Chapter-V

Critical Attribute Analysis of Performance Appraisal System of the TCS and BSNL
TV Rao and Uday Pareek’s
Critical attribute analysis for TCS and BSNL.

5.0 Introduction: Most of the organisations are lacking managerial and behavioral capabilities in their performance appraisal system which is supposed to be as an integral part of it. In a development oriented appraisal system performance ratings are not ends in themselves. They are one of the instruments that aid the process of development. To discharge the role successfully one must imbibe, sustain and improve upon a series of critical attributes without which any management process remains incomplete and ineffective. The individual assessment could be brought out in sharper focus only through the support data. Hence, these dimensions should be identified and incorporated in the appraisal form with a view to generate data for development purposes. A list of such dimensions taken from the appraisal formats used by different organisations and some of dimensions are identified on the basis of Uday Pareek and T.V.Rao critical attribute analysis. These dimensions of performance management are: 1. Ability to motivate subordinates 2. Leadership 3. Integrity 4. Objective orientation 5. Problem solving 6. Sociability 7. Conflict management 8. Drive 9. Hard work 10. Risk measurement 11. Executive development 12. Self-confidence 13. Managerial ability 14. Delegation 15. Co-operation 16. Planning ability 17. Public relations 18. Communication 19. Resourcefulness 20. Empathy 21. Assertiveness 22. Supervision 23. Influence 24. Flexibility 25. Decision making 26. Originality 27. Co-ordination 28. Dependency 29. Perseverance 30. Team spirit 31. Initiative 32. Growth 33. Creativity. Subjectivity is important for development and executives need not be over-concerned about the ambitious task of generating objective data. However, most of the organisations are now practised to use two formats that are having different dimensions to know the development areas as well as for reward and benefits purpose. The analysis of critical attributes is as follows in both TCS and BSNL of the performance appraisals.
Table 5.1 Depicts analysis on ability to motivate subordinate at TCS.

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Graph 5.1 Depicts analysis on ability to motivate subordinate at TCS.

Table 5.2 Refer analysis on ability to motivate subordinate at BSNL.

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Graph 5.2 Refer analysis on ability to motivate subordinate at BSNL.

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.
(Source: Compiled from collected data)

Tables 5.1, 5.2 present the data on the ability to motivate subordinates of the organisations. It can be seen from the tables that 36% and 64% of the respondents in TCS and BSNL respectively opined that at present their superiors have ability to motivate subordinates and respondents do not have proper motivation of TCS and BSNL respectively. At BSNL the motivational abilities are more than TCS. As far as desire of the respondents is concerned the tables 5.1, 5.2 and graphs 5.1 and 5.2 refer that 73% and 64% of the respondents in the selected units have said that this particular factor need to be improved by responding negatively in the units of the study.
Table 5.3 Presents analysis on Leadership for TCS.

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Graph 5.3 Presents analysis on Leadership for TCS.

(Source: compiled from collected data)

Table 5.4 Presents the analysis on Leadership for BSNL.

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Graph 5.4 Presents analysis on Leadership for BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

The data on the analysis on leadership for the selected organisations of the study during the period of study is shown in tables 5.3, 5.4 and in graphs 5.3 and 5.4. It can be seen from the data that 60% and 58% of the respondents opined that at present the leadership is not up to the mark at TCS and BSNL respectively. As far as the desire of the respondents is concerned 55%, 67% of them felt this particular dimension needs to be improved.
Table 5.5 Refers analysis on Integrity – TCS.

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Graph 5.5 Refers analysis on Integrity – TCS.

(Source: compiled from collected data)

Table 5.6 Refers analysis on Integrity – BSNL.

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Graph 5.6 Refers analysis on Integrity – BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4- fairly true of your organisation, 3- true or not, 2-very little of your organisation, 1-it is not true.

Desire: 5-very highly desirable, 4-highly desirable, 3-not sure,2-not desirable, 1- very undesirable.

The data on the Integrity of the employees in the selected organisations of the study is shown in tables 5.5, 5.6 and in graphs 5.5 and 5.6. It is seen from the data that only 42% and 23% of the respondents opined that at present the integrity levels exist at TCS and BSNL respectively, whereas, the desire levels of the respondents are 53%,50% of the respondents of TCS and BSNL respectively and they felt that this particular dimension needs to be improved.
Table 5.7 Refers analysis on Objective Orientedness – TCS.

