**INTRODUCTION**

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

Performance appraisal or merit rating is one of the oldest and most universal practices of management. Performance appraisal often provides the rational foundation for the payment of piecework wages, bonus etc. the estimates of the relative contributions of employees help to determine the rewards and privileges rationally.

Performance appraisal serves as means for evaluating the effectiveness of devices used for the selection and classification of workers. Performance appraisal has been considered as a most significant and indispensable tool for an organization, for the information it provides is highly useful in making decisions regarding various personal aspects such as promotions and increases.

### PLAN OF THE STUDY CHAPTERIZATIONS:

* To shed light on introduction on subject background of study
* The profile of the company
* Present frame work regarding research design of the study
* Explore performance appraisal process in SQUIRES SOLUTIONS PVT LTD, Hyderabad.
* Examine the data analysis and interpretation
* Highlight summary of findings and conclusions

## NEED FOR THE STUDY:

The need of the performance appraisal is to determine what aspects of performance are required to be evaluated.

* To identify those who are performing their assigned task well and those who are not and the reason for such performance.
* To provide information about the performance ranks basing on which decisions regarded salary fixation, conformation, promotion, demotion and transfer are taken.
* To provide feedback information about the level of achievements and behavior of an employee.
* To provide information and train the employee.
* To compare actual performance with the standards and in out deviations (positive and negative)
* To create and maintain satisfactory level of performance.
* To prevent grievance and in disciplinary activity.
* To facilitate fair and equitable compensation.
* To ensure organizational effectiveness.

## SCOPE OF THE STUDY

The scope of any performance appraisal should include the following:

* Increase confidence through recognizing strengths while identifying training needs to improve weakness.
* Improve working relationships and communication between supervisors and subordinates.
* Increase commitment to organizational goals.
* Develop employees into future supervisors.
* Assist in personal decisions such as promoting or allocating rewards.
* Allow time for self-reflection, self-appraisal and personal goal setting.

## OBJECTIVES OF THE STUDY:

The study was undertaken with the following objectives on mind:

* To study the performance appraisals process in SQUIRES SOLUTIONS PVT LTD.
* To study whether the employees are satisfied with the performance appraisals policies followed in the SQUIRES SOLUTION PVT LTD.
* To make suggestions and draw inferences.

## RESEARCH METHODOLOGY

The information for this report has been collected through the primary and secondary sources.

### SOURCE OF DATA:

**Primary sources**

It is also called as first handed information the data is collected through the observation in the organization and interviews with officials. The information was collected by the responses got by the questionnaires giving to the employees.

**Secondary sources**

These secondary data is existing data which is collected by the internet and the books provided by SQUAIRES SOLUTIONS PVT LTD.

**Design of Questionnaire**

The questionnaire is designed based upon the objectives of the study. The questionnaire consists of 20 questions; the questionnaire consisted of mainly closed questions. The liker’s scale is used for designing questions. The questionnaire is attached in the Appendix.

### SAMPLING PROCESS:

##### A) Sample Unit:

The executives and employee’s at SQUIRES SOLUTION PVT LTD, are the respondents of the present study. A part of it is taken as sample unit for the study.

##### B) Sample Size:

The sample size consists of 80 respondents employed in SQUIRES SOLUTIONS PVT LTD, Hyderabad.

### PERIOD OF THE STUDY:

The period of the study has been done within 40 days.

### LIMITATIONS OF THE STUDY:

The study has the following limitations:

* 1. The study in the organization is 40 days.
  2. The limitations of performance appraisal can be applicable of the study.
  3. There may be working of the employees and taking the figures from the annual reports.
  4. The Study is conducted within the selected unit of SQUIRES SOLUTION PVT LTD.
  5. The study was conducted with the data available and the analysis was made according.

**INDUSTRY PROFILE**

Information technology (IT) is the use of computers to store, retrieve, transmit, and manipulate data or information. IT is typically used within the context of business operations as opposed to personal or entertainment technologies. IT is considered to be a subset of information and communications technology (ICT). An information technology system (IT system) is generally an information system, a communications system or, more specifically speaking, a computer system – including all hardware, software and peripheral equipment – operated by a limited group of users.

Humans have been storing, retrieving, manipulating, and communicating information since the Sumerians in Mesopotamia developed writing in about 3000 BC, but the term information technology in its modern sense first appeared in a 1958 article published in the Harvard Business Review; authors Harold J. Leavitt and Thomas L. Whisler commented that "the new technology does not yet have a single established name. We shall call it information technology (IT)." Their definition consists of three categories: techniques for processing, the application of statistical and mathematical methods to decision-making, and the simulation of higher-order thinking through computer programs.

The term is commonly used as a synonym for computers and computer networks, but it also encompasses other information distribution technologies such as television and telephones. Several products or services within an economy are associated with information technology, including computer hardware, software, electronics, semiconductors, internet, telecom equipment, and e-commerce.

Based on the storage and processing technologies employed, it is possible to distinguish four distinct phases of IT development: pre-mechanical (3000 BC – 1450 AD), mechanical (1450–1840), electromechanical (1840–1940), and electronic (1940–present). This article focuses on the most recent period (electronic).

**Information and communications technology**

Information and communications technology (ICT) is an extensional term for information technology (IT) that stresses the role of unified communications[1] and the integration of telecommunications (telephone lines and wireless signals) and computers, as well as necessary enterprise software, middleware, storage, and audiovisual systems, that enable users to access, store, transmit, and manipulate information.

The term ICT is also used to refer to the convergence of audiovisual and telephone networks with computer networks through a single cabling or link system. There are large economic incentives to merge the telephone network with the computer network system using a single unified system of cabling, signal distribution, and management. ICT is an umbrella term that includes any communication device, encompassing radio, television, cell phones, computer and network hardware, satellite systems and so on, as well as the various services and appliance with them such as video conferencing and distance learning.

ICT is a broad subject and the concepts are evolving. It covers any product that will store, retrieve, manipulate, transmit, or receive information electronically in a digital form (e.g., personal computers, digital television, email, or robots). Theoretical differences between interpersonal-communication technologies and mass-communication technologies have been identified by the philosopher Piyush Mathur.[ Skills Framework for the Information Age is one of many models for describing and managing competencies for ICT professionals for the 21st century.

**World Information Technology and Services Alliance**

The World Information Technology and Services Alliance (WITSA) is a consortium of associations from the information and communications technology (ICT) industry around the world.

The group claims that it represents over 90% of the world ICT market through its global membership, and has a goal of advancing the growth and development of the ICT industry. WITSA was founded in 1978 as the World Computing Services Industry Association, and participates in advocacy in international public policy that affects the "global information infrastructure". It voices the concerns of the international IT industry in organizations such as the World Trade Organization, the Organisation for Economic Co-operation and Development, and the G8.

WITSA represents IT industry associations in over 83 countries or economies. WITSA's motto is "Fulfilling the Promise of the Digital Age".

**Information Technology in India**

Information Technology in India is an industry consisting of two major components: IT services and business process outsourcing (BPO). The sector has increased its contribution to India's GDP from 1.2% in 1998 to 7.7% in 2017. According to NASSCOM, the sector aggregated revenues of US$160 billion in 2017, with export revenue standing at US$99 billion and domestic revenue at US$48 billion, growing by over 13%. The United States accounts for two-thirds of India's IT services exports.

**History**

India's IT Services industry was born in Mumbai in 1967 with the establishment of the Tata Group in partnership with Burroughs. The first software export zone, SEEPZ – the precursor to the modern-day IT park – was established in Mumbai in 1973. More than 80 percent of the country's software exports were from SEEPZ in the 1980s.

The Indian economy underwent major economic reforms in 1991, leading to a new era of globalization and international economic integration, and annual economic growth of over 6% from 1993–2002.

The new administration under Sri Atal Bihari Vajpayee (Posthumus) (who was Prime Minister from 1998–2004) placed the development of Information Technology among its top five priorities and formed the Indian National Task Force on Information Technology and Software Development.

**Wolcott & Goodman (2003) report on the role of the Indian National Task Force on Information Technology and Software Development:**

Within 90 days of its establishment, the Task Force produced an extensive background report on the state of technology in India and an IT Action Plan with 108 recommendations. The Task Force could act quickly because it built upon the experience and frustrations of state governments, central government agencies, universities, and the software industry. Much of what it proposed was also consistent with the thinking and recommend notions of international bodies like the World Trade Organization (WTO), International Telecommunications Union (ITU), and World Bank. In addition, the Task Force incorporated the experiences of Singapore and other nations, which implemented similar programs. It was less a task of invention than of sparking action on a consensus that had already evolved within the networking community and government.

**Regulated VSAT links became visible in 1994. Desai (2006) describes the steps taken to relax regulations on linking in 1991:**

In 1991 the Department of Electronics broke this impasse, creating a corporation called Software Technology Parks of India (STPI) that, being owned by the government, could provide VSAT communications without breaching its monopoly. STPI set up software technology parks in different cities, each of which provided satellite links to be used by firms; the local link was a wireless radio link. In 1993 the government began to allow individual companies their own dedicated links, which allowed work done in India to be transmitted abroad directly.

Indian firms soon convinced their American customers that a satellite link was as reliable as a team of programmers working in the clients’ office.

Videsh Sanchar Nigam Limited (VSNL) introduced Gateway Electronic Mail Service in 1991, the 64 kbit/s leased line service in 1992, and commercial Internet access on a visible scale in 1992. Election results were displayed via National Informatics Centre's NICNET.

"The New Telecommunications Policy, 1999" (NTP 1999) helped further liberalise India's telecommunications sector. The Information Technology Act, 2000 created legal procedures for electronic transactions and e-commerce.

A joint EU-India group of scholars was formed on 23 November 2001 to further promote joint research and development. On 25 June 2002, India and the European Union agreed to bilateral cooperation in the field of science and technology. India holds observer status at CERN, while a joint India-EU Software Education and Development Center will be located in Bangalore.

