

Final Project

ON

**“A STUDY ON EMPLOYEES PERFORMANCE EVALUATION
WITH SPECIAL REFERENCE TO MARUTI SUZUKI,NAGPUR”**

DMSR- G. S. College of Commerce & Economics, Nagpur

Affiliated to

Rashtrasant Tukadoji Maharaj

Nagpur University Nagpur

In partial fulfilment for the award of the degree of

Master of Business Administration

Submitted by

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Under the Guidance of

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NAAC Re-Accredited “A” Grade Autonomous Institution**



Academic Year 2021-22

G.S. College Of Commerce & Economics ,Nagpur



CERTIFICATE

This is to certify that “**sarandeep kaur**” has submitted the project report titled **A STUDY ON EMPLOYEES PERFORMANCE EVALUATION WITH SPECIAL REFERENCE TOMARUTI SUZUKI, NAGPUR** towards partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate. It is further certified that he/she has ingeniously completed his/her project as prescribed by DMSR -G.S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited“**A**”Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

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DECLARATION

There-by declare that the project with title “**A STUDY ON EMPLOYEES PERFORMANCE EVALUATION WITH SPECIAL REFERENCE TO MARUTI SUZUKI, NAGPUR**” has been completed by me in partial fulfillment of MASTER OF BUSINESS ADMINISTRATION degree examination as prescribed by DMSR- G.S. COLLEGE OF COMMERCE & ECONOMICS , NAGPUR(NAAC Reaccredited “A” Grade Autonomous Institution) affiliated of Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

Place: Nagpur
Date:

Sarandeep kaur

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With immense pride and sense of gratitude, I take this golden opportunity to express my sincere regards to Dr. N.Y. Khandait, Principal, G.S. College of Commerce & Economics, Nagpur. I am extremely thankful to my Project Guide Sonali Gadekar for his/her guideline throughout the project. I tender my sincere regards to Co-ordinator, Dr. Sonali Gadekar for giving me guidance, suggestions and in valuable encouragement which helped me in the completion of the project .I will fail in my duty if I do not thank the Non-Teaching staff of the college for their Co- operation. I would like to thank all those who helped me in making this project complete and successful.

Sarandeep Kaur

Place: Nagpur

Date:25/7/22

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INTRODUCTION

PERFORMANCE EVALUATION

An employee performance evaluation, also known as a “performance review,” is **a process used by organizations to give employees feedback on their job performance and formally document that performance.** Although companies determine their own evaluation cycles, most conduct employee performance evaluations once per year

According to Gary Dessler,

“Performance evaluation means evaluating an employee’s current and/or past performance relative to his performance standards.”

According to Keith Davis,

“Performance evaluation is the process by which organizations evaluate individual job performance.”

PERFORMANCE EVALUATION



Performance evaluations vary significantly in structure and format across industries and companies. They might include rating scales, self-assessment checklists, formal observations or performance tasks.

Maruti Suzuki India Limited is India's leading & largest Passenger car manufacturer which accounting for nearly 50 percent of the total industry sales. With a view to cater the demand of all types of customer the company has variety of brands in its basket i.e ranging from the people's car Maruti 800 to the stylish hatch-back Swift, SX4 Sedan and luxury sports utility vehicle (SUV) Grand Vitara. The company has received ample awards and achievements due to its continuous innovations and technological upgradations.

The company today is very conscious about safeguarding the environment from vehicle pollution which resulted in launching of its advanced K-Series engines. Despite of stiff competition, Maruti Suzuki India Limited is presently considered as the leading automobile giant due to its remarkable Economic, Environmental & Social performances.

All organizations that have learned the art of “winning from within” by focusing inward towards their employees, rely on a systematic performance evaluation process to measure and evaluate employee performance regularly. Ideally, employees are graded annually on their work anniversaries based on which they are either promoted or are given suitable distribution of salary raises.

Performance evaluation is the process of evaluating how effectively employees are fulfilling their job responsibilities and contributing to the accomplishment of organizational goals Performance evaluation also plays a direct role in providing periodic feedback to employees, such that they are more self-aware in terms of their performance metrics.

Performance Evaluation is defined as a formal and productive procedure to measure an employee's work and results based on their job responsibilities.

APPROACHES OF EMPLOYEES

While consistent check-ins between supervisors and employees are important, so are periodic employee evaluations. An employee evaluation report ensures that everyone is on the same page and helps give the employee constructive feedback on their strengths and weaknesses. It’s also a good opportunity for employees to set goals.

Be Prepared

As a supervisor, conducting an employee evaluation means that you have to do your part. That means putting together all of the feedback you have for the employee, positive and constructive. Typically, supervisors will prepare the report in draft form first. Then, send a copy to the employee so they can review it before an in-person meeting. After the meeting, you can finalize the details

and add more information as needed before the official submission.

Make It a Collaborative Effort

The evaluation should be a collaborative effort, rather than the supervisor telling the employee what to do. In fact, this is a good opportunity for the employee to give the supervisor any feedback. Of course, this all needs to be handled with tact and professionalism. Making the evaluation a conversation also opens up the opportunity to have honest conversations about what's working and what's not, which can help shape the employee's work life until the next evaluation.

Have a One-on-One Meeting

When going over the employee evaluation, it's important to have a one-on-one meeting. This gives both parties a chance to discuss any questions, discrepancies or to expand on the written notes. It's also a crucial time for supervisors to not only recognize the positive traits in an

employee but to also point out ways that they could improve. A successful meeting helps both the supervisor and employee understand all aspects of the evaluation.

Conduct a Self-evaluation

Another potential step in the process is having the employee conduct a self-evaluation. This can be included in the final copy of the evaluation and can be a useful way for employees to express themselves. The self-evaluation may include information on the tasks they've been completing that may go above and beyond their job description and major accomplishments that should be noted.

Set Goals

Finally, make sure to set goals for the future. This might include basic goals to help them become better at their current position, but it can also include long-term goals about what they want to do in

the next several years. While some employees may express that they're happy to continue in their current role for the foreseeable future, you may have others with larger ambitions. Especially in the case of the latter, it's helpful for the supervisors to know so that they can mentor them and help them achieve their aspirations.

Performance evaluations, which provide employers with an opportunity to assess their employees' contributions to the organization, are essential to developing a powerful work team. Yet in some practices, physicians and practice managers put performance evaluations on the back burner, often because of the time involved and the difficulties of critiquing employees with whom they work closely. The primary goals of a performance evaluation system are to provide an equitable measurement of an employee's contribution to the workforce, produce accurate

evaluation documentation to protect both the employee and employer, and obtain a high level of quality and quantity in the work produced. To create a performance evaluation system in your practice, follow these five steps:

1. Develop an evaluation form.
2. Identify performance measures.
3. Set guidelines for feedback.
4. Create disciplinary and termination procedures.
5. Set an evaluation schedule.

COMPANY PROFILE

Maruti Suzuki India Limited is an Indian multinational vehicle manufacturing company. The company headquarter is in New Delhi, India. It is a subsidiary of Suzuki Motor Corporation, Japan, is India's largest passenger car maker.

Maruti Suzuki is the first Indian company to produce and sell more than a million of cars in a year.



In February, 1981, the Company, formerly known as Maruti Udyog Limited, was incorporated as a joint venture between the Government of India and Suzuki Motor Corporation, Japan.

The company's product range expands from entry level small cars like Alto 800, Alto K10 to the luxury sedan Kizashi that is imported as a CBU and now the company add new products like Ertiga and Celerio with the contemporary Auto Gear Shift technology, to meet the changing lifestyle of customers.

Maruti Suzuki mission statement:-

Maruti Suzuki's mission statement say

“ To be the leader in the Indian automobile industry , creating customer delight and shareholder ‘s wealth; a pride of India”.

Maruti Suzuki vision Statement:-

“To make every journey an experience and every experience a memory, maruti Suzuki puts people at the centre of everything it does”.

POINTS	INFORMATION
Company Name	Maruti Suzuki India Limited
Founder	Government of India
Owner	Suzuki Motor Corporation
Date of Establishment	1981
Headquarter	New Delhi, India
Area	India
Industry	Automotive
Revenue	INR 79031.40 Crores
Chairman	Ravindra Chandra Bhargava
CEO	Kenichi Ayukawa
Registered Address	6 th floor Hansalaya 15, Barakhamba Road 110001, New Delhi, India
Telephone No.	9811801015
Email	contact@maruti.co.in
Company Status	Active
Website	www.marutisuzuki.com

SWOT ANALYSIS OF MARUTI SUZUKI

Now first let's begin with the strengths of the company from the SWOT analysis of Maruti Suzuki.

Strengths of Maruti Suzuki

The strengths of a company are the unique qualities that provide it with an advantage in acquiring more market share, attracting more customers, and maximizing profitability. Maruti Suzuki's strengths are as follows:

- **Market Share:** Maruti Suzuki has a large market share with a share value of 45 percent which is comparatively more if compared to its competitors and this is one of the biggest strengths of Maruti Suzuki.
- **Number of Sales:** Maruti Suzuki registered the highest number of domestic sales in the previous fiscal year, with 9,66,447 units. This has recently surpassed the national sales mark of 10 million.
- **Brand Value:** Maruti Suzuki has high brand recognition and a large consumer base. Also earned a good reputation for selling second-hand vehicles of good quality through its true value chain.
- **Strong Advertising & Reliable Suppliers:** Effective approaches of advertising, good product range, largest dealers network to attract people. It has a strong base of reliable suppliers of raw material thus enabling the company to overcome any supply chain bottlenecks.
- **Product Quality:** Maruti Suzuki engine capacity is supreme which provides more mileage as compared to its competitors, their cars require less maintenance and service cost is the lowest in the market. These advantages give Maruti Suzuki a complete edge over its competitors in terms of capturing the market of the lower and middle class which percentage is more as compared to the richclass.

Weaknesses of Maruti Suzuki

Weaknesses are elements of a company or brand that can be strengthened.

