

A Study on Performance Management and Appraisal System Adopted by Buldana Urban Co-Operative Credit Society.

Sakshi Pradip Nihatkar

MBA IInd Year

PG Student- Department of Business Administration (MBA)

Sipna College of Engineering & Technology, Amravati, Maharashtra, India. sakshinihatkar8@gmail.com

Dr. P. A. Gadve

Assistant Professor-Department of Business Administration (MBA)

Sipna College of Engineering & Technology, Amravati, Maharashtra, India.

pagadve@sipnaengg.ac.in

Abstract

This study examines the performance management and appraisal system implemented by Buldana Urban Co-operative Credit Society. The objective is to evaluate the effectiveness of existing appraisal practices, their impact on employee motivation and organizational performance, and the perception of employees regarding fairness and transparency. Primary data were collected through structured questionnaires and interviews with employees, while secondary data were obtained from annual reports, policy documents, and published records. Descriptive statistics and qualitative analysis were used to interpret the data. The findings reveal that while formal appraisal mechanisms exist, gaps remain in communication, feedback, training, and linkage of appraisal results with rewards and career development. The study concludes that strengthening transparency, periodic performance review, and objective performance metrics will enhance employee satisfaction and organizational effectiveness. Recommendations for improving appraisal practices and suggestions for future research are provided.

Introduction

Performance management and appraisal system to enhance employee productivity and service quality. As a co-operative organization, its success depends not only on financial performance but also on the commitment and competence of its employees. The appraisal system at Buldana Urban aims to identify individual strengths, provide constructive feedback, and design appropriate training and Performance

management and appraisal systems play a vital role in ensuring the growth and success of any organization. They serve as systematic processes through which employee performance is evaluated, guided, and improved in alignment with the organization's goals. In today's competitive and dynamic financial environment, effective performance management helps institutions maintain efficiency, accountability, and motivation among their workforce. Maharashtra, has developed a robust development programs to bridge performance gaps.

This study focuses on understanding the structure, effectiveness, and impact of the performance management and appraisal system adopted by Buldana Urban Co-operative Credit Society. It also explores how these practices contribute to employee satisfaction, motivation, and the overall organizational efficiency. By analyzing the current system, the study seeks to suggest possible improvements to make performance evaluation more objective, transparent, and development-oriented.

Background of the Study

Performance management and appraisal systems are essential tools for evaluating employee efficiency, developing human resources, and aligning individual performance with organizational objectives. In the financial services sector, especially in co-operative credit societies, effective performance management has a direct impact on customer service quality, loan recovery, profitability, and institutional sustainability.

Co-operative credit societies were established to promote financial inclusion, encourage savings, and

provide affordable credit to members. Among these, Buldana Urban Co- operative Credit Society has grown into a prominent organization in Maharashtra, expanding its branch network and offering diversified banking services. As the size and complexity of operations increase, managing employee performance becomes crucial to maintain service standards and member trust.

Performance appraisal systems help in measuring employee contribution, identifying training needs, providing feedback, determining promotions and rewards, and enhancing motivation. However, many co-operative institutions still follow traditional or informal

appraisal practices that may be subjective and lack transparency. Therefore, it becomes important to study how performance management and appraisal systems are actually designed and implemented in Buldana Urban Co-operative Credit Society and how they influence employee attitudes and organizational performance.

Current Scenario:

Performance Management

As of 2026, performance management in societies like Buldana Urban has moved beyond simple annual confidential reports.

Key trends include:

Digitization of Performance:

BUCCS has a robust IT infrastructure. Performance is now increasingly tracked through ERP (Enterprise Resource Planning) systems. This allows for real-time monitoring of loan recovery rates (currently maintained at an impressive 97–98%), deposit targets, and warehouse utilization.

Target-Based Appraisal:

Appraisals are heavily linked to Incentives. For roles like Recovery Officers and Branch Managers, performance is measured by "Net NPA" reduction and "Gold Loan" portfolio growth.