**Contemporary situation**

In the contemporary world economy India is the largest exporter of IT. Exports dominate the Indian IT industry and constitute about 79% of the industry's total revenue. However, the domestic market is also significant, with robust revenue growth. The industry’s share of total Indian exports (merchandise plus services) increased from less than 4% in FY1998 to about 25% in FY2012. The technologically-inclined services sector in India accounts for 40% of the country's GDP and 30% of export earnings as of 2006, while employing only 25% of its workforce, according to Sharma (2006). According to Gartner, the "Top Five Indian IT Services Providers" are Tata Consultancy Services, Infosys, Wipro, and HCL Technologies.

**Major information technology hubs**

**Bangalore**

Bangaluru is known as the Silicon Valley of India. Notable tech park are Electronics City Phase I & II, ITPL, Bagmane Tech Park, Embassy Golf Links, Manyata Tech Park, Global Village Tech Park, Embassy TechVillage.

**Chandigarh**

Chandigarh is also one of the growing international IT services and outsourcing exporters. The next upcoming tech park will be world trade center.

**Chennai**

As of 2012, Chennai is India's second-largest exporter of information technology (IT) and business process outsourcing (BPO) services. Tidel Park in Chennai was billed as Asia's largest IT park when it was built. Major software companies have their offices set up here, with some of them making Chennai their largest base.

**Hyderabad**

Hyderabad – known for the HITEC City or Cyberabad – is a major global information technology hub, and the largest bioinformatics hub in India. Hyderabad has emerged as the second largest city in the country for software exports pipping competitors Chennai and Pune. Notable tech and pharma parks are HITEC City, Genome Valley, and Hyderabad Pharma City.

**Kochi**

Infopark, Kochi or cochin is an information technology park situated in the city of Kochi, Kerala, India. Established in 2004 by the Government of Kerala, the park is spread over 260 acres (105.2 ha) of campus across two phases, housing 392 companies which employ more than 42,000 professionals as of 2018.

The park is built on the 'Hub and Spoke model' for the development of the Information Technology industry in Kerala. InfoPark Kochi acts as the hub to the spokes located at Thrissur and Cherthala. Considering the requests of various IT companies and developers for space and land, Infopark Kochi is expanding its activities in Infopark Phase II. This campus is at a distance of around 2 km from Phase I campus and is on the side of Kadamprayar river. The new park lies in an extent of 160 acres in the neighboring Kunnathunad- Puthencruz villages of Kunnathunad Taluk, Ernakulam District. The Board of Approvals (BoA) of the Union Ministry of Commerce have granted SEZ status to the 98 acres in Infopark phase II. As per the latest data reported, total IT exports from Kochi stands at 6200 crores.

**Pune**

The Rajiv Gandhi Infotech Park in Hinjawadi is a ₹600-billion (US$ 8.9 billion) project by the Maharashtra Industrial Development Corporation (MIDC). The IT Park encompasses an area of about 2,800 acres (11 km2) and is home to over 800 IT companies of all sizes. Besides Hinjawadi, IT companies are also located at Magarpatta, Kharadi and several other parts of the city. As of 2017, the IT sector employs more than 300,000 people.

**Employment generation**

India's growing stature in the Information Age enabled it to form close ties with both the United States and the European Union. However, the recent global financial crises have deeply impacted Indian IT companies as well as global companies. As a result, hiring has dropped sharply, and employees are looking at different sectors like financial services, telecommunications, and manufacturing, which have been growing phenomenally over the last few years.

With fundamental structural changes visible everywhere in the IT services due to Cloud computing, proliferation of Social media, Big data, Analytics all leading to digital services and digital economy, many of the leading companies in India's IT sector reported lower headcounts in their financial results.

**List of Indian IT companies**

This is a list of notable companies in the information technology sector based in India. Top 10 companies are listed in descending order of their market capitalization, and other companies are listed alphabetically, grouped by the cities in which they are headquartered. Certain companies have main offices in more than one city, in which case they are listed under each, but minor offices and resources are not listed. Foreign companies are only listed if they have one of their main offices in India.

**Top 9 companies are given below:**

1. **Tata Consultancy Services Limited (TCS)** is an Indian multinational information technology (IT) service and consulting company headquartered in Mumbai, Maharashtra, India. It is a subsidiary of Tata Group and operates in 149 locations across 46 countries. TCS is the largest Indian company by market capitalization. Tata consultancy services is now placed among the most valuable IT services brands worldwide. In 2015, TCS was ranked 64th overall in the Forbes World's Most Innovative Companies ranking, making it both the highest-ranked IT services company and the top Indian company. It is the world's largest IT services provider. As of 2018, it is ranked eleventh on the Fortune India 500 list. In April 2018, TCS became the first Indian IT company to reach $100 billion market capitalization, and second Indian company ever (after Reliance Industries achieved it in 2007) after its market capitalization stood at ₹6,79,332.81 crore ($102.6 billion) on the Bombay Stock Exchange.

2. **Infosys Limited** is an Indian multinational corporation that provides business consulting, information technology and outsourcing services. It has its headquarters in Bangalore, Karnataka, India. Infosys is the second-largest Indian IT company after Tata Consultancy Services by 2017 revenue and 596th largest public company in the world based on revenue. On March 29, 2019, its market capitalisation was $46.52 billion. The credit rating of the company is A− (rating by Standard & Poor's).

3. **Wipro** is an Indian multinational corporation that provides information technology, consulting and business process services. It is headquartered in Bangalore, Karnataka, India. In 2013, Wipro separated its non-IT businesses and formed the privately owned Wipro Enterprises.

4. **HCL Technologies Limited** is an Indian multinational information technology (IT) service and consulting company headquartered in Noida, Uttar Pradesh. It is a subsidiary of HCL Enterprise. Originally a research and development division of HCL, it emerged as an independent company in 1991 when HCL entered into the software services business. The company has offices in 44 countries including the United Kingdom, the United States, France, and Germany with a worldwide network of R&D, "innovation labs" and "delivery centers", and 147,123 employees and its customers include 250 of the Fortune 500 and 650 of the Global 2000 companies. It operates across sectors including aerospace and defense, automotive, banking, capital markets, chemical and process industries, energy and utilities, healthcare, hi-tech, industrial manufacturing, consumer goods, insurance, life sciences, manufacturing, media and entertainment, mining and natural resources, oil and gas, retail, telecom, and travel, transportation, logistics & hospitality. HCL Technologies is on the Forbes Global 2000 list. It is among the top 20 largest publicly traded companies in India with a market capitalization of $18.7 billion as of May 2017. As of September 2019, the company, along with its subsidiaries, had consolidated revenue of $9.3 billion.

5. **Tech Mahindra Limited** is an Indian multinational subsidiary of the Mahindra Group, providing information technology (IT) services and business process outsourcing (BPO) to companies in various vertical and horizontal markets. Anand Mahindra is the Chairman of Tech Mahindra, which is headquartered at Pune and has its registered office in Mumbai. As of November 2019, Tech Mahindra is a US$4.9 billion company with over 131,522+ employees across 90 countries. The company was ranked #5 in India's IT firms and overall #111 in Fortune India 500 list for 2012. On 25 June 2013, Tech Mahindra announced the completion of a merger with Mahindra Satyam. Tech Mahindra has 946 active clients as of November 2019.

6. **Oracle Financial Services Software Limited** is a subsidiary of Oracle Corporation. It is an IT solution provider to the banking industry. It claims to have more than 900 customers in over 145 countries. Oracle Financial Services Software Limited is ranked No. 9 in IT companies of India and overall ranked No. 253 in Fortune India 500 list in 2011.

7. **Larsen & Toubro Infotech Limited** is a global IT solutions and services company based in Mumbai, India. LTI was ranked number 6 in India IT companies in 2013–2014. The company has 39 offices in 30 countries. It employs standards of the Software Engineering Institute's (SEI) Capability Maturity Model Integration (CMMI) and is a Maturity Level 5 assessed organization.

8. **Mphasis** is an IT services company based in Bangalore, India. The company provides infrastructure technology and applications outsourcing services, as well as architecture guidance, application development and integration, and application management services. It serves financial services, telecom, logistics, and technology industries. Mphasis was ranked #7 in India IT companies and overall #165 by Fortune India 500 in 2011. In April 2016, Hewlett Packard Enterprise sold the majority of its stake in Mphasis to Blackstone Group LP for around US$1 billion.

9. **Mindtree** Limited is an Indian multinational information technology and outsourcing company headquartered in Bangalore, India and New Jersey, USA. It is a Larsen & Toubro group company. Founded in 1999, the company employs approximately 20,204 employees with annual revenue of $1 Billion. The company deals in e-commerce, mobile applications, cloud computing, digital transformation, data analytics, enterprise application integration and enterprise resource planning, with more than 339 active clients and 43 offices in over 18 countries, as of 31 March 2019.

**Technology Provision and IT Consulting**

* Combining emerging technologies (like Cloud Computing, Software-as-a-

Service, Social Networks, Mobility, Semantic Web, Linked Open Data, and

Big Data Management) in order to help organizations to meet their business

strategy goals and benefit from the power of technology innovation;

* Definition of the IT Strategy, Infrastructure and overall Enterprise

Architecture required for organizations and enterprises to support the efficient

and effective achievement of their business objectives, ensuring the end-to-end

IT security across the organization;

* Increase of the R&D capacity of business partners, staffing their project teams

with the highly qualified and experienced research engineers of UBITECH

who add value and ensure the robustness and success of the research and

technological development process.

#### **COMPANY PROFILE**



Squires Solutions Private Limited is a Private incorporated on 17 June 2008. It is classified as Non-govt company and is registered at Registrar of Companies, Hyderabad. It is involved in Other computer related activities [for example maintenance of websites of other firms/ creation of multimedia presentations for other firms etc.]

Headquarters of the SQUIRES is in CHRISTCHURCH

Squires Solutions Private Limited's Annual General Meeting (AGM) was last held on 16 July 2012 and as per records from Ministry of Corporate Affairs (MCA), its balance sheet was last filed on 31 March 2012.

. It's a private unlisted company and is classified as’ company limited by shares.

Company's authorized capital stands at Rs 1.0 lakhs and has 100.0% paid-up capital which is Rs 1.0 lakhs. Squires Solutions Private Limited last annual general meet (AGM) happened on 16 Jul, 2012. The company last updated its financials on 31 Mar, 2012 as per Ministry of Corporate Affairs (MCA).

Squires Solutions Private Limited is majorly in Business Services business from last 14 years and currently, company operations are strike off.

