

A study on Employee Performance Appraisal

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Abstract :

A performance appraisal is known by other terms like employee appraisal, performance review. A performance appraisal is a measuring, comparing, controlling, finding, guiding managing career development of an employee. It is a method by which critically analysing information about the relative importance of gathering, recording and critically analysing information about the relative importance of employee to the organization.

It is measured in terms of quality, quantity, cost, behaviour and time, it is conducted by peers, supervisors, Hr manager, self. But generally in formal method it is conducted by the immediate manager or supervisor under whom the person is directly working. Performance appraisal is study of present achievements, and failures, personal strengths and weakness, and suitability for incentives, rewards and recognition, increased pay scale, promotion or further training. Finally it shows the suitability of person at present job to the organisation.

This study has been done to analyse the concept of performance appraisal, its objectives and process to carry out of the performance appraisal.

Execution examination is a proper framework that assesses the nature of a laborer's exhibition. The examination estimates abilities and achievements with sensible precision and consistency. It gives an approach to assist with recognizing regions for execution upgrade and to assist with advancing proficient development. It ought not, notwithstanding, be viewed as the administrator's just specialized apparatus. Open lines of correspondence over time help to make successful working connections. Execution evaluation is the cycle which surveying the presentation and progress of a representative on a given occupation for his future turn of events, and it fundamentally comprises formal systems.

Every worker is qualified for an insightful and cautious evaluation. The achievement of the cycle relies upon the chief's ability to finish a valuable and target examination and on the worker's eagerness to react to productive ideas and to work with the administrator to arrive at future objectives.

Keywords: Employee execution evaluation, organization execution, Employee effectiveness, association development.

Which means of execution are various perspectives on what execution implies. As per Brumbrach (1988, referred to in Armstrong, 2000) Performance can be activity their consequence Behaviours start from an entertainer and convert execution from an idea to a demonstration. Not simply the instruments for results, practices are additionally results by their own doing – the result of mental and actual exertion applied to errands – and can be judged separated from results. The above definition believes execution to include both the activities, in other word practices, taken during the interaction in endeavoring to accomplish objectives and yields acquired thus from the effort. Following this, Armstrong (2000) underscores the requirement for chiefs to manage the capability of workers and achievements while overseeing execution.

To decide whether execution has been accomplished, measures must be created to assess the achievements and set up the rate at which it has been cultivated. Most importantly, execution ought to be about the choice and activity taken with accessible data at any current circumstance. Execution Management System (PMS) .

Noe et al (2006) characterize execution the board as "the interaction through which administrators guarantee that representatives' exercises and yields are compatible with the association's goals". The idea of execution the executives has contributed a ton in the improvement Human Resource Management as of late. The idea was first authored by Beer and Ruh in 1976. Nonetheless, it is scarcely during the 1980's that it had been acknowledged as an unmistakable methodology.

Execution Management is broadly being utilized in associations in order to get the best outcomes by attempting to further develop execution of the labor force. Objectives and guidelines.

Performance Management is widely being used in organizations so as to obtain the best results by trying to improve performance of the workforce. Goals and standards are being planned well beforehand in order to get satisfied outcomes.

Performance Appraisal System (PAS)

Performance appraisal also known as performance review, formally documents the achievements of an individual with regards to set targets. It is a component of PMS. The system has become an essential management tool in today's organizations. Managing employees' performance can be said to be as important as any other work that all managers execute during the year. Grote (2002) describes performance appraisal as a formal management tool that helps evaluate the performance quality of an employee. Schneier and Beatty as cited in Patterson (1987) define it as a process which apart from evaluating also identifies and develops human performance. According to Karol (1996) performance appraisal includes a communication event planned between a manager and an employee specifically for the purpose of assessing that employee's past job performance and discussing areas for future improvement.

The most known purpose of performance appraisal is to improve performance of individuals. Cummings and Shwab (1973) held that performance appraisal has basically two important purposes, from an organizational point of view and these are:

1. The maintenance of organizational control.
2. The measurement of the efficiency with which the organizations human resources are being utilized.

Still, there are also a variety of other declared purposes for appraisal as per Bratton and Gold (2003) and Bowles and Coates (1993) and some are; improving motivation and morale of the employees, clarifying the expectations and reducing the uncertainty about performance, determining rewards, identifying training and development needs, improving communication, selecting people for promotion, discipline, planning corrective actions and setting targets. Furthermore, Bowles and Coates (1993) conducted a postal survey of 250 West Midland companies in June 1992, where organizations were asked questions pertaining to the use of Performance management in the organization. These questions included the apparent purpose of PA in the management of work, its strengths and weakness.