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Graph 5.7 Refers analysis on Objective Orientedness – TCS.

(Source: compiled from collected data)

Table 5.8 Refers analysis on Objective Orientedness – BSNL.

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Graph 5.8 Refers analysis on Objective Orientedness – BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

The data on objective orientation of the selected units of the study is presented in tables 5.7, 5.8 and in graphs 5.7 and 5.8. It can be seen from the data that that 50% and 44% of the respondents in TCS and BSNL respectively opined that at present there is objective orientation. And the desire levels of the respondents show that the objective orientations should be improved in both the organisation.
Table 5.9 Presents analysis on Problem solving - TCS.

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Graph 5.9 Presents analysis on: Problem solving - TCS.

(Source: compiled from collected data)

Table 5.10 Presents analysis on Problem solving - BSNL.

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Graph 5.10 Presents analysis on Problem solving – BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

Tables 5.9 and 5.10 depict the data on problem solving skills of the employees in the selected units of study. It can be seen from the data that the problem solving skills are found only 89% and 50% at TCS and BSNL respectively. Whereas, the desired levels of the skills of the respondents are concerned, it should be improved in both TCS and BSNL respectively.
Table 5.11 Presents analysis on Sociability - TCS.

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Graph 5.11 Presents analysis on Sociability – TCS.

(Source: compiled from collected data)

Table 5.12 Presents analysis on Sociability - BSNL.

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Graph 5.12 Presents analysis on Sociability - BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

Tables 5.11, 5.12 depict the data on sociability of the employees of the selected units of the study. It can be seen from the data that the sociability is 42% and 41% at TCS and BSNL respectively. As far as, the desire levels of the respondents are concerned 63%, 67% of the respondents of TCS and BSNL opined that sociability of the appraisals is required to perform better.
Table 5.13 Refers analysis on Conflict Management - TCS.

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Graph 5.13 Refers analysis on Conflict Management - TCS.

(Source: compiled from collected data)

Table 5.14 Refers analysis on Conflict Management - BSNL.

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Graph 5.14 Refers analysis on Conflict Management - BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

Tables 5.13, 5.14 refer the data on conflict management skills of the selected organisations and the same is also shown in graphs 5.13 and 5.14. It can be seen from the data that at present conflict management skills are only 41% and 32% at TCS and BSNL respectively. But the desire levels in terms of 55%, 66% of the respondents of TCS and BSNL opined conflict management skills are required in the organisation.
Table 5.15 Depicts analysis on Drive - TCS.

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Grapp 5.15 Depicts analysis on Drive - TCS.

(Source: compiled from collected data)

Table 5.16 Depicts analysis on Drive – BSNL.

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Group 5.16 Depicts analysis on Drive – BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4- fairly true of your organisation, 3- true or not, 2-very little of your organisation, 1-it is not true.

Desire: 5-very highly desirable, 4-highly desirable, 3-not sure,2-not desirable, 1- very undesirable

Tables 5.15, 5.16 depict the data on Drive of the employees in the selected units of the study.

It can be seen from the data that the Drive of the respondents to perform the work is only 47% and 32% exist at TCS and BSNL respectively. The desired level according to the respondents should be 66%, 53% in TCS and BSNL respectively.
Table 5.17 Presents analysis on recognition of hard work – TCS.

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Graph 5.17 Presents analysis on recognition of hard-work – TCS.

(Source: compiled from collected data)

Table 5.18 Recognition of hard - work – BSNL.

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Graph 5.18 Recognition of hard-work – BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4- fairly true of your organisation, 3- true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure,2-not desirable, 1- very undesirable.

Tables 5.17 and 5.18 present the data on recognition of hard work in the selected units of the study. It can be seen from the data that the factor of hard-work of the respondents is 37% and 50% at TCS and BSNL respectively, whereas 48%, 32% in TCS and BSNL opined that the drive of the respondents should be governed properly.
Table 5.19 Presents analysis on measuring ‘risk’ – TCS.

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Graph 5.19 Presents analysis on measuring ‘risk’- TCS.

(Graph: compiled from collected data)

Table 5.20 Presents analysis on measuring ‘risk’ – BSNL.

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Graph 5.20 Presents analysis on measuring ‘risk’ – BSNL.

(Graph: compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

Tables 5.19 and 5.20 depict the data on risk measurement in the selected units of the study. It can be seen from the data that 40% respondents at TCS and as 45% BSNL opined that the risk measurement of the job is present. It is also seen from the data that TCS 50%, BSNL 15% of the respondents opined that risk measuring activity needs to be improved.
Table 5.21 Represents analysis on executive development – TCS.