The "Social Banking" Filter:

Unlike commercial banks, BUCCS evaluates employees on their community engagement. Success

in projects like "Water ATMs" or "Gramin Godam Yojana" may influence an employee's standing within the society's social-first mission.

Regulatory Influence:

Following the 2023-2025 reforms by the Ministry of Cooperation, there is a push for "Online Audits" and standardized HR parameters to bring credit societies on par with scheduled banks.

1. Limited studies in the cooperative credit society cooperative banking sector Many studies focus on large corporate firms, banking (especially public private sector banks), or manufacturing. For example, one study looked at performance appraisal in Indian banks (private & public) but did not cover cooperative societies. Cooperative credit societies have unique governance, member-based ownership, and local regional functioning this context is under-researched. Your study of BUCCS can fill this gap by focusing on a cooperative credit society rather than a private bank or large corporate.

2. Focus on appraisal systems rather than full performance management system Several studies treat performance appraisal in isolation rather than framing it within the full PMS (goal setting, monitoring, feedback, development) e.g. the 2015 Jindal et al. study. There is a gap in studies that comprehensively examine how PMS and appraisal integrate especially in smaller cooperative organizations. Your research could examine how BUCCS implements PMS (not just appraisal) how appraisal links to development/training, and how that impacts outcomes.

3. Lack of in-depth exploration of variables As fairness, transparency, employee perceptions, feedback quality and developmental link ages some studies mention these (e.g., feedback, fairness) but often only limited measurement.

Example:

2025 study found that traditional appraisal still dominates, feedback is poor or absent The gap How do employees of cooperative credit societies perceive fairness, transparency, feedback, Your study could include these variables (perceptions of fairness, transparency, feedback, development link) within BUCCS.

4. Insufficient attention to contextual sectoral factors, especially in smaller regional organisations Studies often cover large national international firms or banks;

less cover smaller credit societies in specific districts regions. Contextual factors (regional culture, cooperative governance structure, member-orientation, local competition) might impact appraisal but are rarely addressed. Your study of BUCCS (in Buldana district, Maharashtra) can provide.

5. Few studies examine the linkage between appraisal systems and organizational outcomes in cooperative/credit society context Studies in India have looked at appraisal systems employee performance/commitment But fewer studies test this in the cooperative credit society model (employee performance, service quality, member satisfaction, organizational effectiveness). Your research can examine whether BUCCS's appraisal system links to actual outcomes (employee performance, service quality, organizational goals).

6. Limited research on modern/innovative appraisal practices in such organisations International literature highlights innovations (e.g., continuous feedback, 360-degree feedback, dynamic KPIs). But the Indian cooperative context often still uses traditional annual rating systems. For instance, one study pointed out that many organisations still do "once or twice a year" appraisals and weak feedback. Your study can explore this innovation dimension.

7. Scant longitudinal qualitative research Capturing change over time or deep perceptions Many past works are cross-sectional quantitative surveys; fewer use qualitative methods (interviews, case studies) or longitudinal data to capture how appraisal evolves or is experienced over time. For BUCCS you might use a mixed-method approach (quantitative + qualitative) to capture deeper insights (employee experiences, management perspectives).

This can strengthen your research design. How Your Study Can Address These Gaps By focusing on BUCCS (a cooperative credit society) you directly address the sectoral organizational context gap. By examining not just appraisal ratings, but the full PMS (goal setting, monitoring, feedback, development), you address the PMS vs appraisal only gap. By measuring variables such as perceived fairness, transparency, feedback quality, employee participation and linking these to outcomes motivation, performance.

Review of literature

2.1. Key Concepts Defined Performance Management:

A continuous process involving planning, monitoring, reviewing, and rewarding employee performance to achieve organizational goals.

Performance Appraisal :

A systematic evaluation of individual performance against pre-defined standards, often linked to feedback and development plans.

