



# “A STUDY ON EMPLOYEE SATISFACTION ON PERFORMANCE APPRAISAL IN RELANCE INDUSTRY”

UNDER THE GUIDANCE OF  
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## ABSTRACT

Performance appraisal is a critical aspect of human resource management, serving as a mechanism to evaluate employees' job performance and provide feedback for improvement. Employee satisfaction with the performance appraisal process is crucial for its effectiveness and the overall organizational performance. This study aims to investigate the level of employee satisfaction with performance appraisal in Reliance Industries, a leading conglomerate in India.

The research methodology includes both qualitative and quantitative approaches. A structured questionnaire will be administered to a sample of employees across different departments and hierarchical levels within Reliance Industries. Additionally, in-depth interviews with HR personnel and key stakeholders will be conducted to gain deeper insights into the factors influencing employee satisfaction with performance appraisal.

The study will analyse various dimensions of performance appraisal, including the clarity of appraisal criteria, fairness in the evaluation process, transparency in feedback, opportunities for development, and the perceived impact of performance appraisal on job satisfaction and organizational commitment. Statistical tools such as descriptive statistics, correlation analysis, and regression analysis will be employed to analyse the collected data.

The findings of this study will provide valuable insights into the strengths and weaknesses of the performance appraisal system at Reliance Industries and identify areas for improvement. It will also contribute to the existing body of knowledge on employee satisfaction with performance appraisal in the context of large-scale organizations, thereby informing HR practitioners and policymakers about best practices for enhancing employee engagement and organizational performance.

## INTRODUCTION



### RELIANCE

### HISTORY

#### Reliance Industries “GROWTH IS LIFE”

Reliance industry limited is an Indian conglomerate holding company headquartered in Mumbai,India.

The company works under different business segments:

- Exploration and Production
- Petroleum Refining and Marketing
- Petrochemicals

- Textiles
- Retail

The largest private sector conglomerate in India is called Reliance Industries India Group. The late, great Dhirubhai H. Ambani founded Reliance Industries Limited. Following a modest beginning as a textile company in the late 1970s, the company has grown to encompass nearly every industrial vertical. Reliance Industries now exports goods valued at USD 7 billion to more than 100 countries, bringing in revenues of over USD 22 billion. Reliance is one of the top 5 producers of major petrochemical products worldwide and enjoys leadership in polyester yarn and fiber production. With the largest oil and gas exploration field in India, Reliance Industries Limited has a 74% success rate in terms of discoveries. Reliance Industries India has led the way in the equity space and is renowned for its innovations, wide market penetration, and most importantly, its ability. India has led the way in equity and is renowned for its inventions, extensive market penetration, and, most importantly, its capacity to produce "products & services" for all societal segments. Additionally, it received the 2005–2006 Golden Peacock Award for Corporate Management and has a strong corporate position in the Fortune Global 500.

**RELIANCE defines its vision, mission, values and objectives as follow:-**

**VISSION** – To become a world class, innovative, competitive and profitable engineering enterprise providing total business solutions.

**MISSION** - To be the leading Indian engineering enterprise providing quality products, systems and services in the field of energy, transportation, industry ,infrastructure and the potential areas.

**VALUES**–

- Meeting commitments makes to internal and external customers.
- Fostering learning, creativity and speed of response.
- Respect of dignity and potential of individuals.
- Loyalty and pride in the company.
- Team playing

**Objectives**

**Growth** – To ensure a steady growth by enhancing the competitive edge of Reliance in existing business, new area and international operations so as to fulfill national expectation for

- ❖ **Profitability** – To provide a reasonable and adequate return on capital employed, primarily through improvements in operational efficiency, capacity utilization and productivity, and generates adequate, internal resources to finance the company's growth.
- ❖ **Customer focus** – To build a high degree of customer confidence by providing increased value for his money through international standards of product quality, performance and superior customer services.

- ❖ People orientation – To enable each employee to achieve his potential, improve his capabilities, perceive his role and responsibilities and participate and contribute positively to the growth and success of the company. To invest inhuman resource continuously and be alive to their needs.
- ❖ Technology – To achieve technological excellence in operation by development of indigenous technologies and efficient absorption and adaptation of imported technologies to sustain needs and priorities, and provide a competitive advantage to the company.
- ❖ Image – To fulfill the expectation which shareholders like government as owner ,employees, customers and the country at large have from RELIANCE

## **Introduction**

### **1.1 Background of the Study**

HRM is a term used to refer the philosophy, policies, procedures and practices related to the management of people begin an organization. Today every organization has to face highly competition. Therefore organizations try to do right thing at the right time. In that situation HRM plays major roll to achieve organizational goals. Satisfaction is the one of major conc ept inHuman Resource Management. Employee satisfaction is a measure of how happy workers are with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups, pay, work responsibilities, variety of tasks, promotional opportunities the work itself and coworkers. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviours. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors. The following documentation is a research report completed based on analyzing the impact of physical, psychological and environmental factors on the job satisfaction of nonmanager ial members who are working at Politex garments. Furthermore, with an intensive study of those factors with use of questionnaires, data will be gathered which will be analyzed for the impact

### **1.2 Problem Identification & Formulation**

This reports show that 7% absenteeism value per month. This value is higher than the company standard value. Expected absenteeism rate of the company is 1.5% per month. Therefore that situation is not good for the company. Therefore researcher can formulate following problem statement. How do physical, psychological & environmental factors impact on job satisfaction of non-managerial employees,

## **Definitions**

“Job satisfaction is a general attitude toward one's job: the discrepancy between the amount of compensation people receive and what they consider they should receive.”-P. Robbins Job satisfaction is not the same as motivation. It is more if an attitude, an internal state of the person concerned. It could, for example, be associated with a personal feeling of achievement .Job satisfaction is an individual's emotional reaction to the job itself. It is his attitude towards his job.Job satisfaction refers to one's feeling towards one's job. It can only be inferred but not seen Job satisfaction is often determined by how well outcomes meet or exceed expectations .Satisfaction in one's job means increased commitment in the fulfilment of formal requirements.

There is greater willingness to invest personal energy and time in job performance. The terms job satisfaction and job attitudes are typically used interchangeably. Both refer to effective orientation on the part of individuals towards their work roles which they are presently occupying. Positive attitudes towards the job are conceptually equivalent to job satisfaction and negative attitudes towards the job indicate job dissatisfaction.

### **Consequences of Job Satisfaction:**

High job-satisfaction may lead to improved productivity, increased turnover, improved attendance, reduced accidents, less job stress and lower unionization.

#### **❖ Productivity**

The relationship between satisfaction and productivity is not definitely established. The consensus, however, is that in the long run job-satisfaction leads to increased productivity. But, four decades of research into this issue, unfortunately does not support to this belief.

#### **❖ Satisfaction and absences:**

Correlation of satisfaction to absenteeism is also improved conclusively. Absenteeism is high when satisfaction is low. The degree to which people feel that their jobs are important has influence on their absences. While high job-satisfaction will not necessarily result in low absenteeism, low satisfaction is likely to bring about high absenteeism.