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Graph 5.21 Represents analysis on executive development – TCS.

(Source: compiled from collected data)

Table 5.22 Represents analysis on executive development – BSNL.

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Graph 5.22 Represents analysis on executive development BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.

Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

Tables 5.21 and 5.22 refer the data on executive development in the sample organisations of the study. From the data in tables 5.21 and 5.22, it is seen that at TCS 41%, BSNL 27% respondents opined that executive development is present. As per the desired levels 37% in TCS 35% in BSNL opined that executive development should be improved.
Table 5.23 Depicts analysis on self-confidence – TCS.

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Graph 5.23 Depicts analysis on self-confidence – TCS.

(Source: compiled from collected data)

Table 5.24 Depicts analysis on self-confidence – BSNL.

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Graph 5.24 Depicts analysis on self-confidence – BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

The data on self confidence of the employees in their respective jobs is shown in Table 5.23 and 5.24. From the data in tables 5.23, 5.24 65% at TCS and 43% at BSNL opined that self-confidence is not existing at present. It is also shown in tables that the desired levels at TCS 51%, BSNL 54% of the respondents opined that self-confidence should be improved.
Table 5.25 Presents analysis on managers’ ability- TCS.

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Graph: 5.25. Presents analysis on managers’ ability- TCS.

(Source: compiled from collected data)

Table 5.26 Presents analysis on managers’ ability- BSNL.

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</table>

Graph: 5.26. Presents analysis on managers’ ability- BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

Tables 5.25 and 5.26 show the data on the managers’ ability in handling the situations in TCS and BSNL. It can be seen from the data that the 43% of TCS and 67% at BSNL said the manager’s ability to perform the situations is satisfactory. 50% at TCS and 58% at BSNL felt that it was not adequate.
Table 5.27 Presents analysis on delegation - TCS.

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Graph 5.27 Presents analysis on delegation - TCS.

(Source: compiled from collected data)

Table 5.28 Presents analysis on delegation – BSNL.

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Graph 5.28 Presents analysis on delegation – BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

Tables 5.27, 5.28 present the data on managers' ability to perform the appraisals of the employees in the selected units of the study. From the data it can be seen that 60% of respondents at TCS and 46% at BSNL said was all right. 32% of each at TCS and BSNL felt that managers' ability to perform appraisals positively was not enough.
Table 5.29  Refers on analysis of co-operation – TCS.

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Graph 5.29  Refers on analysis of co-operation – TCS.

(Source: compiled from collected data)

Table 5.30  Refers on analysis of co-operation – BSNL.

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</table>

Graph 5.30  Refers on analysis of co-operation – BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

The data on cooperation of the management in the selected units of the study is presented in tables 5.29 and 5.30. It can be seen from the data in tables that at TCS 47%, BSNL 28% respondents opined that co-operation does exist at present. It is also noticed from the data that 50% at TCS and 51% at BSNL opined that co-operation should be improved.
Table 5.31 Depicts analysis on planning ability - TCS.

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Graph 5.31 Depicts analysis on planning ability – TCS.

(Source: compiled from collected data)

Table 5.32 Depicts analysis on planning ability - BSNL.

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</table>

Graph 5.32 Depicts analysis on planning ability – BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4- fairly true of your organisation, 3- true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1- very undesirable.

Tables 5.31 and 5.32 show the data on planning ability of the employees in the selected units of the study. It can be seen that 58% at TCS 41% at BSNL 41% opined that planning ability does exist at present. And the respondents felt that the required desired levels at TCS 45%, BSNL 39% on planning ability are required.
Table 5.33  Refers analysis on public relations - TCS.

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Graph 5.33  Refers analysis on public relations – TCS.

Table 5.34  Refers analysis on public relations – BSNL.

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Graph 5.34  Refers analysis on public relations – BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4- fairly true of your organisation, 3- true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1- very undesirable.

Tables 5.33 and 5.34 depict the data on public relations of the selected units of the It can be seen from the data that 43% at TCS 37% at BSNL felt the public relations does exist at present. The respondents felt that the desired levels at TCS 59%, BSNL 63% were not fair.
Table 5.35 Represents analysis on communication – TCS.

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Graph 5.35 Represents analysis on communication - TCS.