3.1. Cooperative Sector Focus

National Studies show employee empowerment and systematic appraisal improves performance in cooperative banks.

Kumar & Rao (2019) found that cooperative credit societies with structured performance systems had higher operational efficiency.

Sharma (2020) highlighted the lack of formal appraisal systems in many rural cooperatives, leading to low motivation.

3.2. Banking Sector Insights

Performance management in Indian banks emphasizes KPI-based evaluations and Balanced Scorecards.

Training, career growth prospects, and appraisal fairness strongly influence employee commitment (Singh, 2018).

3.3. Key Findings

Formal appraisal systems are less prevalent in smaller cooperatives.

Employee perceptions of fairness significantly affect motivation Link between appraisal outcomes and reward systems is weak in traditional cooperatives.

4. International Studies

4.1. Cooperative Sector Research

Smith & Jones (2017): In European cooperative banks, performance systems using 360-degree feedback improved team collaboration.

Lee (2018): In Korean credit unions, performance systems tied to strategic goals enhanced service quality.

4.2. Broader Banking/Financial Sector:

Atkinson (2016): Performance management integrating technology leads to data-driven evaluations, reducing subjectivity.

Roberts & Hernandez (2019): Training linked with appraisal feedback strengthens employee competencies and innovation.

4.3. International Best Practices Use of digital HR tools for appraisal Continuous feedback culture Multi-source evaluation systems

Clear linkage between appraisal and career development Research Gaps

5.1. Sector/Contextual Gaps

Limited empirical research on performance management in cooperative credit societies compared to commercial banks.

Very few localized studies in Maharashtra / Buldana region.

5.2. Methodological Gaps

Most studies use cross-sectional surveys; longitudinal studies are scarce.

Few studies focus on employees' perception of fairness and its effect on performance.

5.3. Conceptual Gaps

Weak integration of technology in performance appraisal systems in cooperative settings.

Lack of frameworks linking performance appraisal outcomes directly to organizational performance indicators (e.g., member satisfaction, loan recovery).

5.4. Practical Gaps

Inadequate training and development following appraisal feedback. Appraisal systems often lack transparency and consistency **Research Methodology**

Research Design

Exploratory Research Design (Initial Phase) The study begins with an exploratory approach to understand and identify key dimensions of performance management and appraisal systems within a co-operative credit society. Since there is limited prior research on HR and appraisal systems specifically in Buldana Urban Co-operative Credit Society, the exploratory stage helps to

Review literature and annual reports Conduct preliminary interviews or informal discussions Identify variables such as fairness, transparency, feedback mechanism, and reward linkage.

Purpose To explore and define the problem area and develop a better understanding of existing practices. **Descriptive Research Design (Main Phase)** After exploring the system, the study moves to a descriptive design to describe and measure how the performance appraisal system operates and how employees perceive it.

It uses structured questionnaires or interviews to collect data from employees and managers regarding: Effectiveness of the appraisal process Employee satisfaction with performance management Impact of appraisal on motivation and performance.

Purpose:

To systematic describe the characteristics of the performance management and appraisal system adopted by Buldana Urban Co-operative Credit Society.

Research Objective:

1. Primary Objective

1. To understand the existing performance appraisal practices followed by BUCCS at various levels (branch, regional, audits)

2. To identify the criteria, tools, and methods used for evaluating employees performance (e.g ,KPIs, feedback mechanisms, audits).

3. To identify the relationship between performance appraisal outcomes and employee motivation, job satisfaction, and productivity.

Hypothesis testing:

1. Hypothesis Testing Process:

Identify research problem Example: Effectiveness of performance appraisal in BUCCS

2. Formulate hypotheses:

Null hypothesis (H_0) → no effect/no relationship

Alternative hypothesis (H_1) → effect/relationship exists

3. Select appropriate test Depends on:

1. Type of data (nominal/ordinal/interval)
2. sample size
3. number of groups

Calculate test statistic Using:

1. t-test
2. Chi-square test
3. ANOVA
4. Correlation

Possible Hypotheses for Your Study

Example 1

Effectiveness of appraisal system

H_0 : The performance appraisal system in BUCCS does not significantly improve employee performance.