Current board members & directors are MANNEPALLI VENKATA SAMBA SIVA RAO and SUDHAKER GANDHAM

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SQUIRES specifically seek self-motivated, high-energy professionals with a true passion for technology and its ability to influence quality of life.

SQUIRES invite applications from young and dynamic professionals in net development. Positions square measure open straight off and that we have a superb operating atmosphere awaiting the correct person.

A career with SQUIRES permits you to be an area of this world digital movement and work with new ways in which connect folks, firms and markets. SQUIRES to be a meritocracy with ample area to prove your abilities in a very fast atmosphere.

SQUIRES believe providing far more than simply a job; SQUIRES try to grant you a full-fledged career. Towards this finish SQUIRES offer you with superior coaching and therefore the chance to figure on the most recent technology platforms. Our work surroundings are entrepreneurial, informal, open, and predicated on a high degree of collaboration and innovation.

**COMPANY DETAILS**

| CIN | [U72900TG2008PTC059706](https://www.zaubacorp.com/company/GENVO-SYSTEMS-INDIA-PRIVATE-LIMITED/U72900TG2008PTC059706) |
| --- | --- |
| Company Name | SQUIRES SOLUTIONS PRIVATE LIMITED |
|  |  |
| RoC | RoC-Hyderabad |
| Registration Number | 59706 |
| Company Category | Company limited by Shares |
| Company Sub Category | Non-govt company |
| Class of Company | Private |
| Date of Incorporation | 17 June 2008 |
| Age of Company | 14 years, 6 month, 27 days |
| Activity | Other computer related activities [for example maintenance of websites of other firms/ creation of multimedia presentations for other firms etc.] |

## Our Focus

Profile Software offers innovative, award-winning and flexible solutions developed with the highest standards. Continuous R&D investments and close contact with clients and associates around the world allow us to anticipate future trends and meet the growing market needs.

**Our Culture**

The company provides a challenging environment that encourages initiative and promotes commitment to its clients’ business objectives.

**Values**

Quality: We strive for perfection; perform to excellence, assess and evolve. Passion for Innovation: We are continuously innovating and reinventing ourselves. Teamwork: We foster teamwork and collaboration.

**Vision**

To provide innovative technology solutions that enable Financial Institutions and corporates across the world to deliver their full potential to their clients.

**Mission**

To develop and deliver reliable, client-centric software solutions, accompanied by exceptional service, that add value and support Financial Institutions.

## SERVICES OF SQUIRES SOLUTIONS

## Cloud Solutions

Squires is expertise in delivering cloud services/ solutions for all your personal and business requirements.

Cloud solutions, also known as [cloud computing](https://susedefines.suse.com/definition/cloud-computing/) or cloud services, deliver IT

resources on demand over the Internet. Cloud service providers such [Amazon Web Services](https://susedefines.suse.com/definition/amazon-web-services-aws/), [Microsoft Azure](https://susedefines.suse.com/definition/microsoft-azure/) and [Google Cloud Platform](https://susedefines.suse.com/definition/google-cloud-platform/) can deliver everything from [applications](https://susedefines.suse.com/definition/linux-applications/) to data centers on a pay for use basis to their subscribers. With cloud solutions, IT resources can [scale up or down quickly](https://susedefines.suse.com/definition/scalability/) to meet business demands. Cloud solutions enable rapid access to flexible and low-cost IT resources without large upfront investments in hardware or time-consuming installation and maintenance. Businesses can provision exactly the type and size of computing resources they need to power a new initiative or operate their IT departments more efficiently.

Most cloud solutions fall into three categories:

[Infrastructure as a Service](https://susedefines.suse.com/definition/infrastructure-as-a-service/) (IaaS),

[Platform as a Service](https://susedefines.suse.com/definition/platform-as-a-service/) (PaaS),

[Software as a Service](https://susedefines.suse.com/definition/software-as-a-service/) (SaaS).

IaaS allows businesses to essentially rent their IT infrastructure from a cloud provider.

PaaS supplies an on-demand environment for software development.

SaaS delivers applications over the Internet.

Businesses of all sizes use cloud solutions to reduce hardware, software and IT maintenance costs. As cloud solutions evolve beyond IaaS, PaaS and SaaS offerings, enterprises are relying on the cloud for software defined technology. [Data center](https://susedefines.suse.com/definition/data-center/) resources including compute, storage and network resources can be [virtualized](https://susedefines.suse.com/definition/virtualization/) and centrally managed as software defined pools. Cloud providers are now offering pre-built cloud solutions with the agility to deploy abstracted, software-defined resources to workloads as needed.

Cloud solutions provide convenient, on-demand access to shared pools of IT resources, helping businesses improve efficiency, reduce costs and rebalance capital and operating expenses. Many businesses adopt a mixture of public, private and hybrid cloud solutions. [OpenStack](https://susedefines.suse.com/definition/openstack/) is a [software defined infrastructure](https://susedefines.suse.com/definition/software-defined-infrastructure/) for developing new business workloads, or for [transforming traditional data centers to a private cloud](https://susedefines.suse.com/definition/digital-transformation/).

## Software Development

They develop customized, roboust and scalable software’s/applications based on the business requirements. Software development refers to a set of computer science activities dedicated to the process of creating, designing, deploying and supporting software. Software itself is the set of instructions or programs that tell a computer what to do. It is independent of hardware and makes computers programmable. There are three basic types:

System software to provide core functions such as operating systems, disk management, utilities, hardware management and other operational necessities.

Programming software to give programmers tools such as text editors, compilers, linkers, debuggers and other tools to create code.

Application software (applications or apps) to help users perform tasks. Office productivity suites, data management software, media players and security programs are examples. Applications also refers to web and mobile applications like those used to shop on Amazon.com, socialize with Facebook or post pictures to Instagram.[1](https://www.ibm.com/topics/software-development#citation1)

A possible fourth type is embedded software. Embedded systems software is used to control machines and devices not typically considered computers — telecommunications networks, cars, industrial robots and more. These devices, and their software, can be connected as part of the [Internet of Things](https://www.ibm.com/cloud/internet-of-things) (IoT).[2](https://www.ibm.com/topics/software-development#citation2)

Software development is primarily conducted by programmers, software engineers and software developers. These roles interact and overlap, and the dynamics between them vary greatly across development departments and communities.

**Programmers, or coders**, write source code to program computers for specific tasks like merging databases, processing online orders, routing communications, conducting searches or displaying text and graphics. Programmers typically interpret instructions from software developers and engineers and use programming languages like C++ or Java to carry them out.

**Software engineers** apply engineering principles to build software and systems to solve problems. They use modeling language and other tools to devise solutions that can often be applied to problems in a general way, as opposed to merely solving for a specific instance or client. Software engineering solutions adhere to the scientific method and must work in the real world, as with bridges or elevators. Their responsibility has grown as products have become increasingly more intelligent with the addition of microprocessors, sensors and software. Not only are more products relying on software for market differentiation, but their software development must be coordinated with the product’s mechanical and electrical development work.

**Software developers** have a less formal role than engineers and can be closely involved with specific project areas — including writing code. At the same time, they drive the overall software development lifecycle — including working across functional teams to transform requirements into features, managing development teams and processes, and conducting software testing and maintenance.

The work of software development isn’t confined to coders or development teams. Professionals such as scientists, device fabricators and hardware makers also create software code even though they are not primarily software developers. Nor is it confined to traditional information technology industries such as software or semiconductor businesses.

An important distinction is [custom software development](https://www.ibm.com/topics/custom-software-development) as opposed to commercial software development. Custom software development is the process of designing, creating, deploying and maintaining software for a specific set of users, functions or organizations. In contrast, commercial off the shelf software (COTS) is designed for a broad set of requirements, allowing it to be packaged and commercially marketed and distributed.

## SQUIRES Staffing Methodologies

At squires solutions, they supply exprise professionals on full / part time contract / permanent roles. The staffing process helps to select the right person with appropriate skills, qualifications and experience to recruit them to different positions and jobs in an organisation. Staffing means the process of filling and keeping various roles in an organisation filled. In management, it means the process of recruiting the right person at the right place to increase the efficiency of the organisation. An enterprise with an efficient workforce cannot function properly, so staffing helps an enterprise to acquire a workforce. It includes taking up different people to perform various functions in different departments. It is an important process to run an organization or a business.

## Business Intelligence

Business intelligence, the key role to measure any organizations success.

Business intelligence, is an umbrella term that refers to a range of package applications accustomed Analyze an organization's information. BI as a discipline is formed of many connected activities, together with data processing, on-line analytical process, querying and reporting. SQUIRES Solutions Offers end to end BI services for several key critical business engagements.

## SQUIRES Technology Stack

### Analytics/ Advanced Analytics

* ETL Tools
* DataStage
* Informa tica
* Abinitio
* Reporting Tools
* Cognos
* Tableau
* BO
* Qlik view

### Big Data

### 

### Hadoop

* Bigdata Infostreams

### Database

* Teradata
* Oracle
* SQL Server
* DB2
* Netezza
* Database Admins

### IT Systems

* Java
* J2EE
* CRM Finacle
* ASP
* End to End Testing
* Selenium
* SAP Testing

### Other Technical Expertise

* Business Analysts
* TWS
* MDM
* ETL Leads
* Reporting Leads
* Architects
* Mobile App Developers
* MicroStrategy

## E-Commerce Solutions

E-commerce, today’s business scenario. Squires has a huge experience in delivering e commerce solutions. E-commerce solutions are the products and services that help a company conduct business electronically. The range of available e-commerce solutions is vast, including those that allow traditional businesses to design, create, and operate [World Wide Web](https://www.encyclopedia.com/science-and-technology/computers-and-electrical-engineering/computers-and-computing/world-wide-web) sites. Some solutions focus on a specific problem. For example, a company selling its wares via a [World Wide Web](https://www.encyclopedia.com/science-and-technology/computers-and-electrical-engineering/computers-and-computing/world-wide-web) site might purchase a bandwidth management solution from a firm like Packeteer Inc. in an effort to allocate more resources to actual commerce transactions than to other applications. Similarly, an electronic merchant who wants to improve the online checkout process for its clients might turn to a specialized vendor like Virtual Cart for a shopping cart solution.