The following are Maruti Suzuki's flaws:

- **Weak Interior Quality:** Maruti Suzuki's interior quality is weak in comparison with the high-quality interior of Hyundai, Maruti Suzuki, Volkswagen etc. Also, the build quality of Maruti Suzuki cars is a little bit low co **Government Intervention:** Government intervenes because of having a share in Maruti Suzuki as it's owned by the government and a public company. Strategic decisions are dependent upon government approvals.
- **Penetration Inability:** Maruti Suzuki's one of biggest inabilities is not being able to penetrate the world market. The company is only popular in India and some of the Asian regions other than this Maruti Suzuki's presence in Europe and the North American market is not that fascinating.
- **Weak Managerial & labour Relationship:** The relationship between management and labour unions is not good. Employee strikes, worker's wages strikes have declined the reputation of Maruti Suzuki in terms of being the best working place.
- **Diversification in the Workforce:** The workforce at Maruti Suzuki Motors is analyzed with mostly local workers, and low amounts of workers from other ethnical backgrounds. Lack of diversification makes it difficult for employees from different ethnical backgrounds to adaptat the workplace, leading to loss of talent.

Opportunities for Maruti Suzuki

- Potential areas of attention for a corporation to enhance results, expand to the ecompetitors.
- sales, and, ultimately, profit are known as opportunities. Maruti Suzuki's opportunities.

- **LPG Version of Cost-Effective Hatchbacks:** Maruti Suzuki is popular among the taxi sector and most of the taxis are connected with LPG. A recently positive move by Maruti Suzuki is that it introduced its LPG version of Wagon R which is a smart move taken by the company.
- **Collaborations:** Maruti Suzuki can jointly work with big car manufacturers to bring innovations in the market by improving relations. Just like recently, Maruti Suzuki is working with Toyota on a project to launch small electric SUVs in the market.
- **Technological Developments:** Technology succeeds with numerous advantages among many departments. Operations can be automated to diminish costs. Technology enables better data to be obtained from customers and improves trading accomplishments.
- **Immense Production Potential:** Maruti Suzuki has immense potential in foreign markets and it is a rapidly growing market for automobiles. It can tap into European and other untouched markets where growth potential is even more.
- **Transport Industry:** The transportation industry has been thriving in recent years and has significant growth potential in the future. This has reduced transportation costs, which benefits Maruti Suzuki by lowering its overall costs.

Threats to Maruti Suzuki

Environmental variables that can damage a company's growth are known as threats. Maruti Suzuki's threats include the following:

- **Fall in Market Share:** Maruti Suzuki has experienced a great fall in its market share because of the higher increment in market share of other brands, such as Figo, Ford, Volkswagen. Also, Maruti Suzuki registered a sales drop in January 2022.
- **Intense Competition:** China intends to join the Indian car market which can create immense competition. Also, Maruti Suzuki has other competitors from global automotive brands.
- **Controversies:** Maruti Suzuki is facing certain controversies such as its cars are failing accident tests and safety benchmarks which is one of the most important aspects customers look into before purchasing any car.
- **Costs and Expenses:** Higher fuel costs including demonetization expenses and economic recession has caused decreasing purchases by custom.

Establishment

In 1983, the company started manufacturing of automobile industry. The company first car named was Maruti 800 was launched in 1983. From that car, tastes and demand keep on involving with each new generation of Indians. The company established infusing design and technology to make its cars meet new age expectations smoothly. Today, Maruti Suzuki has its eyes set firmly on the possibilities of tomorrow.

Founder

Maruti Suzuki India Limited founded by Government of India. The Chairman of the company is Ravindra Chandra Bhargava. He is an Indian businessman and born on 1934. He joined the

company after serving twenty-five years as an Indian Administrative Service officer. Bhargava did education from The Doon School, Allahabad University and Williams College, Massachusetts. In 2016, he was awarded Padma Bhushan third highest civilian award in the Republic of India.

Net Worth

Maruti Suzuki India Limited Company is an Indian automobile industry. In 2020, the company revenue is Rs. 79031.40 million. It is the first company in India to introduce factory fitted CNG vehicles. Its sales and service network is the largest among car manufacturers in India with over 1300 sales outlets and over 3000 service centers. The company also exports cars to several countries in Europe, Asia, Latin America, Africa and Oceania.

If you want to know anything else about the **Maruti Suzuki India Limited**. Please comment below we will try to provide information.

INTRODUCTION AND HISORY OF MARUTI SUZUKI



The present variant of Suzuki logo is designed in red and blue colours. The red colour (the letter S of Suzuki) represents passion, integrity and tradition, while the blue (the letter M of Maruti) stands for excellence and grandeur. **Maruti Suzuki India Limited**, formerly known as **Maruti Udyog Limited**, is an automobile manufacturer in India. It is a 56.21% owned subsidiary of the Japanese car and motorcycle & it's a MC company Suzuki Motor Corporation. As of July 2018, it had a market share of 53% of the Indian passenger car market. Maruti Suzuki manufactures and sells popular cars such as the Ciaz, Ertiga, Wagon R, Alto K10 and Alto 800, Swift, Celerio, Swift Dzire, Baleno and Baleno RS, Omni, baleno, Eeco, Ignis, S-Cross, Vitara Brezza and newly launched S-Presso small SUV.

The company is headquartered at New Delhi. In May 2015, the company produced its fifteen million the vehicle in India, Swift Dzire.

In 1982, a license and joint venture agreement

(JVA) was signed between Maruti Udyog Ltd., and Suzuki of Japan. At first, Maruti Suzuki was mainly an, Maruti received the right to import 40,000 fully built-up Suzuki in the first two years ,and even after that the early goal was only 33% indigenous parts. This upset the local manufacturers considerably. There were also some concerns that the Indian market was too small to absorb the comparatively large production planned by Maruti Suzuki, with the government even considering adjusting the petrol tax and lowering the excise duty in order to boost sales. Local production commenced in December 1983.

Maruti Suzuki is the car company that leads the Indian auto industry. Maruti started its operation in 1982 and today Maruti Suzuki alone makes 1.5 million family cars every year. All this happened due to teamwork of over 12500 dedicated and passionate professionals. Maruti Suzuki offers a dynamic, challenging and professional environment where an employee can grow and learn, build on a rewarding career.

Career development is an ongoing, lifelong process to help individual learn and achieve more in their career. Success in career is a combination of various factors like performance, potential, competence, results and positive Electronic copy available at: Performance is measured through a well-defined and robust Performance Management System (PMS) which assesses employee performance on functional KRA's (Key Result Areas) and behavioral traits and competencies..

It is an online process, based on clear & measurable Key Result Areas (KRAs) and involves active participation from evaluation and appraise ensuring feedback and suggested improvements.

Maruti Suzuki - Joint Ventures

Relationship between the Government of India, under the United Front (India) coalition and Suzuki Motor Corporation over the joint venture was a point of heated debate in the Indian media until Suzuki Motor Corporation gained the controlling stake. This highly profitable joint venture that had a near monopolistic trade in the Indian automobile market and the nature of the partnership built up till then was the underlying reason for most issues.

The success of the joint venture led Suzuki to increase its equity from 26% to 40% in 1987, and to 50% in 1992, and further to 56.21% as of 2013. In 1982, both the venture partners entered into an agreement to nominate their candidate for the post of Managing Director and every Managing Director would have a tenure of five years.

Maruti Suzuki – Recent Acquisition

Maruti Suzuki India on 13 May 2020, said its board took a slew of decisions, including acquisition of Delhi-based JJ Impex, and supply of Vitara Brezza to Toyota Kirloskar Motor (TKM). The car major on said its board has approved acquiring 39.13% equity stake held by Sumitomo Corporation, Japan and 10% held by Sumitomo Corporation India in JJ Impex (Delhi), a company engaged in automobile service and repair business.

The cost of acquisition or the price at which the shares are to be acquired is fixed at Rs 21.73 crore, the company said.

After the acquisition, the company shall become the wholly-owned subsidiary of MSIL. MSIL shall have the right to nominate/ appoint all the directors on the board of the company. The

nominee Directors of Sumitomo Group shall resign from the board of the company, Maruti Suzuki India (MSIL) said. The acquisition does not require any government approvals, it added.

MARUTI SUZUKI FUTURE PLANS

In an alliance with Toyota, Maruti Suzuki will be targeting the Hyundai Creta space with a mid-sized SUV in 2022, and this vehicle will be based on the current Brezza architecture. A C-segment MPV in 2023 is also planned, and both vehicles are likely to be produced at Toyota's factory in Bidadi.

Unlike the re-badged Baleno, Ciaz and Ertiga, which will be shared by Maruti and Toyota in India till 2022, the SUV and MPV under development are likely to have distinct characteristics or differentiation to ensure that both companies gain from India's growing preference for utility vehicles.

“With over a dozen SUVs planned by its rivals, Maruti Suzuki knows it has to have competitive offerings to retain its 50% overall share. The exit from diesel makes compact SUVs a challenge, but a 1.5-litre diesel engine is not yet ruled out,” said one of four executives aware of Maruti's plans. “Plus, Maruti will be relying on the localised hybrid solutions from Toyota to spruce up its future portfolio.”

The utility vehicle segment is expected to overtake the humble hatchback segment in India, as an

The market leader had posted losses for the first time in about two decades, as the April-June 2020 quarter showed nearly Rs 250 crore loss. Net sales had declined to less than Rs 4,000 crore, compared to nearly Rs 19,000 crore from the period in the previous year.