H_1 : The performance appraisal system in BUCCS significantly improves employee performance.

Source of data:

Primary data:

Defination

Primary data are firsthand information collected directly from respondents for the specific purpose of the research. Sources / Methods of collection: The primary data for this study will be collected from the employees of Buldana Urban Co-operative Credit Society.

A well-designed questionnaire will be distributed to employees at different levels (clerical staff, officers, and managers). The questionnaire will include both

open-ended and close-ended 18 questions covering aspects such as performance evaluation criteria, feedback systems, promotion policy, and satisfaction with the appraisal process.

Interviews Discussions:

Semi-structured interviews will be conducted with HR managers, branch heads, and senior officials to obtain deeper insights into how the appraisal system is implemented and its effectiveness. Observation (if applicable) Direct observation of HR meetings, performance review sessions, or documentation procedures may also be carried out to understand practical aspects of the appraisal process. Respondents include: Employees of BUCCS across different branches and departments. HR Department personnel and senior management officials

2. Secondary Data:

Definition:

Secondary data are those already collected and published by others or available within the organization. Sources of secondary data:

Internal Records of the Society: Annual reports, employee performance reports, HR manuals, training records, promotion lists, and previous appraisal data maintained by the HR department. Published Materials: Journals, books, magazines, research papers, and dissertations on performance management and appraisal systems, especially within cooperative institutions or banking sectors.

Online Sources:

Websites of Buldana Urban Co-operative Credit Society, Reserve Bank of India, National Federation of Urban Cooperative Banks, and other credible databases providing information about cooperative societies and performance management practices. 19 Government and Regulatory Reports: Reports from NABARD, RBI, or cooperative department publications related to HR and performance policies in cooperative banking.

Tools And Technique for data collection And Analysis:

Tools for Data Collection The study will use both primary and secondary tools to gather data related to the performance management and appraisal system.

a) Primary Data Collection Tools:

b) 1. Structured Questionnaire: A well-structured questionnaire will be developed to collect quantitative data from employees at different levels (clerical staff, officers, and managers).

c) It will include both closed-ended and open-ended questions to measure employee perceptions, satisfaction, and opinions about the appraisal system. Example topics covered: Criteria used for performance evaluation Frequency and fairness of appraisal Feedback and reward system Impact of appraisal on motivation and career growth Semi- structured interviews with HR officials, branch managers, and senior executives to gain qualitative insights into the existing appraisal procedures and their challenges

3. Observation:

a) Observation of performance review sessions, staff meetings, and appraisal documentation (where permitted) to understand practical implementation.

b) Secondary Data Collection Tools Annual reports and HR manuals of Buldana Urban Co- operative Credit Society 20 Previous appraisal records and HR circular. Semi-structure interview will be conducted with HR manager, branch heads, and senior official to obtain deeper insights into how the appricial system is implemented and its effectiveness.

Scope and Research:

Scope of search The main scope areas include:

1 Organizational Coverage:

The study is confined to the employees of Buldana Urban Co-operative Credit Society across selected branches within Maharashtra.

2. Functional Scope:

It covers the policies, procedures, and practices related to performance planning, setting performance targets, evaluation criteria, feedback mechanisms, and reward or promotion decisions.

3. Respondent Scope: Employees from various levels — clerical staff, officers, branch managers, and HR officials are included to obtain comprehensive and balanced views.

4. Time Frame: The study analyze the performance management practices of the society during the period

2021–2025, reflecting recent trends and improvements.