Benefits of PAS

Possibly the most important benefit of appraisal is that, in the rush and pressure of today's working life, it allows the supervisor and subordinate to have "time out" for a one-on-one discussion of indispensable work problems that might not otherwise be addressed. Likewise, the existence itself of an appraisal system indicates to employees that the organization is genuinely concerned with their individual performances and advancement. This only can have a positive impact on the employees' sense of worth, commitment and belonging.

Appraisal offers the rare chance to focus on employment activities and objectives, to spot and correct existing problems and to enhance favorable future performance. Thus the performance of the whole organization is improved. Performance appraisal usually provides employees with acknowledgment for their work efforts, if any and as a result it brings them satisfaction. Actually, there are facts supporting that human beings will even prefer negative recognition in rather than no recognition at all. During performance appraisals, feedbacks are obtained. These provide vital information on whether training and development needs should be considered. The presence or lack of working skills, for example, can become very obvious. The supervisor and subordinate can thus agree upon any demand for training. As far as the organization is concerned, the overall appraisal results can provide a regular and efficient training needs audit for the organization as a whole. The information obtained from appraisals can also give indication on an organization's recruitment and selection practices. This can be done by screening the performance of recently hired workers. The general quality of the workforce can also be monitored by assessing any improvement or decline performances. Changes if needed in the recruitment strategies can then be considered.

Objectives of study:

1. To know the importance of performance appraisal in the development of the organisation.
2. To analyze the employee satisfaction towards the "performance appraisal".

Research methodology:

Methods Used:

Since it is not possible to collect feedback from all the employees working in the organization, a sample of 100 employees was selected for conducting the survey. An effort has been made to cover as many departments as possible. All major departments such as Personnel, Marketing, Export, Manufacturing, Finance, Training, Materials etc have been covered under the survey.

Sources of Data: Sample method is used for data collection. The types of data collected were

- Primary Data
- Secondary Data

Primary data: It is the data which is collected for once own research purpose. The primary data was collected through questionnaire & informal discussion & it is interpreted. The questions were framed so as to gain maximum firsthand knowledge from workers, which were analyzed in order to arrive at suitable conclusion.

The primary data was collected through:

(a) Questionnaires: 15 questionnaires were distributed covering various departments such as Personnel, Marketing, Export, Manufacturing, Finance, Training, Materials etc.

(b) Informal discussions: Informal discussions were held with various employees in the organization, especially in the Personnel department & the Training department. This helped me to gain additional information, not only relating to the subject of my research but also other functions and activities.

Secondary data:

Secondary data were collected from past records and manual of the company, books, internet etc. It is the data already collected, which is made available for reference purposes. In my research the secondary sources used are, various files and records maintained by organization, HR manual, Journals, Booklets etc.

PERFORMANCE APPRAISAL PROCESS

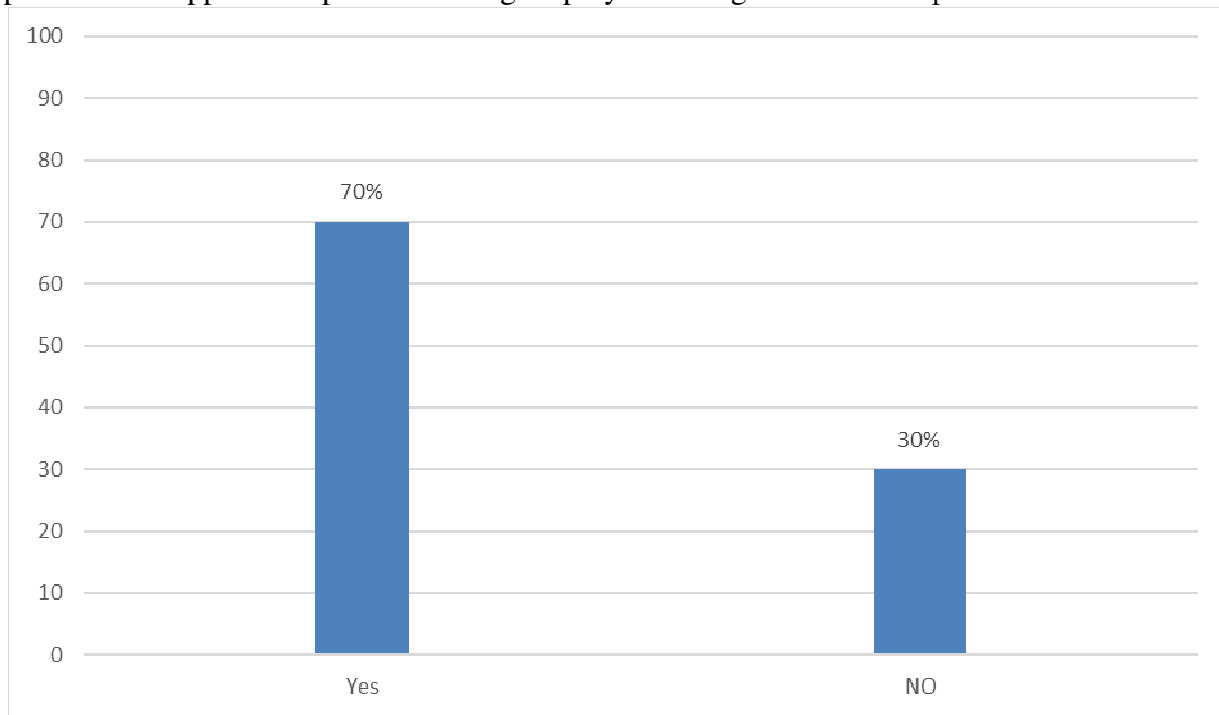
As displayed in Figure :the beginning stage for the PA interaction is recognizing explicit execution objectives. An evaluation framework likely can't viably fill each ideal need, so the board should choose the particular objectives it accepts to be generally significant and practically reachable. For instance, a few firms might need to pressure worker advancement, though different associations might need to zero in on pay changes. Such a large number of PA frameworks fall flat since the board expects a lot from one strategy and doesn't decide explicitly what it needs the framework to achieve. The following stage in this continuous cycle proceeds with building up execution rules (guidelines) and imparting heseperformance assumptions to those concerned. Then, at that point the work is performed and the boss evaluates the presentation. Toward the finish of the examination time frame, the appraiser and the representative together audit work execution and think about it in contrast to set up execution guidelines. This survey decides how well workers have fulfilled these guidelines, decides explanations behind lacks, and fosters an arrangement to address the issues. At this gathering, objectives are set for the following assessment time frame,

