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Employee Performance Appraisal in Telecom Industry, India

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Employee Performance Appraisal in Telecom Industry, India

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Abstract: A performance appraisal is a progression of evaluating an employee's recital of a job in terms of its necessities. Individually or collectively, it is a part of all the other staffing processes, as a requirement, selection, placement and indoctrination. Telecommunication Industry in India has entirely distorted its face in last decade. The conformist telephony has now become a narration and is replaced with the latest of the 4G products. A layman in the country is able to right of entry most complicated handsets and telecom products at economic rates. Number of company's contribution broad assortment of products also increased quickly in the market thereby imposing a challenge of employee retention. The paper is based on the results of a well prearranged questionnaire administered to 129 employees of BSNL, Tirupati.

Keywords: Employee, Performance Appraisal, Telecom Industry, India

1. Introduction:

Performance appraisal is essential for the effective management and evaluation of staff. An appraisal helps to develop individual and improve organizational performance. Formal performance appraisals are generally conducted annually for all staff in the organization. His or her HOD appraises each staff member. Annual performance appraisal enable the management to monitor the standards, agree on expectations and objectives, and delegate responsibilities and tasks. Staff performance enables organizational training needs analysis and planning. Telecommunications services are no longer defined as telephone services only. Today, this sector embraces many areas, including the distribution of data, sound, images and other information via cable, broadcasting, relay or satellite. The management and maintenance of networks, as well as the provision of services using these networks, are also included in this category, although the production of radio and television programmes are not Telecommunications is ultimately an infrastructure service which requires the investment of large amounts of capital, particularly for the establishment of new networks. Thus, economies of scale are typically greater in such sectors, resulting in larger entities; similarly, newcomers to the sector are generally concentrated into bigger groups. The advent of computer based communication technologies and communication network have become an important factor in global interaction. Telephone, for examples, provides the basic connection for social interaction between individuals and the linkages both within and among nations. Deutsch (1953) mentioned this as "a web of nations". Today's the development of communication technology ignores the global border and makes world "global village" (McLuhan, 1964). This reform of the communication technology since been expanded to include the transformation of the traditional voice telecom network into an expanded and enhanced information infrastructure, which is capable of communicating all forms of information content (Melody, 2003).

The telecommunication system has become the electronic infrastructure for transmitting the all kinds of information, for instant, voice, data, graphics, video, music. It is a rapidly growing medium of communication all over the world. Since, currently telecommunication sector is experiencing phenomenal global change with the liberalization and privatization of the sector, which also opens the competition (Beard and Hartmann, 1999). It opens the opportunities for the consumers to enjoy the choice among the service providers. Now days, due to the competition, the telecommunication service providers offers innovative services as well as competitive prices also. The nature of the competition today in the global telecommunications industry seems to centre on market activities that aim at gaining competitive advantages through strategic combinations of resources and presences in multiple products and geographical areas (Chan-Olmsted and Jamison, 2001).

2. Objectives Of The Study

- To know the employees satisfaction levels on performance appraisal methods used by the BSNL
- To access the effectiveness of performance appraisal system in BSNL
- To know the advantages of performance appraisal system of BSNL
- To know the existing methods of performance appraisal system at BSNL

3. Research Methodology

3.1 Sampling Procedure

Sampling Technique	:	Convenience sampling method
Sample Size (N)	:	129
Questionnaire	:	Structured Questionnaire

3.2 Sources of Data

Data Collection Method:

Data may be collected in various ways. Usually data collected are termed as primary and secondary data.

Primary Data:- This primary Data has been collected through Questionnaires on perfect process. The data collected by administering the questionnaire to employees of BSNL, Tirupati by personally approached and explained its contents. This data helps for interpretation and analysis, to attain the objectives of the study.

Secondary Data:- This secondary data has been collected through various sources such as analyzing various materials like Company Profile, Magazines, Journals, Past records at BSNL official websites, company brochures, reports etc.,

3.3 Application of Statistical tools: The statistical tools used are SPSS 12.0, a statistical package for social sciences. Chi-square test was conducted. Data has been analyzed and presented in Tabular and Graphical representations.

4. Data Analysis and Interpretation

The data collected from the employees of BSNL, Tirupati were analyzed, tabulated and interrelated as follows:

4.1 Profile of the Respondents

Table 1
Profile of Respondents
(N=129)

Characteristic	Categories	f	%
Gender	Male	93	72.1
	Female	36	27.9
Age	Below 30	10	7.8
	31- 40	29	22.5
	41 – 50	32	24.8
	51 and above	58	45.0
Cadre	Executive	47	36.4
	Non executive	82	63.6
Monthly income	Rs. 10000 - 20000	9	7.0
	Rs. 20000 - 25000	19	14.7
	Rs. 25000 - 40000	56	43.4
	Rs. 40000 and above	45	34.9
Educational qualification(highest)	SSC/SSLC	35	27.1
	Graduate	66	51.2
	Diploma	15	11.6
	Masters	10	7.8
	Professional	3	2.3
Experience	Below 5 Years	12	9.3
	5 - 15 Years	23	17.8
	15 - 20 Years	13	10.1
	20 Years and above	81	62.8

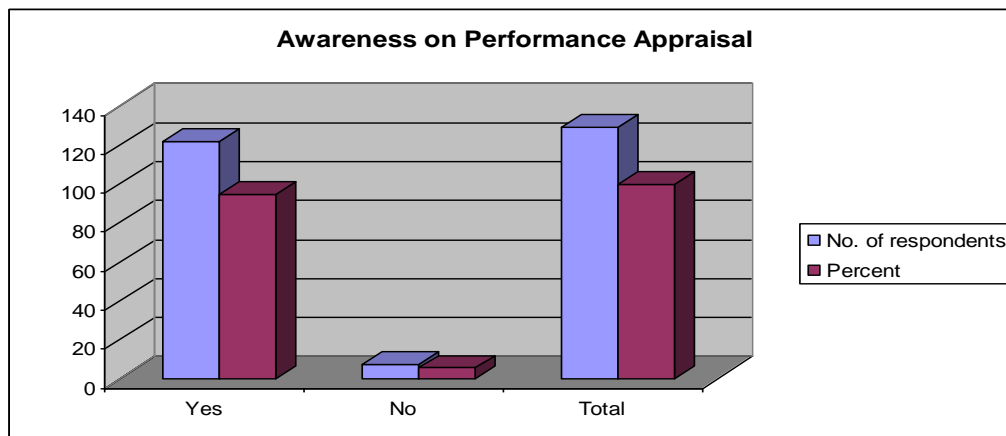
The data is collected from a sample of 129 respondents. Table 1 provides the demographic details. Majority of respondents are male. The sample is dominated by above 50 years and above (45%) age group. Most of them are (43.4%) in between the pay bracket of Rs.