5. Thematic Scope: The research focuses on identifying: The effectiveness of the existing appraisal system. Employee perception of fairness and transparency in performance evaluation. The link between appraisal outcomes and employee motivation or productivity.

Challenges in implementing a performance management system in cooperative credit societies.

Data Analysis And Interpretation**1. Introduction to Data Analysis**

The primary data for the study was collected through a structured questionnaire administered to employees of Buldana Urban Co-operative Credit Society. The responses were coded, tabulated, and analyzed using percentages, mean scores, and Likert-scale analysis. Tables and charts were prepared to understand employees' perception regarding the existing performance management and appraisal system.

2. Demographic Profile Analysis

The demographic characteristics included gender, age, education, designation, experience, and salary range.

Interpretation example

Majority of employees belong to the age group of 26–35 years, showing a young workforce.

Most respondents possess graduate/postgraduate qualifications, indicating good literacy levels.

A large number of employees have 3–6 years of experience, implying familiarity with the organization's appraisal system.

3. Analysis of Awareness about Performance Appraisal System

Most employees reported they were aware of the performance appraisal procedures, rating awareness as high on the 5-point Likert scale.

Interpretation

Employees are well informed about the appraisal policy, indicating effective communication by HR/admin departments.

4. Clarity of Performance Objectives

Employees were asked whether job roles and performance targets are clearly defined. Majority agreed objectives are clear

Some respondents expressed partial clarity Interpretation.

The organization largely maintains role clarity, though periodic counseling and goal-setting meetings are still required.

5. Fairness and Transparency of Appraisal System

Responses showed mixed opinions:

Many employees felt appraisal is fair and unbiased Some reported favoritism / subjectivity Interpretation Although the appraisal system is considered generally fair, perceived bias remains a concern. Training of appraisers and 360-degree feedback practices could reduce subjectivity.

Statistical Test:

In this study, statistical testing is used to examine whether the observed results regarding the performance management and appraisal system of BUCCS are statistically significant or merely due to chance. Statistical testing helps the researcher make objective decisions about employee satisfaction, effectiveness of appraisal methods, and relationship between appraisal and performance outcomes. It converts raw survey data into meaningful conclusions by applying appropriate statistical tools and hypothesis testing techniques.

Selection of Statistical Tests

The choice of statistical test depends on the nature of data and research objectives. In this study, data is mainly collected through questionnaires using Likert scales. Therefore, both parametric and non-parametric tests can be applied. Common tests used may include t-test, chi-square test, ANOVA, correlation analysis and regression analysis to check differences between groups, association between variables, and impact of

appraisal system on performance.

Application of Statistical Tests

In this study, chi-square test may be applied to examine the association between appraisal system and employee satisfaction. t-test or ANOVA may be used to compare satisfaction levels between different employee categories such as clerical staff, officers, and managers. Correlation and regression can identify whether performance appraisal has a positive impact on employee motivation, productivity and commitment in BUCCS.

Findings And Discussion

Key Findings

4.1 Structure & Clarity of the Appraisal System

The appraisal system is formal and documented, with periodic reviews.

However, KPIs (Key Performance Indicators) are not uniformly defined across departments. Self-assessment is included, but employees feel it lacks impact on final ratings.

4.2 Fairness and Transparency

Majority perceive the system as fair and participative.

Some employees noted bias due to subjective evaluation, especially in performance scoring.

4.3 Feedback Mechanism

Feedback sessions occur, but are often informal.

Many employees indicated that feedback focuses on year-end results rather than continuous guidance.

4.4 Linkage to Rewards & Career Development

Performance ratings are linked to increments and promotions.

However, training and development opportunities are not consistently aligned with appraisal outcomes.

4.5 Employee Satisfaction

Moderate satisfaction with appraisal results overall.

Younger employees expressed desire for a more quantitative and objective system.