As the needs of those engaged in e-commerce have grown more complex, however, the demand for more comprehensive solutions has intensified. As a result, many e-commerce solutions providers now focus on offering a suite of products and services designed to meet multiple needs and solve various problems. According to an October 2000 article in [InformationWeek.com](http://informationweek.com/) , "e-commerce isn't just about transactions anymore. Companies are increasingly carrying out all facets of their businesses online, from customer interactions to extended supply-chain management with trading partners." As a result, "businesses are demanding more than just online transaction support. They need full-fledged E-business, and that means providing a Web site that helps them build relationships with customers-be it in a business-to-business, business-to-consumer, or online marketplace model." Many of the e-commerce solutions upstarts that had emerged in the early 1990s began working to meet these changing e-commerce needs, as did many computer industry giants looking to position themselves as leading e-commerce players.

## Testing & QA

For any product / services quality is the measure for delivering the success. We deliver the success. They deliver quality services.

Quality Assurance is a broad term, explained on the [Google Testing Blog](https://testing.googleblog.com/2007/03/difference-between-qa-qc-and-test.html) as “the continuous and consistent improvement and maintenance of process that enables job”. As follows from the definition, QA focuses more on organizational aspects of quality management, monitoring the consistency of the production process.

Through Quality Control the team verifies the product’s compliance with the functional requirements it is a “process through which a business seeks to ensure that product quality is maintained or improved and manufacturing errors are reduced or eliminated”. This activity is applied to the finished product and performed before the product release. In terms of manufacturing industry, it is similar to pulling a random item from an assembly line to see if it complies with the technical specs.

Testing is the basic activity aimed at detecting and solving technical issues in the software source code and assessing the overall product usability, performance, security, and compatibility. It has a very narrow focus and is performed by the test engineers in parallel with the development process or at the dedicated testing stage (depending on the methodological approach to the software development cycle).

## SQUIRES SOLUTIONS EMPLOYEE BENEFITS



**Cafeteria**



**Work from Home**



**Team Outings**



**Soft Skill Training**



**Job Training**



**Free Transport**



**Child care**



**Gymnasium**



**Free Food**



**Education Assistance**



**International Relocation**



**Health Insurance**

Employees in India value supplementary employer-sponsored benefits, the cornerstone of which is medical insurance, and in particular, the much-desired parental coverage, which is unique to India. Employer-sponsored health, personal accident, and term life insurance are prevalent across white-collar industries and blue-collar organizations where income levels are above the wage ceiling for statutory benefits. Voluntary retirement savings through the National Pension Scheme have increased substantially since the scheme opened to the private sector in 2017, and the government introduced attractive tax incentives. Statutory benefits include Employees’ Provident Fund; Employees’ State Insurance Scheme; statutory leaves; Gratuity; and Maternity Leave. Common employee perks include vehicle or transportation allowance, meal vouchers or subsidized cafeteria, reimbursement of internet and mobile phone charges. Mandatory employee benefits in India include Employees’ Provident Fund, which includes Employees’ Pension Fund and Employees’ Deposit Linked Insurance; Employees’ State Insurance Scheme; statutory leaves; Gratuity; and Maternity Leave. Supplementary employee benefits include medical, accident, life, retirement, business travel insurance, and increasingly EAP. Common employee perks offered include vehicle or transport allowance, meal vouchers or subsidized cafeteria, and reimbursement of internet and m**Supplementary Benefits in India**

Group employee benefits in India generally include medical, accidental death & disability, term life, business travel accident insurance, and a pension.

**Group Medical Insurance**

Group medical insurance provides hospitalization coverage with a waiver for waiting periods and pre-existing diseases exclusions, maternity benefits, newborn baby cover, and add-on hospitalization benefits such as new types of treatment for cancer, cyber-knife or robotic treatment, and infertility or fertility treatment.

The Group Mediclaim plan is usually extended to include dependent spouse/domestic partner, children, parents or in-laws, and sometimes dependent siblings. Most employers fully fund employee, spouse, and child/ren or sibling coverage but may require full or partial employee contribution towards parental coverage.

A typical Group Medical plan covers:

* A family floater Sum Insured, which is an annual aggregate limit per family
* In-patient hospitalization on a 24-hour basis for any disease/illness/accident, except excluded treatment and Day Care Procedures across India
* Waive of 9 month waiting period for Maternity; Maternity coverage with a defined limit for normal and C-section delivery
* Waiver of 9 month waiting period for new born baby
* Waiver of pre-existing diseases exclusion clause and other waiting periods
* Room rent subject to a defined limit
* Dental treatment arising from injury which requires hospitalization
* Ambulance services
* 30 days pre-and 60 days post-hospitalization expenses incurred on an outpatient basis
* Psychiatric treatment on an in-patient basis

Add-on “New Age” hospitalization covers can include oral chemotherapy, Avastin/Lucentis/Macugen injections, Robotic surgery, Bariatric surgery, and Lasik surgery, among many others.

Employers with Diversity & Inclusion goals can have a domestic partner included in the plan. They can include benefits such as surrogate coverage, fertility/infertility treatment, gender reassignment surgery, and HIV/AIDS treatment.

Outpatient, dental, and vision benefits are offered by less than 10 percent of employers.

Outpatient benefits can include consultations, prescription medicines, diagnostics, vaccinations for adults and children, annual health check-ups, physiotherapy, and outpatient mental health counselling. This benefit can be customized.

Dental benefits usually include filling, scaling, and root canal. This benefit can be customized and expanded to include preventative as well as orthodontic treatment.

Vision benefits include examination by an ophthalmologist and the cost of either spectacle lenses or contact lenses. Frames are not covered. A few leading employers also cover corrective Lasik surgery.

**Group Personal Accident Insurance**

Over 80 percent of employers provide a fully-funded group personal accident policy. The plan covers accidental death, permanent total disability (TPD), permanent partial disability (PPD), double dismemberment (DM), temporary total disability (TTD: weekly partial income replacement up to 104 weeks), accident-related medical expenses, home and vehicle modification, child education expenses, funeral expenses, and other benefits.

This benefit is offered either as a fixed amount, on a graded basis, or as a multiple of salary, usually 2x to 3x annual salary.

**Group Term Life Insurance**

Over 80 percent of employers offer a fully-funded group term life policy. This benefit is provided either as a fixed amount, on a graded basis, or as a multiple of salary, usually 2x to 3x annual salary. Some add Critical Illness (CI) as a rider. This benefit can be given either on an Accelerated basis which reduces the Sum Assured (SA) available for the death benefit or on an additional basis as a separate limit over the GTL SA.

**Pensions/Retirement**

The Pension system in India has two pillars.

The first pillar is the Employees’ Pension Fund (1st Pillar), which is funded through the mandatory employer contribution to the Employees’ Provident Fund: 8.33 percent (INR 1,249.50) of the 12 percent employer contribution, subject to a Basic salary cap of INR 15,000 per month, is allocated to the Employees’ Pension and the remainder to the Employees’ Provident Fund.

The second pillar is purely voluntary and is comprised of Superannuation Funds, which the employer sets up through the establishment of a Trust with Trust Deed and Rules. The second pillar also includes the National Pension Scheme, which requires an employer to set up a Tier 1 account under NPS but does not require Trust formation to facilitate employer and employee contributions. An employer can set up either or both.

Superannuation funds usually restrict membership to senior employees, but some companies may provide this benefit for other grades of staff depending on defined factors. Employers may contribute up to 15% of Basic Salary + Dearness Allowance to a Superannuation Fund. Employer contribution above INR 150,000 is taxable to the employee. Employees typically do not contribute to Superannuation. Due to the ease of participating in the National Pension Scheme and the better tax treatment, this new program has become the preferred way for employers to facilitate pension savings.

The National Pension Scheme (NPS) is a voluntary, portable scheme that permits employees to contribute up to 10 percent of monthly Basic Salary to the NPS Tier 1 account, with no cap. Employee contributions are tax-exempt at the time of contribution, on returns, and on 60% of withdrawal at retirement; early withdrawals are not permitted with some exceptions. Employees may contribute another INR 50,000 per month towards the Tier 1 account and claim an additional exemption under Section 80 C of the Income Tax Act. However, employee contributions to their individual Tier 2 accounts, which permit discretionary withdrawals, are not tax-exempt.

Employee Perks

Employers offer various fringe employee benefits in India to the staff since the labor market is quite competitive.

The IT industry, Banking, and Financial Services, and Consulting, where competition for talent can be fierce, tend to constantly innovate on upping the ante on perks.

We head the list below with some of the most common perks:

Subsidized transportation is offered in cities that now have better connectivity with the new metros; prior to the metro system having been built, employers had to provide cabs to bring employees to work and take them back home. Last-mile connectivity is still a problem in most cities, and employers in the BPO and tech sectors usually provide some transport, especially for women working the night shift.

Company cars are provided to employees by about two-thirds of employers. This benefit is usually offered to senior management or employees in a sales role. It is also common to provide a paid chauffeur.

Subsidized cafeterias have long been a part of employers’ offerings. Subsidized cafeterias and free snacks ensure employees have everything they need to get through long workdays without worrying about at least one meal a day. This benefit is common with larger employers and particularly in industrial facilities and in BPOs and tech companies. Food is provided at a subsidized rate and can include two meals or a meal and a snack. Employers may also offer meal vouchers instead of a canteen.

Meal Allowance is a typical benefit due to its tax advantages to the employee. The current tax-free limit is up to INR 50 per day if the employee chooses to continue with allowances as per the old tax regime. No meal allowance is available if an employee chooses a flat deduction under the new tax regime. Where an employee can provide a subsidized cafeteria, meal vouchers may be less common.

Education Assistance Partial or full education reimbursement after successfully completing a course/program, especially if it is related to one’s work, is provided by some employers.

Internet and Mobile Phone Reimbursement Tech and other white-collar employees may be offered a specified internet or mobile phone reimbursement if they work from home or use their device for professional calls. About two-thirds of employers provide mobile connection, and about half pay for a handset.

Voluntary Benefits Large and mid-sized employers will often provide employees with a range of voluntary insurance benefits such as health, life, accident, or homeowners insurance that can be provided at rates negotiated by the employer.