Maruti Suzuki – Competitors

The top 10 competitors in Maruti Suzuki's competitive set are-

- 1. Honda Motors**
- 2. Toyota Motor Corporation**
- 3. Nissan Motors**
- 4. Hyundai Motors**
- 5. Fiat**
- 6. Mitsubishi Motors**
- 7. Chevrolet**
- 8. Tata Motors**
- 9. Skoda Auto**
- 10. Volkswagen**
- 11. Ford Motor Company**
- 12. Volvo**

Maruti Suzuki - Challenges Faced

Suzuki Motors Corporation had to recall certain models of vehicles such as the Grand Vitara and XL 7 which were manufactured in the year 2005. A problem was detected in the adjuster pulley for the drive belt which has the outer portion made up of plastic and operates the power steering pump and air conditioner compressor. Repeated heat stress caused the outer body made up of plastic to weaken and pieces of the pulley broke off.

The company found out that the broken pieces of pulley can get caught between the pulley and the drive belt which can cause the drive belt to come off resulting in increased effort to steer the vehicle by the driver which in turn increased the risk of a crash or accidents. The company made a plan to resolve the issues in the vehicles with this problem and the dealers of Suzuki Motor Corporation replaced the power steering pump belt tension adjuster free of charge for the customers

whose vehicles had the same defect.

Suzuki subsidiary Maruti Suzuki India Limited faced a great challenge to keep its lead in the small market segment of automobiles in India. The company was facing severe production issues which resulted in a long gestation period for some top-selling brands such as Maruti Suzuki Swift, Maruti Suzuki Swift Desire and a few other models. These production issues could have led to loss in the market share of Maruti Suzuki in India however the company dealt with the situation by working with their vendors to increase the supply of the materials and the company was able to deal with the backlogs of its normal sales on many models.

Difficult days, but we will emerge stronger—This was the message India's biggest car company gave out on Wednesday as it came out with its annual integrated report for the 2020 financial year and took stock of the toll that the pandemic was inflicting on its bottomline.

“The COVID-19 epidemic has given your company as well as its vendors and dealers an opportunity to review all systems of working and become more efficient and competitive. Thus, while we are going through difficult days, I believe we will emerge stronger and fitter in the future,” Maruti Suzuki chairman R.C. Bhargava said, addressing stakeholders.

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LITERATURE REVIEW

1.REVIEW OF LITERATURE

P.Krishnaveni

P.Krishnaveni in her article focuses on historical developments, financial analysis and various brands of Maruti Suzuki. The article highlighted the performance of Maruti Suzuki with respect to Production, Manufacturing and Exports of company. The article also describes the various innovations of the company for e.g introduction of Electronic power steering, introduction of superior quality of 16*4 hypertechnology engines.

R.C.Bhargava, Seetha

R.C.Bhargava, Seetha in their book, The Maruti Story, focuses on the journey & developments of Maruti Suzuki India Limited. Mr.Bhargava in his book pointed that Maruti Udyog established new standards of quality, productivity, industrial relations and customer care in the Indian automobile industry and the manufacturing sector at large.

He also mentioned that Maruti Suzuki not only dominate the Indian car market within a short period of time but also showed that India could manufacture and export a sophisticated product to all demanding markets of western Europe. He also emphasized that Maruti Suzuki is rapidly building research & design capabilities so that in a few years small cars can be designed and engineered in India.

Maruti Suzuki India Limited in their Sustainability Report , focuses on its Give, Get & Grow mantra. This report speaks about Economic, Environmental & Social performance of Maruti Suzuki India limited. Mr.R.C.Bhargava-Chairman, Maruti Suzuki India Limited, in this report

stated that, the sustained growth achieved by Maruti Suzuki over its 26 year journey is the result of stakeholder centric policies adopted from their formative years, which have also kept in view the interests of society and the company's ability to respond to the changing market requirements., Maruti Suzuki embarked on a journey to develop alternate fuel vehicles and out of the alternative fuel options, CNG seems to be the most suitable option for India.

CONCLUSION:

The automobile industry is considered an engine for economic growth of the country. Maruti Suzuki has proven that it is always ahead than its competitors because of continuous innovations and technological up gradations. The company has set a benchmark of excellence because of Research & Development activity as Maruti Suzuki believes that this activity will enable the company to offer superior and environment friendly products to customer with complete satisfaction. Maruti Suzuki environmental performance is really uncountable. Considering the growing vehicle pollution, the company introduced advanced K-Series engine in its vehicles which resulted in reduction of CO, THC and NOx emissions by almost 50 percent. As far as economic performance is concerned, Maruti Suzuki last few year's statistics of Domestic sales, Export, narrates that still Maruti Suzuki is the leader of Indian Automobile sector.

2)

Khan Muhammad FaseehUllah (Mar.-Apr.2013),

Khan Muhammad FaseehUllah (Mar.-Apr.2013) in his paper “Role of Performance Evaluation System on Employees Motivation” opines that the evaluation process should adopt such methods in which both the evaluation and the appraise take keen interest. For the successful implementation of performance system regular training, focused approach and accountability of person using is required. Both financial and non-financial incentives should be linked to annual evaluation system.

Miah M. Khasro (June.2012)

Miah M. Khasro (June.2012), Performance Management System in UK Retail Industry. Sainsbury’s has developed a powerful performance evaluation system measuring financial performance based on target achievement. Their approach of conducting PMS may result negatively in long term in terms of development of their employees.

Shrivastava Pallavee, Rai Usha Kiran

Shrivastava Pallavee, RaiUshaKiran, Performance Evaluation Practice in Indian Banks.

Performance system should be correlated with the organization’s philosophies and mission, cover assessment of performance as well as potential for development, look after the needs of both the individual and the organization, help create a clean environment, rewards linked to achievements, generate information for personnel development and career planning, suggesting

Nair Bindu ,Pareek Ashish

Nair Bindu ,Pareek Ashish, Performance Management Systems adopted by select Indian Private Sector. Organizations have now come to realize the importance of a performance measurement & management system that enables them to more effectively drive and manage their business operations. They are now aligning the individual and team performances to the organization strategies so that compensation & incentives are aligned to strategic performance.

Yadav Rajesh K., Dabhade Nishant

Yadav Rajesh K., Dabhade Nishant, Performance Management Systems in Maharatna Companies (a case study of B.H.E.L.,Bhopal). One performance evaluation program should not be designed to serve a numerous of purposes because it may be unclear and difficult & results into failure. The solution is to separate assessment program should be designed for development of employees.

3)

The review's goal is to provide context for justification for the research conducted. It is a description of what has been published on a topic by accredited scholars and researchers, and it discusses published "A Study On Performance Appraisal Of Employees At Maruti Suzuki Kataria Automobile the time, within a specific time period. It is emphasized that this chapter is so important that its omission represents the avoidance or absence of a major element in research. This chapter provides a brief overview of studies on the concept of performance appraisal conducted by various scholars and experts. An attempt was also made to identify the gaps in the literature.

Muhammad Shaukat Malik et al. (2013)

Muhammad Shaukat Malik et al. (2013) determined performance appraisal's impact on attitudinal outcomes and employee development. This investigation aims to fill that void. Human resource management is a priority for technology-intensive organizations in developing countries such as Pakistan, and the telecom sector is one of these sectors. This empirical study investigated the relationship between what employees perceive about performance appraisal and the impact this perception has on their work motivation in the Pakistan telecom sector. They gather information by asking 120 respondents. Perceive fairness is identified as a critical dimension of the performance appraisal for employee motivation. They conclude that performance appraisal is helpful to employees' motivation.

Trias Setiawati et al. (2019)

Trias Setiawati et al. (2019) discussed the impact of performance appraisal fairness and job satisfaction through commitment on job performance among respondents at condoning catur

Hospital (RSCC) in Yogyakarta, Indonesia. The purpose of this research is to determine the impact of performance appraisal fairness and job satisfaction through commitment on job performance. The finding shows that performance appraisal fairness and job satisfaction both have a positive and significant influence on job performance, both partially and simultaneously. However, the direct impact of performance appraisal fairness and job satisfaction on job performance outweighs the indirect impact. In short, they conclude that performance appraisal has a positive impact on showing fairness

Dr. Prachi Singh et al.

Dr. Prachi Singh et al. (2013) claimed that an appraisal system's primary goal should be to improve employee and organizational performance. The system must be built on a deep respect for people and acknowledge that employees are the most valuable resource. In theory, performance evaluation is very appealing, but in practice, it rarely produces the desired results. This paper provides evidence that traditional performance appraisals can reduce employees' productivity, satisfaction, and engagement. The suggestion made above will be far more effective in improving individual and organizational performance than individual performance appraisal.

Abhinanda Gautam (2014)

Abhinanda Gautam (2014) has examined that the Simbhawli sugar limited appraisal aims to act as motivational equipment for enhanced employee performance. The better-performing employee gets the majority of available pay increases, bonuses, and promotions. The detailed study with a sample size of 42 middle-level managers, and executives, revealed that the performance appraisal has a significant impact on employees' motivation. Several parameters like clarity, increment, job role, incentive, QWL, employee productivity, etc. were taken into consideration.

Leila Najafi, et al. (2010)

Leila Najafi, et al. (2010) studied that an appraisal is an important tool in human resource management; if done correctly and logically, it can guide organizations to their goal and help employees achieve their goals. In this paper, they investigate the effect of performance appraisal results on employee motivation and job advancement. According to the outcomes of the study, performance appraisal has little effect on increasing motivation.

CONCLUSION

Analyzing the data reveals that the respondents rate the appraisal as medium. This study also shows that the company's appraisal method boosts employee motivation. In this field, Abhinanda Gautam (2014) and Muhammad Shaukat Malik et al. (2013) make the same point. And it contradicts the findings of Leila Nafaji et al. (2010).