(Source: compiled from collected data)

Table 5.35 Represents analysis on communication – BSNL.

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Graph 5.36 Represents analysis on communication-BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

Tables 5.35, 5.36 show the data on the nature of communication in the selected units of the study. The same is also arranged in graphs 5.35 and 5.36. It can be seen from the data that at 45% at TCS, 40% at BSNL said that communication does exist at present. But, 65% at TCS and 48% at BSNL felt that needs to be improved.
Table 5.37  Presents analysis on resourcefulness - TCS.

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Graph 5.37  Presents analysis on resourcefulness – TCS.

(Source: compiled from collected data)

Table 5.38  Presents analysis on resourcefulness – BSNL.

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Graph 5.38  Presents analysis on resourcefulness – BSNL.

(Source: compiled from collected data)

The resourcefulness of the employees in the selected units of the study shown in tables 5.37, 5.38. The same is presented in graphs 5.37 and 5.38. It can be seen from the data that 50% at TCS, 57% at BSNL felt that there is no resourcefulness exist at present. The desire levels of 47% at TCS and 48% at BSNL respectively felt that employees are highly resourceful in their job life.
Table 5.39 Refers the analysis on empathy - TCS.

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Graph 5.39 Shows the analysis on empathy - TCS.

(Source: Compiled from collected data)

Table 5.40 Refers analysis on empathy – BSNL.

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Graph 5.40 Refers analysis on empathy – BSNL.

(Source: compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable

The data on empathy of the employees in the selected units of the study depicts in tables 5.39 and 5.40. It can be seen from the data that 42% at TCS, 36% at BSNL felt that there is an empathetic approach of the employees that exist at present in the selected organisations. It is also found from the data that 56% at TCS 70% at BSNL felt that employees are not highly resourceful in their job life.
Table 5.41 States analysis on assertiveness – TCS.

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Graph 5.41 States analysis on assertiveness – TCS.

(Source: Compiled from collected data)

Table 5.42 States analysis on assertiveness – BSNL.

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Graph 5.42 States analysis on assertiveness – BSNL.

(Source: Compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true. 
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

The data on the assertiveness of the employees in the selected units of the study shows in tables 5.41, 5.42 and also arranged in graphs 5.41, 5.42. It is seen from the data that 57% at TCS and 68% at BSNL felt that there is no assertiveness that exist at present. The desire levels 45% at and 32% at TCS BSNL felt that employees are not interest to become assertive in their job life.
Table 5.43  Depicts analysis on supervision – TCS.

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Graph 5. 43 Depicts analysis on supervision – TCS.

(Source: Compiled from collected data)

Table 5.44  Depicts analysis on supervision – BSNL.

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Graph 5.44 Depicts analysis on supervision – BSNL.

(Source: Compiled from collected data)

Present: 5-statement represents organisation very well, 4- fairly true of your organisation, 3- true or not, 2-very little of your organisation, 1-it is not true.
Desire:5-very highly desirable,4-highly desirable, 3-not sure,2-not desirable, 1- very undesirable

Tables 5.43, 5.44 and graphs 5.43, 5.44 refer the data on the supervision of the employees of the selected units of the study. It can be said from the data that 65% at TCS and 59% at BSNL felt that there is no right supervision that exist at present. It is also found from the analysis that the desire levels 55% at TCS and 69% at BSNL felt that emphasis on supervision is not required.
Table 5.45 Represents analysis on influence – TCS.

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Graph 5.45 Represents analysis on influence – TCS.

(Source: Compiled from collected data)

Table 5.46 Represents analysis on influence – BSNL.

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Graph 5.46 Represents analysis on influence – BSNL.

(Source: Compiled from collected data)

Present: 5-statement represents organisation very well, 4- fairly true of your organisation, 3- true or not, 2-very little of your organisation, 1-it is not true.
Desire:5-very highly desirable,4-highly desirable, 3-not sure,2-not desirable, 1- very undesirable

The data on the influence factor in the selected units of the study arranged in tables 5.45, 5.46 and the same is also viewed in graphs 5.45 and 5.46. It can be seen from the data that 36% at TCS, 45% at BSNL of the respondents felt that there is influence on performance appraisals of the employees that exist at present. It is also seen that in case of 63% at TCS, 59% at BSNL felt that influence is undesirable.
Table 5.47 Presents analysis on flexibility – TCS.

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(Graph 5.47 Presents analysis on flexibility – TCS.

