

## EMPLOYEES PERCEPTION ON PERFORMANCE APPRAISAL SYSTEM WITH REFERENCE TO “ANKURA HOSPITALS” FROM ORGANISATION POINT OF VIEW

Koulas. Akhileshwar

Guide: Dr. Nirmal Dayanand Raj (Associate Professor)

Master Of Business Administration

Malla Reddy University

Maisammaguda, Dulapally,

Hyderabad-500043, Telangana State

### ABSTRACT

A performance appraisal is known through other terms such as employee appraisal, performance appraisal. This system is very important in any organisation . It aims to the success or failure of the organisation. This is a method whereby an employee's performance is measured in terms of quality, quantity, cost, behaviour and time. It is conducted by self, peers, seniors and junior. But as a general rule, this is done by the manager or the immediate supervisor under whom the person works directly. Performance evaluation is part of the measurement, comparison, research, orientation, correction and management of employee career development. It is also a process to gather, record and critically analyse the information about the relative importance of employee in a organisation. Performance appraisal is a study of achievements, failures, personal strengths weakness, suitability for incentives, rewards and recognition to increase pay scale or promotion in the future. Performance appraisal is process where it shows the suitability of the person at present job to the organisation. This study will help to analyse the concept of performance of every person individually. The focus of the study was on the employees of Ankura hospital Services.

## INTRODUCTION

Performance appraisal is the process of evaluating the performance of employees, sharing that information with them, and searching for the ways to improve their performance. It is the systematic description of worker's process applicable strength & weakness. Performance appraisal is a multi-purpose approach to be used effectively for reward, allocation granting promotion, identification of development needs & finally as criteria against which selection tools can be validated.

## PERFORMANCE

Performance is synonym with behaviour, it is natives in fact. It includes those actions that are relevant to the organizational growth and can be measured in terms of each individual level of contribution.

Effectiveness Performance refers to the evaluation of feat that beyond the influence or control of the individual. To improving of performance appraisal for everyone should among the highest priorities of contemporary organizations.

## DEFINITION

**According to Dale Beach,**

“Performance appraisal is the systematic evaluation of the individual with regard to his or her performance on the job and his potential for development”

**According to Gary Dessler,**

Performance appraisal is an evaluation of employee's current or past performance relative to his/her performance standards. Further he mentioned that the appraisal process involves three steps;

1. Setting work standards,
2. Assessing the employee's actual performance relative to these standards, and
3. Providing feedback to the employee with the aim of motivating that person to eliminate performance deficiencies or to continue to perform above par.

## **OBJECTIVES**

- To know the employees feedback on performance appraisal.
- To evaluate how performance appraisal motivates employees to perform well.
- To know when and who evaluates the performance Appraisal in an organization.

## **NEED OF THE STUDY**

Performance appraisal is important function in the organization. The aim of appraisal is to improve the present performance of the employees and increase the future potential. The study has been carried out to learn the performance appraisal system in organization to know what strategies are being implied and how far they are effective. It is process of assessing, summarizing and developing the works performance of employees.

## **SCOPE OF THE STUDY**

- To study the focus on the existing performance appraisal system in the organisation.
- It has the scope to manage employee performance which can increase organizational performance.
- The views of the executives were taken through primary as well as secondary sources.

## **LIMITATIONS OF THE STUDY**

- The sample consisted of employees in the day shift were considered.
- The sample size is limited.
- The data is collected from the educated respondents are more experience employees in the organization.

## CHARACTERISTICS

- Performance Appraisal is a systematic process.
- It is a systematic examination of the strength and weakness of an employee in terms of the job.
- It is ongoing and continuous process

## TIPS FOR GIVING PERFORMANCE FEEDBACK

- Listen actively to the employee's concern.
- Identify and ask for specific behaviour or training needed to correct performance problem.
- Work together on one performance at a time.

## 5 W'S OF PERFORMANCE APPRAISAL

Performance appraisal can be done for variety of reasons counselling, promotions, research, salary, administration or for the combinations of these. The personnel evaluation system should address the questions who, what, why, where, when of performance appraisal.

### **\*WHO of the appraisal:**

As ruder man observers, The appraisal can be accomplished by one or more individuals involved a combination of the immediate supervisor acquainted with the work, higher level manager, a personnel managers, the assessed himself and the subordinates.

**\*WHAT of the appraisal:**

"What" of the performance appraisal consists in appraising non supervisory employees for their current performance and managers for future potential. It also includes evaluation of human needs.

**\*WHY of the appraisal:**

The "Why" of the appraisal is concerned with:

- A. Creating and maintaining a satisfactory level of performance of employees in their present job.
- B. Promoting understanding between the supervisor and his subordinates.

**\*WHERE of the appraisal:**

The "where" indicates the location where an employee may be evaluated. it is usually done at the place of work of the supervisor.

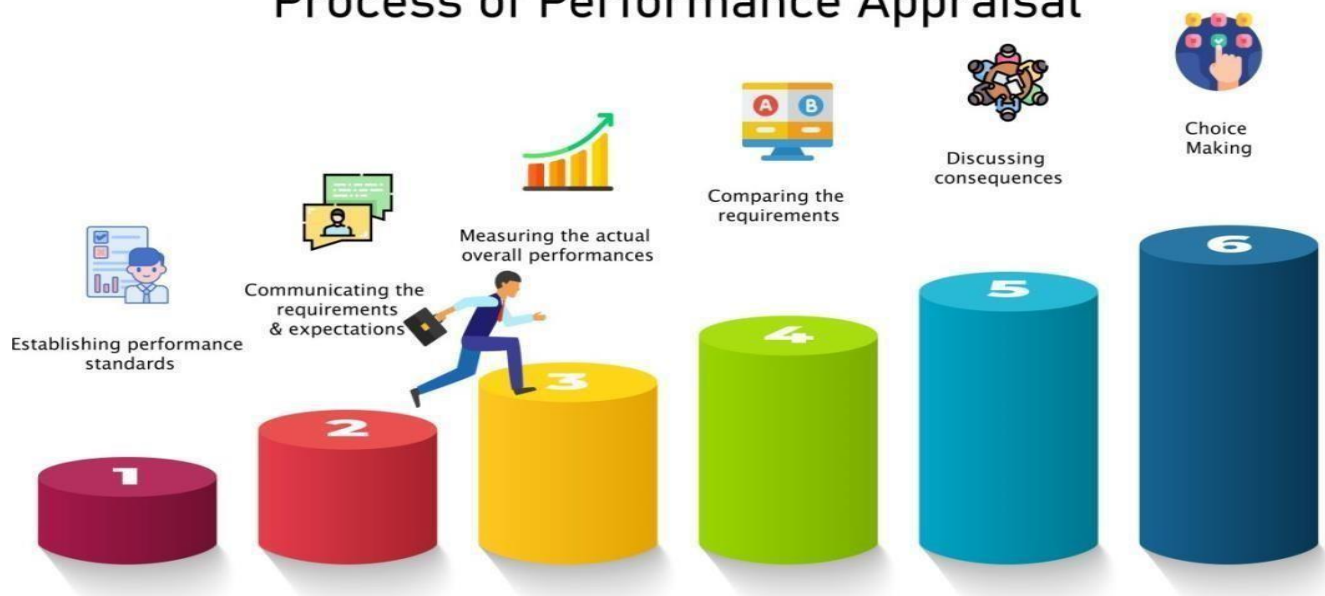
Informal appraisal may take anywhere and everywhere both on the job in work situation and off the job.

**\*WHEN of the appraisal:**

The "when" answer the query about the frequently of appraisal. He should do good work as on opportunity to provide poor work as basis for training.

## PROCESS OF PERFORMANCE APPRAISAL

### Process of Performance Appraisal



#### 1. Establishing of performance appraisal:

The first step within the system of overall performance appraisal is the putting in the requirements that allows to be used as the base of evaluates the actual performance of the personnel.

#### 2. Communicating the requirement and expectation:

Once done it is the responsibility of the management to communicate to the standards of the employees in the organization. This may help them to recognize their roles and to know what exactly is predicted for them.

#### 3. Measuring the employee performance:

It is the most difficult part of the performance appraisal as it measure the performance of the employees that the work done by them is in time or not. It is a continuous process which involves monitoring the performance throughout the year. and then they will make the correct decision.

#### 4. Comparing the standards:

It includes recalling, evaluating and analysis of data related to the employees' performance. As the overall performance is compared with desired or the old overall performance. The assessment tells the deviation in the performance being more of the personnel from he standards set.