Research question:

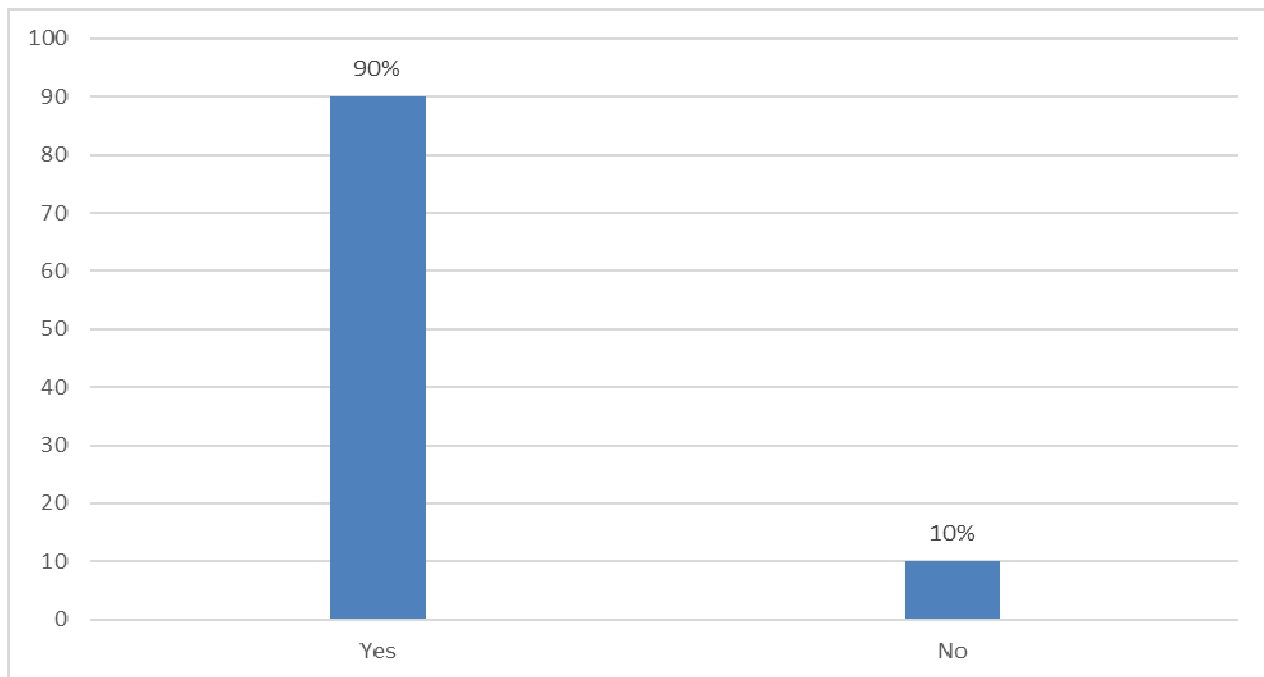
The performance appraisal helps to identify employee strengths and development.