25000 and 40000/- and about 56% of the respondents are graduates. The sample represents both Executive (36.4 %) and Non executive respondents (63.6%). About 72.1 per cent of the respondents are male respondents. Only 27.9 per cent are female employees. The respondents belong to different age groups. However, most of the respondents are eldest. About 7.8 per cent of the respondents are below 30 years of age. About 22.5 percent respondents are in the age group of 31-40 years, 24.8 per cent of the respondents are in the age group of 41-50 years, and 45 per cent of the respondents are in the age group of 50 and above. Majority of the respondents (51.2) are Graduates. 11.6 per cent of the respondents are having Diploma qualification, 7.8 per cent of the respondents are post graduates. About 2.3 per cent of the respondents are professionally qualified and 27.1 per cent of the respondents are having educational qualification of SSC/SSLC and below.

Table 2
Awareness of the Performance Appraisal
(N=129)

	No. of Respondents	Percent
Yes	122	94.6
No	7	5.4
Total	129	100.0

Graph 1
Awareness on Performance Appraisal



Interpretation: From the above table and chart, it can be inferred that 94.6 % of employees are aware and 5.4% of employees are unaware of performance appraisal.

Table 3
Purpose of reviewing Performance Appraisal
(N=129)

	No. of Respondents	Per cent
Promotions	94	72.9
Increments	23	17.8
Transfers	1	0.8
Awards	11	8.5
Total	129	100.0

Interpretation: From the above table it can be inferred that 72.9% of employees are of the view that appraisal is done in the organization for the purpose of promotions, 17.8 % opine for

increments, and 8.5% for grant of award. The same has been represented in chart as below as Chart -2

Graph 2
Purpose of reviewing Performance Appraisal

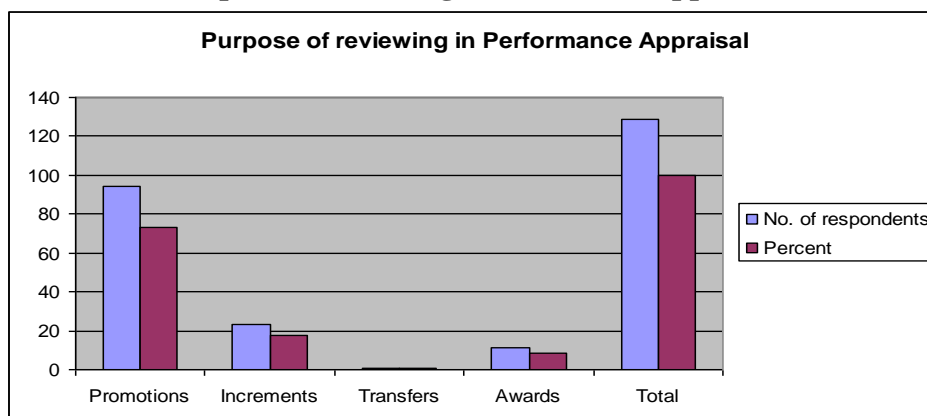
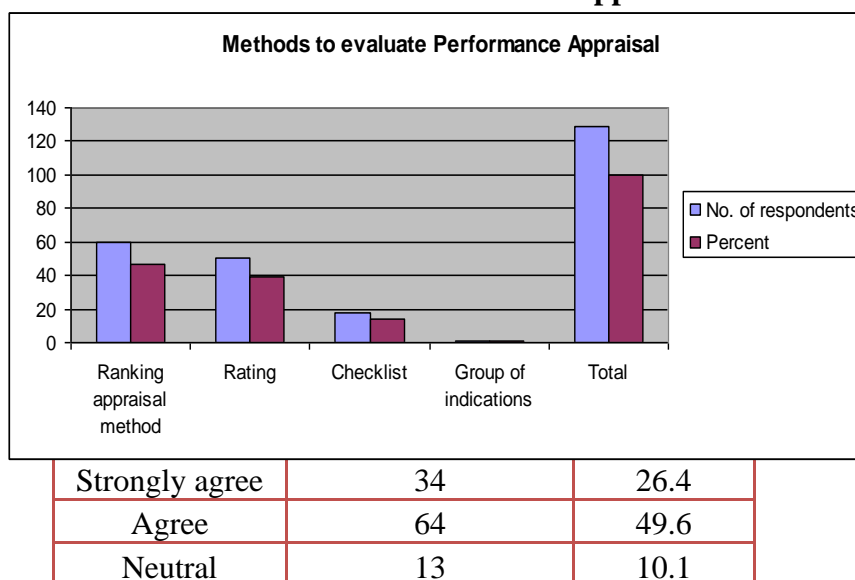


Table 4
Methods to evaluate Performance Appraisal
(N=129)

	No. of Respondents	Percent
Ranking Appraisal Method	60	46.5
Rating	50	38.8
Checklist	18	14.0
Group of indications	1	0.8
Total	129	100.0

Interpretation: Table 3 and graph 3 clearly show the methods to evaluate performance appraisal. Majority of the respondents are stated that 'ranking method' is followed in BSNL, whereas, 38 percent and 14 percent opine the evaluation of performance appraisal done by rating and checklist method respectively. The same has been represented in graphically.