#### **❖ Satisfaction and job stress:**

Chronic job-dissatisfaction is a powerful source of job stress. The employee may see no satisfactory short-term solution to escaping this type of stress. An employee trapped in a dissatisfying job may withdraw by such means as high absenteeism and tardiness, or the employee may quit.

#### **❖ Measurement of Job satisfaction**

This provides an index of organisational effectiveness. The three primary methods of measuring job satisfaction are:

- Attitude Surveys
- Observing actual behaviour
- Conducting executive rapport sessions

### **Sources of Job Satisfaction:**

- Wage structure
- Nature of work
- Promotions
- Work group
- Working conditions
- Supervision

❖ **DIMENSIONS OF JOB SATISFACTION**

- ❖ Job satisfaction is a complex concept and difficult to measure objectively. The level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organizational factors as stated below:-

**DIMENSIONS**

- a) Individual characteristics include personality, education, IQ, age, marital status, and work orientation.
- b) Social aspects include relationships with coworkers, group dynamics, interaction possibilities, and informal relationships.
- b) Organizational factors

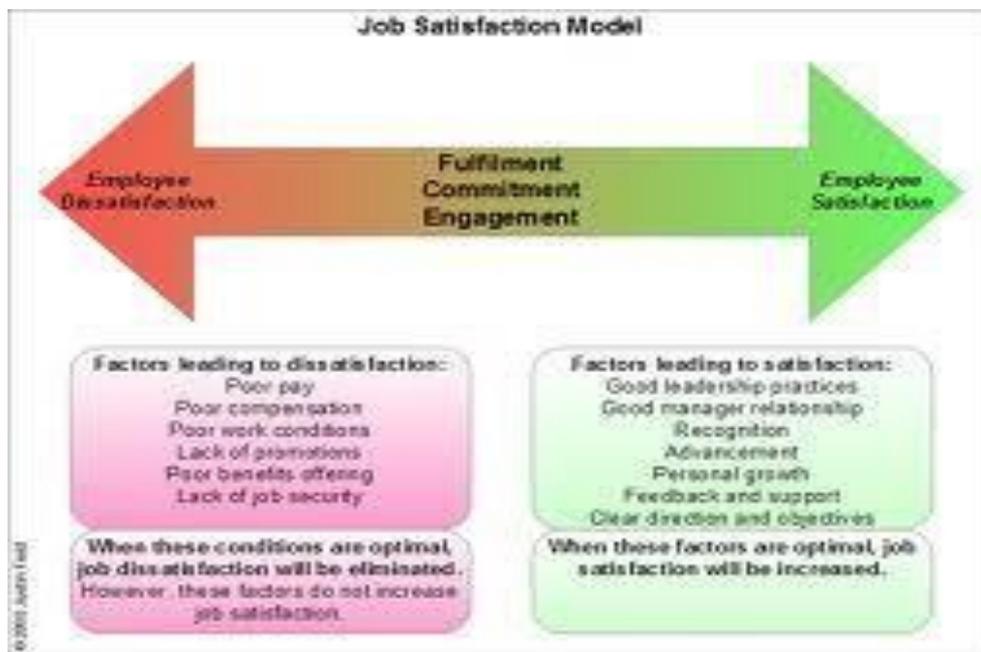
Nature and size formal working environment, management systems, policies and procedures, industrial relations, nature of work, technology and work organization, supervision and leadership philosophies, and .

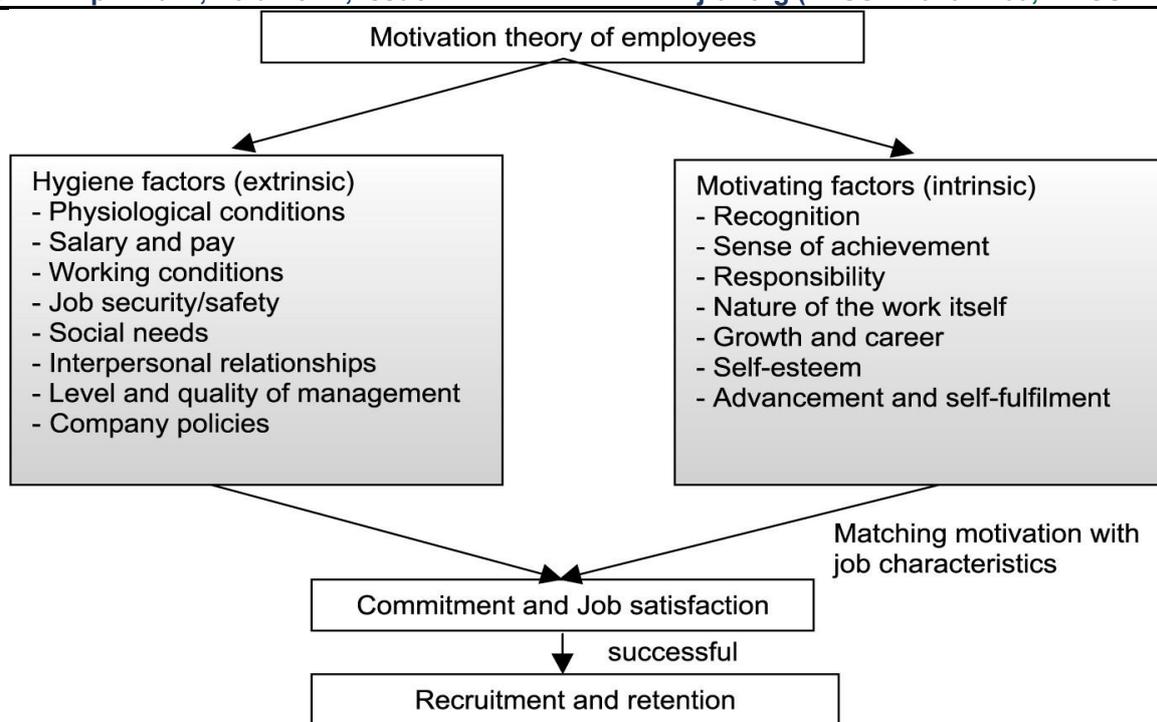
a) **Environmental factors**

Economic, social, technological, and governmental influences.

b) **Cultural factors**

Values, beliefs, and attitudes. In some situations, these elements have an impact on an individual's job happiness, but not always in others. Some employees could be content with some aspects of their jobs while being unhappy with others. Therefore, each person's overall level of job satisfaction may be different.





**Source:** Developed from Maslow (1943) and Herzberg (1959, 1966)

#### ❖ Benefits of job satisfaction study

- Job satisfaction surveys can produce positive, neutral or negative results. If planned properly and administered, they will usually produce a number of important benefits, such as-1.It gives management an indication of general levels of satisfaction in a company .Surveys also indicate specific areas of satisfaction or dissatisfaction as compared to employee services and particular group of employee.2.It leads to valuable communication brought by a job satisfaction survey. Communication flow in all direction as people plan the survey, take it and discuss the result. Upward communication is especially fruitful when employee are encouraged to comment about what is on their minds instead of merely answering questions about topics important to management.3.as a survey is safety value, an emotional release. A chance to things gets off. The survey is an intangible expression of management’s interest in employee welfare, which gives employees a reason to feel better towards management.4.Job satisfaction surveys are a useful way to determine certain training needs.5.Job satisfaction surveys are useful for identifying problem that may arise, comparing the response to several alternatives and encouraging manager to modify their original plans. Follow up surveys allows management to evaluate the actual response to a change and study its success or failure.