Analysis

The performance appraisal helps to identifying employees strengths and development.



2.The rewards are giving according to employee performance.



Findings and observations:

a) Reliability and Validity of the appraisal: The appraisal framework in noticed that Performance appraisal framework ought to bring a positive encounter and add to the general government assistance of the company. If done properly, it is an extremely powerful instrument and further develop execution and usefulness and for creating workers. As gathered from the table, the respondents attested that the presentation evaluation framework is lined up with the vision and mission of the establishment, and the evaluation framework is exact as far as content and reason. Notwithstanding, the respondents tolerably concurred that the exhibition examination framework is significant and solid, the consequence of the assessment are not transparently disclosed and talked about to the representative concerned and leads of assessment are not sincerely and genuinely done. Consequences of the investigation infer that the exhibition examination arrangement of the organization needs further survey and modification in order to fill the primary need of the assessment. This is proven by the respondents guaranteed that the examination framework isn't dependable and legitimate and not genuinely and genuinely done. Armstrong (2006) focused on that examination framework should unmistakably characterized execution principles and standard conversation of execution and advancement of activity plans as result of the evaluation ought to be finished.

(b) Quality of the Performance Appraisal: No assessment framework will accomplish its targets except if there is a few outcomes to the assessment. It is of no worth, simply a misuse of exertion, time and cash. It should fill in as a norm to design advancements, strengthening, pay amendments and preparing and improvement. The achievement of each evaluation framework relies upon the vital consequences of such instrument. Great outcome is unimaginable without offering significance to worker esteem. Assessment without appropriate action and results is pointless it will just make more issues in the association. Worker will consistently anticipate completing a task with energy in case they are given proper acknowledgment or prize for working really hard. Individuals will be more inventive and willing to expand a mile of their time and will consistently work at their best. The discoveries of the investigation mirrors that the goal of the examination apparatus is fitting to the requirements of the staffs and workforce and the evaluation framework is successful in empowering to buckle down. Notwithstanding, the respondents revealed that the examination of the association/organization isn't intended to persuade them as reflected in their reactions. This shows that the nature of the exhibition examination arrangement of the organization should be update that is fitting and adjust to the vision and mission of the association.

CONCLUSION

Organizations should face realities that performance appraisal is incomplete unless the appraisee is old what his strengths are and weaknesses, his performance can not improve in the subsequent future, which obviously defeats the very objective of periodic appraisals. Such a process of discussion with the subordinates focusing on the entire performance (tasks and behaviour) during the particular period is called performance appraisal counseling. Forth counseling process to bear any fruit, it need to be immediate and continuous and the more attention a manager or supervisors pays to counseling his subordinates, the more time he is likely to gain in the long run as are sult of improved capabilities of the subordinates Obisi (1996). Banjoko (1982) lamented that in spite of the importance of performance appraisal the total human resource management context, the way it is designed and implemented in many Nigerian organizations may dampen its effectiveness both as an evaluative and developmental tool. Banjoko regrets that in many organizations, rarely is an attempt made to discuss constructively with employees as to whether expected results, as predetermined by the supervisor, were met, exceeded not. Yet, today's

employees want to know not only how they fit in with the goals of the organization for which they work but also what aspects of self-improvement is needed in their performance. Truly speaking, organizations can not grow if individuals that work in the organizations are not deliberately encouraged and supported through genuine performance appraisal. As explained by Fajana(1997).

Suggestions and Recommendations :

performance discrepancy can be managed through concerted efforts at training and development, career and succession management. It is also vital for organizations to have a periodic review so audits of all personnel policies, programmes and procedures; compensation, recruitment and staffing, job analysis of evaluation, grievance process and communication channels etc. It needs to be remembered that performance appraisal is a means not an end. And as a means human resource development would be better if performance appraisal is genuinely conducted.

- a) Company ought to lessen the Parameters of evaluations - The boundaries, particularly for assessing the more elevated level faculty, (senior officials, agent chiefs, administrators and so on) are many, and should be decreased in number. Else, it turns into a long and unwieldy interaction for the appraiser
- b) Lengthy structures be discarded Performance evaluation structures for senior officials or more is exceptionally extended and ought to be altered and made more limited and more straightforward.
- c) Self-Appraisal - Self-examination could be presented for representatives at all levels. At present the arrangement of self-examination is pertinent just to administrative faculty and junior official to-official level.
- d) Proper correspondence of Appraisal report (Feedback) - The evaluation report ought to be appropriately imparted to the concerned representative. Great execution ought to be valued with the goal that the worker is adequately inspired and glad. Additionally deficits and shortcomings should be spread the word about for the representatives so they can deal with their shortcomings and perform better the sometime later.

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