Graph-3
Methods to evaluate Performance Appraisal



Strongly agree	34	26.4
Agree	64	49.6
Neutral	13	10.1

Disagree	18	14.0
Total	129	100.0

Interpretation: From the above table it can be inferred that 26.4% and 49.6 percent of the respondents are strongly agree and agree with the statement that the ‘Performance appraisal system is useful for increasing job efficiency’. 14% disagreed with the statement and 10 percent of the respondents are neutral in their opinion. Graphical representation shows the number of respondents with their options in graph 4.

Graph 4
Job efficiency through Performance Appraisal

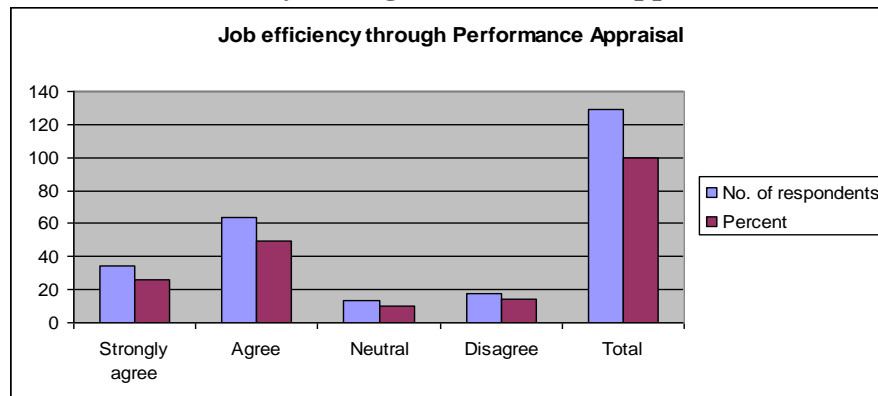
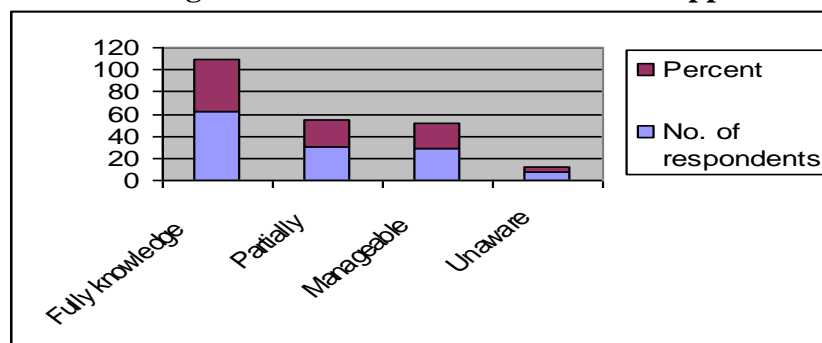


Table 5
Knowledge on criteria used in Performance Appraisal
(N=129)

	No. of Respondents	Per cent
Fully knowledge	62	48.1
Partially	31	24.0
Manageable	29	22.5
Unaware	7	5.4
Total	129	100.0

Graph 5
Knowledge on criteria used in Performance Appraisal

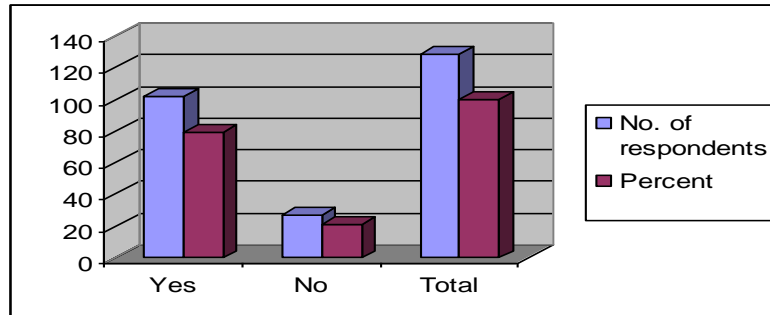


Interpretation: From the above table and graph, it can be inferred that 48.1% of employees are having full knowledge, 24% of employees having partial knowledge, 22.5% of employees having manageable knowledge and 5.4% of employees are unaware of criteria used for performance appraisal system.

Table 6
Performance Appraisal motivating the employee
(N=129)

	No. of Respondents	Percent
Yes	102	79.1
No	27	20.9
Total	129	100.0

Graph 6
Performance Appraisal motivating the employee

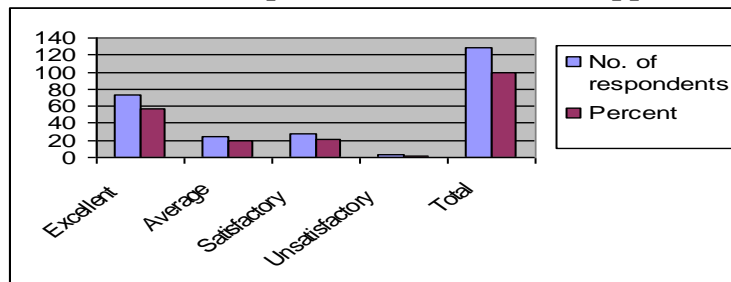


Interpretation: From the above table it can be inferred that 79.1 % of employees are motivated by the performance appraisal system existing in BSNL, whereas, 20.9% of employees are not motivating from the present Appraisal system.

Table 7
Overall Opinion on Performance Appraisal System
(N=129)

	No. of Respondents	Percent
Excellent	74	57.4
Average	25	19.4
Satisfactory	27	20.9
Unsatisfactory	3	2.3
Total	129	100.0

Graph 7
Overall Opinion on Performance Appraisal System



Interpretation: From the above table and chart, it can be inferred that 57.4% of employees opines the performance appraisal system is excellent, 19.4% of employees says it is average, 20.9% of employees opines, the overall system is satisfactory and 2.3% of employees are dissatisfied.