Performance appraisal, according to Dr. Prachi Singh et al. (2013), does not increase employees' motivation to perform effectively in a practical way which is relevant to our study. Analyzing the research findings can also lead us to the conclusion that current appraisals are unacceptable, according to some of the respondents. For new employees, a proper qualification structure is required, which is related to designation and experience. Furthermore, the general environment of the organization is very welcoming, and as a result, the corporation has not imposed any specific measures to address employee performance assessment issues

4)

Pallavi Shrivastava, Usha Kiran Rai

The researcher **Pallavi Shrivastava, Usha Kiran Rai** conducted research on topic performance appraisal practise in Indian bank the main objective of study to know in what way they are apply the performance appraisal practices in the banks. With the help performance appraisal system, they can enhance the ability of organization. Performance appraisal system is one of the key factors for organization. The researcher found that the appraisal system gives the information about past performance and provide the opportunity to reflect on future performance. But for the success they should focused on the improvement and development of the bank and also the effect and effectiveness of the banks

Muhammad Imam, Nadeem Maqbool

The researcher **Muhammad Imam, Nadeem Maqbool** conducted research on topic performance appraisal system: An examination in the city school of Bahawalpur in team of employee's perception. Through the performance appraisal researcher can get to know about the strength and weakness of the employees. Researcher found that performance appraisal system is important factor for the success of any organization, because it help to evaluate the performance of employees toward work..

Dr Kanchan Bhatia, Prof Prashant Jain

The researcher **Mr Vishal .s. Rana, Dr. Murlidhara .a. Lokhande** conducted research on topic performance evaluation of Maruti Suzuki india limited: An overview. While doing the research researcher get to know that perfomance evaluation if Maruti Suzuki India limited is very effective.Maruti Suzuki has proven that it is always ahead than its competitors because of continuous innovations and technological upgradations. The company has set a benchmark of

excellence because of Research & Development activity as Maruti Suzuki believes that this activity will enable the company to offer superior and environment friendly products to customer with complete satisfaction.

Tarus Benjamin Kipchumba

The researcher **Tarus Benjamin Kipchumba** conducted research on topic effectiveness of the 360-degrees appraisal tool in human resource practice in kenya. The researcher found that the of 360-dergrees appraisal tool is important in that employees have clear business and operational objectives, it enables organization know individual contribution to organization, management may be able to measure performance against the set objectives management may be able to seek views from clients by communicating effectively to them and also the employees may be able to predict organization future performance and be secure of future.

Conclusion

From the research it is concluded that overall the respondents are satisfied with the performance appraisal method. It also increases the effectiveness and productivity of employees and organization as a whole. Employees strength and weakness is known and is communicated in a well-maintained way to them. Overall the appraisal method is designed well and is beneficial for the employees as it helps to know the training needs of an individual in the organization.

PROBLEM DEFINITION

1. If the factor being used in the performance evaluation are incorrect or not relevant , the evaluation will fail to provide any useful or effective data
2. It is challenging for the manager to assess the employee if they are not proper train.

OBJECTIVES OF THE STUDY

1. To understand the concept of performance evaluation system
2. To study the various factors that lead to performance evaluation.
3. To understand the performance evaluation system practiced at MARUTI SUZUKI.
4. To conduct a detailed study on performance evaluation of MARUTI SUZUKI.
5. To study the variables that increase the rate of performance evaluation.

HYPOTHESIS

A hypothesis is a tentative statement about the relationship between two or more variables. It is specific, testable prediction about what you expect to happen in a study.

Hypothesis can also be divided as

- (1) Null Hypothesis
- (2) Alternative Hypothesis.

In line with the problem of this study has following hypothesis.

1. **H11:** performance evaluation helps to motivate the employees through self assessment.
2. **H12:** performance evaluation helps to enhance employee performance.

NEED OF THE STUDY

↓

- 1) Performance evaluation helps to identify the future training needs.
- 2) It helps to increase the employee satisfaction level.
- 3) Helps in succession planning.
- 4) To recognize potential /promising employee.
- 5) To motivate the employees.

RESEARCH METHODOLOGY

What is Research Methodology?

- A Voyage of Discovery, A journey, An Attitude, An Experience, A Methods of Critical Thinking, A Careful critical Enquiry in seeking facts for principles.
- An Art of scientific investigation
- A Systemized effort to gain new knowledge, a movement from known to unknown

Types of Research Methodology

Exploratory Research

Exploratory research is a type of research conducted for a problem that has not been clearly defined. Exploratory research helps determine the best research design, data collection method and selection of subject. It should draw definitive conclusion only with extreme caution.

Constructive Research

Constructive research is perhaps the most common computer science research method. This type of approach demands a form of validation that doesn't need to be quite as empirically based as in other types of research like exploratory research.

Empirical Research

Empirical research is a way of gaining knowledge by mean of direct observation or experience, Empirical evidence (the record of one's direct observations or experiences) can be analyzed quantitatively or qualitatively.

Methods of Research Methodology

These are two types of Research Methodology

□ **Qualitative Method**

Qualitative research helps to gain insight into people's behaviors, value systems, motivations, culture or lifestyles, and how these attributes have a role to play in decision and policy making, communicating, and conducting research.

Approaches of Qualitative Research

The generation of models, theories and hypotheses.

- The development of instrument and methods for measurement.
- Experimental control and manipulation of variables.
- Collection of empirical data.
- Modeling and analysis of data.
- Evaluation of results

Direct Observation:

In direct observation method, there is no participatory involvement on the observer's part. The observer is more a part of the background and is as unobtrusive as possible. As there is no direct participation, the observations are more detached. The researcher is watching, and making notes for future use.

Participant Observation:

This method for qualitative research is highly dependent on the researcher's ability to blend and extract information by being part of an inventor group. This method requires the researcher to become an active participant, while observing. It aims to gain a close insight of individuals or social groups and their practices through an intensive participation with them, in their natural environment, and often requires months or years to collect the required data for analysis.

 Quantitative Method

In the social sciences, quantitative research refers to the systematic empirical investigation of quantitative properties and phenomena and their relationships. The objective of quantitative research is to develop and employ mathematical models, theories and/ or hypotheses pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships.

Quantitative research is generally made using scientific methods, which can include:

RESEARCH DESIGN

Research design is the overall description of all the steps through which the project has proceeded from the setting of objectives to the writing of the project report. The success of the project depends on the soundness of the research design, which includes problem definition, specific method of data collection and analysis and time required for the project. The research that is undertaken is "Descriptive & exploratory" in nature. The research is to find out the customers' preference and attitude towards decision making selecting appropriate small, medium & luxury car which suits to their need.

DATA COLLECTION METHOD

Two methods of collecting data used for this research are as follows: -

PRIMARY DATA

- Data is collected primarily through questionnaire.

SECONDARY DATA

- Data are collected through secondary modes such as various published data, reports related books and websites.

SAMPLE SIZE

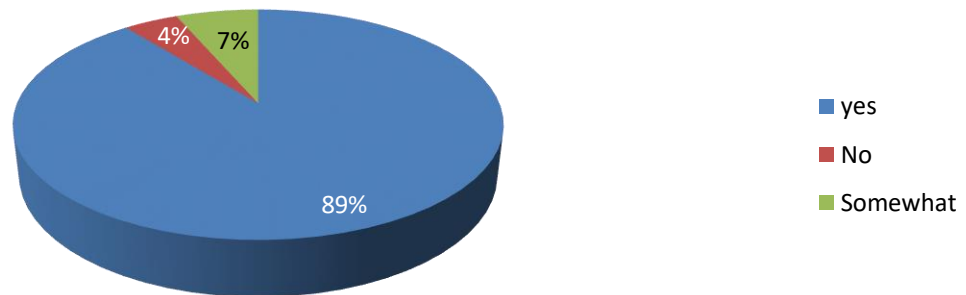
- The procedure adopted to selected the sample was simple random sampling . the sample consist of 50 respondents

DATA ANALYSIS AND INTERPRETATION

Q.1) Does Evaluation help you in polishing skill and performance area?

Options	No. of Respondents	Percentage
Yes	41	89.1%
No	2	4.3%
Somewhat	3	6.5%

evaluation help you in polishing skill and performance area

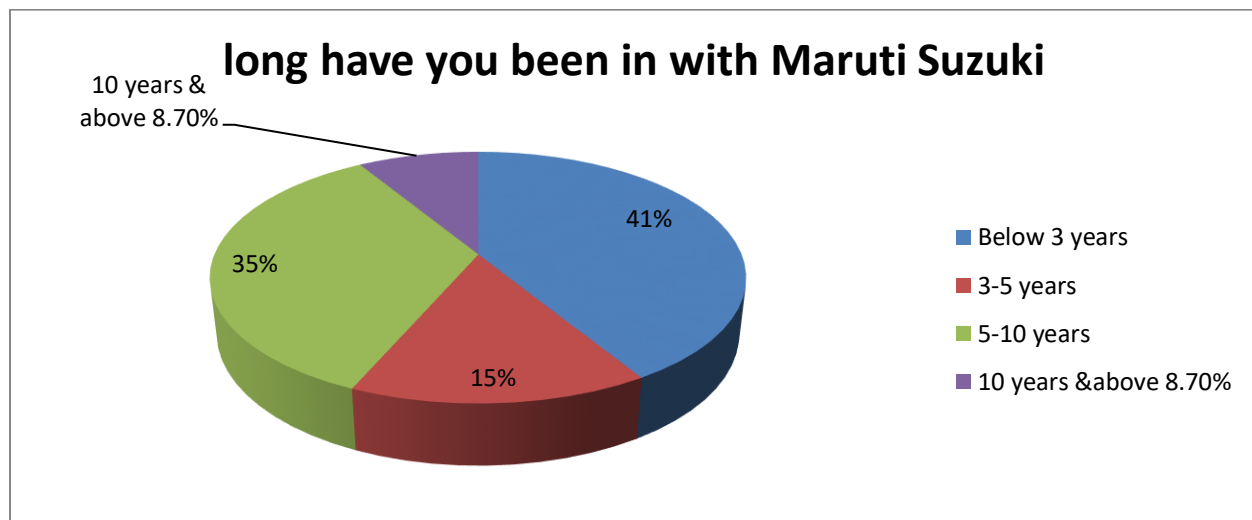


Interpretation:

If the process of evaluation does not lead to the improvement of the skills and proficiency of the employees, the very purpose of evaluation becomes illogical. In the survey conducted it was observed that nearly 89.1% of the respondents agree that Performance evaluation does leads to polishing the skills of the employees. Nearly 2% of the respondents view that it does not serve this purpose and around 6.5 % were not able to respond as to whether it serve any such purposes or not.