Flexible Benefits Employees can select several types of benefits from a menu. About 29% of employers offer modular flex or flexible benefits to accommodate employees’ need for individualized benefits.

Marketplace Employers are providing online marketplaces which offer discounted products and services to employees. These can be part of a flexible benefits program or can be offered on a stand-alone basis.

Loans About 20% of employers offer loans for housing, automobile purchase, education, marriage, medical expenses, and other necessities. However, changes in tax structure and easier market access to loans may make these less attractive.

Recognition & Awards Most employers offer rewards and recognition programs to recognize star performers.

Service Awards Employers offer jubilee awards on designated tenure anniversaries and upon retirement.

Company credit cards Corporate credit cards may be offered to senior management, especially those who travel extensively on business.

Well-being Wellness encompasses many support systems provided by the employer. The list is continually expanding to include:

Mental Health Support

Financial Literacy

Spiritual Growth

On-site health check-ups and vaccination camps are typical among over 50% of our clients.

Health coaches for high-risk employees and family members (e.g., to remind them to take medicines or exercise or stick to a diet) are critical to the success of Wellness initiatives.

Preventative health programs have become more common, with more employers providing on-site annual flu vaccinations and vaccination coverage for children. Around Women’s Day, many employers organize programs on cervical cancer, including discounts on cervical cancer vaccinations. Healthy Mother/Pregnancy Programs are offered to support mothers-to-be in maintaining good health throughout their pregnancy and be better prepared to choose a natural delivery over a scheduled Caesarian delivery, which can lead to more complications.

Sleeping and meditation rooms, desk-side neck, and shoulder massage to support employees in getting needed rest and relaxation.

Recreational areas within the office/campus – indoor and outdoor sports facilities including a gym, computer gaming rooms, table tennis, pool/billiards – are standard offerings.

Subsidized gym membership is aligned with Wellness goals. New national fitness chains have emerged all over the country. They provide electronic ID cards that track attendance; thus, employers can easily track utilization to see whether their benefit is being used.

EAPs have been in the market for many years. Both MNC and Indian EAP vendors provide a wide range of services through personal consultations and online modes. Employers consider it essential to support their employees’ access to mental and emotional health programs.

Telemedicine The pandemic has forced most employers to consider offering telemedicine as employees wish to avoid going to hospitals or other healthcare providers.

Fun Activities – Discount movie tickets, shopping vouchers, and dining cards keep employees engaged outside working hours. If those aren’t enough, special screenings of Hollywood and Bollywood movies, theme days, rock band performances, and team outings to major sports events all add excitement to an employees’ life.

Various in-house clubs – Includes LGBTQ+ clubs and opportunities to engage in hobbies during working hours at the office allow employees to pursue their passions and other life purposes. The employee is seen as a whole person with multiple interests whose pursuits nourish her soul and enable her to devote herself to her work fully.

Additional paid leaves – For birthdays, anniversaries, other special days with gifts such as paid dinner are seen as a “best in class” practice. Bereavement leave can also be included.

Parental Leave – Outside of mandatory Maternity Leave, parental leave is not prevalent, but some leading employers provide up to 6 months of parental leave. A Paternity Benefits Bill, 2017, proposes to offer 15 days of paternity leave. Close to 50% of organizations offer some paternity leave.

Family Care Leave – About 29% of employers provide paid family care leave; 43 provide unpaid leave; and 29% provide a combination of paid and unpaid leaves (Source: Mercer Global Parent Leave India 2018)

Additional paid leaves – For birthdays, anniversaries, other special days with gifts such as paid dinner thrown in are seen as a “best in class” practice.

Housing Senior executives may be given paid housing, especially in major metros like Mumbai, where housing is scarce and expensive.

Relocation Allowance The cost of moving household goods, train or airfare for the employee and family, and temporary stay in a hotel are reimbursed up to a specified amount

Parent Day Care Leading employers offer parent daycare or home visits by health care workers to support parents who need medical attention.

Various in-house clubs, including LGBTQ+ clubs, and opportunities to engage in hobbies during working hours at the office allow employees to pursue their passions.

In-house crèche for children up to age 6 years is mandatory under the Maternity Benefits (Amendment) Act and state-level guidelines pertaining to it. The Paternity Benefits Bill proposes the same benefit for working fathers. Leading employers will likely make this facility (either on-site or off-site) available to both female and male staff, even if the Paternity Bill is not enacted. Doing so will tick off the statutory compliance box and the “best in class” employer box. It will also be non-discriminatory and nudge equality in parenting responsibilities.

Retiree health insurance policy, paid for by the employee, is valued by the older population because obtaining comprehensive coverage that includes pre-existing conditions post-middle-age is challenging.

Surrogacy and adoption benefits/infertility counseling are becoming more important to employees who have postponed having children in part to focus on their careers. These benefits are increasingly being offered by leading employers who offer these benefits at the Corporate Office level.

Work from Home COVID-19 has accelerated the option of telecommuting or working from home. Employers provide various WFH enablers such as Internet reimbursement, office desks and chairs, occasional pick-me-up gift hampers, ergonomics consultations, and other benefits.

Flexible working arrangements: working hours, place of work, type of work, intensity (how much work is to be done) are all new experiments to accommodate a workforce that wants and needs the flexibility to fulfill other responsibilities, such as child and parental care.

Clearly, the trend is for employers to consider every request from employees as a potential opportunity to stand out as a market leader in offering innovative benefits. They are more willing to invest time with their consultant to understand whether and how a particular new benefit could be offered. phone charges.

## TYPES OF EMPLOYEE BENEFITS

1. Rewards and discounts

Employees, especially millennials and Generation Z, love perks that give a sense of a particular lifestyle. Indeed, 80 per cent of workers prefer those kinds of benefits over a pay raise. During the pandemic, it is even more significant to have perks that allow employees digital access via online catalogues.

2. Affordable healthcare

Health matters, and today, human well-being is a hot topic, which is why you should offer a generous health insurance plan and reduced prescription drug costs for your employees. This benefit becomes one of the crucial employee benefits after the outbreak of COVID-19.

3. Student loan repayment plan

Another benefit that we added to the list of employee benefits list is the student loan. Student loans are one of the worst pains for every young adult trying to build an independent life. If you decide to set up a student loan repayment program, you will make a big difference in the worker's life and help them have a clean slate.

4. Care gifts

Everyone loves personalized presents that show genuine care and recognition that goes beyond standard perks. In an era of remote work and social distancing, such gifts will encourage a sense of connection and belonging. Therefore, consider care gifts made of healthy snacks, natural cosmetics, and environment-friendly products.

5. In-house professional growth and development

Most people dream of starting from low positions and later climbing the ladders due to their exceptional skills and hard work. Offer training programs that can make that dream a reality and nurture in-house employee development that can also save you from hiring costs and additional onboarding training.

6. Free (E)books

Since the early days of the pandemic, many people have found comfort in reading and escaping from an uncertain reality to a fantasy realm. Whether your employees are avid readers or you want to entice their reading skills and knowledge, collaborate with bookstores to allow free book delivery and e-book downloads.

7. Appreciation programs

Employees need to feel that their work is cherished and recognized more than ever. The virtual setting can make them feel disconnected and unimportant. Offer a virtual appreciation program to express gratitude and value for your team members.

8. Team gatherings

Employee benefits can be achieved by gathering all. Although complying with the social distancing measures is preventing us from close human contact and interactions, you can still ensure that employees get together by organizing online team buildings, coffee time, and entertaining ice-breakers.

9. Equipment support

No matter the job description, remote work may require amenities that not every employee has. Show your understanding and care by providing all your staff with the necessary free equipment and delivery. Thus, consider reimbursing their connectivity charges to alleviate their finances.

10. Learning opportunities

Having to spend most of the time at home where their private and work life collides can be tiring and depressing for the employees. Introduce joy and novelty into their lives by providing them with free online courses and workshops on a topic of their choice.

11. Wellness benefits

As stated earlier, well-being and wellness are this year's top priorities, and your employee benefits shouldn't overlook that fact. Ensure that your workers can lead healthy lifestyles by creating an online hire wellness platform that assigns various health challenges and tasks to the users to boost their physical activity. Thus, you can gift them with yoga and massage coupons or a wellness swag bag once the situation allows.

12. Gym membership

Although going to the gym might not go well with the current restrictive measures, consider early New Year gifts that will ensure your employees have a free gym membership in the new year.

13. Childcare and family member's benefits

No matter how much they love their work, family and kids are probably on top of the list of your staff. Show that you care too and extend the perks to their family members by allowing additional free days for spending time with them or paying for online classes for the kids.

14. Entertainment subscriptions

No, it is not silly to gift your employees with free access to Netflix or Amazon. It is not enough to only cover the health and learning perks; make sure that your staff can have fun too through a monthly subscription to entertainment platforms.

15. Home services

Work-life balance is endangered as remote work interferes with private time. Make it easier for them by providing them with free services, such as grocery delivery, cleaning, or laundry. According to Maid Sailors NYC Office Cleaning "There's sudden growth for companies availing personal cleaning services for their employees working at home. Many organizations believe that providing employees with a hand to have a clean workspace at home can help them be more productive and efficient."

16. Paid sick days

Employees often fear getting sick because they might lose work, or their boss might perceive them as weak or avoidant. That fear is especially present with a widespread virus. Hence, implement paid sick days that also cover mental distress. In addition, it would be easier for employees to manage their paid sick days if you use a PTO tracking software to streamline the application, approval status, and tracking of PTO, vacation, or sick leave balance.

17. Retirement plan

Many employees, especially the young ones, fear the future due to uncertain pensions and finances. By introducing precise and transparent retirement plans, you will help them have peace of mind and plan their future with more ease.

18. Flexible schedules

Telework can be confusing as it is hard to draw a clear line between playtime and work time. Hires might feel guilty if they are not working all the time. Consider allowing employees to choose their schedules and tailor them to their personal lives, which

19. Tuition help plan

Many hard-working young professionals work and study at the same time. Applaud their ambition and goals by introducing tuition reimbursement.

20. Pet insurance

Furry friends are not only pets anymore; in modern society, they are family members. But they can be quite expensive. Support the animal lovers in your team by offering pet insurance and gifts.