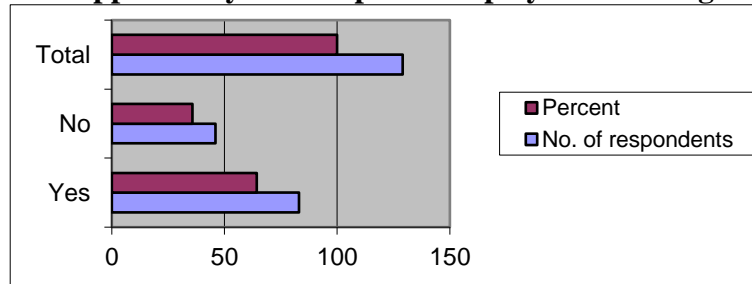
Table 8
Appraisal system helps the employee to reach goals

(N=129)

	No. of Respondents	Per cent
Yes	83	64.3
No	46	35.7
Total	129	100.0

Graph 8

Appraisal system helps the employee to reach goals



Interpretation: From the above table and chart, it can be inferred that 64.3% of employees agree with the statement and 35.7% of employees do not agree.

Table 9

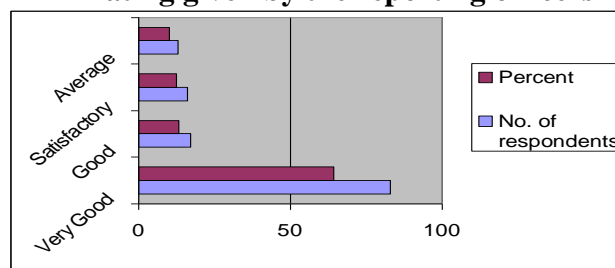
Rating given by the reporting officers

(N=129)

	No. of Respondents	Per cent
Very Good	83	64.3
Good	17	13.2
Satisfactory	16	12.4
Average	13	10.1
Total	129	100.0

Graph 9

Rating given by the reporting officers



Interpretation: From the above table and chart, it can be inferred that 64.3% of employees says that the reporting authority usually gives "Very Good" grading, whereas, about 13 and 12 percent of the respondents opined that the controlling authority usually grades "Good" and "Average entries only in the reports. Meager 10% of the respondents opined the remarks in the appraisal reports by the reporting office may be "Average".

Table 10

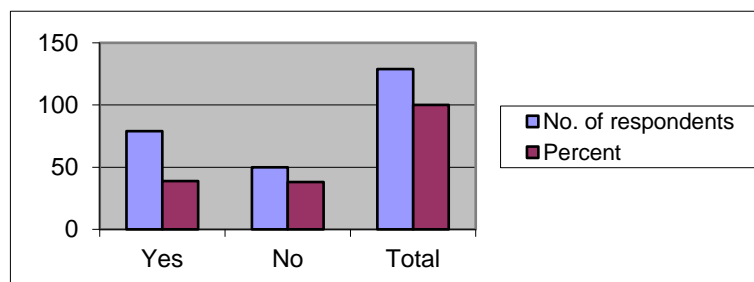
Comparison with other employee

(N=129)

	No. of respondents	Percent
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Yes	79	61.2
No	50	38.8
Total	129	100.0

Graph 10
Comparison with other employee

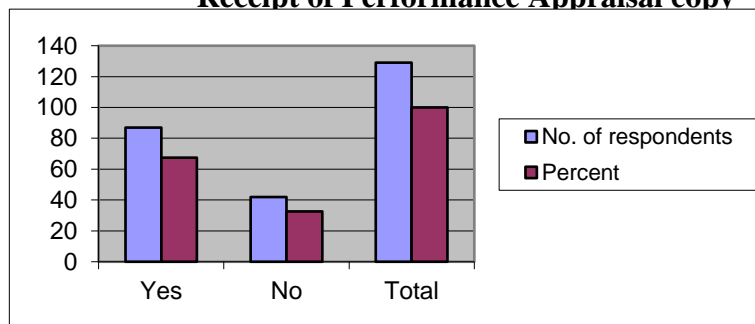


Interpretation: From the above table it can be inferred that 61.2% of employees said 'Yes', and 38.8% of employees said 'No' in respect of the comparison of performance with other employee, while reviewing the appraisal report.

Table 11
Receipt of copy of reviewed performance appraisal
(N=129)

	No. of Respondents	Percent
Yes	87	67.4
No	42	32.6
Total	129	100.0

Graph11
Receipt of Performance Appraisal copy



Interpretation: From the above table it can be inferred that 67.4% of employees are of the receiving the receipt of the copy of performance appraisal, whereas, 32.6 % respondents says they did not receive the copy of the appraisal report.

Table 12
Competitive environment at work place
(N=129)

	No. of Respondents	Per cent
Yes	86	66.7
No	43	33.3
Total	129	100.0

Interpretation: From the above table and the chart shown below, it can be inferred that 66.7% of respondents are of the opinion that the appraisal report entries may create competitive

environment in the work place, whereas, 43.3% of the respondents opines appraisal reports have no contribution towards the competitive environment among the employees at work place.