#### ➤ Background of the study

Job satisfaction is a widespread problem. Productivity, efficiency are related to work force. To achieve those one should be committed to the organisation to the long term. This in turn depends on the level of job satisfaction and the morale of the employees .Job satisfaction improves the performance of an organisation.

## **Statement of the problem**

The research problem selected is entitled as “Job satisfaction of employees in, reliance industry.

### **❖ Need and importance of study**

### **OBJECTIVES OF STUDIES**

The purpose of this study is to ascertain how satisfied employees are with their jobs. Additionally, the goal of this study is to determine how corporate rules and working conditions affect employees' job satisfaction.

II. The study will assist the organization in creating a program for job satisfaction.

III. The management has the authority to determine whether to update or maintain the current work satisfaction program.

### **❖ Primary Objective**

I. To study the level of job satisfaction

### **❖ Secondary Objectives**

1. To study the effects and outcomes of job dissatisfaction
2. To identify potential causes for job satisfaction
3. To measure the level of job satisfaction in relation to various factors like the physical and social environment, training and development, goals, rewards remuneration .

### **Limitation**

1. The sample size was limitation
2. It includes the officers and clerks only and not the organisation as a whole.
3. Respondents did not answer a few questions.
4. Opinion of the respondents may be raised.

The study is sensitive in nature and there might be a colour of bias in answering the questionnaire

### **□ Significance of the Study**

There are many industries, which are enriching our economy. Among those industries, apparel industry is most important to us. Because it has generated many jobs towards the Sri Lanka work force, especially women, who are in rural areas. Apparel industry is one of the giant in the Sri Lankan economy in attracting foreign currency in to the economy beside tea plantations which rank the first. It has also helped the Balance of Payment to maintain a positive figure by enhancing income generated by exports. The significance of the research is that selected organization has not undertaken any research in area of the job satisfaction of non managerial employees until this. spends considerable amount of money and time for their employees benefits and services. It is most important for the organization to understand those factors which may improve its employee satisfaction where in carrying out an empirical study about psychological and environmental factors affecting job satisfaction level of non- managerial employees will make it easy for the management to

understand those factors. Research Project focused more on in increasing the job satisfaction level of its employees in which the organization performance can be enhanced and achieve organization goals. By this research

I identify and further study what are the individual factors falling under the main three (physical, psychological & environmental) affecting the job satisfaction.

Performance appraisal, also known as performance review or evaluation, is a systematic process used by organizations to assess the job performance of their employees. It involves evaluating an employee's performance in relation to pre-established goals, objectives, standards, and competencies. Performance appraisal serves several purposes within an organization:

- 1. Feedback and Communication:** It provides a structured mechanism for supervisors or managers to provide feedback to employees about their performance, strengths, areas for improvement, and developmental needs.
- 2. Goal Setting and Alignment:** Performance appraisal helps in setting clear performance expectations and aligning individual goals with organizational objectives. This ensures that employees understand what is expected of them and how their work contributes to the overall success of the organization.
- 3. Recognition and Rewards:** It serves as a basis for recognizing and rewarding employees for their achievements, contributions, and outstanding performance. Performance appraisal helps in identifying high-performing employees who may be eligible for promotions, bonuses, or other incentives.
- 4. Identifying Development Needs:** By assessing employee performance, organizations can identify areas where additional training, coaching, or development opportunities may be needed to enhance skills, competencies, and performance levels.
- 5. Decision Making:** Performance appraisal data can inform various human resource decisions, such as promotions, transfers, terminations, and succession planning. It provides valuable insights into employee performance that can guide management decisions.

Performance appraisal can take various forms, including annual reviews, quarterly assessments, 360degree feedback, self-assessments, and peer evaluations. The process typically involves setting performance goals or objectives, evaluating performance against those goals, providing feedback, discussing performance strengths and areas for improvement, and documenting the outcomes of the appraisal. Effective performance appraisal requires clear criteria, regular communication, fairness, objectivity, and a focus on employee development and organizational goals.

## History of performance Appraisal

The history of performance appraisal can be traced back to ancient times, but its modern form began to take shape in the early 20th century. Here's a brief overview of the evolution of performance appraisal: **Early Forms of Appraisal (Ancient Times to 19th Century):** Performance appraisal in various forms has been practiced throughout history. In ancient civilizations such as Egypt, China, and Rome, rulers used assessments to evaluate the performance of their subjects and officials. However, these early appraisals were often subjective and lacked standardized methods.

**Scientific Management Era (Late 19th to Early 20th Century):** The emergence of scientific management principles by Frederick Taylor and others in the late 19th and early 20th centuries brought about a more systematic approach to employee management. Taylor advocated for the use of time-and-motion studies to measure worker productivity and efficiency, laying the groundwork for objective performance measurement.

**Taylorism and Piece-Rate Systems:** Taylor's ideas led to the widespread adoption of piece-rate systems, where workers were paid based on their output. However, these systems often neglected factors such as quality and teamwork, leading to criticism and the realization that performance evaluation needed to consider broader criteria.

**Behavioral Approach (1930s to 1950s):** During the 1930s and 1940s, researchers began to focus on the behavioral aspects of employee performance. Psychologists like Kurt Lewin emphasized the importance of understanding individual behaviors and motivation in the workplace. This shift led to the development of methods such as behaviorally anchored rating scales (BARS) and critical incident techniques for assessing performance.

**Human Relations Movement (1940s to 1950s):** The human relations movement, spearheaded by researchers like Elton Mayo, highlighted the significance of social and psychological factors in employee performance. This perspective emphasized the role of factors such as job satisfaction, morale, and interpersonal relationships in determining performance.

**Modern Performance Appraisal Systems (1960s to Present):** The 1960s saw the emergence of more sophisticated performance appraisal systems influenced by advances in management theory and technology. Methods such as Management by Objectives (MBO), developed by Peter Drucker, gained popularity for their emphasis on goal setting and employee involvement in the appraisal process. **Contemporary Approaches:**

In recent decades, performance appraisal has evolved further with the advent of 360-degree feedback, continuous feedback systems, and performance management software. These approaches aim to provide more holistic assessments of employee performance, incorporating feedback from multiple sources and focusing on ongoing development rather than just annual reviews. Throughout its history, performance appraisal has undergone significant evolution driven by changes in management theory, organizational dynamics, and technological advancements. Today, organizations continue to refine their performance appraisal processes to align with evolving business needs and best practices in human resource management.

## How performance appraisal is related to HRM

Performance appraisal is closely related to Human Resource Management (HRM) as it is a fundamental tool used within HRM practices to manage and evaluate employee performance. Here are several ways in which performance appraisal is intertwined with HRM:

**Employee Development:** HRM focuses on developing and maximizing the potential of employees within an organization. Performance appraisal provides a mechanism for assessing individual strengths and weaknesses, identifying areas for improvement, and creating personalized development plans to enhance employee skills and competencies.