**THEORITICAL FRAMEWORK**

The term “performance appraisal” refers to the regular review of an employee’s job performance and overall contribution to a company. Also known as an annual review, performance review or evaluation, or employee appraisal, a performance appraisal evaluates an employee’s skills, achievements, and growth, or lack thereof.

Companies use performance appraisals to give employees big-picture feedback on their work and to justify pay increases and bonuses, as well as [termination](https://www.investopedia.com/terms/t/termination-employment.asp) decisions. They can be conducted at any given time but tend to be annual, semiannual, or quarterly.

* A performance appraisal is a regular review of an employee’s job performance and contribution to a company.
* Performance appraisals are also called annual reviews, performance reviews or evaluations, or employee appraisals.
* Companies use performance appraisals to determine which employees have contributed the most to the company’s growth, review progress, and reward high-achieving workers.
* Although there are many different kinds of performance reviews, the most common is a top-down review in which a manager reviews their direct report.
* Employees who believe that the evaluation’s construction isn’t reflective of their company’s culture may feel dissatisfied with the appraisal process.

Performance appraisals are usually designed by [human resources (HR)](https://www.investopedia.com/terms/h/humanresources.asp) departments as a way for employees to develop in their careers. They provide individuals with feedback on their job performance, ensuringthat employees are managing and meeting the goals expected of them and giving them guidance on how to reach those goals if they fall short.

Because companies have a limited pool of funds from which to award incentives, such as raises and [bonuses](https://www.investopedia.com/terms/p/performance-bonus.asp), performance appraisals help determine how to allocate those funds. They provide a way for companies to determine which employees have contributed the most to the company’s growth so that companies can reward their top-performing employees accordingly.

Performance appraisals also help employees and their [managers create a plan](https://www.investopedia.com/terms/p/performance-management.asp) for employee development through additional training and increased responsibilities, as well as to identify ways that the employee can improve and move forward in their career.

Ideally, the performance appraisal is not the only time during the year that managers and employees communicate about the employee’s contributions. More frequent conversations help keep everyone on the same page, develop stronger relationships between employees and managers, and make annual reviews less stressful.

# A performance appraisal is a systematic and periodic process of measuring an individual’s work performance against the established requirements of the job. It’s a subjective evaluation of the employee’s strengths and weaknesses, relative worth to the organization, and future development potential.

Performance appraisals are also called performance evaluations, [performance reviews](https://www.simplilearn.com/skills-training-for-performance-management-article), development discussions, or employee appraisals.

If you conduct a successful performance appraisal, you can get a handle on what the employee does best and identify areas that require improvement. Appraisals also come in handy for deciding how to fill new positions in the company structure with existing employees.

The term “Performance Appraisal” generally causes anxiety among employees, which definitely should not be the case. You really do not have to worry about your appraisal if you have worked hard throughout the year.

There is definitely a certain way appraisals need to be communicated among employees. There are organizations where management tends to create unnecessary hype about performance appraisal. In such a scenario, trust me, employees think only about their appraisals and find it extremely difficult to concentrate on their routine affairs. The appraisal process certainly should not disturb your daily schedule.

Let us understand how performance appraisal needs to be communicated among employees.

The rating procedure, appraisal form or any other related information ought to be sent to each and every individual separately. Do not mark a common mail to everyone. If you do not want to take the pain of sending separate mails to everyone, create a common login id where each and every individual can register using their passwords and pull out the appraisal form. The appraisal form generally has information about employee’s designation, grade, level in the hierarchy, responsibilities and thus must be kept confidential.

Counselling needs to be done on a one on one basis. Address their queries, confusions in private. Remember, appraisal is a very sensitive subject and should be handled gracefully. Call the employees one by one either in your cabin or conference room and try to find out if they need any help or guidance. Trust me, if you call them in a group, they would never open up. It is unethical to discuss one’s performance or salary in public.

Once the appraisals are done, communicating the same to the employees is another big challenge. The increment letters or appraisal letters should be handed over to the employees either by the functional head or human resource team personally.Do not ask your office peon to distribute the letters. Trust me, it is very insulting. You are not doing any charity. It is their right.

Employee attrition is one of the major problems faced by organizations after performance appraisal. Employees who work only for money quit after a salary hike to negotiate further with any other organization. Individuals who do not get satisfactory appraisal in any case get demotivated and look for a change. Any employee who does not agree to his/her appraisal or feel has not got what he/she deserves needs to be addressed at the earliest. Sit with the individual concerned and try to make him/her understand as to why he/she has got a certain rating. Employees cannot always be wrong. If you feel, an employee deserves slightly more than what he has got, kindly reconsider your decision. Remember, it is always better to give a decent salary hike to talented employees than losing them. After all, if they leave, you in any case have to spend time and energy searching for a replacement.

Employees need to be motivated after their appraisals. Congratulate each and every one irrespective of their salary hike or promotion. Appreciate everyone for being consistent and most importantly loyal towards the organization. Make sure no one feels left out. Sit with them, give them new realistic targets and guide them as to how can they work together, come out with more innovative ideas and show better performances in the years to come.

Performance appraisal should not be the only method to evaluate or acknowledge employee’s performance. Do not be rude to employees who did not perform well. It is absolutely okay to handhold them and give a second chance.

## A performance appraisal is also referred to as performance evaluation, performance review or employee appraisal. All companies use performance appraisals to discover which employees have contributed the most to the company’s growth, review progress, and reward high-achieving workers.

## Employee Performance Appraisal

The employee performance appraisal process is crucial for organizations to boost employee productivity and improve their outcomes. Performance appraisals are an annual process where an employee’s performance and productivity is evaluated against a predetermined set of objectives.

[Performance management](https://kissflow.com/hr/performance-management/performance-management-guide/) is super important, not only because it is the determining factor in an employee’s wage rise and promotion but also because it can evaluate an employee’s skills, strengths, and shortcomings accurately.

However, the performance appraisal is rarely put to good use since existing performance appraisal methods fail to internalize employee performance results. To prevent performance appraisals from becoming nothing more than empty buzzwords, HR managers need to revamp their existing process and try implementing one of the six modern performance appraisal methods that are listed below.

**The Types of Performance Appraisals**

Performance appraisals can be broken down into four distinct significant types:

* The 360-Degree Appraisal: The manager gathers information on the employee’s performance, typically by questionnaire, from supervisors, co-workers, group members, and self-assessment.
* Negotiated Appraisal: This type of appraisal uses a mediator to help evaluate the employee’s performance, with a greater emphasis on the better parts of the employee’s performance.
* Peer Assessment: The team members, workgroup, and co-workers are responsible for rating the employee’s performance.
* Self-Assessment: The employees rate themselves in categories such as work behavior, attitude, and job performance.

Note that some organizations use several appraisal types during the same review. For instance, a manager could consult with the employee’s peers and assign a self-assessment to the employee. It doesn’t have to be a case of either/or.

## The Methods of Performance Appraisals

[Performance appraisals](https://www.simplilearn.com/appraisal-questions-to-prepare-for-performance-review-article) come in many forms. Managers and human resources staff responsible for these appraisals need to choose the best methods based on the size of their organization and what sorts of responsibilities the employees fulfill.

Methods of performance appraisals include:

* 720-Degree feedback: You could say that this method doubles what you would get from the 360-degree feedback! The 720-degree feedback method collects information not only from within the organization but also from the outside, from customers, investors, suppliers, and other financial-related groups.
* The Assessment Center Method: This method consists of exercises conducted at the company's designated assessment center, including computer simulations, discussions, role-playing, and other methods. Employees are evaluated based on communication skills, confidence, emotional intelligence, mental alertness, and administrative abilities. The rater observes the proceedings and then evaluates the employee's performance at the end.
* Behaviorally Anchored Rating Scale (BARS): This appraisal measures the employee’s performance by comparing it with specific established behavior examples. Each example has a rating to help collect the data.
* Checklist Method: This simple method consists of a checklist with a series of questions that have yes/no answers for different traits.
* Critical Incidents Method: Critical incidents could be good or bad. In either case, the supervisor takes the employee’s critical behavior into account.
* Customer/Client Reviews: This method fits best for employees who offer goods and services to customers. The manager asks clients and customers for feedback, especially how they perceive the employee and, by extension, the business.
* Field Review Method: An HR department or corporate office representative conducts the employee's performance evaluation.
* Forced Choice Method: This method is usually a series of prepared True/False questions.
* General Performance Appraisal: This method involves continuous interaction between the manager and the employee, including setting goals and seeing how they are met.
* Human Resource Accounting Method: Alternately called the “accounting method” or “cost accounting method,” this method looks at the monetary value the employee brings to the company. It also includes the company’s cost to retain the employee.
* Management By Objective (MBO): This process involves the employee and manager working as a team to identify goals for the former to work on. Once the goals are established, both parties discuss the progress the employee is making to meet those goals. This process concludes with the manager evaluating whether the employee achieved the goal.
* Performance Tests and Observations: This method consists of an oral test that measures employees' skills and knowledge in their respective fields. Sometimes, the tester poses a challenge to the employee and has them demonstrate their skills in solving the problem.
* Project Evaluation Review: This method involves appraising team members at the end of every project, not the end of the business year.
* Ratings Scales: These ratings measure dependability, initiative, attitude, etc., ranging from Excellent to Poor or some similar scale. These results are used to calculate the employee's overall performance.

## The Objectives of a Performance Appraisal

Although we've already mentioned some of the objectives and methods of performance appraisals, let's clearly delineate them in their easy-to-understand section. First, a performance appraisal aims to:

* Provide helpful information to help make decisions regarding transfers, promotions, terminations, etc.
* Supply the necessary data to identify [employee training and development](https://www.simplilearn.com/how-to-measure-effectiveness-corporate-training-article) program requirements.
* Help make confirmation/acceptance decisions regarding employees who have completed a probationary period.
* Help make decisions regarding raising an employee's salary, offering incentives, or changing variable pay.
* Clarify expectations and facilitate communication between managers and subordinates.
* Help employees realize their whole potential performance level.
* Collect relevant employee data and keep the records for various future organizational purposes.