Graph 12

Competitive environment at work place

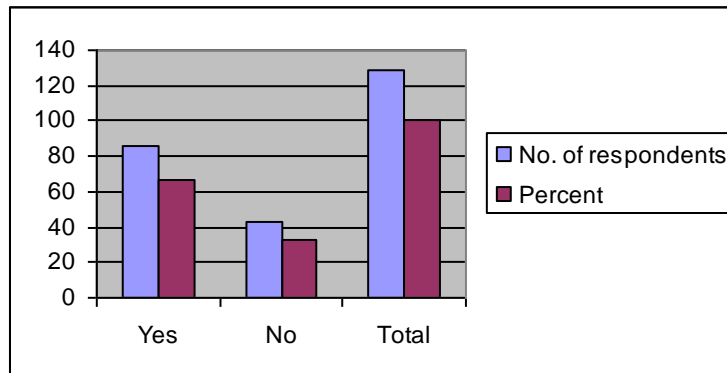


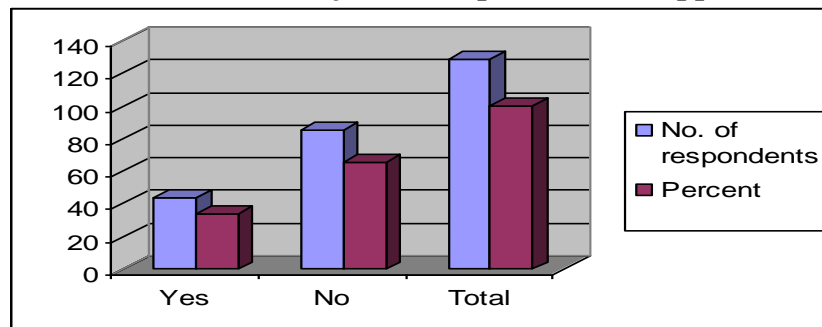
Table 13

**Information on objectives of performance appraisal
(N=129)**

	No. of Respondents	Per cent
Yes	44	34.1
No	85	65.9
Total	129	100.0

Graph 13

Information on objectives of performance appraisal



Interpretation: From the above table and chart shown below, it can be inferred that 34.1% of respondents says there is information about the objectives of the appraisal, whereas, 65 percent of the respondents opine there is no information on the objectives of performance appraisal.

Table14

**Encountering problem in the appraisal system
(N=129)**

	No. of Respondents	Per cent
Yes	39	30.2
No	90	69.8
Total	129	100.0

Interpretation: From the above table it can be inferred that 30.2% of employees are says that they encountered problems in the appraisal system, whereas, 69.2 percent of the respondents did

not feel any problem in the present system of appraisal. The same is represented graphically at graph14.

Graph14
Encountering problems in the appraisal system

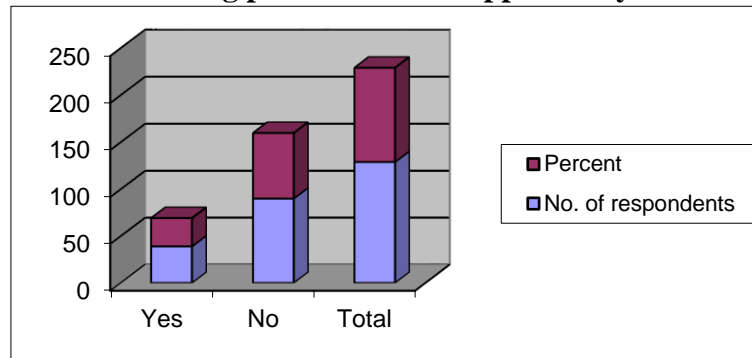
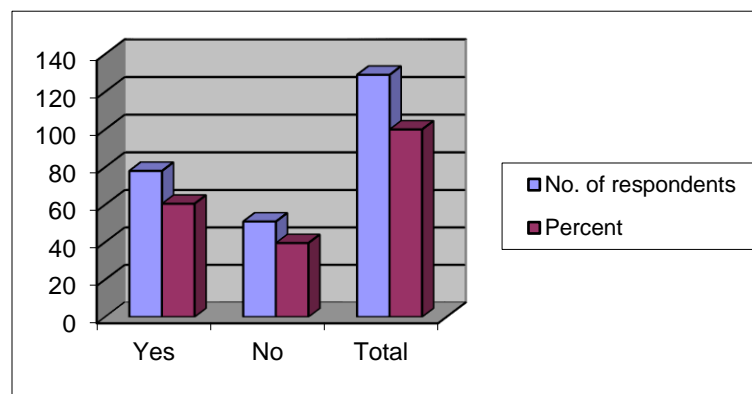


Table 15
Sufficiency of the system in measuring performance
(N=129)

	No. of Respondents	Per cent
Yes	78	60.5
No	51	39.5
Total	129	100.0

Graph 15
Sufficiency of the system in measuring performance

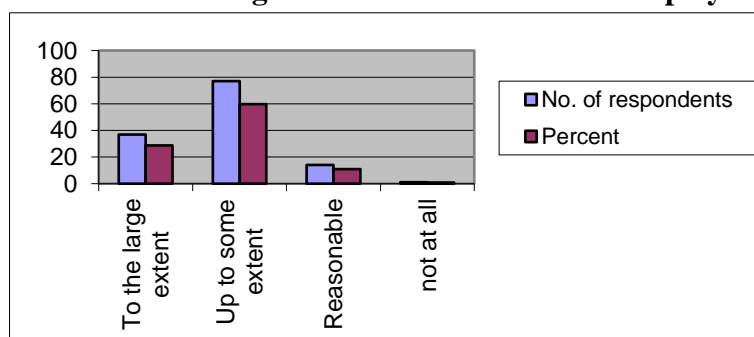


Interpretation: From the above table and chart, it is inferred that 60.5% of respondents opine that the existing system of appraisal is sufficient in measuring the employee performance, whereas 39.5 percent of respondents do not agree with it.

Table 16
Identification of Strengths and weaknesses of the employee
(N=129)

	No. of respondents	Percent
To the large extent	37	28.7
Up to some extent	77	59.7
Reasonably	14	10.9
not at all	1	0.8
Total	129	100.0

Graph 16
Strengths and weaknesses of the employee

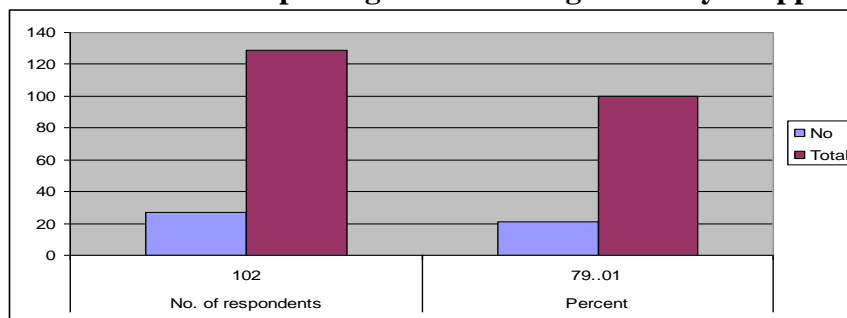


Interpretation: Table 16 shows the results of the statement ‘the present system of appraisal identifies the strengths and weaknesses of the employees’. In this regard, from the said table it is clear that 59.7 percent of the respondents opine system is up to some extent able to identify the strength and weakness. About 10 percent respondents opine it is reasonably means on an average it appraisal system is able to identify the strengths and weaknesses of the employees working in the organization.