Q.2) How long have you been in with Maruti Suzuki? (in year)

Options	No. of Respondents	Percentage
Below 3 years	19	41.3%
3-5 years	7	15.2%
5-10 years	16	34.8%
10 years and above	4	8.7%

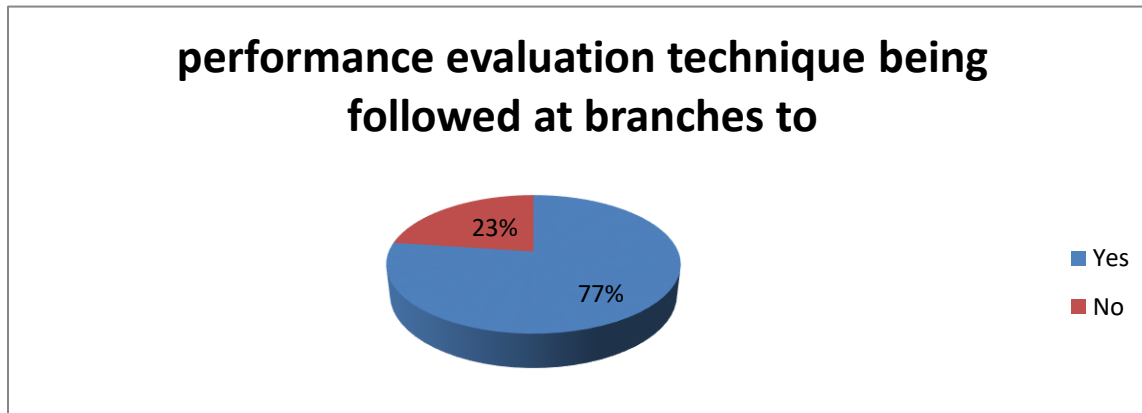


Interpretation:

From the above pie chart we conclude that the maximum year of service of the employees of Maruti Suzuki in Nagpur is maximum between 3 years (i.e. 41.3%) and minimum is 10 Years and above (i.e.8.7%)

Q.3) Are you aware of the performance evaluation technique being followed at branches too?

Options	No. of Respondents	Percentage
Yes	27	58.7%
No	8	17.4%



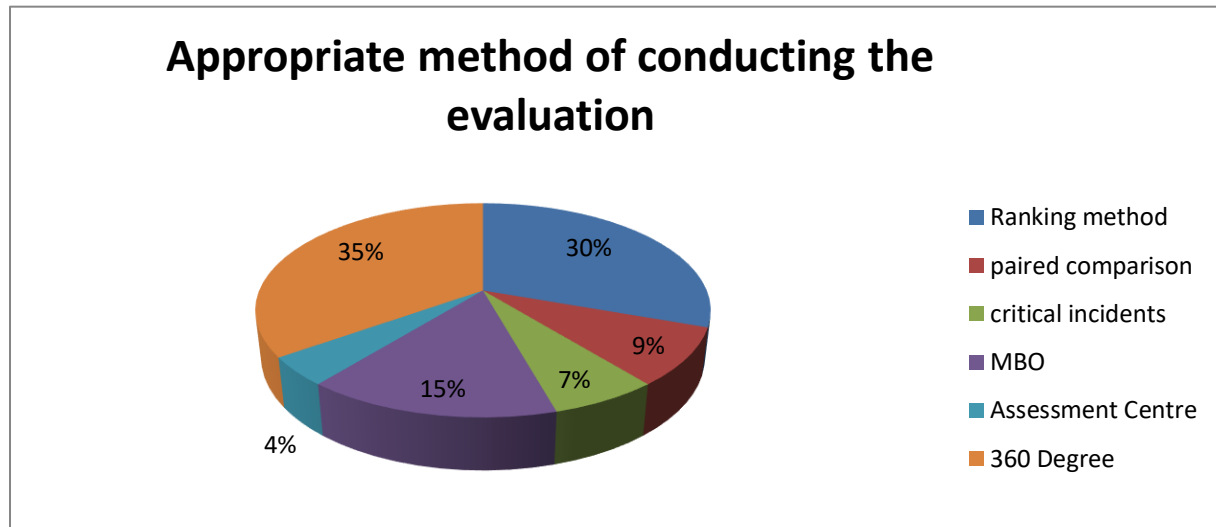
Interpretation:

From the above pie chart we conclude that maximum employees are aware of their performance evaluation technique (i.e. 58.7%) and the employee not aware of it is minimum (i.e. 17.4%).

Q.4) According to you what is the appropriate method of conducting the performance evaluation?

Options	No. Of Respondents	Percentage
Ranking Method	14	30.4%
Paired Comparison	4	8.7%
Critical Incidents	3	6.5%
MBO	7	15.2%

Assessment Centre	2	4.3%
360 degree	16	34.8%



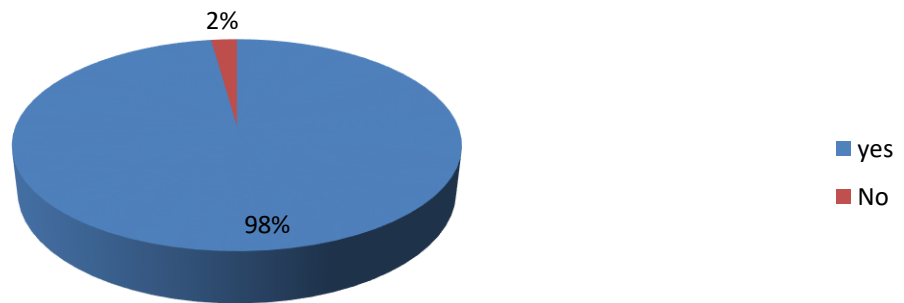
Interpretation

From the above pie chart we conclude that the maximum (i.e. 34.8%) of the employees prefer the 360 degree technique of performance evaluation whereas the minimum (i.e.4.3%) want Assessment centre technique.

Q.5) Is performance evaluation leads to identification of your hidden potential?

Options	No. of Responses	Percentage
Yes	45	97.8%
No	1	2.2%

performance evaluation leads to identification of your hidden potential



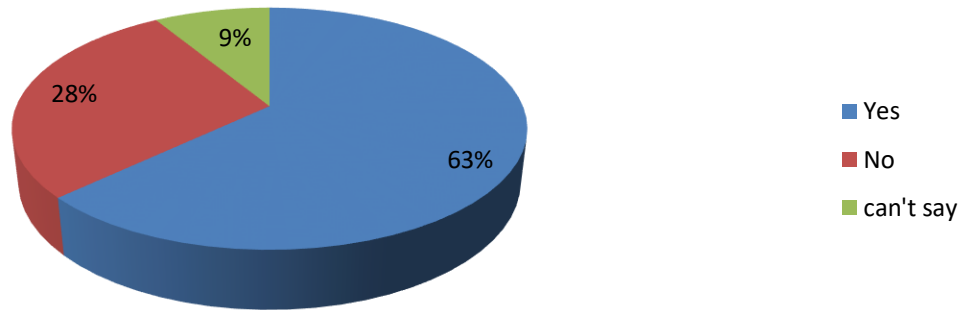
Interpretation:

From the above pie chart we interpret that maximum (i.e. 97.8%) of the employees feels that performance evaluation leads to identification of hidden potential whereas minimum (i.e. 2.2%) disagree with the same.

Q.6) If given a chances , you would like to review the current evaluation techniques?

Options	No. of Respondents	Percentage
Yes	29	63%
No	13	28.3%
Can't Say	4	8.7%

Review the current evaluation techniques



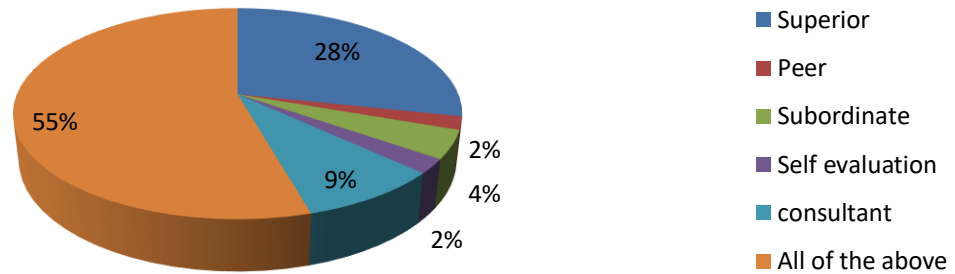
Interpretation:

From the above pie chart we conclude that the maximum employees (i.e. 63%) want to review the performance evaluation system whereas minimum (i.e. 8.7%) can't comment about the same.

Q.7) Who should do the performance evaluation?

Options	No. Of Respondents	Percentage
Superior	13	28.3%
Peer	2.2	2%
Subordinate	2	4.3%
Self evaluation	1	2.2%
Consultant	4	8.7%
All of the above	25	54.3%

who should do the performance evaluation



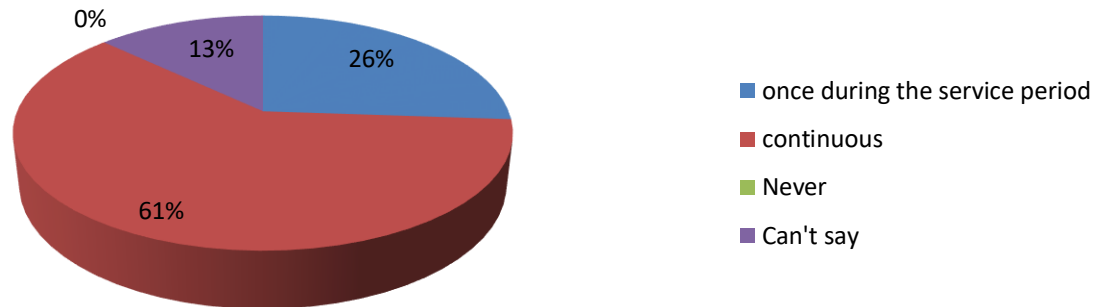
Interpretation:

From the above pie chart we conclude that the maximum employees (i.e. 55.3%) want to get the evaluation through all the processes. Whereas none of them want to get it done from their peers and self evaluation.