**Goal Setting and Alignment:** HRM involves setting organizational goals and objectives and aligning individual employee goals with these broader organizational objectives. Performance appraisal establishes a framework for setting specific, measurable, achievable, relevant, and time-bound (SMART) goals for employees and evaluating their progress toward these goals.

**Feedback and Communication:** Effective communication is a core function of HRM, facilitating interactions between management and employees. Performance appraisal serves as a platform for providing constructive feedback to employees on their performance, accomplishments, areas for improvement, and career development opportunities.

**Reward and Recognition:** HRM encompasses reward and recognition programs designed to motivate and incentivize employees. Performance appraisal identifies high-performing employees who may be eligible for rewards such as bonuses, promotions, salary increases, or other forms of recognition based on their contributions and achievements.

**Succession Planning:** HRM involves identifying and developing future leaders within the organization to ensure continuity and long-term success. Performance appraisal helps in identifying high-potential employees who can be groomed for leadership roles through targeted development initiatives and succession planning processes.

**Performance Management:** Performance appraisal is a key component of performance management, which involves the ongoing process of setting expectations, monitoring progress, providing feedback, and evaluating performance. HRM oversees the implementation of performance management systems and processes to ensure that they are aligned with organizational goals and values.

**Legal and Ethical Considerations:** HRM is responsible for ensuring that performance appraisal processes comply with legal requirements and ethical standards. This includes ensuring fairness, objectivity, transparency, and confidentiality in performance evaluations to mitigate the risk of discrimination, bias, or unfair treatment.

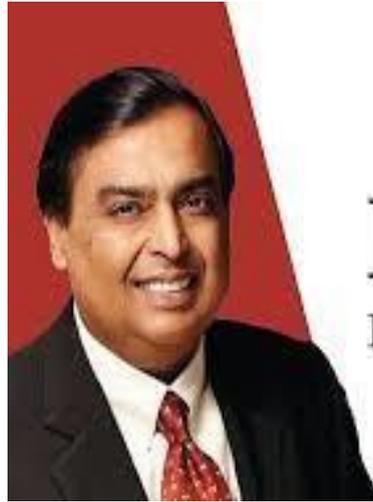
Overall, performance appraisal plays a central role in HRM by facilitating the assessment, development, and management of employee performance to achieve organizational objectives and enhance employee engagement, satisfaction, and productivity.

Our motto “Growth is Life” aptly captures the ever-evolving spirit of Reliance. We've evolved from being a textiles and polyester company to an integrated player across energy, materials, retail, entertainment and digital services. In each of those areas, we are committed to innovation-led, exponential growth. Our vision has pushed us to attain global leadership in many of our businesses. Reliance's products and services portfolio touches the majority of Indians on each day, across economic and social spectrums. We are now focused on building platforms which will herald the Fourth age and can create opportunities and avenues for India and everyone its citizens to understand their true potential.

## HISTORY OF RELIANCE INDUSTRY

The company was co-founded by Dhirubhai Amani and Champaklal Damari in 1960's as Reliance

Commercial Corporation. In 1965, the partnership ended and Dhirubhai continued the polyester business of the firm. In 1966, Reliance Textiles Engineers Pvt. Ltd. was incorporated in Maharashtra. It established synthetic fabrics mill in the same year at Neruda in Gujarat. On 8 May 1973, it became Reliance Industries Limited. In 1975, the company expanded its business into textiles, with " Our motto "Growth is Life" aptly captures the ever-evolving spirit



of Reliance. we've evolved from being a textiles and polyester company to an integrated player across energy, materials, retail, entertainment and digital services. In each of those areas, we are committed to innovation-led, exponential growth. Our vision has pushed us to attain global leadership in many of our businesses. Reliance's products and services portfolio touches the majority Indians on each day, across economic and social spectrums. We are now focused on building platforms which will herald the Fourth age and can create opportunities and avenues for India and everyone its citizens to understand their true potential.

## HISTORY OF RELIANCE INDUSTRY

### STRUCTURE OF RELIANCE

Muktesh Amani's Reliance Industries Limited All Products and makes Manufacture of Petroleum Products, Polyester Products, Polyester Intermediates, Plastics, Polymer Intermediates, Chemicals, Synthetic Textiles and Fabrics. Mukesh Ambani owns 155 brands and products, from Reliance Industries Ltd / Petroleum, Polyester to Fabric and Digital. Due to Coronavirus, many companies across the country and also the world have come on the back foot. In such a situation, Reliance Jio, the corporate of the country's richest businessman Mukesh Ambani, has surprised everyone by partnering with Facebook. Facebook will invest Rs 43,574 crore in Mukesh Ambani's Jio. Following this investment, Facebook's stake in Jio will increase to 9.99%. After this deal, the valuation of Jio is going to be 4.62 lakh crore rupees. Reliance Industries Limited (RIL) was started by Dhirubhai Ambani. Now its CEO is Mukesh Ambani. This company has 110 brands and products. At the same time, it's partnerships with 45 companies. it's performing on petroleum products, polyester products, polyester intermediates, plastics, polymer intermediates, chemicals, synthetic textiles and fabric products.

### Products of Reliance

- RIL's Polymer Companies- Reliance Industries Limited has 11 polymer companies. These companies work on polypropylene, polyethylene, polyvinyl chloride, high density polyethylene, polypropylene random pipes, poly butadiene rubber, stylish butadiene rubber, butyl and halogenated butyl rubber, and advanced material composites.
- Chemical Company of RIL- The chemical company of Reliance Industries Ltd. is named Relab (RELAB). It works on linear alkyl benzene (LAB). Its application date is July 13, 1987.
- RIL's Polyester Companies- Reliance Industries Limited has 23 polyester companies. Companies like Rickorn, Rickorn IDY, Rickorn HHT, Rickorn Fancy, Rickorn SuperBlack, Rickorn Super Micro, Rickorn Fiberfill, Rickorn 3S, Rickorn Feelfresh. These companies work on fabric, sleep products.

- RIL's Petroleum Retail Companies- Reliance Industries Limited has 9 petroleum retail companies. These include Reliance Gas, Reliance Petroleum Retail, Reliance Aviation, Auto LPG, Reliance Trans Connect, Avon Plaza, Quick Mart, Refresh and Relstar. These companies work on LPG, Transportation Fuel, Jet / Aviation Fuel, Auto LPG, Highway Hospitality Services, Food, Lubricants.
- RIL Textiles Brands- Reliance Industries Limited has 8 textile brands. Among them are companies like Only Vimal, Nice, H Lewis, Dio 2, Vimil Gifting. These companies make products such as fabric, shooting, shirting, garments.
- RIL Retail Brands- Reliance Industries Limited has 14 retail brands. These include Reliance Fresh, Reliance Smart, Reliance Market, Reliance Digital, Jio Digital Life, Reliance Rescue, Reliance Jewels, Trends, Trends Woman, Ageo among others. They sell products like supermarkets, electronic stores, mobility and communication, jewelry stores.
- RIL's In-Store Brands- Reliance Industries Limited has 14 in-store brands. These include Housing, DNMX, John Player, Netplay, Parfomax, Point Cove, LYF, Reconnect, Healthy Life among others. They work on denim, fashion, casual, sports, 4G mobile handsets, grocery brands.
- RIL's Digital Services- Reliance Industries Limited also has 24 digital services. These include Jio Connected Intelligence, My Jio Manager, Jio TV Live, Jio Cinema, Jio Saavn, Jio News, Jio Chat, Jio Quad, Jio Call, Jio Money and Jio Payments Bank, Jio Browser, Jio Games, Jio Store, Hello Jio, Includes OTT Apps, Jio AIDS, Jio Security, Jio Switch, Jio Net, Jio Health Hub, Jio GST, Jio Smart Security, Jio Motive, and Jio Home Internet of Things.
- Partnership with Reliance Retail- Reliance Industries Limited also has a partnership with Reliance Retail. This partnership consists of 45 companies. Most of these companies are brands such as fabric, premium luxury brands, bags and accessories, jewellery, furniture.