Table 17
Difference between reporting and reviewing authority in appraisal

	No. of Respondents	Per cent
Yes	102	79..01
No	27	20.9
Total	129	100.0

Graph 17
Difference between reporting and reviewing authority in appraisal



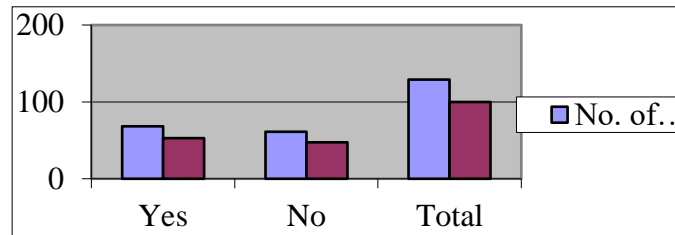
Interpretation: From the above table and chart, it can be said that majority (79%) of the respondents opine that there is no difference of opinion between the reporting and reviewing authority in grading and weighing the performance of an employee, whereas, 20 percent of the employees opine that reporting and reviewing authority may differ in grading the employee performance.

Table 18
Prior intimation on adverse remarks
(N=129)

	No. of Respondents	Per cent
Yes	68	52.7
No	61	47.2

Total	129	100
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Chart 18
Prior intimation on adverse remarks



Interpretation: Table 18 and graph 18 depict the views of respondents in respect of prior intimation about the adverse remarks in the Appraisal Reports. 52.7 percent of the respondents are of the opinion that they get prior intimation, when adverse entries are going to be placed in the appraisal report, whereas 47.2 percent says prior intimation may not be given. By using SPSS 12, 0, a statistical package, the following tests were conducted and the results drawn are placed below:

Chi- Square Test

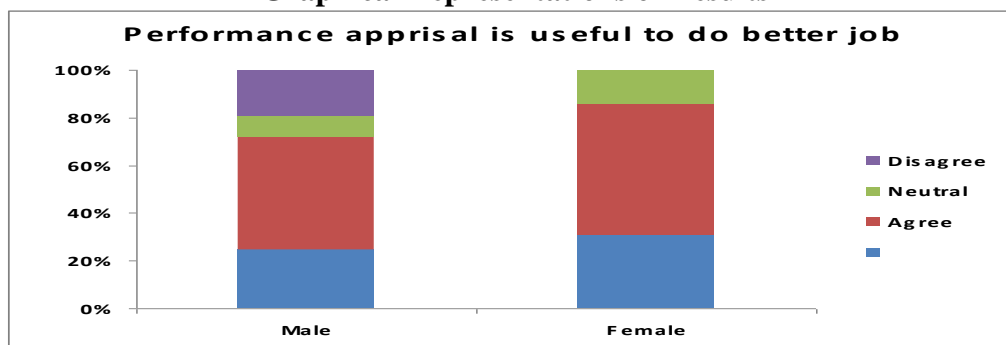
Table 19

Results of independent chi-square test (Gender-wise)
(N=129)

Chi -square value	p-value	Performance appraisal is useful to do better Job				Total
8.377*	0.039	Strongly agree	Agree	Neutral	Disagree	
Gender	Male	23	44	8	18	93
		24.7%	47.3%	8.6%	19.4%	100.0%
	Female	11	20	5	0	36
		30.6%	55.6%	13.9%	0.0%	100.0%
Total		34	64	13	18	129
		26.4%	49.6%	10.1%	14.0%	100.0%

Graph 19

Graphical Representations of Results

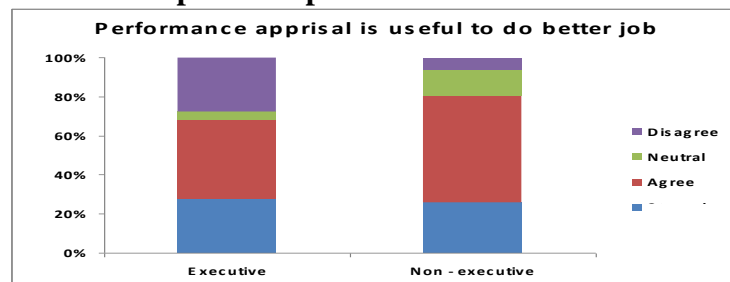


Inference: Chi-square test was carried out to know whether there is association between genders and “performance appraisal useful to do better job” .The results are noted in table No 19. Results reveal that there is significant impact of gender of employees on their performance appraisal useful to do better job. Since P-value $0.039 < 0.05$, for the corresponding chi –square value 8.377 that means male and female are differed significantly with respect to level of performance appraisal is useful to do better job.

Table 20
Results of independent chi-square test (Cadre-wise)
(N=129)

Chi - square value	p-value	Performance appraisal is useful to do better Job				Total
13.747* *	0.003	Strongly agree	Agree	Neutral	Disagree	
Cadre	Executive	13	19	2	13	47
		27.7%	40.4%	4.3%	27.7%	100.0%
	Non - executive	21	45	11	5	82
		25.6%	54.9%	13.4%	6.1%	100.0%
Total		34	64	13	18	129
		26.4%	49.6%	10.1%	14.0%	100.0%

