinion organization have a fixed duration for Performance Appraisal.
* 75% of the respondent said grading method of Performance Appraisal System is able to improve Performance.
* 70% of the respondent told yes increment in salary after performance appraisal.
* 70% of the respondents are agreed with the Performance Appraisal System will contribute in identifying Potential Traits.
* 76% of the employees are satisfied with performance improved after performance appraisal.
* 95% of the ych logistics provide opportunity for growth and development.
* 56% of the employees says yes for observation, 34% of the employees says skills/ job related test.
* 100% of the Performance Appraisal help to identify your strength and weakness.
* 78% of the respondents are satisfied with the training programs.
* 69% of the employees are agreed with Is work the activity you like to do best and talk about most
* 83% of the employees say yes for the major achievement and failure or success of work.
* 92% of The performance of the organization is assessed by self, superior or consultant.
* 84% of the employees say yes the supervisor discuss their strength and weakness.

### SUGGESTIONS

* Implement more methods of performance appraisal and update the employees about the type of method used for performance evaluation.
* The manpower in shortage to All shifts
* More opportunities should be provided for expressing their ideas and plans to implement their level performance.
* More training should be offered to the mentally stressed staff which improve their potential and result in top appraisal points.
* Overtime should be taken care of at the time of performance appraisal, which would motivate the employees to perform better for longer hours.
* Suggestion could be obtained from employees regarding framing performance appraisal system.
* Appraisal feedback is very important in any performance appraisal program, should be carefully communicated by making high performers increase their target and low performers to build up their confidence.
* Suggestion could be obtained from materials in daily count to materials in daily shortage to not tally to materials
* Materials handover to receive in note book and system entry to hand over in materials
* Employees should improve their health because consumption of tobacco and drugs are high.
* Handling of stress due to work should change in a better way without tobacco and drugs consumption, company can give awareness program.
* The company while implementing work/ life balance initiatives an evaluation and feedback system should be a part of that process

### CONCLUSION

The result observed and achieved in this project clearly indicates that there exists a proper performance appraisal system in the organisation. The way performance appraisal is conducted will lead to employee’s satisfaction and will ultimately help the organisation in achieving its goals. People differ in their abilities and attitudes; there is always a difference between the quality and quantity for same job done by different people. There for performance management and performance appraisal is necessary to understand each employees ability, competencies, and relative merits. The key to success for any system is proper management of the system and related factor which will lead to the success of the system. It is found that performance appraisal system followed by YCH Sunguvarchatram is good and very much accepted by the employees..

CHAPTER - VI BIBLIOGRAPHY

**Books**

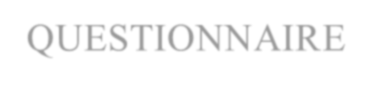
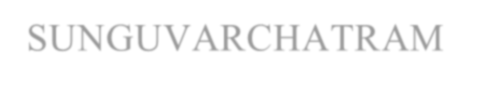
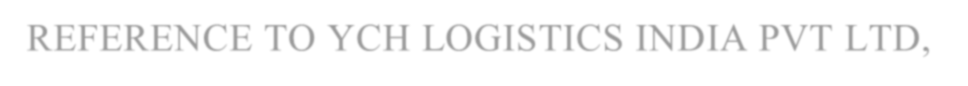
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## APPENDIX



A STUDY ON PERFORMANCE APPRAISAL WITH SPECIAL REFERENCE TO YCH LOGISTICS INDIA PVT LTD, SUNGUVARCHATRAM

QUESTIONNAIRE

SECTION – A SOCIO – DEMOGRAPHIC FACTORS:

1. Name:
2. Gender: ( ) Male ( ) Female
3. Age group:

(a) 20-30

(b) 31-40

(c) 41-50

(d) 51-60

1. Experience:
2. Less than 3 years
3. 4-8 years
4. 9-15 years
5. More than 15 years
6. Department: \_
7. Qualification
8. Who evaluates your performance?
   1. HOD
   2. GM
   3. HR
   4. Others
9. Does Performance Appraisal is improving Employee Motivation and Job Satisfaction?
   1. Yes
   2. No
10. Do you have meeting in the beginning to explain & clarify activity task &goals to be achieved?
    1. Yes
    2. No
11. Should organization have a fixed duration for Performance Appraisal?
12. Yes
13. No
14. Whether the appraisal system is able to improve performance?
15. Yes
16. No
17. Do you think that the Performance Appraisal System will also contribute in Identifying Potential Traits?
18. Yes
19. No
20. Cannot say
21. Promotion process in the organization is based on
22. Performance
23. Experience
24. Educational Qualification
25. All of the above
26. Do you think that the past and the present Performance Appraisal System is Transparent & Free from Bias?
27. Yes
28. No
29. Are you satisfied with the current Performance Appraisal System?
30. Highly satisfied
31. Satisfied
32. Just satisfied
33. Dissatisfied
34. Do ych logistics provide opportunity for growth and development?
35. Yes
36. No
37. Does Performance Appraisal help to identify your strength and weakness?
38. Yes
39. No
40. The Performance rating helps to fix increment.
41. yes
42. no
43. Appraisal system keeps on the major achievement and failure or success of work.
44. yes
45. no
46. The performance of the organization is assessed by self, superior or consultant.
47. yes
48. no
49. Is work the activity you like to do best and talk about most?
50. Yes
51. No