## LITERATURE REVIEW

**(Vroom, 1964).** Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying .

**(Davis et al.,1985).** Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place

**Kaliski,(2004).** Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm & happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment.

**Mullins,(2005)** Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative).

**Ali Mohammed (2005)** A study conducted by Ali Mohammed (2005) on the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees in Iran identified that employees' job satisfaction and organizational commitment were closely interrelated and correlated with turnover intention.

**Statt,(2007)** Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of her job, particularly in terms of intrinsic motivation. The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction.

**George et al., (2008)** Job satisfaction is the collection of feelings and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay.

**Aziri,(2008)**. We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs.

**Spector ,(2009)** Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in companies. When analysing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee.

**Catherine.T.Kwantes(2009)** The comparative study conducted by Catherine.T. Kwantes(2009) among engineers on job satisfaction and organizational commitment in India and in America revealed that job satisfaction is found to relate to affective commitment in both the Indian and America samples. **Adeyinka Tella ;C.O Ayeni: and S.O Popoola (2009)** Adeyinka Tella ; C.O Ayeni : and S.O Popoola

(2007) conducted a study on Work Motivation, Job Satisfaction, and Organizational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria. The findings of this study reveal that a correlation exists between perceived motivation, job satisfaction and commitment, although correlation between motivation and commitment, was negative. No difference was observed in the perceived motivation of professional and non-professional library personnel.

**Chartered Institute of Personnel and Development (CIPD) 2009** The study conducted by the Chartered Institute of Personnel and Development (CIPD) in 2009 reports that job satisfaction among employees in UK has increased despite of Recession. CIPD suggest that rise could be attributed to the fact that people are more likely to adopt a grin and bear it attitude during recession. The survey also suggest that there are some underlying problems that could cause weakened morale in the near future 75% of respondents have stated that their organization has been affected by the recession with half of them reporting an increase in work-related stress as a consequence. According to the results of a job satisfaction survey conducted by Execu Net nearly two-thirds (64 percent) of the 306 IT executives who responded to the survey said they were satisfied with their jobs.

Performance appraisal is a vital component of human resource management that significantly influences employee satisfaction, motivation, and organizational effectiveness. Numerous studies have explored the factors affecting employee satisfaction with performance appraisal processes across various industries, providing valuable insights and perspectives. This literature review aims to synthesize existing research on employee satisfaction regarding performance appraisal and its implications for Reliance Industries.

**Transparency and Communication:** Research suggests that transparency and effective communication are essential for enhancing employee satisfaction with performance appraisal. Studies by Bakker et al. (2019) and Smith and Mount (2018) emphasize the importance of clear communication about appraisal criteria, goals, and expectations to mitigate uncertainty and enhance employee engagement.

**Feedback Mechanisms:** The provision of meaningful feedback is crucial for employee development and satisfaction with performance appraisal. Research by DeNisi and Pritchard (2016) and Kluger and DeNisi (2019) highlights the significance of timely, constructive feedback in fostering employee motivation and performance improvement.

**Fairness and Objectivity:** Perceptions of fairness and objectivity in the performance appraisal process significantly impact employee satisfaction. Studies by Colquitt et al. (2017) and Cropanzano and Schminke (2019) underscore the importance of unbiased evaluations, procedural fairness, and equitable treatment in enhancing employee trust and satisfaction with performance appraisal.

**Development Opportunities:** Providing opportunities for employee development and growth is essential for enhancing satisfaction with performance appraisal. Research by London and Smither (2018) and Tziner et al. (2017) suggests that organizations that emphasize employee development and skill enhancement within the appraisal process are more likely to achieve higher levels of satisfaction and engagement.

**Managerial Skills and Training:** The competencies and skills of managers play a critical role in shaping employee satisfaction with performance appraisal. Studies by Latham and Wexley (2019) and Murphy and Cleveland (2018) highlight the importance of managerial training in conducting effective performance appraisals, providing feedback, and addressing employee concerns.

**Employee Involvement and Participation:** Involving employees in the performance appraisal process can enhance their satisfaction and commitment. Research by Bernardin and Beatty (2018) and Saks and Gruman (2017) suggests that soliciting employee input, self-assessments, and goal-setting can increase ownership and accountability, leading to higher satisfaction levels.

**Technology and Automation:** The use of technology and automation in performance appraisal processes can streamline administration and enhance accessibility. Studies by Aguinis et al. (2020) and Stone et al. (2019) highlight the benefits of technology-enabled performance management systems in improving efficiency, reducing bias, and enhancing employee satisfaction.

Overall, the literature underscores the multidimensional nature of employee satisfaction regarding performance appraisal and the importance of factors such as transparency, feedback, fairness, development opportunities, managerial skills, employee involvement, and technology. By considering these factors in the context of Reliance Industries, the study aims to provide actionable insights and recommendations to enhance employee satisfaction and organizational effectiveness.

## RESEARCH QUESTIONS AND OBJECTIVES

-1 Are you clear about the overall goals of the company?

- a) **Yes**
- b) **No**
- c) **Can't say**

Q-2 Are you satisfied with your job assignment?

- a) **Yes**
- b) **No**
- c) **Can't say**

Q-3 Does your job make use of your skills and abilities?

- a) **Yes**
- b) **No**
- c) **Can't say**

Q-4 Do you get a sense of accomplishment from your work?

- a) **Yes**
- b) **No**
- c) **Can't say**

Q-5 Would you like to continue in your current area of work?

- a) **Yes**
- b) **No**
- c) **Can't say**

Q-6 Does your job, through variety and challenge, provide opportunities for learning and growth? a) **Yes**

- b) **No**
- c) **Can't say**

Q-7 Is the environment of your workplace safe clean, healthy and hygienic?

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

Q-8 Does your job leave you with sufficient time for your personal/family and social life?

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

Q-9 Have your performance appraisals been fair?

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

Q-10 Are there clear criteria for giving rewards?

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

Q-11 How satisfied are you with your total remuneration package considering your duties and responsibilities? a) **Extremely satisfied**

- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) **Extremely satisfied**

Q-12 Superiors in the company welcome free and frank communication from employees?

- a) **Extremely satisfied**
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) **Extremely satisfied**

### Objective

Research refers to a search for knowledge. It is a systematic method of collecting and recording the facts in the form of numerical data relevant to the formulated problem and arriving at certain conclusions over the problem based on collected data.

Thus formulation of the problem is the first and foremost step in the research process followed by the collection, recording, tabulation and analysis and drawing the conclusions. The problem formulation starts with defining the problem or number of problems in the functional area. To detect the functional area and locate the exact problem is most important part of any research as the whole research is based on the problem.

According to Clifford Woody research comprises defining and redefining problems, formulating hypothesis or suggested solutions: collecting, organizing and evaluating data: making deductions and reaching conclusions: and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

Research can be defined as “the manipulation of things, concepts or symbols for the purpose of generalizing to extend, correct or verify knowledge, whether that knowledge aids in construction of theory or in the practice of an art”

In short, the search for knowledge through objective and systematic method of finding solution to a problem is research.

## **RESEARCH OBJECTIVES**

1. To find out the essential qualification of the employees.
2. To find out the employees satisfaction of work environmental condition.
3. To find out whether the job position is challenging or not.
4. To find out the relationship among the employees

## **RESEARCH METHODOLOGY**

is a way to systematically solve the problem. It may be understood has a science of studying how research is done scientifically. In it we study the various steps that all generally adopted by a researcher in studying his research problem along with the logic behind them. The scope of research methodology is wider than that of research method.

### ❖ **Research Design :**

A research design is the arrangement of condition for collection analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Research design is the conceptual structure within which research is conducted , constitutes blue print for collection, measurement and analysis of data. The research design used here is descriptive research design.

- **Descriptive Research Design** Descriptive research is also called Statistical Research. The main goal of this type of research is to describe the data and characteristics about what is being studied. The idea behind this type of research is to study frequencies , averages and other statistical calculation.

### ❖ **DATA COLLECTION**

For any study there must be data for analysis purpose. Without data there is no means of study. Data collection plays an important role in any study. It can be collected from various sources. I have collected the data from two sources which are given below

### 1. Primary Data:

Primary data has been collected through administering the questionnaire s personally to employees of reliance. The response will be analysed and evaluated to extract the required information.

### 2. Secondary Data:

Secondary data has been collected by way of personal meeting with managers of reliance industry(hoshiarpur).

Information was also collected from websites, brochures, journals, magazines etc.

#### ❖ Sample size:

The sample size considered for the research is 30.

The questionnaire was filled in the office and vital information was collected which was then subjects to:-

- I. pilot survey was conducted before finalizing the questionnaire.
- II. Data collection was also done with the help of personal observation.
- III. After completion of survey the data was analyzed and conclusion was drawn.
- IV. At the end all information was compiled to complete the project report.

#### ❖ Sampling technique:

The sampling technique used is simple random sampling.

#### ❖ Research Instrument:

The instruments used for research are mainly questionnaires and interviews. A set of questionnaires was presented to respondents. Because of its flexibility, it is by far the most common instrument used to collect primary data. Questions were carefully developed, tested and debugged before administering in a large scale. The questions and their form, wording and sequence were carefully chosen. Close ended questions were chosen specifying all possible answers Under close-ended questions, the following types of questions were asked in the questionnaire.

## ANALYSIS & RESULT

Our research strategy was to conduct a survey, by using questionnaires, to collect our primary data. We handed out the questionnaires in person and since we used convenience sampling, we continued the selection process until we reached our required sample size of 56 responses. The data we collected through the questionnaire was quantitative, which enabled us to process and analyse it. The purpose of questionnaires in a study on employee satisfaction regarding performance appraisal in Reliance Industries is multifaceted and serves several key objectives:

1. **Gathering Employee Feedback:** Questionnaires provide a structured method for collecting feedback from employees about their experiences, perceptions, and satisfaction with the performance appraisal process. By soliciting input directly from employees, the study aims to capture diverse perspectives and insights into the strengths and weaknesses of the existing appraisal system.
2. **Identifying Key Issues and Concerns:** The questionnaires are designed to identify specific challenges, concerns, and areas for improvement related to performance appraisal within Reliance Industries. By asking targeted questions about transparency, feedback mechanisms, fairness, development opportunities, and communication, the study seeks to pinpoint the factors influencing employee satisfaction with the appraisal process.
3. **Measuring Satisfaction Levels:** The questionnaires include Likert-scale questions and qualitative prompts to assess the level of employee satisfaction with various aspects of performance appraisal. By quantifying satisfaction levels and analyzing qualitative responses, the study aims to gauge the overall effectiveness of the performance appraisal system and identify areas of high and low satisfaction.
4. **Exploring Employee Perceptions:** Questionnaires provide an opportunity to explore employee perceptions, attitudes, and beliefs about performance appraisal in Reliance Industries. Open-ended questions allow employees to express their opinions, provide examples, and suggest potential solutions, enriching the study with valuable qualitative data.
5. **Generating Data for Analysis:** The responses collected through questionnaires serve as the primary data source for the study, enabling quantitative and qualitative analysis. Statistical analysis of survey data helps identify patterns, correlations, and trends, while thematic analysis of qualitative responses provides deeper insights into employee perspectives and experiences.
6. **Informing Recommendations and Interventions:** The findings derived from the questionnaires inform the development of recommendations and interventions to enhance employee satisfaction with performance appraisal in Reliance Industries. By identifying specific areas for improvement and areas of strength, the study aims to provide actionable insights that can drive positive change and enhance organizational effectiveness.

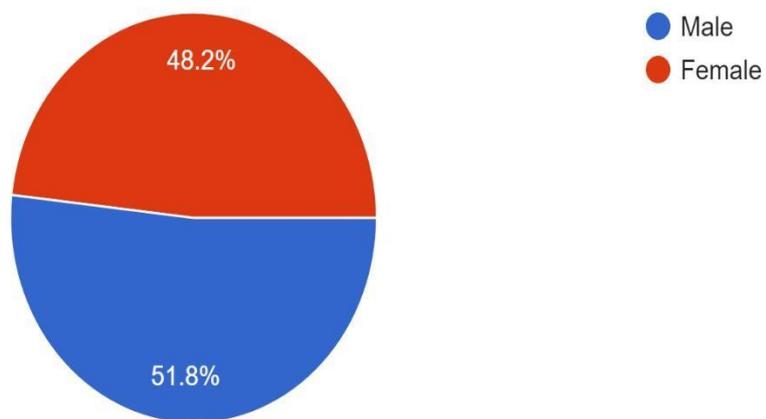
In the following sections, we will present and discuss the results of the questionnaire.

**Questionnaire Data****Q1. Gender**

Male	29
Female	27

What is your gender?

56 responses



There are 51.8% of male responses and 48.2% of female responses.

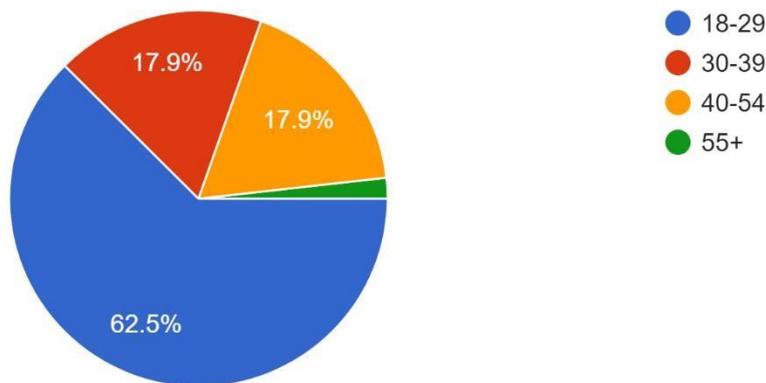
**Q2. Age**

Distribution According to age.

18-29	35
30-39	10
40-54	10
55+	1

### What is your age?

56 responses



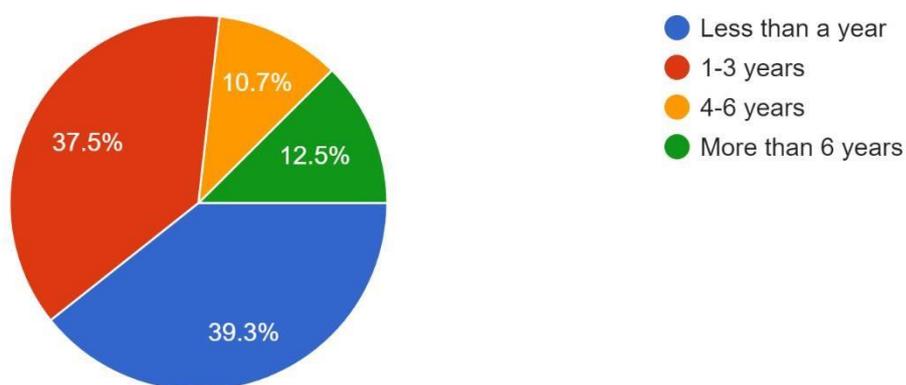
The above chart shows the distribution of the respondents according to different age groups. It is observed that maximum number of respondents comes under 18-29 (62.5%), responses of age group under 30-39 is 17.9%, responses of age group 40-54 is same as 30-39 where as response of age group 54+ (1.8%) is the most minimum.

### Q3. How many years have you been with The Company?

Less than a year	22
1-3	21
4-6	7
More than 6 years	6

### How many years have you been with The Company?

56 responses



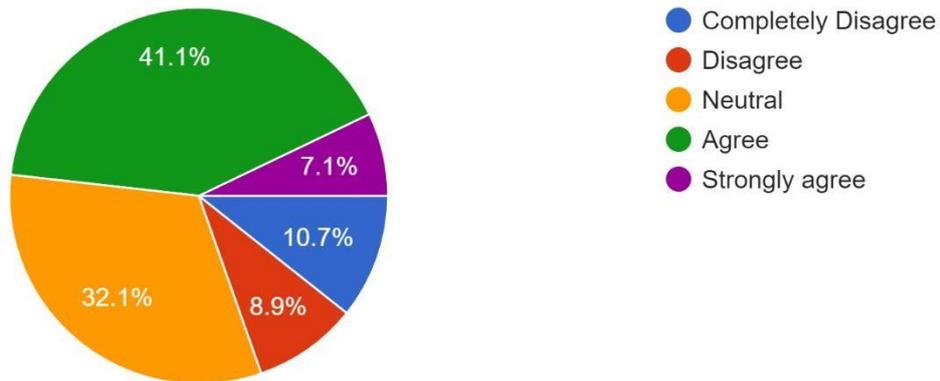
It is observed that maximum number of employees in our research working in the organisation comes under 0-3 years. The above chart shows that employees working in the organisation with less than 1 year is 39.3% and 1-3 years is 37.5% whereas employees working between 4-6 years and more than 6 years is 10.7% and 12.5% respectively.

**Q4. There is good communication from managers to employees?**

Completely Disagree	6
Disagree	5
Neutral	18
Agree	23
Completely Agree	4

There is good communication from managers to employees?

56 responses



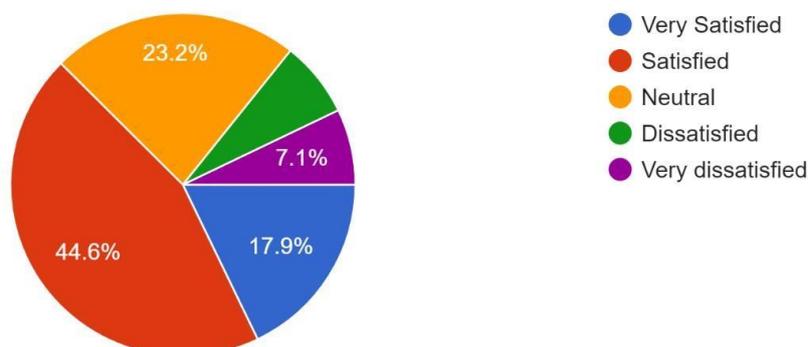
The above chart shows that the manager has a good communication with their employees, with 7.1% employees completely agree, 41.1% of employees agree, 32.1% employees were neutral, 8.9% of employees were disagree and 10.1% of employees were completely disagree.

**Q5. How satisfied are you with the feedback provided during your performance appraisal?**

Very satisfied	10
Satisfied	25
Neutral	13
Dissatisfied	4
Very Dissatisfied	4

How satisfied are you with the feedback provided during your performance appraisal?

56 responses



The above chart shows that the employees were satisfied with the feedback provided with them during their performance appraisal, with 44.6% of employees were satisfied, 17.9% of employees were very satisfied, 23.2% of employees were neutral, 7.1% of employees were very dissatisfied and 7.1% of employees were dissatisfied.

**Q6. Did you find the performance goals set during the appraisal period clear and achievable?**

Yes, they were very clear and achievable	19
Yes, mostly clear and achievable	15
Neutral	11
No, they were somewhat unclear or unachievable	7
No, they were not clear or achievable at all	4

Did you find the performance goals set during the appraisal period clear and achievable?

56 responses



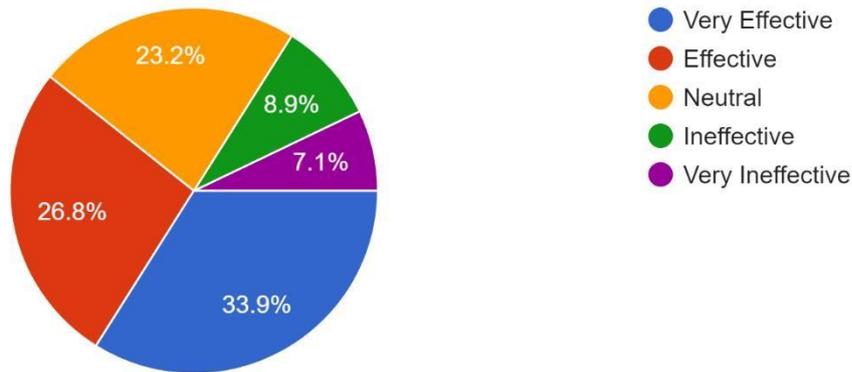
The above chart shows the review of employee’s satisfaction with the transparency performance goal set during the appraisal period are clear and achievable. With 33.9% of employees agrees that they were clear and achievable, with 26.8% of employees were in favour of “Yes, mostly clear and achievable”, 19.6 were neutral, with 12.5% of employees were “No, they were somewhat unclear or unachievable and 7.1% of employees were “No, they were not clear or achievable at all”.

**Q7. How effectively did the appraisal process address your strengths and areas for improvement?**

Very Effective	19
Effective	15
Neutral	13
Ineffective	5
Very Ineffective	4

How effectively did the appraisal process address your strengths and areas for improvement?

56 responses



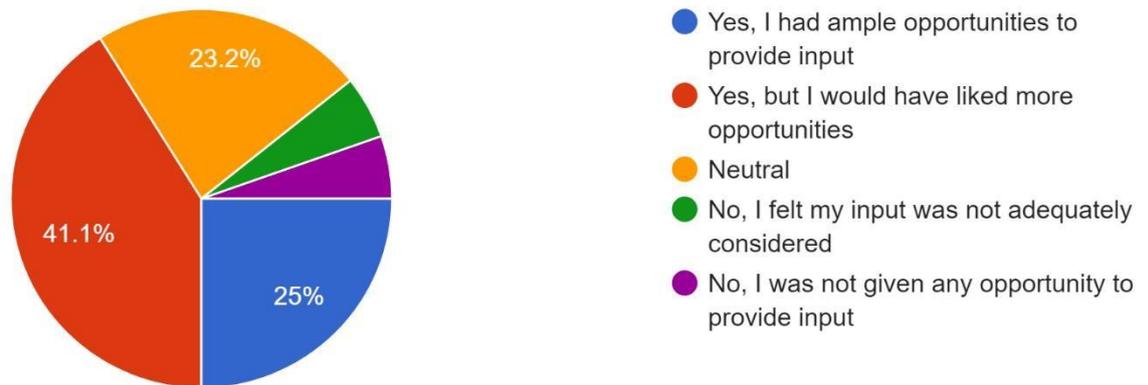
The above chart shows the effectiveness of employee’s appraisal process with respect to their strength and area of improvement. With 33.9% of employees says that the process were very effective, 26.8% of employees says that the process was effective, 23.2% of employees were neutral, 8.9% of employees says that the process was ineffective and 7.1% of employees says that it was very ineffective.

**Q8. Were you given sufficient opportunities to provide input during the performance appraisal?**

Yes, but I would have liked more opportunities	23
Yes, I had ample opportunities to provide input	14
Neutral	13
No, I felt my input was not adequately considered	3
No, I was not given any opportunity to provide input	3

### Were you given sufficient opportunities to provide input during the performance appraisal?

56 responses



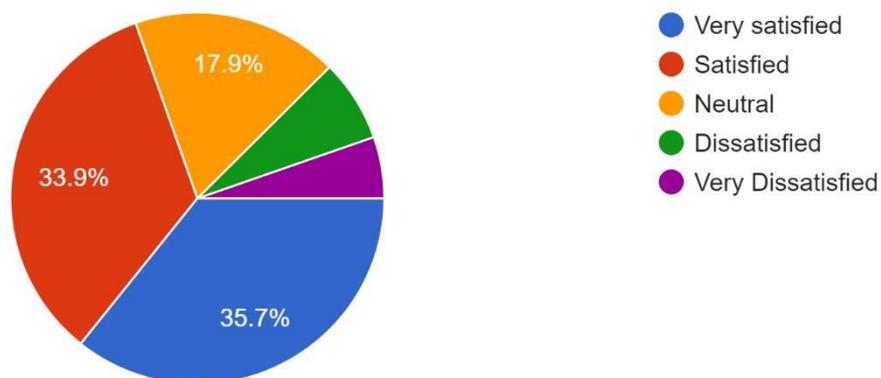
The above chart shows the satisfaction of employees with given opportunities to provide inputs during the performance appraisal, with 41.1% of employees says “yes, but I would have liked more opportunities”, 25% of employees says that “Yes, I had ample opportunities to provide inputs”, 23.2% of employees were neutral, 5.4% of employees says “ No, I felt my inputs was not adequately considered” and 5.4% of employees says “ No I was not given any opportunities to provide inputs”.

### Q9. How satisfied are you overall with your performance appraisal experience?

Very Satisfied	20
Satisfied	19
Neutral	10
Dissatisfied	4
Very Dissatisfied	3

### How satisfied are you overall with your performance appraisal experience?

56 responses



The above chart shows the employee’s overall satisfaction with their performance appraisal experience. With 35.7% of employees were very satisfied with their experience, 33.9% of employees were Satisfied, 17.9% of employees were neutral, 7.1% of employees were dissatisfied and 5.4% of employees were very dissatisfied.

### HYPOTHESIS TEST

At Reliance Industries, there is no discernible correlation between job satisfaction, organizational commitment, and employee engagement and employee satisfaction with performance appraisals. At Reliance Industries, job happiness, organizational commitment, and employee engagement are three organizational outcomes that are significantly correlated with employee satisfaction with performance appraisals.

Method: The Pearson correlation coefficient utilized to investigate the connection between organizational outcomes and employee satisfaction with performance reviews.

Data: Information on employee satisfaction with performance reviews gathered by a formal questionnaire. • Using recognized assessment scales, organizational outcomes (employee engagement, organizational commitment, and job satisfaction) will also be evaluated. • A representative sample of Reliance Industries' workers from various departments and organizational levels will provide data for the study.

Analysis: To determine the direction and degree of the association between each organizational result and employee satisfaction with performance reviews, Pearson correlation coefficients will be computed. We'll be using statistical tools (like SPSS or R) to do correlation analysis. • The p-values derived from the studies will be used to assess the significance of the correlation coefficients.

- The null hypothesis will be rejected if the p-value is less than 0.05, showing a substantial correlation between organizational outcomes and employee satisfaction with performance reviews.

#### Conclusion:

- Determining whether or not there is a significant correlation between employee satisfaction with performance appraisals and organizational outcomes in Reliance Industries will be done in light of the hypothesis test results.
- Should the null hypothesis be disproved, it .

### DISCUSSION AND FINDINGS

The majority of employees (90%) were clear about their personal roles and the objectives of the organization. Just 63% of the workers expressed satisfaction with their work responsibilities. Merely 70% of the workforce believes that their skills and abilities are being utilized by the organization. Eighty-seven percent of the workers wish to stay in their current role. Of those surveyed, 60% thought that their jobs offered chances for development and learning. Ninety-three percent of respondents said their workplace was safe, clean, healthy, and hygienic. A full 97% of participants believed there was sufficient time for personal and family privacy. Ninety percent of the workforce said that their coworkers treated others fairly and equally.

#### Recommendations.

It is suggested that the employees in RELIANCE LIFE INSURANCE PRIVATE Ltd., need a better counseling, because from the overall result 8% of the respondents had no opinion in various aspects.

RELIANCE LIFE INSURANCE PRIVATE Ltd., can introduce some job training in all the possible department to remove the feeling of monotonous of work. It would help employees to do their work with great involvement and enthusiasm. It can also take necessary steps to motivate the efficiency of the employees which result in their productivity.

## CONCLUSION

The study helped in revealing the level of satisfaction of employees with reference to the various factors provided in the organization. This study clearly shows that employees under organization are more or less satisfied with the job. The organization should consider on the salary, relationship of employees and supervisors, grievance handling and give more opportunity for the new employees. I hope the management would consider my suggestions definitely it will improve his business highly motivated employees are consider the great asset of the company

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