Graph 20
Graphical Representations of Results



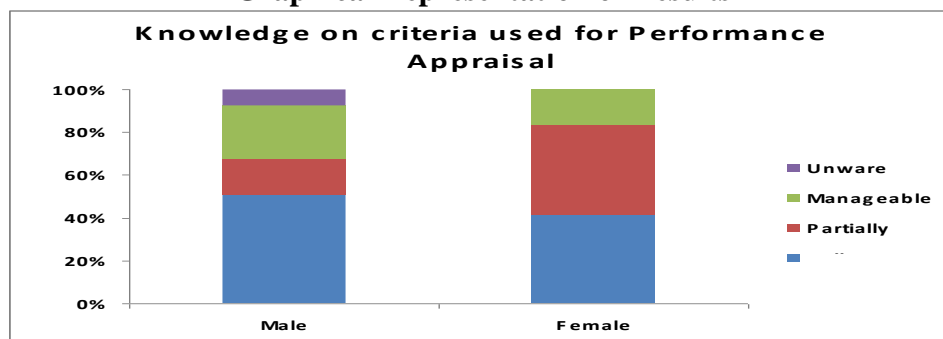
Inference: Chi-square test was carried out to know whether there is association between cadres and “performance appraisal useful to do better job” .The results are noted in table No 20. Results reveal that there is significant impact of cadre of employees on their performance appraisal useful to do better job. Since P-value $0.003 < 0.01$, for the corresponding chi –square value 13.747 that means male and female are differed significantly with respect to level of performance appraisal to do better job.

Table 21
Results of independent chi-square test (Cadre-wise)
(N=129)

Chi - square value	p-value	Knowledge on criteria used for Performance Appraisal				Total
10.348*	0.016	Fully knowledge (%)	Partially	Manageable	Unaware	
Gender	Male	47	16	23	7	93

		50.5%	17.2%	24.7%	7.5%	100.0%
	Female	15	15	6	0	36
		41.7%	41.7%	16.7%	0.0%	100.0%
Total		62	31	29	7	129
		48.1%	24.0%	22.5%	5.4%	100.0%

Graph-21
Graphical Representation of Results



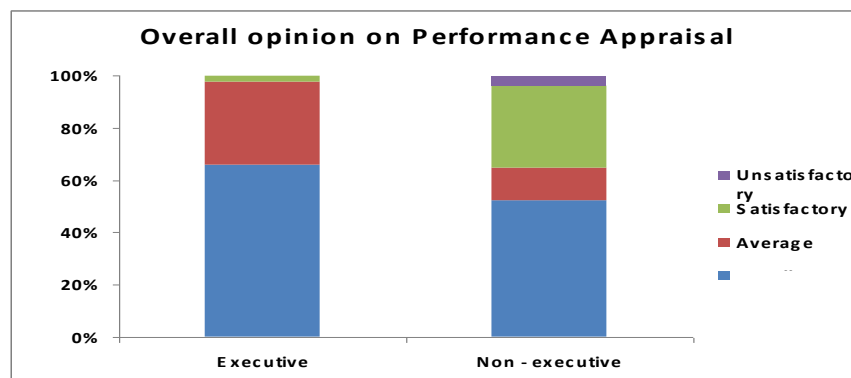
Inference: Chi-square test was carried out to know whether there is association between genders and “knowledge on criteria used for performance appraisal”. The results are noted in table No 21. Results reveal that there is significant impact of gender of employees on their knowledge on criteria used for performance appraisal. Since P-value $0.016 < 0.05$, for the corresponding chi – square value 10.348 that means male and female are differed significantly with respect to level of knowledge on criteria used for performance appraisal .

Table 22
Results of independent chi-square test (Cadre-wise)

Chi - square value	p-value	Overall opinion on Performance Appraisal				Total
21.155**	0.000	Excellent	Average	Satisfactory	Unsatisfactory	
Cadre	Executive	31	15	1	0	47
		66.0%	31.9%	2.1%	0.0%	100.0%
	Non - executive	43	10	26	3	82
		52.4%	12.2%	31.7%	3.7%	100.0%
Total		74	25	27	3	129
		57.4%	19.4%	20.9%	2.3%	100.0%

Source: Primary data

Graph 22
Graphical Representation of Results

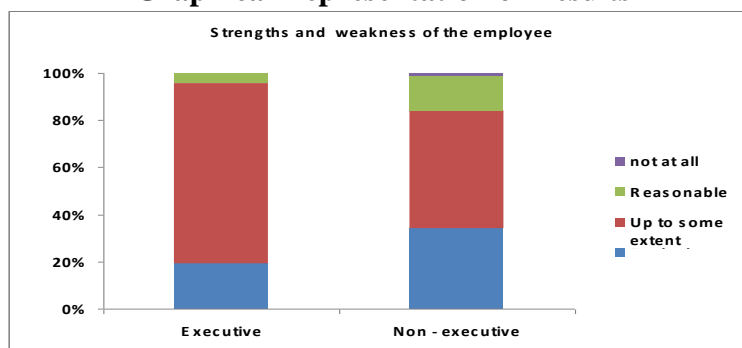


Inference: Chi-square test was carried out to know whether there is association between cadres and “Over all opinion on performance appraisal” .The results are noted in table No 22. Results reveal that there is significant impact of gender of employees on their performance appraisal useful to do better job. Since P-value $0.000 < 0.01$, for the corresponding chi –square value 21.155 that means male and female are differed significantly with respect to level of overall opinion on performance appraisal .

Table 23
Results of independent chi-square test (Cadre-wise)

Results of independent chi-square test (Square wise)						
Chi - square value	p-value	Strengths and weakness of the employee				Total
9.421*	0.024	To the large extent	Up to some extent	Reasonable	not at all	
Cadre	Executive	9	36	2	0	47
		19.1%	76.6%	4.3%	0.0%	100.0%
	Non - executive	28	41	12	1	82
		34.1%	50.0%	14.6%	1.2%	100.0%
Total		37	77	14	1	129
		28.7%	59.7%	10.9%	0.8%	100.0%

Graph 23
Graphical Representation of Results



Inference: Chi-square test was carried out to know whether there is association between cadre and “Strengths and weakness of the employee” .The results are noted in table No 23. Results reveal that there is significant impact of gender of employees on their knowledge on criteria used for performance appraisal. Since P-value $0.024 < 0.05$, for the corresponding chi –square value

9.421 that means male and female are differed significantly with respect to level of strengths and weakness of the employee.