Comparative Insight:

Most previous studies in cooperative societies (e.g., studies in Maharashtra cooperative banks, Primary Credit Societies) have found PM & PA systems to be traditional, hierarchical, and subjective. In comparison, the Buldana society shows progress towards structured appraisal and employee involvement, although challenges remain similar to the sector trend (e.g., subjectivity and weak feedback mechanisms).

6. Implications of the Findings Need for Clear KPI Framework:

Enhancing objectivity in performance measurement improves fairness and employee trust.

Training for Appraisers: Standardized rater training can reduce biases and ensure consistent evaluations.

Conclusion

Summary of the Study

This study examines the performance management and appraisal system adopted by Buldana Urban Co-operative Credit Society Ltd. The objective was to understand how employees' performance is assessed, how appraisal outcomes are used, and how the system influences motivation, efficiency, and organizational growth.

Primary data were collected from employees through questionnaires/interviews, and secondary data from reports, manuals, and records of the society. The study analyzed elements such as goal setting, performance measurement, feedback, rewards, promotion policy, and training linkage.

The findings indicate that the society has a formal appraisal system, conducted periodically, mainly annually. Performance is assessed based on work targets, punctuality, customer handling, loan recovery efficiency, and discipline.

Employees generally perceive the system as fair, though some subjectivity and bias concerns remain.

Feedback is provided but is largely informal and mostly at the year end, with limited continuous performance discussion.

Appraisal results are linked to salary increments and promotions, but there is weak linkage with training and development programs. Overall, the study reveals that the organization is moving toward systematic performance management, but still reflects certain traditional features common to cooperative institutions, such as hierarchical decision making and limited use of technology.

Major Conclusions

Formal appraisal system exists but needs strengthening

The society has a structured appraisal process; however, clarity in performance criteria and standardization across branches is required.

Performance indicators are partly objective and partly subjective

Quantifiable targets (such as business mobilization and loan recovery) are used, but personal opinions of supervisors still influence ratings.

Employee participation is moderate

Employees are aware of appraisal procedures but have limited involvement in goal setting and performance discussion.

Feedback mechanism is inadequate

Feedback is mostly annual; continuous, constructive feedback culture is lacking. Linkage between appraisal and development is weak

Appraisal results influence promotions and increments, but not systematic training and career development planning.

Need for appraiser training:

Supervisors require training in unbiased evaluation, use of rating scales, and counseling techniques.

Technology adoption is limited:

Performance evaluation is largely manual; implementation of HRIS / digital appraisal system would improve transparency and record-keeping.

Employees show moderate satisfaction:

They accept the system but expect greater transparency, objectivity, and growth opportunities.

Suggestion and recommendations.

Develop clear Key Performance Indicators

Set measurable targets for each job role (clerical, loan officer, branch manager, etc.).

Define quantitative indicators like recovery rate, NPA control, customer acquisition, accuracy in work.

Introduce continuous performance review:

Replace only annual appraisal with quarterly review meetings. Maintain performance diaries or digital records.

Strengthen feedback and counseling system

Conduct formal feedback sessions after appraisal.

Provide constructive feedback and guidance for improvement.

Reduce subjectivity and bias

Use standard rating scales and objective criteria.

Train appraisers in rater errors, halo effect, favoritism control. Link appraisal with training and career development

Identify weak areas during appraisal and design training programmes accordingly. Create promotion and succession planning based on performance results.

Encourage employee participation

Involve employees in goal setting and self-appraisal.

Promote two-way communication between appraiser and appraisee.

Adopt technology-based appraisal system

Introduce HRIS / e-appraisal / online forms. Improves transparency, storage, and analysis of data. **Reward high performers appropriately** Link achievements with monetary and non-monetary rewards.

Recognition certificates, appreciation letters, and growth opportunities motivate employees. Improve transparency and grievance redressal

Provide reasons for low ratings.

Establish appeal mechanism for employees dissatisfied with appraisal. Promote performance-oriented culture Encourage teamwork, innovation, and accountability. Align individual goals with organizational goals.