Q.8) What is your perception as to the frequency of performance evaluation?

Options	No. of respondents	Percentage
Once During The Service Period	12	26.1%
Continuous	28	60.9%
Never	0	0%
Can't Say	6	13%

perception as to the frequency of performance evaluation

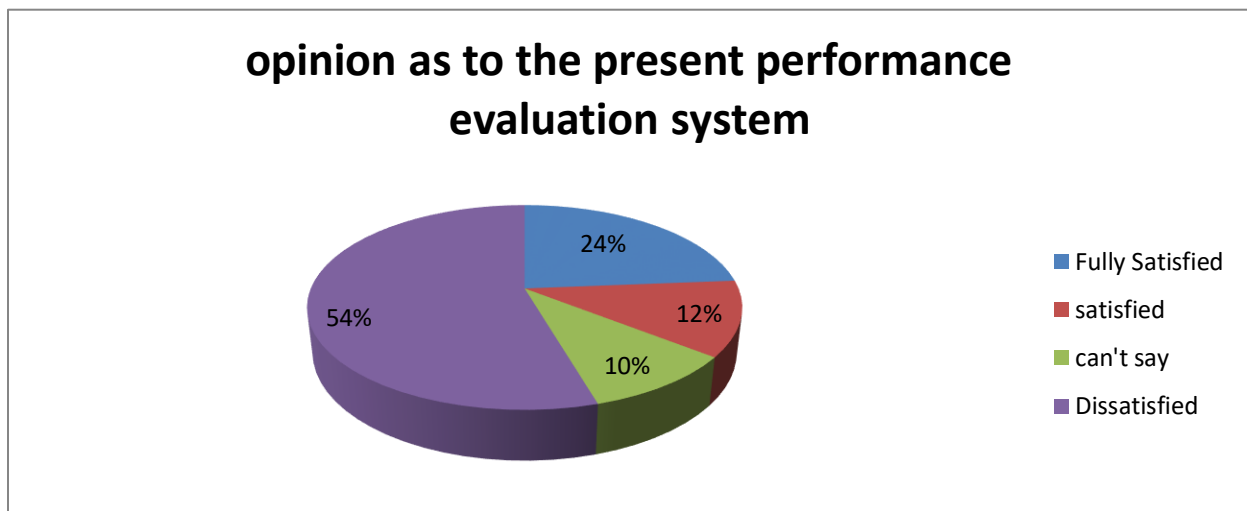


Interpretation:

From the above pie chart we find that the maximum (i.e. 60.9%) of the employees think that the Frequency of evaluation must be continuous whereas minimum (i.e. 0%) none of the employees

Q.9) What is your opinion as to the present performance evaluation system?

Options	No. Of respondents	Percentage
Fully satisfied	24	52.2%
Satisfied	12	26.1%
Can't Say	10	21.7%
Dissatisfied	0	0%

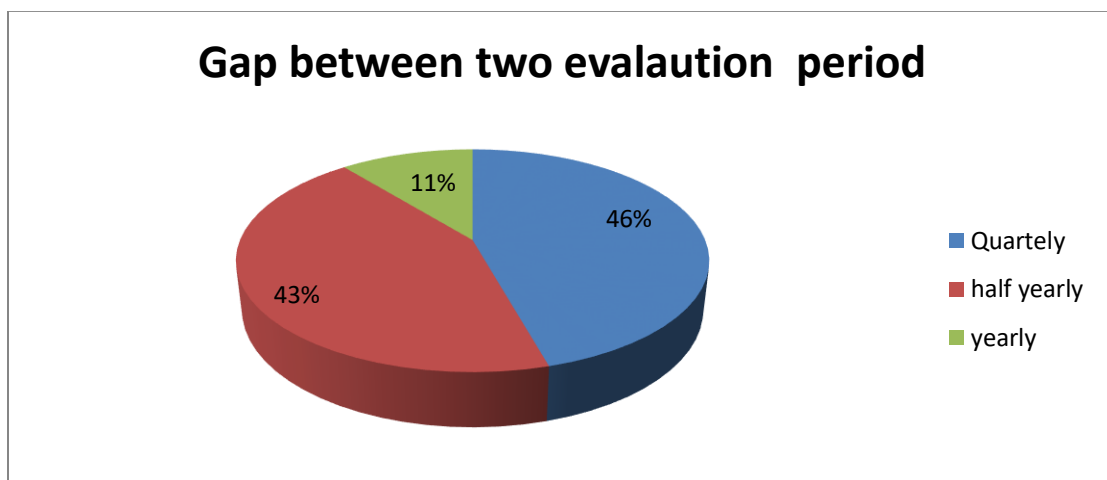


Interpretation:

From the above pie chart we conclude that maximum employees are Fully satisfied with the present evaluation system (i.e. 52.2%) and minimum (i.e. 21.7%) cant's say about evaluation system.

Q.10) According to you if continuous performance evaluation exist – what should be the gap between two evaluation period?

Options	No. Of respondents	Percentage
Quarterly	21	45.7%
Half Yearly	20	43.5%
Yearly	5	10.9%



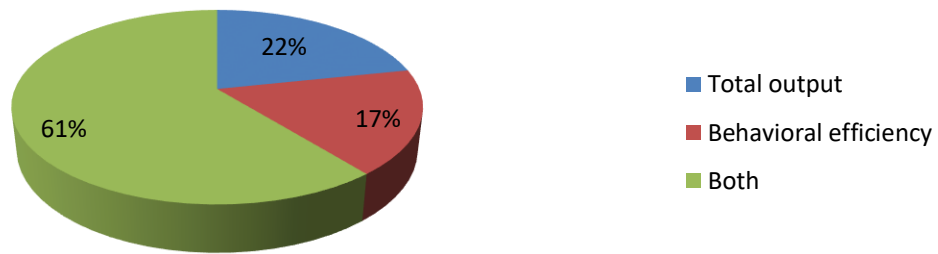
Interpretation:

From the above pie chart we conclude that maximum (i.e. 45.7%) of the employees want to Consider performance evaluation Quarterly whereas minimum (i.e. 10.9%) of them want it yearly.

Q.11) Do you know on what basis performance evaluation is made?

Option	No. of respondents	Percentages
Total output	10	21.7%
Behavioral efficiency	8	17.4%
Both	28	60.9%

Basis of performance evaluation is made

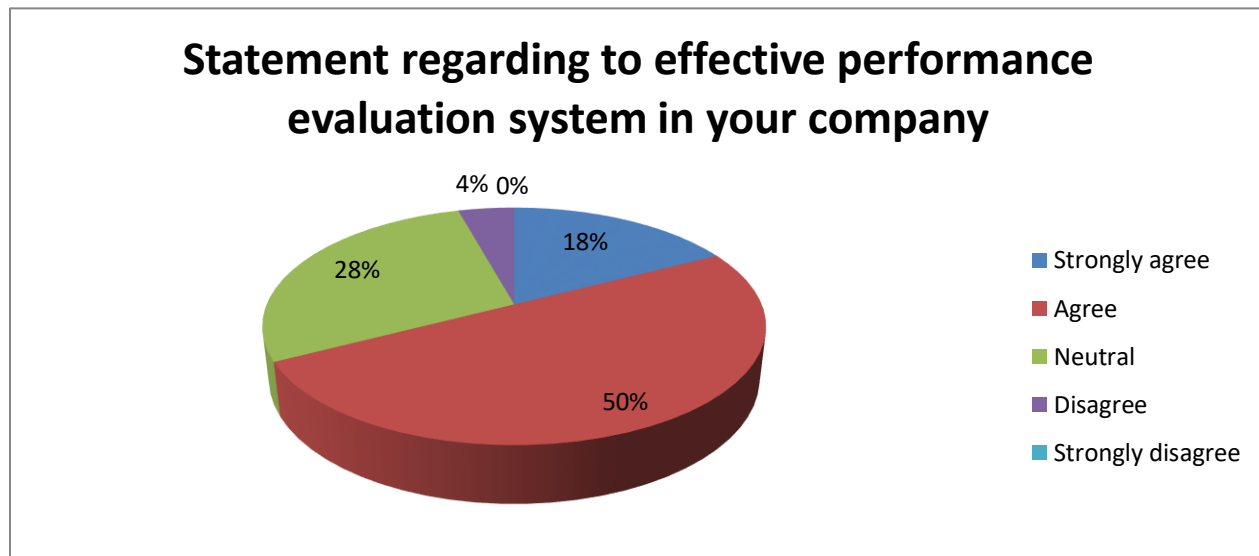


Interpretation:

From this pie chart know that maximum (60.9%) of the employee think that performance evaluation is made on the bases of both whereas minimum (21.7%) thinks that is based on Behavioral efficiency.

Q.12) What is your statement regarding to effective performance evaluation system in your company?

Option	No. of respondents	Percentages
Strongly agree	8	17.4%
Agree	23	50%
Neutral	13	28.3%
Disagree	2	4.3%
Strongly disagree	0	0

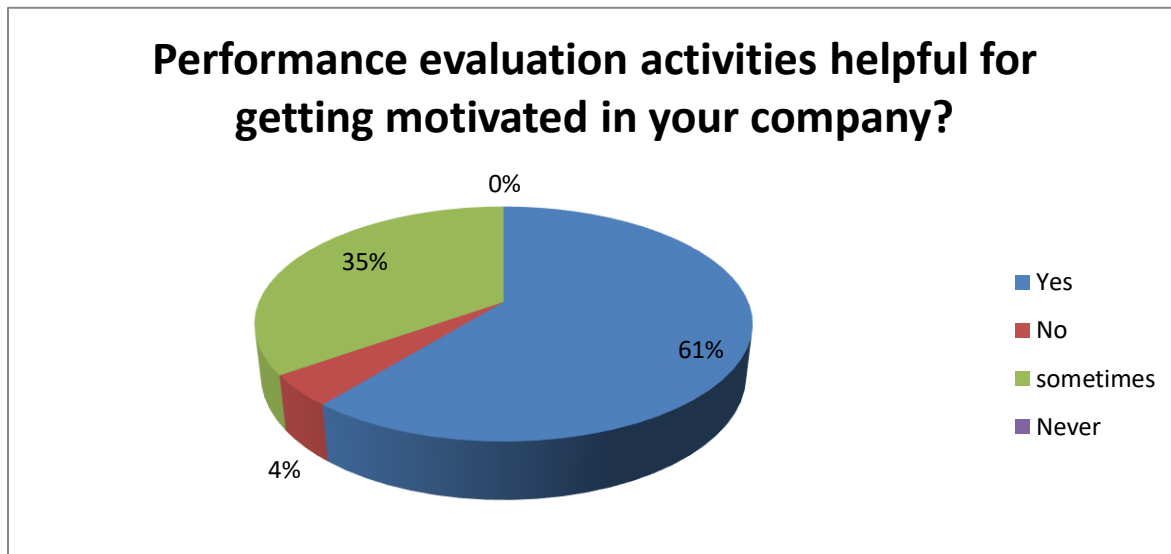


Interpretation:

From the above pie chart we find that effective performance evaluation system in company is Agree with maximum (50%) and minimum is (0%) of the employee strongly disagree with that.

Q.13) Does the performance evaluation activities helpful for getting motivated in your company?

Options	No. of respondents	Percentages
Yes	28	61%
No	2	4.3%
sometimes	16	34.8%
Never	0	0%

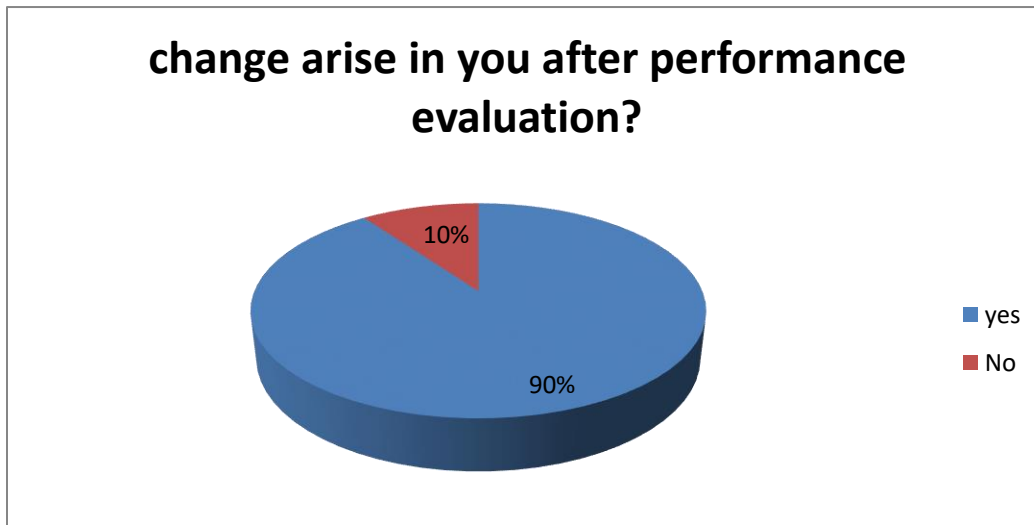


Interpretation :

From the above pie chart we concluded that maximum (61%) of the employee agree that performance evaluation is helpful in motivation and (14%) of the employee do not agree with that (26%) of the employees say sometimes its helpful in motivation and (6%) of the employee thinks that performance evaluation never motivate the employee.

Q.14) Does any change arise in you after performance evaluation?

Options	No. of respondents	Percentages
Yes	45	90%
No	5	10%

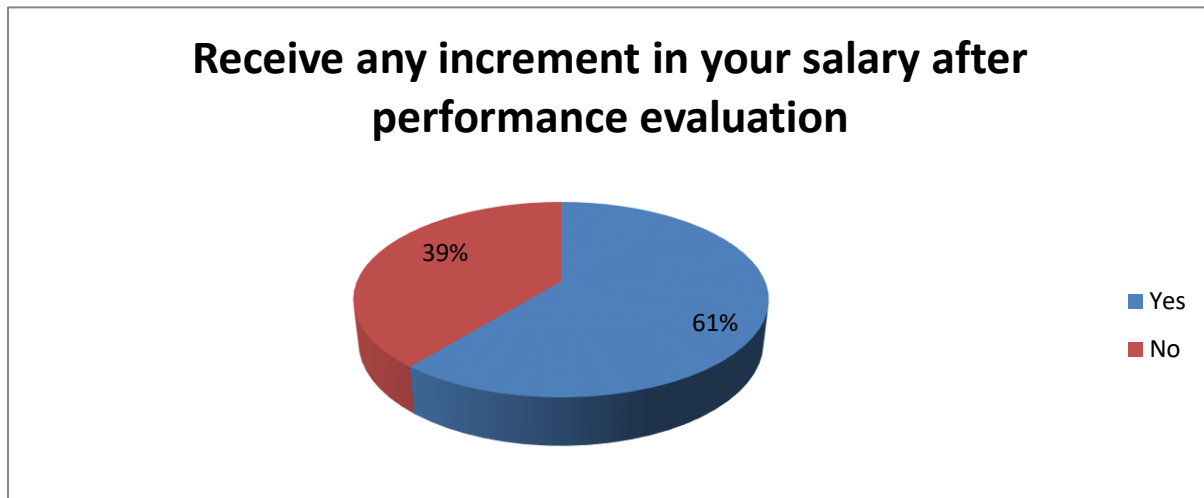


Interpretation:

From the above pie chart we concluded that maximum (95.7%) of the employees are says yes for changes after performances evaluation whereas minimum (10%) are says no forchanges.

Q.15) Do you receive any increment in your salary after performance evaluation?

Options	No. of respondents	percentages
Yes	28	60.9%
No	18	39.1%



Interpretation:

From the above pie chart we find that maximum employee (60.9%) thinks that there is no. increment in their salary the performance evaluation whereas minimum (39.1%) thinks that there is increment.

Q.16) Do you think performance evaluation helps people set and achieve meaning goal?

options	No. of respondents	Percentages
Yes	44	95.7%
No	2	4.3%

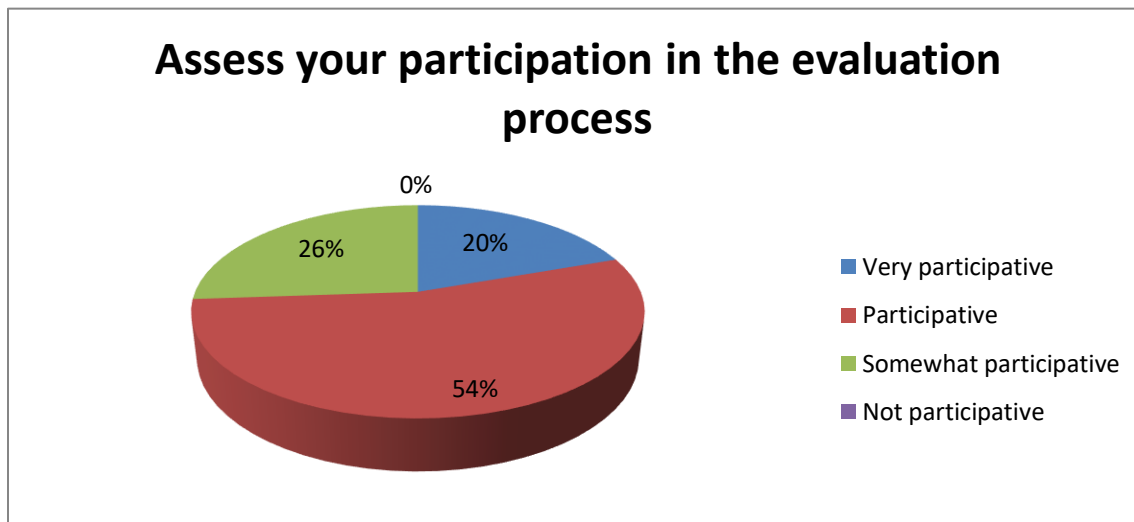


Interpretation:

From the above pie chart we find that maximum employee (95.7%) thinks that performance evaluation is not help in set goal and achieve goal whereas minimum (30%) thinks that its helps people to set and achieve meaning goal.

Q.17) How do you assess your participation in the evaluation process?

Options	No. of respondents	Percentages
Very participative	9	19.6%
Participative	25	54.3%
Some what participative	12	26.1%
Not participative	0	0%



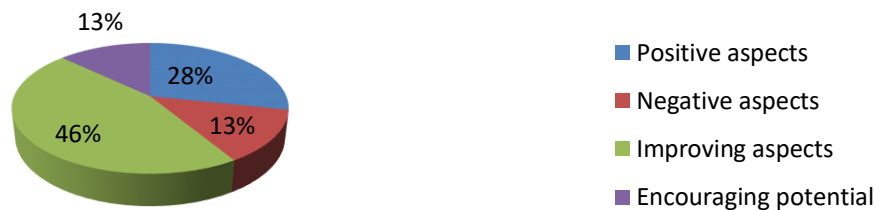
Interpretation:

From the above pie chart we find that maximum employee (54.3%) are participate in performance evaluation process whereas minimum (0%) are not participate in process.

Q.18) Which aspect are more strongly stressed during the evaluation?