**The Benefits of Performance Appraisals**

Here is a list of advantages that performance appraisals bring to the table:

* They help supervisors plan promotions for solid, performing employees and dismiss inefficient workers.
* They help the organization decide how to compensate the employees best. Also, companies can use performance appraisal records to help determine extra benefits and allowances.
* They can call attention to employee w eaknesses and help set up training programs in-house.
* The performance appraisals can help make changes in the selection process which inevitably help hire better employees.
* Performance reviews effectively communicate the employee's performance status and provide a great way to give feedback on how the employee is doing at their job.
* Performance evaluations are a great motivational tool, providing a snapshot of the employee's efficiency. This snapshot, in turn, can incentivize the individual to improve their performance.

### Advantages of Performance Appraisal

It is said that performance appraisal is an investment for the company which can be justified by following advantages:

1. Promotion: Performance Appraisal helps the supervisors to chalk out the promotion programmes for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.
2. Compensation: Performance Appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which includes bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority.
3. Employees Development: The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes. It helps to analyse strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programmes.
4. Selection Validation: Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure. The supervisors come to know the validity and thereby the strengths and weaknesses of selection procedure. Future changes in selection methods can be made in this regard.
5. Communication: For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication can be sought for in the following ways:
   1. Through performance appraisal, the employers can understand and accept skills of subordinates.
   2. The subordinates can also understand and create a trust and confidence in superiors.
   3. It also helps in maintaining cordial and congenial labour management relationship.
   4. It develops the spirit of work and boosts the morale of employees.

All the above factors ensure effective communication.

1. Motivation: Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person’s efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future.

# Performance Appraisal Tools and Techniques

Following are the tools used by the organizations for Performance Appraisals of their employees.

|  |  |
| --- | --- |
|  | 1. Ranking 2. Paired Comparison 3. Forced Distribution 4. Confidential Report 5. Essay Evaluation 6. Critical Incident 7. Checklists 8. Graphic Rating Scale 9. BARS 10. Forced Choice Method 11. MBO 12. Field Review Technique 13. Performance Test |

# Importance of Performance Appraisals

People work in organizations for monetary and nonmonetary reasons. While monetarily, employees look forward to increasing pay and perks, they also look for job satisfaction and fulfillment in their jobs. Thus, the motivators that determine whether a particular employee would stick to the job or leave the organization are based on the monetary and nonmonetary incentives.

For instance, monetarily, they might be expecting a pay rise every year in addition to healthy bonuses. In the same manner, they expect recognition for their work as well as job satisfaction through challenging assignments. As all these aspects are determined during the appraisal process where not only the pay and perks but also the chances for promotion and being given more fulfilling work are decided.

Thus, it is clear that performance appraisals must be taken seriously in addition to being accorded the importance they deserve. Indeed, performance appraisals can be thought of the most important time in an employee’s stint with the organization and hence, they must also be conducted with care and caution.

In addition, given the fact that managers also share feedback, performance appraisals can be occasions for letting the employee know where they are doing well and which aspects they need to improve their performance.

## How to Conduct Performance Appraisals Professionally

Given these aspects, performance appraisals must be conducted with care and caution. While good reviews and top performers usually have a pleasant discussion with their managers, it is the middle ranked employees who often lead to the most intense and difficult discussions. Indeed, while those at the bottom would have been expecting such reviews or have resigned themselves to their fates (literally as well as figuratively), it is the employees who expect their reviews to reflect their performance in the top bracket but, instead are rated near the top or in the middle who often pose challenges for the managers and the HR managers.

This is the reason why managers often budget quite some time for such reviews where they need to convince the employees ranked near the top or in the middle that their ratings are warranted and justified.

Indeed, such reviews often stretch into multiple rounds because the concerned employees need much persuasion and convincing to make them agree and consent to the final rating. Also, sometimes, such reviews often turn bitter and personal, and this is the reason why some HR managers often make it a point to be present during such reviews to avoid unpleasant situations from developing.

Above all, our advice to both the employees and their managers is to ensure that such discussions do not become bitter or personal and it is better to keep such meetings professional and pleasant irrespective of whether the employees and the managers are “on the same page” in terms of the contents of the reviews as well as the ratings.

To conclude, performance appraisals form a crucial and critical part of the employee experience and hence, it is better to conduct them as professionally and as diligently as possible.

### DATA ANALYSIS AND INTERPRETATION

**Data Analysis**

Data analysis has been done by arranging the data in a simple table form and percentages are calculated. The quantitative data has been represented by drawing out the charts where ever necessary.

Data interpretation is the process of reviewing data and arriving at relevant conclusions using various analytical methods. Data analysis assists researchers in categorizing, manipulating, and summarizing data to answer critical questions.

Data analysis is defined as a process of cleaning, transforming, and modeling data to discover useful information for business decisionmaking. The purpose of Data Analysis is to extract useful information from data and taking the decision based upon the data analysis.

The Data Analysis Process is nothing but gathering information by using a proper application or tool which allows you to explore the data and find a pattern in it. Based on that information and data, you can make decisions, or you can get ultimate conclusions.

Data Analysis consists of the following phases:

• Data Requirement Gathering

• Data Collection

• Data Cleaning

• Data Analysis

• Data Interpretation

• Data Visualization

## Data Interpretation

Data interpretation is the process of reviewing data through some predefined processes which will help assign some meaning to the data and arrive at a relevant conclusion. It involves taking the result of data analysis. Data analysis is the process of ordering, categorizing, manipulating, and summarizing data to obtain answers to research questions. It is usually the first step taken towards data interpretation.

It is evident that the interpretation of data is very important, and as such needs to be done properly. Therefore, researchers have identified some data interpretation methods to aid this process.

1. Do you think performance appraisal is needed in a company?

(a ) YES

(b) NO

Table.5.1.1

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | YES | 80 | 100 |
| 2 | NO | 0 | 0 |
|  | TOTAL | 80 | 100 |

Graph.5.2.1

### INTERPRETATION:

To above question, almost 100% of the employees thought that the performance appraisal is needed in a company.

2) Performance appraisal rating is used to

* 1. Identify areas of improvement
  2. Identifying quality for unit of work
  3. Set performance target
  4. All the above

Table.5.1.2

|  |  |  |  |
| --- | --- | --- | --- |
| s.no | **Options** | **No. of Responses** | **Percentage** |
| 1 | Identify areas of  Improvement | 22 | 28 |
| 2 | Identify areas of training  & development | 39 | 48 |
| 3 | Set performance target | 6 | 8 |
| 4 | All the above | 13 | 16 |
|  | Total | 80 | 100 |

Graph.5.2.2

### INTERPRETATION:

About the useful of Performance appraisal system, 28% have said that appraisal system helped them to identify areas of improvement, to 48% it helped in identifying training & development needs, to 8% it helped in setting performance targets and to 16% it was helpful in all the above areas.

3. In your experience the outstanding Performance of an employee is due to:

(a) Actual Performance

(b) Qualification

(c) Experience

(d) All the above

Table.5.1.3

|  |  |  |  |
| --- | --- | --- | --- |
| s.no | **Options** | **No. of Responses** | **Percentage** |
| 1 | Actual Performance | 22 | 28 |
| 2 | Qualification | 0 | 0 |
| 3 | Experience | 42 | 52 |
| 4 | All the above | 16 | 20 |
|  | Total | 80 | 100 |

Graph.5.2.3

### INTERPRETATION:

Above 28% of the employees responded that the outstanding Performance appraisal is due to Actual Performance, 52% of the employees is due to Experience and 20% of the employees is due to all the above.

4. Do you think that a good workman gets motivated with frequent Performance appraisal? Is conducted?

(a) YES

(b) NO

Table.5.1.4

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of**  **Responses** | **Percentage** |
| 1 | YES | 70 | 88 |
| 2 | NO | 10 | 12 |
|  | TOTAL | 80 | 100 |

Graph.5.2.4

### INTERPRETATION:

A majority of 88% of the employees said that a good workman gets motivated with frequent Performance Appraisal and 12% of the employees are not satisfied with above.

5. What are the factors taken into consideration while appraising an individual?

(a) Interpersonal effectiveness

(b) Team building skills

(c) Self motivate skills

(d) leadership

Table.5.1.5

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | Interpersonal  Effectiveness | 18 | 22 |
| 2 | Teambuilding skills | 21 | 26 |
| 3 | Self motivate skills | 35 | 44 |
| 4 | Leadership | 6 | 8 |
|  | Total | 80 | 100 |

Graph.5.2.5

### INTERPRETATION:

8

About 22% of employees considered interpersonal effectiveness while appraising an individual, 26% of employees considered Teambuilding skills, 22% of employees considered self motivate skills and 8% of employees considered Leadership. By this we can say these are the factors taken into consideration while appraising an individual.

6. In your opinion an employee should be:

(a) Effective

(b) Moderate

(c) Both A & B

Table.5.1.6

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | Effective | 64 | 80 |
| 2 | Moderate | 0 | 0 |
| 3 | Both A & B | 16 | 20 |
|  | Total | 80 | 100 |

Graph.5.2.6

### INTERPRETATION:

About 80% of the employees opinion is that the employee should be effective and rest 20% of the employees opinion is that the employee should be effective and moderate.

7. Which method you are using for evaluating Performance?

(a) MBO

(b) 360 degree appraisal

(c) Assessment centre

(d) BARS

(e) Any other

Table.5.1.7

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | Mgmt By Objects | 38 | 48 |
| 2 | 360 degree appraisal | 19 | 24 |
| 3 | Assessment centre | 6 | 8 |
| 4 | BARS | 10 | 12 |
| 5 | Any other | 6 | 8 |
|  | Total | 80 | 100 |

Graph.5.2.7

### INTERPRETATION:

About 48% of the employees using Mgmt by objects method for evaluating Performance, 24% of the employees using 360 degree appraisal, 8% of the employees using Assessment centre, 12% of the employees using BARS, 8% of the employees using other method.

8. Is Appraisal process expensive and time consuming?

(a) YES (b) NO

Table.5.1.8

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | YES | 51 | 64 |
| 2 | NO | 29 | 36 |
|  | Total | 80 | 100 |

Graph.5.2.8

### INTERPRETATION:

About 64% of the respondents said that the performance appraisal is expensive and time consuming. And 36% of the respondents said that the Performance appraisal is not expensive and time consuming.