(Source: Compiled from collected data)

Table 5.48 Presents analysis on flexibility – BSNL.

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(Graph 5.48 Presents analysis on flexibility – BSNL.

(Source: Compiled from collected data)

Present: 5-statement represents organisation very well, 4- fairly true of your organisation, 3- true or not, 2-very little of your organisation, 1-it is not true.

Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1- very undesirable.

The data on flexibility in the working environment of the selected organisations of the study is presented in tables 5.47, 5.48 and also in graphs 5.47 and 5.48. It can be said from the data that the respondents at 36% at TCS and 45% at BSNL felt that there is flexibility in the working environment of the organisations. It is also seen from the data the in case of 63% at TCS 59% at BSNL fely that the flexibility in the working environment of the organisations is undesirable.
The decision making process of the selected units of the study is shown in tables 5.49, 5.50 and also presented in graphs 5.49 and 5.50. It can be seen from the data that 29%, at TCS and 43% at BSNL felt that there is fair decision-making on managing the business affairs of the units selected for the study. At the same time in case of 28% at TCS and 35% BSNL felt that decision-making process need to be altered.
Table 5.51 Represents analysis on originality – TCS.

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Table 5.52 Represents analysis on originality – BSNL.

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Tables 51, 5.52 and graphs 5.51, 5.52 depict the data on the originality of the activities of the units of the study. It can also be seen that 34% at TCS and 24% at BSNL felt that there is originality of appraisals that exist at present. It is also found from the data in case of 50% at TCS 41% at BSNL of the felt that originality of the appraisals need to be improved.
Table 5.53 Depicts analysis on co-ordination – TCS.

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Table 5.54 Depicts analysis on co-ordination - BSNL.

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The data on cooperation of the employees of the selected units of the study explained in tables 5.53, 5.54 and the same is also shown in graphs 5.53, 5.54. It can be seen from the data that the co-operation factor amongst employees is to the extent of 40% at TCS and 44% at BSNL employees exist at present. It is also viewed from the analysis that 57% at TCS and 72% at BSNL felt that co-ordination should be improved.
Table 5.55 Refer analysis on dependency – TCS.

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Graph 5.55 Refer analysis on dependency – TCS.

(Source: Compiled from collected data)

Table 5.56 Refers analysis on dependency – TCS.

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Graph 5.56 Refers analysis on dependency – BSNL.

(Source: Compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

From the data on dependency of the employees is seen in tables 5.55, 5.56 and the same is shown in graphs 5.55, 5.56. It can be seen from the data there are 37% at TCS and 33% at BSNL, respondents opined that there is dependency amongst employees exist at present. It is also seen from the data that 47% at TCS and 39% at BSNL felt that dependency should be there in the organisations.
Table 5.57 Presents analysis on perseverance – TCS.

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Graph 5.57 Presents analysis on perseverance – TCS.

(Source: Compiled from collected data)

Table 5.58 Presents analysis on perseverance – BSNL.

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Graph 5.58 Presents analysis on perseverance – BSNL.

(Source: Compiled from collected data)

Present: 5-statement represents organisation very well, 4- fairly true of your organisation, 3- true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1- very undesirable.

The data on the perseverance of the employees in the selected units of the study shows in tables 5.57, 5.58 and the same is presented in graphs 5.57, 5.58. It can be seen from the data that 42% at TCS 34% at BSNL of the respondents opined that there must be perseverance towards outcome of the that exist at present. At desire levels 46% at TCS and 43% at BSNL of the felt that perseverance should be improved in the organisations.
Table 5.59 Depicts analysis on team spirit – TCS.

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Graph 5.59 Depicts analysis on team spirit – TCS.

(Source: Compiled from collected data)

Table 5.60 Depicts analysis on team spirit – BSNL.

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Graph 5.60 Depicts analysis on team spirit – BSNL.

(Source: Compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

The data on team spirit of the employees is depicted in tables 5.59, 5.60 and the relevant graphs are 5.59 and 5.60. It is found from the data that 42% at TCS, 33% at BSNL respondents opined that there must be team spirit towards outcome of the organisations, which is exist at present. It is also known from the data that in case of 40% at TCS and 39% at BSNL felt that team spirit should be improved in the organisations.
Table 5.61  Refers analysis on initiative – TCS.

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Graph 5.61  Refers analysis on initiative – TCS.