5. Findings

After conducting the analysis with the use of statistical tools, an attempt has been made find out both the positive and negative facts of the study

- 94.6 % of employees are aware and 5.4% of employees are unaware of performance appraisal.
- 72.9% of employees are of the view that appraisal is done in the organization for the purpose of promotions, 17.8 % opine for increments, and 8.5% for grant of award.
- Majority of the respondents are stated that 'ranking method' is followed in BSNL, whereas, 38 percent and 14 percent opine the evaluation of performance appraisal done by rating and checklist method respectively
- 26.4% and 49.6 percent of the respondents are strongly agree and agree with the statement that the 'Performance appraisal system is useful for increasing job efficiency'. 14% disagreed with the statement and 10 percent of the respondents are neutral in their opinion.
- 48.1% of employees are having full knowledge, 24% of employees having partial knowledge, 22.5% of employees having manageable knowledge and 5.4% of employees are unaware of criteria used for performance appraisal system.
- 79.1 % of employees are motivated by the performance appraisal system existing in BSNL, whereas, 20.9% of employees are not motivating from the present Appraisal system.
- 57.4% of employees opines the performance appraisal system is excellent, 19.4% of employees says it is average, 20.9% of employees opines, the overall system is satisfactory and 2.3% of employees are dissatisfied.
- 64.3% of employees agree with the statement 'Appraisal system helps the employee to reach the goals set by the organization' and 35.7% of employees do not agree.
- 64.3% of employees say that the reporting authority usually gives "Very Good" grading, whereas, about 13 and 12 percent of the respondents opined that the controlling authority usually grades "Good" and "Average entries only in the reports. Meager 10% of the respondents opined the remarks in the appraisal reports by the reporting office may be "Average".
- 61.2% of employees said 'Yes', and 38.8% of employees said 'No' in respect of the comparison of performance with other employee, while reviewing the appraisal report.
- 67.4% of employees are of the receiving the receipt of the copy of performance appraisal, whereas, 32.6 % respondents says they did not receive the copy of the appraisal report
- 66.7% of respondents are of the opinion that the appraisal report entries may create competitive environment in the work place, whereas, 43.3% of the respondents opines appraisal reports have no contribution towards the competitive environment among the employees at work place.
- 34.1% of respondents says there is information about the objectives of the appraisal, whereas, 65 percent of the respondents opine there is no information on the objectives of performance appraisal.
- 30.2% of employees are says that they encountered problems in the appraisal system, whereas, 69.2 percent of the respondents did not feel any problem in the present system of appraisal. .
- 60.5% of respondents opine that the existing system of appraisal is sufficient in measuring the employee performance, whereas 39.5 percent of respondents do not agree with it.

- 59.7 percent of the respondents opine system is up to some extent able to identify the strength and weakness. About 10 percent respondents opine it is reasonably means on an average it appraisal system is able to identify the strengths and weaknesses of the employees working in the organization.
- Majority (79%) of the respondents opine that there is no difference of opinion between the reporting and reviewing authority in grading and weighing the performance of an employee, whereas, 20 percent of the employees opine that reporting and reviewing authority may differ in grading the employee performance.
- 52.7 percent of the respondents are of the opinion that they get prior intimation, when adverse entries are going to be placed in the appraisal report, whereas 47.2 percent says prior intimation may not be given.
- Results reveal that there is significant impact of gender of employees on their performance appraisal useful to do better job. Since P-value $0.039 < 0.05$, for the corresponding chi –square value 8.377 that means male and female are differed significantly with respect to level of performance appraisal is useful to do better job.
- Results reveal that there is significant impact of cadre of employees on their performance appraisal useful to do better job. Since P-value $0.003 < 0.01$, for the corresponding chi –square value 13.747 that means male and female are differed significantly with respect to level of performance appraisal to do better job.
- Results reveal that there is significant impact of gender of employees on their knowledge on criteria used for performance appraisal. Since P-value $0.016 < 0.05$, for the corresponding chi –square value 10.348 that means male and female are differed significantly with respect to level of knowledge on criteria used for performance appraisal .
- Results reveal that there is significant impact of gender of employees on their performance appraisal useful to do better job. Since P-value $0.000 < 0.01$, for the corresponding chi –square value 21.155 that means male and female are differed significantly with respect to level of overall opinion on performance appraisal .
- Results reveal that there is significant impact of gender of employees on their knowledge on criteria used for performance appraisal. Since P-value $0.024 < 0.05$, for the corresponding chi –square value 9.421 that means male and female are differed significantly with respect to level of strengths and weakness of the employee .

6. Suggestions

- The management has to take necessary steps for conducting the appraisal to the employees of all cadres in time and encourage them by announcing rewards for their performance in the organization. It helps to extract effective work from the employees.
- The job and role expected from the employees should be decided well in advance and that too with the consensus with them.
- The time period for conducting the appraisal should be revised, so that the exercise becomes a continuous phenomenon.
- The management should understand the needs of the employee and then provide training and development programs on needed areas.
- BSNL should make an appeal to all the employees about the significance of Performance Appraisal reports and the grading given therein. Management should make an effort to educate and encourage the employees to work hard and honestly for the organization. Based on the grading and entries made in the Appraisal reports, employees may felicitated with some appreciation letters, cash rewards, recognition mementos etc as a token of identification on their works

7. Conclusion

The Survey has been under taken to study the employee performance and appraisal in the organization. The study focused mostly on the attitude, quality and skills of the employees. From the study it can be concluded that majority of the employees are fully satisfied with the appraisal system in many aspects and little percentage of the employees are not satisfied with the present system of performance appraisal. However, for the outstanding work contributors, as a token of appreciation, for the past work and an encouragement and motivation for the future works, management may propose to award and felicitate the employee by way of issuing appreciation letters, mementos, cash rewards and felicitation in official functions and meetings, besides giving outstanding grading in the performance appraisal reports. The organization should take initiation to give much importance to the appraisal reports and encourage the employees in order to extract useful and efficient work from them.

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