

## TABLE OF CONTENT

	Page no.
DECLARATION OF CANDIDATE	i
ACKNOWLEDGEMENT	ii
TABLE OF CONTENT	iii - iv
LIST OF TABLE AND FIGURES	v
ABSTRACT	vi
<b>CHAPTER 1 : INTRODUCTION</b>	
1.1 Chapter introduction	1
1.2 Background of the study	1
1.3 Significance of the study	3
1.4 Problem identification	4 - 6
1.5 Objectives of the study	7
1.6 Limitation of the study	8
1.7 Organization of the study	8
<b>CHAPTER 2 : THEORATICAL BACKGROUND OF THE STUDY</b>	
2.1 Chapter Introduction	9
2.2 Nature of performance management	9
2.3 Purpose of performance management	10
2.4 Role of performance appraisal	11
2.4.1 Performance appraisal & motivation	12
2.4.2 Performance appraisal and training & development	12
2.5 Measurement of performance	12
2.5.1 Comparative appraisal method	12 - 16
2.5.2 Behavioral appraisal method	17 - 19
2.5.3 Out-put based appraisal method	19 - 21
2.6 Individual Rewards in organization	21

### CHAPTER 3 : LITREATURE REVIEW

3.1	Chapter introduction	28
3.2	Local literature	28 - 29
3.3	International literature	29 - 32

### CHAPTER 4 : RESEARCH METHODOLOGY

4.1	Chapter Introduction	33
4.2	Research design	34
4.3	Conceptual framework	35
4.4	Research population and sample	36
4.5	Instruments used	37 - 39
4.6	Type of analyzing of data	39

### CHAPTER 5 : DATA PRESENTATION & ANALYSIS

5.1	Introduction	40
5.2	Data presentation	40 - 44
5.3	Analysis of data	44 - 66

### CHAPTER 6 : CONCLUSION

### REFERENCES

### END NOTES

### APPENDICES

Appendix I	Questionnaire for the administrative service Officers	72 -77
Appendix II	Interview script	78
Appendix III	Evaluation form	79 - 82

## LIST OF TABLES & FIGURES

LIST OF TABLES:	page no.
Table 4.1      Sample for questionnaire	37
Table 5.1      No. of responses for gender	40
Table 5.2      Responses for type of the organization	41
Table 5.3      Responses for Educational Qualification	41
Table 5.4      Responses for Age group	41
Table 5.5      Responses for service experience	42
Table 5.6      Responses for Likert type questions	42
Table 5.7      Responses for Agree& Disagree	43
Table 5.8      Responses for the questions in part 3	43
Table 5.9      Responses for the questions for part 4	44
Table 5.10     Responses % for statement " Existing system motivates appraises to increase organization productivity	46
Table 5.11     Responses % for statement " existing reward system is in satisfactory level	48
Table 5.12     Ranking type of reward	49
Table 5.13     Responses % for statement " salary increment must be based on evaluation ratings"	50
Table 5.14     Responses % for statement " Evaluation results used to promote employee"	51
Table 5.15     Responses % for statement " Evaluation information used to promote employee	52
Table 5.16     Responses % for statement " Inforamtions are used to recognize training needs"	53
Table 5.17     Responses % for statement " Satisfaction level of existing appraisal system"	55
Table 5.18     Responses % for statement " existing system safeguard from bias and favoritism "	56

Table 5.19	Responses % for statement " existing system serve the major purposes"	57
Table 5.20	Responses % for statement " Appraiser and moderator have close relation with appraisee"	58
Table 5.21	Responses % for statement " Moderator is doing his role properly"	59
Table 5.22	Responses % for statement " Satisfaction level about appraiser	60
Table 5.23	Responses % for statement " Level of using personal data for evaluation	62
Table 5.24	Responses % for statement " Introduce performance bases reward system"	64
Table 5.25	Responses % for statement "Public sector salary increment also must change as in the private sector"	66
Table 5.26	Responses for statement "Will you accept any changes on existing appraisal systems"	67

## LIST OF FIGURES

		Page
Figure 2.1	The performance management system	9
Figure 2.2	Basic purpose of performance measurement	10
Figure 2.3	The paired comparison method with three individuals.	15
Figure 2.4	Forced distribution on a Bell-Shaped Curve	16
Figure 2.5	Flow Diagram of BARS Construction	19
Figure 2.6	MBO Process	19
Figure 2.7	A Rewards Framework for Improved Performance.	25
Figure 4.4	Research design	34
Figure 4.2	Conceptual framework	35

LIST OF FIGURES		Page
Figure 2.1	The performance management system	9
Figure 2.2	Basic purpose of performance measurement	10
Figure 2.3	The paired comparison method with three individuals.	15
Figure 2.4	Forced distribution on a Bell-Shaped Curve	16
Figure 2.5	Flow Diagram of BARS Construction	19
Figure 2.6	MBO Process	19
Figure 2.7	A Rewards Framework for Improved Performance.	25
Figure 4.4	Research design	34
Figure 4.2	Conceptual framework	35

#### LIST OF GRAPHS

Graph 5.1	Responses % for statement " Existing system motivates appraises to increase organization productivity	45
Graph 5.2	Responses % for statement " existing reward system is in satisfactory level	47
Graph 5.3	Responses % for statement " salary increment must be based on evaluation ratings"	49
Graph 5.4	Responses % for statement " Evaluation results used to promote employee"	50
Graph 5.5	Responses % for statement " Evaluation information used to promote employee	51
Graph 5.6	Responses % for statement " Inforamtions are used to recognize training needs"	52
Graph 5.7	Responses % for statement " Satisfaction level of existing appraisal system"	54
Graph 5.8	Responses % for statement " existing system safeguard from bias and favoritism "	55

Graph 5.9	Responses % for statement " existing system serve the major purposes"	56
Graph 5.10	Responses % for statement " Appraiser and moderator have close relation with appraisee"	57
Graph 5.11	Responses % for statement " Moderator is doing his role properly"	58
Graph 5.12	Responses % for statement " Satisfaction level about appraiser	59
Graph 5.13	Responses % for statement " Level of using personal data for evaluation	60
Graph 5.14	Responses % for statement " Introduce performance bases reward system"	62
Graph 5.15	Responses % for statement "Public sector salary increment also must change as in the private sector"	64
Graph 5.16	Responses for statement "Will you accept any changes on existing appraisal systems"	65