(Source: Compiled from collected data)

Table 5.62  Refers analysis on initiative – BSNL.

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Graph 5.62  Refers analysis on initiative – BSNL.

(Source: Compiled from collected data)

Present: 5-statement represents organisation very well, 4- fairly true of your organisation, 3- true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1- very undesirable.

The data on the initiative of the employees is shown in tables 5.61, 5.62 and also in graphs 5.61, 5.62 in the selected organisations of the study. It can be seen from the data that 30% at TCS 38% at BSNL respondents expressed that there is an initiative of the employees towards an outcome that exist at present. It is also found from the data that the respondents to the extent of 54% at TCS and 44% at BSNL felt that initiative of the employees should be improved in the organisations.
Table 5.63 States analysis on growth – TCS.

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Graph 5.63 States analysis on growth – TCS.

(Source: Compiled from collected data)

Table 5.64 States analysis on growth – BSNL.

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Graph 5.64 States analysis on growth – BSNL.

(Source: Compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

The data on the growth factor of the selected organisations of the study is arranged in tables 5.63, 5.64 and also shown in graphs 5.63 and 5.64. It is found from the data that 30% at TCS and 27% at BSNL felt that there must be link between growth and outcome that exist at present. It is also seen from the data that in case of 45% at TCS, 41% at BSNL felt that for the appraisals growth should be there both in compensation and job life.
Table 5.65 Represents analysis on creativity – TCS.

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Graph 5.65 Represents analysis on creativity – TCS.

(Source: Compiled from collected data)

Table 5.66 Represents analysis on creativity – BSNL.

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Graph 5.66 Represents analysis on creativity – BSNL.

(Source: Compiled from collected data)

Present: 5-statement represents organisation very well, 4-fairly true of your organisation, 3-true or not, 2-very little of your organisation, 1-it is not true.
Desire: 5-very highly desirable, 4-highly desirable, 3-not sure, 2-not desirable, 1-very undesirable.

The data on creativity of the organisations is shown in tables 5.63, 5.64 and also presented in graphs 5.63, 5.64. It is seen from the data that 30% at TCS 27% at BSNL respondents expressed that there must be link between growth and outcome that exist at present. It is also found from the data that in case of 45% at TCS and 41% at BSNL felt that for the appraisals growth should be there both in compensation and job life.
5.67. Findings:

(i) Ability to motivate subordinates: At TCS, majority of the respondents were expecting higher level of motivation. Mostly, from the appraisals, respondents do not have proper motivation from their superiors to perform better. At BSNL, majority of the junior telecom officers opined that higher motivation abilities are required to their superiors.

(ii) Leadership: At TCS, majority of the respondents opined that leadership shown in critical situations and appraisal times by the superiors are very low. At BSNL, that majority of the junior telecom officers said that higher leadership qualities and greater dynamism are required to their superiors.

(iii) Integrity: Integrity of the appraisals in both organisations need to improve. The above analysis shows that majority of the respondents are expected that the appraisals integrity should improve further.

(iv) Objective orientation: From the analysis, it is seen that the appraisals in both organisations show no objectivity in their orientation.

(v) Problem solving: A majority of the respondents in both organisations negatively said towards this particular factor. The evaluation system is not used for solving the problems in the functional area.

(vi) Sociability: Sociability of the appraisals is highly regarded in both organisations. Under the same conditions, there is a significant number of employees are not in agreement with this factor. It is found that the appraisals validity is not accepted by majority of the employees.

(vii) Conflict management: The appraisals clarifications are very much needed among the employees. It is seen that the desire level of conflict management between the existing values and developed values are not clarified in most of the situations. Hence, the conflict management
presents both in organisations highly desirable. The complexities of the appraisals need to be solved to have less conflict in both organisations.

(viii) Drive: From the analysis it is seen that majority of the respondents are said that the drive of the performance systems is clear to everybody. It is not same in both organisations. But in TCS it appears that there is ambiguity in the organisation.

(ix) Recognition of hard work: It is found that from the analysis, recognition of hard work is highly desirable both in organisations. The respondents in both organisations are not happy with the recognition process.

(x) Risk measurement: It is seen that from the analysis, risk measurement process need to be improved in both organisations.

(xi) Executive development: It is seen that there is not much difference between present and desired levels of TCS with respect to these factors. As far as BSNL is concerned majority of the respondents are happy with the executive development. Under the same conditions, the employees are not ‘sure’ whether they are getting development by identifying the factors through the appraisals. Hence, there is no clarity with respect to executive development.