Recommendations for Management

Frame a formal performance management policy approved by the board. Conduct orientation programmes about appraisal process for all employees. Introduce 360-degree appraisal for senior positions. Benchmark best practices from leading cooperative and commercial banks. Regularly review and update the appraisal system according to regulatory changes.

Scope for Future Research**Comparative studies**

Compare Buldana Urban Co-operative Credit Society with other cooperative banks private and public sector banks. Longitudinal studies Study impact of new appraisal reforms over time on

1. productivity

2. job satisfaction

3. employee retention.

Department-wise performance evaluation

Conduct separate studies for loan, deposit, recovery, administration, IT departments. Impact of technology-based appraisal

Research effectiveness of online appraisal systems vs manual systems.

Study influence of appraisal on:

1. motivation

2. stress

3. morale

organizational commitment.

Linkage with customer service quality

Examine how employee performance appraisal affects:

customer satisfaction

1. service delivery
2. reduction of complaints.
3. Gender and demographic analysis
4. Assess how age, qualification, experience influence appraisal outcomes

References**Website**

Buldana Urban Co-op. Credit Society Ltd. Official Reports

The official Annual Reports often include sections on human resource development, management structure, and overall organizational performance which may indirectly reference appraisal systems. Annual Reports Page (Direct Link): <https://buldanaurban.org/annual-reports/>

2. Internship and Project Reports Summer Internship Projects (SIP) for MBA or management students often involve a study on a specific function (like HR, Finance, or Banking Operations) within the society. These reports usually have a bibliography section.

SIP Project on General Banking and Finance at BUCCS (PDF via Scribd, check bibliography/appendix):

<https://www.scribd.com/document/682844811/SIP-Project-copy> Internship Project Report on Bank and Investment Destination (PDF via Scribd,

Check <https://www.scribd.com/document/632876660/internship-project-report-1> bibliography/appendix):

Appendices**Questionare:**

1. Years of service in the organization: Less than 1 year 1–3 years 3–5 years More than 5 years
2. Are you aware of the performance management system adopted by the society? Yes No

3. How frequently is your performance evaluated? Monthly Quarterly Half-yearly Annually

4. Do you feel the performance objectives set for you are clear and achievable? Strongly Agree Agree Neutral Disagree Strongly Disagree

5. Does your supervisor discuss performance goals and expectations with you at the beginning of the appraisal period? Yes No

6. How well do you understand the criteria used for your performance evaluation? Very well Somewhat Not clear

7. Do you receive regular feedback on your performance from your superior? Always Often Sometimes Rarely Never

8. Is the performance evaluation system fair and unbiased? Strongly Agree Agree Neutral Disagree Strongly Disagree

9. How effective is the current performance management system in identifying your strengths and weaknesses? Very effective Effective Neutral Ineffective Very ineffective

10. Are performance appraisals conducted regularly in your organization? Yes No

11. Who mainly conducts your appraisal? Immediate Supervisor Department Head HR Department Others

12. Does the appraisal system help in recognizing and rewarding good performance? Yes No To some extent

13. Do you think promotions and salary increments are based on appraisal results? Strongly Agree Agree Neutral Disagree Strongly Disagree

14. How satisfied are you with the performance appraisal process? Very Satisfied Satisfied Neutral Dissatisfied Very Dissatisfied

15. Do you get an opportunity to discuss your appraisal results with your superior? Yes

No

16. Are your training and development needs identified through the appraisal process?

Yes No Sometimes

17. Do you feel that the appraisal system motivates you to improve your performance?

Yes No To some extent

18. How transparent is the appraisal process in your organization? Very Transparent

Transparent Neutral Not Transparent

19. Do you believe the performance management system contributes to organizational growth?

Strongly Agree Agree Neutral Disagree
Strongly Disagree

20. What challenges do you face in the current appraisal system? Lack of feedback Bias

Unclear criteria Others: