

Notice for the PhD Viva Voce Examination

Mr R Sridhar (Reg. No. 1520071), PhD scholar at CHRIST (Deemed to be University), will defend his PhD thesis at the public viva voce examination on Wednesday, 19 August 2020 at 5.00 pm. The defense will be conducted online on the Webex Meeting platform.

- Title of the Thesis** : **Impact of Functional Inter-Dependency on Employee Satisfaction with Performance Appraisal in Real Estate Industry**
- Discipline** : **Management**
- External Examiner** : **Dr Ramkumar N**
(Outside Karnataka) Assistant Professor
Faculty of Human Resource
PSG Institute of Management
P.B. No. 1668. Peelamedu
Coimbatore - 641004
Tamilnadu
- External Examiner** : **Dr Anil Kumar S**
(Within Karnataka) Professor & Principal
SSMRV College
No.17, 26th Main, 36th Cross
Jayanagar, 4th T Block
Bengaluru - 560041
- Supervisor** : **Dr Elangovan N**
Associate Professor
School of Business and Management
CHRIST (Deemed to be University)
Bengaluru – 560029

Since it is an open viva, faculty members and research scholars of all branches of research are cordially invited to attend.



Registrar
CHRIST (Deemed to be University)
Bengaluru - 560 029

Place: Bengaluru
Date: 12 August 2020

Registrar

ABSTRACT

Earlier researches have consistently underlined an intrinsic proportionate relationship between the success of an organization and the effort put in by the employees towards the attainment of the set goals for success. An employee with a higher level of job satisfaction tends to be more positively disposed and productive in the work place, than the opposite of it. A positively charged work atmosphere contributes much to the overall growth of an organization and is the result of the satisfaction level enjoyed by employees. One major factor that determines employee satisfaction is the organization's system in place to reward and recognise the employee through performance appraisal. Genuine unbiased performance appraisal tends to bolster the performance of employees. Thus, performance appraisal is one of the most widely researched areas in industrial/organizational psychology (Murphy & Cleveland, 1995).

Recent studies among employees indicate several inadequacies with the current performance appraisal system in use as it does not measure the performance in all directions. Thus, there seems to be a gap that needs exploration. Employee's deliverables depend on external and internal factors. Functional interdependence is one such internal factor which influences the performance of the employee. However, there is limited knowledge available on the role of interdependency factors in the performance of the employee during the performance review. This article presents a conceptual framework to understand the role of functional interdependence in the performance appraisal and the satisfaction of the employee whose deliverables are highly functional interdependence. The framework proposes the relationship between the functional interdependence in the job, fairness in the performance appraisal by considering that interdependence and subsequently the satisfaction or dissatisfaction of the employee in performance appraisal.

Keywords: Performance Appraisal, Satisfaction in Appraisal, Functional Interdependency