(xii) Self-confidence: From the data it is seen that, the majority of the respondents are not confident towards appraisals. For both in organisation the respondents seen that the appraisal should build the confidence by providing the proper feedback on the functional process. Where as it is not happening both in organisations.

(xiii) Managerial ability: Majority of the respondents said that the superiors do not have capability to perform the appraisals functions efficiently. Therefore, the ability of the managers are required to improve while commencing the appraisals.

(xiv) Delegation: From the analysis it is seen that majority of the respondents are opined that the superiors do not delegate of authority while commencing appraisals. This is because of
organisational politics prevailing in the environment. Respondents from TCS and BSNL have same opinion on the appraisals.

(xv) Co-operation: The co-operation factor is not up to the mark in both organisations. At TCS, the co-operation feature is apparently significant manner. At BSNL, apparently that its presence is very little with respect to appraisals and evaluations.

(xvi) Planning-ability: Very few respondents could say positively that the performance appraisals planning are effective. At BSNL, majority of the respondents opined that they are not sure about there being any planning methodology of appraisals. As far as BSNL, concern it is somewhat better than the TCS.

(xvii) Public relations: Respondents from both organisations with respect to relations amongst employees are not fair and need to be improved.

(xviii) Communication: A majority of the employees in both organisations said that communication is not effective towards appraisals and need to be improved.

(xix) Resourcefulness: It is seen that, in both organisations i.e., TCS and BSNL, the data of individual appraisals is not provided and as well as which is not used as resource to the respondents. It remains kept as confidential information.

(xx) Empathy: From the data, it can be seen that the empathetic approach is not up to the level in both organisations. So, there can be respondents there is no diagnostic approach from the appraiser’s side. Respondents from both organisations are said that there must be empathy on appraisals of the individual by the top management.

(xxi) Assertiveness: From the analysis, it is found that at TCS and BSNL and assertiveness towards performance appraisals is not effective. Majority of the respondents opined that it is assertiveness on the appraisals does not made properly by the top management. The outcome of the appraisals must be ascertained properly to have transparency in the process.
(xxii) **Supervision:** From the analysis, it is seen that the respondents of TCS and BSNL felt that the superiors should have continuous monitoring, to have effective appraisals.

(xxiii) **Influence:** The respondents of both organisations felt that appraisal process has been influenced by several factors. A majority of the respondents are opined the appraisals values are not realistic in most of the situations. They are manipulated because of organisational politics.

(xxiv) **Flexibility:** The respondents of both organisations said the outcomes of appraisals are not considered as they appear in realistically. Further, they are made as per the requirement of the organisation needs. This factor is also affecting negatively in most of the situations.

(xxv) **Decision making:** A majority of the respondents opined that decision-making towards to provide benefits are linked by appraisals. Further, it is opined that the decision-making by the superiors has been affected by errors in the evaluation process.

(xxvi) **Originality:** A majority of the respondents said that the originality of the appraisals needs to be improved further in both organisations.

(xxvii) **Co-ordination:** A majority of the respondents in both organisations felt that the appraisals should establish co-ordination between superiors and subordinates and that is not adequate in both organisations.

(xxviii) **Dependency:** The respondents in both organisations felt that the superiors do not have independence while acting as appraisers; their decisions are influenced by others but not by themselves.

(xxix) **Perseverance:** Perseverance is one of the important factors to the individual members of any organisation. A majority of the respondents felt that perseverance should improve in their job life through the appraisals through understanding what is required to fulfill their duties. This factor should have complete attention by the superiors.
(xxx) **Team spirit:** The performance appraisal does not create any team spirit in the organisation. Further, it is interpreted that appraisal systems in both organisations are not addressing the negative factors.

(XXxi) **Initiative:** From the discussion, it is seen that performance appraisal outcomes do not help the respondents to take initiative in the organisations. If the respondents knew about the process errors they will help to rectify the same by initiating themselves. The individual respondents are not aware outcomes of appraisals in both organisations.

(XXxii) **Growth:** From the foregoing analysis, it is found that performance appraisal outcomes do not help to the respondents to have growth in their profession. Majority of the respondents in both organisations opined that performance appraisal is just formal activity and does not help any way to grow in the organisation.

(XXxiii) **Creativity:** From the analysis, the values are presenting to this particular factor; creativity is not happening with individuals much in both organisations.

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