9. Do you agree with the assessment of your reviewing/reporting officers?

(a) Agree

(b) Disagree

Table.5.1.9

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | Agree | 74 | 92 |
| 2 | Disagree | 6 | 8 |
|  | Total | 80 | 100 |

Graph.5.2.9

### INTERPRETATION:

Majority of 92% of the employees responded that reporting officer was good at grading the performance. Nearly 8% were disagreeing his duties as per the guidelines laid down.

10. Do you want any change in frequent between the appraisals?

(a) YES

(b) NO

Table.5.1.10

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | YES | 58 | 72 |
| 2 | NO | 22 | 28 |
|  | Total | 80 | 100 |

Graph.5.2.10

### INTERPRETATION:

About 72% of the employees want to change in frequent between the appraisals. And 28% of the employees don‘t want to change between the appraisals.

11. Have you been able to express all difficulties & problems which you have been facing Regarding your job & achievement of your performance area?

(a) YES

(b) NO

Table.5.1.11

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | YES | 80 | 100 |
| 2 | NO | 0 | 0 |
|  | Total | 80 | 100 |

Graph.5.2.11

### INTERPRETATION:

About 100% of the employees are able to express all difficulties & problems which they have been facing regarding their job.

12. Frequency at which merit rating/Performance appraisal is conducted?

(a) 1year

(b) 2years

(c) half yearly

(d) Quarterly

Table.5.1.12

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | 1YEAR | 29 | 36 |
| 2 | 2YEARS | 0 | 0 |
| 3 | HALF YEARLY | 42 | 52 |
| 4 | QUATERTLY | 10 | 12 |
|  | TOTAL | 80 | 100 |

Graph.5.2.12

### INTERPRETATION:

About 36% of the employees conducted merit rating/performance appraisal at the frequency 1year, 52% of the employees conducted at half yearly,12% of the employees conducted at quarterly.

13. Are you satisfied with present Performance appraisal system?

(a) YES

(b) NO

Table.5.1.13

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | YES | 51 | 64 |
| 2 | NO | 29 | 36 |
|  | TOTAL | 80 | 100 |

Graph.5.2.13

### INTERPRETATION:

About 64% of the employees were satisfied with present Performance appraisal system. Rest 36% of the employees was not satisfied with present system.

14. The appraisal is an opportunity for self review & reflection?

(a) YES

(b) NO

Table.5.1.14

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | YES | 64 | 80 |
| 2 | NO | 16 | 20 |
|  | TOTAL | 80 | 100 |

Graph.5.2.14

### INTERPRETATION:

About 80% of the respondents have agreed that its an opportunity to review themselves. About 20% of them said that it does not help them in reviewing themselves.

15. Do you think the reward system is fair and adequate?

(a) YES

(b) NO

Table.5.1.15

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | YES | 58 | 72 |
| 2 | NO | 22 | 28 |
|  | TOTAL | 80 | 100 |

Graph.5.2.15

### INTERPRETATION:

About 72% said that the reward system is fair and adequate and 28% responded that it is not fair.

16. Do you have a good relationship with appraiser after Performance appraisal?

(a) YES

(b) NO

Table.5.1.16

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | YES | 77 | 96 |
| 2 | NO | 3 | 4 |
|  | TOTAL | 80 | 100 |

Graph.5.2.16

### INTERPRETATION:

A Majority 96% of the respondents have the good relationship with appraiser after Performance appraisal. Rest 4% of the respondents is not having a good relationship with appraiser after Performance appraisal.

17. Do you feel Performance appraisal promote you?

(a) YES

(b) NO

Table.5.1.17

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | YES | 61 | 76 |
| 2 | NO | 19 | 24 |
|  | TOTAL | 80 | 100 |

Graph.5.2.17

### INTERPRETATION:

About 76% of the respondents feel that the Performance appraisal can promote the employee. Remaining 24% of the respondents are not agreed with the above sentence.

18. In your opinion PIDS is necessary?

(a) YES

(b) NO

Table.5.1.18

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | YES | 77 | 96 |
| 2 | NO | 3 | 4 |
|  | TOTAL | 80 | 100 |

Graph.5.2.18

### INTERPRETATION:

Majority of 96% of the respondents opinion is that the PIDS is necessary. About 4% of the respondents opinion is that PIDS is not necessary

19. By which way you are consistent for Performance appraisal in organization?

(a) Individual

(b) Group

(c) Both A & B

Table.5.1.19

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | Individual | 6 | 8 |
| 2 | Group | 45 | 56 |
| 3 | Both A & B | 29 | 36 |
|  | Total | 80 | 100 |

Graph.5.2.19

### INTERPRETATION:

About 8% of the respondents were consistent as a Individual for Performance appraisal, about 56% of the respondents were consistent as a group for Performing appraisal and 36% of the respondents were consistent as both individual and group for Performance appraisal.

20. Is Balance Score Card helps in improving the Performance?

1. YES

(b) NO

Table.5.1.20

|  |  |  |  |
| --- | --- | --- | --- |
| **s.no** | **Options** | **No. of Responses** | **Percentage** |
| 1 | YES | 77 | 88 |
| 2 | NO | 10 | 12 |
|  | Total | 80 | 100 |

Graph.5.2.20

### INTERPRETATION:

About 88% of the respondents agrees that the Balance Score Card helps in improving the Performance. About 12% of the respondents disagrees that the BSC helps in improving the performance.

## FINDINGS

1. In the light of the above discussion the following findings and conclusions are made.
2. It is revealed that the executive are getting feedback on their performance though which they can review their performance. Sort on the problems and can overcome the difficulties.
3. The management has a clear understanding about the problem that the workers are the best with moreover, they are eager to solve the problems of the workers as and when they arise.
4. The management was giving requisite training to workers in the areas where they are weak.
5. Workers awareness about the fact that the appraisal are one of the factor for promotion was cent percent.
6. Performance appraisal system is considered as a means that aim at identifying the areas of improvement, identifying areas of training and development setting performance target for future.
7. The management desire having cordial relations with the work to hold mutual discussions.
8. The performance appraisal system it exists as it exists now, is properly worked out and appropriately evolved. This revealed from the opinion given by the majority of the employees.

## SUGGESTIONS

Based on the findings of the study and personal discussions held with various managers and employees at SQUIRES SOLUTIONS PVT LTD., Hyderabad possible suggestions and recommendations are given:

* It is recommended that employees should be immediately communicated.
* The result of the appraisal particularly when they are negative.
* It is recommended that the manager should try to analyze the strengths and weaknesses of an employee and advise him on correcting the weakness.
* It is commended to train the employees appropriately regarding their strength and weaknesses and assist in developing them to realize their full potential in line with the company’s goals.
* The top management is very much committed in implementing the performance appraisal system as it is. The performance appraisal system is considered as an essential tool for bridging gap between the top management and the executives it thus helps them to develop cordial relations and mutual understanding.
* It is recommended that the employees should be communicated information about his performance, again his acceptance of it and draw up a plan for future improvement, if necessary.
* It is recommended that the rater must be thoroughly well versed in the philosophy and of the rating system. Factor sales must be thoroughly defined, analyzed and discussed.

### CONCLUSIONS

Ideally in the present-day scenario, appraisal should be done, taking the views of all the concerned parties who have some bearing on the employee. But, since a change in the system is required, it cannot be a drastic one. It ought to be gradual and a change in the mindset of both the employees and the head is required.

In the end it can be concluded that the performance appraisal is the key to the success of any organization, different organization uses different techniques to appraise the performance of their employees which make the employees accountable to their organization, it is kind of watchdog which make them alert all the time, performance appraisal provide motivation to employees that organization is aware of their performance and they will be rewarded for good performance in term of cash reward, promotion or share based scheme etc. it is also kind of warning for bad performers. The appraisal system should be properly planned, organized, properly implemented and controlled to achieve the desired result.

It can also be concluded that appraisal system is critical for every organization success. It is very helpful for the motivation and satisfaction of the staff, training and development of the staff. Appraisal system is very beneficial for the organization, although it incurs cost but it tells the organization about the human resource capacity of the organization and the required capabilities.

In the final analysis, managers and organization must realize that there is no perfect appraisal system. The problem is that there seems to be no viable alternative, there is no other management system that has answer to the questions of equitable distribution of organizational

**QUESTIONNAIRE**

1. Do you think Performance appraisal is needed in a Company?

(a) YES

(b) NO

2. Performance appraisal rating is used to?

* 1. Identify areas of improvement
  2. Identify areas of training and development
  3. Set performance target
  4. All the above

3. In your experience the outstanding Performance of an employee is due to?

(a) Actual Performance

(b) Qualification

(c) experience

(d) All the above

4. Do you think that a good workman gets motivated with frequent Performance appraisal is conducted?

(a) YES

(b) NO

5. What are the factors taken into consideration while appraising an individual?

(a) Interpersonal effectiveness

(b) Teambuilding skills

(c) Self motivate skills

(d) Leadership

6. In your opinion an employee should be?

(a) Effective

(b) Ineffective

(c) Both A & B

7. Which method you are using for evaluating Performance?

(a) MBO

(b) 360-degree appraisal

(c) Assessment center

(d) BARS

(e) Any other

8. Is it expensive and time consuming?

(a) YES

(b) NO

9. Do you agree with the assessment of your reviewing/reporting officers?

(a) Agree

(b) Disagree

10. Do you want any change frequency between the appraisals?

(a) YES

(b) NO

11. Have you been able to express all difficulties & problems which you have been facing regarding your job & achievement of your performance area?

(a) YES

(b) NO

12. Frequency at which Performance appraisal is conducted?

(a) 1year

(b) 2years

(c) half yearly

(d) Quarterly

13. Are you satisfied with present Performance appraisal system?

(a) YES

(b) NO

14. The appraisal is an opportunity for self-review & reflection?

(a) YES

(b) NO

15. Do you think the reward system is fair and adequate?

(a) YES

(b) NO

16. Do you have a good relationship with appraiser after Performance appraisal?

(a) YES

(b) NO

17. DO you feel Performance appraisal promote you?

(a) YES

(b) NO

18. In your opinion PIDS is necessary?

(a) YES

(b) NO

19. By which way you are consistent for Performance appraisal in?

(a) Individual

(b) Group

(c) Both A & B

20. Is Balance score card helps in improving the performance?

(a) YES

(b) NO

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