Options	No. of respondents	Percentages
Positive aspects	13	28.3%
Negative aspects	6	13%
Improving aspects	21	45.7%
Encouraging potential	6	13%

Aspect are more strongly stressed during the evaluation



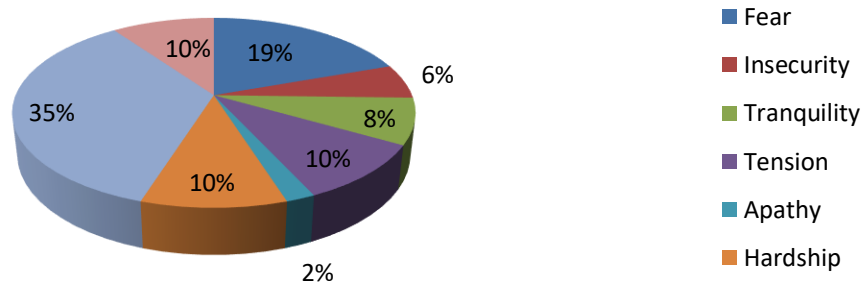
Interpretation:

From the above pie chart we find that maximum employee (45.7%) are stressed in improving aspects whereas minimum (13%) are negative aspects.

Q.19) What was your feeling during the performance Evaluation?

Options	No. of respondents	Percentages
Fear	10	21.7%
Insecurity	3	6.5%
Tranquility	4	8.7%
Tension	5	10.9%
Apathy	1	2.2%
Hardship	5	10.9%
Satisfaction	18	39.1%
Other	5	10.9%

Feeling during the performance Evaluation

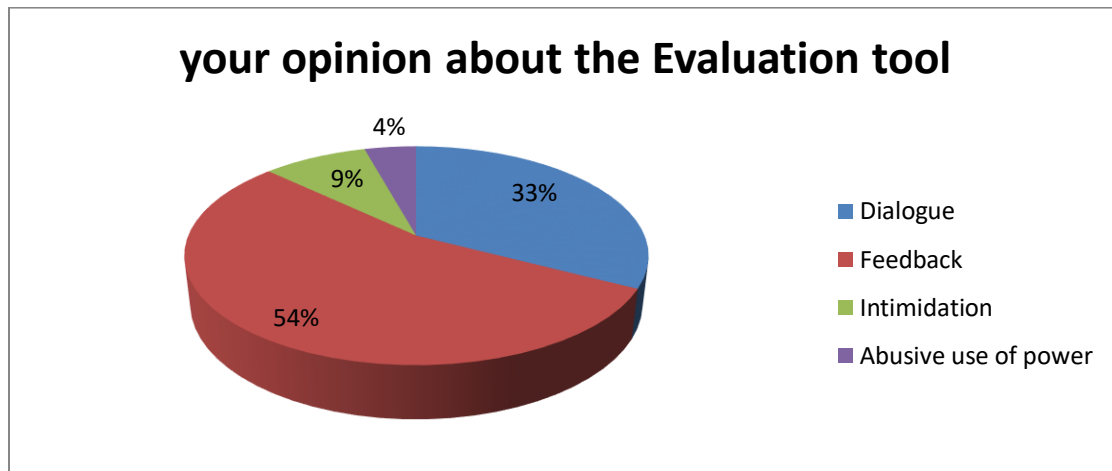


Interpretation:

From the above pie chart we find that maximum employee (39.1%) are feeling Satisfy during performance evaluation whereas minimum (1%) are feeling Apathy.

Q.20) What is your opinion about the Evaluation tool?

Options	No. of respondents	Percentages
Dialogue	15	32.6%
Feedback	30	54.3%
Intimidation	4	8.7%
Abusive use of power	2	4.3%

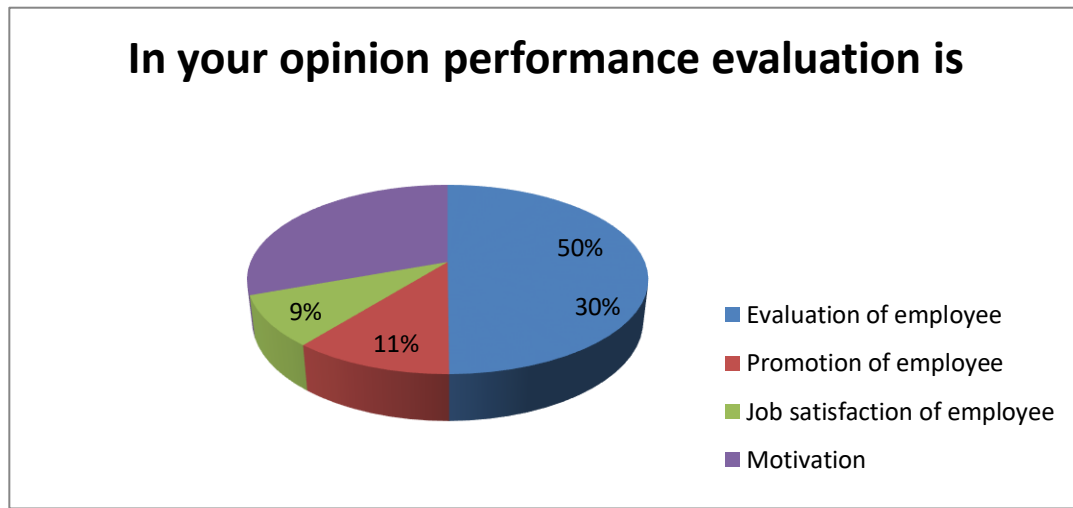


Interpretation:

From the above pie chart we find that maximum employee (54.3%) are used feedback tool and whereas minimum (4.3%) are used abusive use of power.

Q.21) In your opinion performance evaluation is?

Options	No. of respondents	Percentages
Evaluation of employee	23	50%
Promotion of employee	5	10.9%
Job satisfaction of employee	8	8.7%
Motivation	14	30.6%



Interpretation:

From the above pie chart we find that maximum employee (50%) need Evaluation of employee and whereas minimum (8.7%) want Job satisfaction to the Employee.

FINDING

1. They treat all employee equally.
2. They tries their best to increase the efficiency of the employee by providing them different motivational program.
3. Respondents believe that performance evaluation are beneficial in mitigating grievances and strenghting the skill.
4. Maruti have adopted 360 degree method of performance evaluation fot their employee.
5. In MARUTI SUZUKI the 360 degree feedback system will also include a self evaluation by the general manager at the of the process.
6. Participants believed that receiving feedback on their results improved their morale but did not improve their performances.
7. The majority of the respondents believe that performance assessment helped them increase their productivity

CONCLUSION

From the study conducted the following conclusion can be done. Maruti have adopted 360 degree method of performance evaluation for their employee. In Maruti Suzuki the 360 degree feedback system will also include a self evaluation by the general manager at the end of the process. This study also show that the company evaluation method boost the employee motivation. They tries their best to increase the efficiency of the employee by providing them different motivational program. the frequency of performance evaluation is continuous in company that increases the rate of performance evaluation.

SUGGESTION

- 1). Improving the working environment or work life balance.
- 2). Provide feedback and coaching to supervisors on quality of evaluations.
- 3). Take corrective action against supervisor who don't meet expectations.
- 4). Try to encourage the potential of employee

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QUESTIONNAIRE

Q.1 Does evaluation help you in polishing skill and performance area?

- a) Yes
- b) No
- c) Somewhat

Q.2 How long have you been with Maruti Suzuki? (In Year)

- a) Below 3 years
- b) 3-5 years
- c) 5-10 years
- d) 10 years and above

Q.3 Are you aware of the performance evaluation technique being followed at other branches too?

- a) Yes
- b) No

Q.4 According to you What is the appropriate method of conducting the performance evaluation?

- a) Ranking method
- b) Paired comparison

- c) Critical incidents
- d) MBO
- e) Assessment centre
- f) 360degree

Q.5 Is performance evaluation leads to identification of your hidden potential?

- a) Yes
- b) No

Q.6 If given a chance ,you would like to review the current evaluation techniques?

- a) Yes
- b) No
- c) can't say

Q.7 Who should do the performance evaluation?

- a) Superior
- b) Peer
- c) Subordinates
- d) Self evaluation
- e) Consultant
- f) All the above

Q.8 What is your perception as to the frequency of performance evaluation?

a) Once during the service period

b) Continuous

c) Never

d) Can't say

Q.9 What is your opinion as to the present performance evaluation system?

a) Fully satisfied

b) Satisfied

c) Can't say

d) Dissatisfied

Q.10 According to you If continuous performance evaluation exist – what should be the gap between two evaluation period?

e) Quaterly

f) Half yearly

g) Yearly

Q.11 Do you know On what basis performance evaluation is made?

a) Total output

b) Behavioural efficiency

c) Both

Q.12 What is your opinion regarding effective performance evaluation system in your company?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Q.13 Are the performance evaluation activities helpful for getting motivated in your company?

- a) Yes
- b) No
- c) Sometimes
- d) Never

Q.14 Does any change arise in you after performance evaluation?

- a) Yes
- b) No

Q.15 Do you receive any increment in your salary after performance evaluation

- a) Yes
- b) No

Q.16 Do you think performance evaluation helps people set and achieve meaningful goal?

- a) Yes

b) No

Q.17 How do you assess your participation in the evaluation process?

a) Very participative

b) Participative

c) Some what participative

d) Not participative

Q.18 Which aspect are more strongly stressed during the evaluation?

a) Positive aspects

b) negative aspects

c) improving aspects

d) encouraging potentials

Q.19 What was your feeling during the performance evaluation?

a) Fear

b) Insecurity

c) Tranquility

d) Tension

e) Apathy

- f) Hardship
- g) Satisfaction
- h) Others

Q.20 What is your opinion about the evaluation tool?

- a) Dialogue
- b) Feedback
- c) Intimidation
- d) Abusive use of power

Q.21 In your opinion performance evaluation is?

- a) Evaluation of employee
- b) Promotion of employee
- c) Job satisfaction of employee
- d) Motivation