## 5. Discussing Results (feedback):

The result of the appraisal is communicated and discussed with the employees on one-to-one foundation. The focus of this dialogue is a communication and listening.

## 6. Choice Making:

The final step in the appraisal process is the initiation of corrective action when it is necessary. The areas needing improvement are identified and then, the measures to correct or improve the performance are identified and initiated.

The corrective action can be of two types. One is immediate and deals predominantly with symptoms. This action is often called as “putting out fires.” The other is basic and delves into causes of deviations and seeks to adjust the difference permanently.

## METHODS OF PERFORMANCE APPRAISAL:-

### Traditional approach:-

1. Graphic rating scale.
2. Ranking method.
3. Paired comparison.
4. Checklist method.

### Modern Approach:-

1. Behavioural anchored rating scale
2. Human resource accounting
3. Management by objectives
4. 360\* degree appraisal

## TRADITIONAL APPROACH:-

### 1. Graphic rating scale

It is also known as linear rating scale. It is the most used method of performance appraisal. In employee characteristics are included such qualities as initiative leadership, attitude, loyalty, analytical ability, and creativity ability.

## **2. Ranking method: -**

It is one of the oldest & simplest techniques of performance appraisal. Ranking employees from best to worst based on rating all the different traits of an individual. It can be laid low with rather bias or varying performance standards.

## **3. Paired comparison method:-**

Under this method each employee is compared every traits with all the persons with pairs at a time. The technique judgments is easy & simple that with ranking method.

## **4. Checklist method:-**

It is a simple technique in which supervisors is given a list of statement & asked to check statements to do note the employee performance. The rater will check to indicate, if the answer to the question about the employee is positive or negative.

1. Is he regular on his job?[Yes/No]
2. Is he always willing to help other employees?[Yes/No]

## **Modern approach:-**

### **1. Behavioural anchored rating scale:-(BARS)**

This is new technique which has been recently developed. It's supporters claim that it provides better more equitable appraisals as compared to other techniques. The procedure for bars is usually five steps:-

- a) Generate critical incidents,
- b) Develop performance dimensions,
- c) Reallocate incidents,
- d) Scale of incidents,
- e) Develop final instrument.



**2. Human resource accounting:-**

This method deals with the cost & contribution of human resource to the organization. Cost of employees includes cost of manpower planning, training, selection, placement, recruitment & induction.

**3. Management by objective: -**

It is the process whereby the superiors & subordinates' manager of the organization to identify the common goals, define each individuals' major areas of responsibility in terms of result expected on him and use these measures as a guide for operating the unit and assessing the contribution of each of its members.

**Process of MOB: -**

- a) Set organization goals
- b) Joint goal setting
- c) Performance review
- d) Feedbacks
- e) Set check posts

**Benefits of MOB:-**

- a) Increase employment motivation
- b) Reduces conflicts
- c) It results in means and chains.
- d) More objective appraisal
- e) It aids in planning

#### **4.360\* degree appraisal:-**

The appraisal may be done by any person though who has knowledge about the job done by content to be appraised, standards of contents are said to the appraisal will observe the employees while perform through out the work. The appraisal should be capable of determining what is important & relatively less important. The appraisal can be done by supervisors, peers, subordinates , employees etc. Every company has its own 360\* degree performance appraisal.

### **REVIEW OF LITERATURE**

The history of performance appraisal is quite brief. Its roots in the early 20th century can be traced to Taylor's pioneering Time and motion studies. But this is not very helpful, for the same may be said about almost everything in the field of modern human resources management.

As a distinct and formal management procedure used in the evaluation of work performance, appraisal really dates from the time of the Second World War- not more than 60 years ago. Yet in a broader sense, the practice of appraisal is a very ancient art. In the scale of things historical, it might well lay claim to being the world's second oldest profession? " There is, a basic human tendency to make judgments about those one is working with, as well as oneself." The human inclination to judge can create serious motivational, ethical and legal problems in the workplace. Without a structured appraisal system, there is little chance of ensuring that the judgments made will be lawful, fair, defensible and accurate

Performance appraisal system began as simple method of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified

The process was firmly linked to material outcomes. If an employee's performance was found to be less than ideal, a cut in pay would follow. On the other hand, if their performance was better than the supervisor expected, a pay rise was in order. Little consideration, if any was given to the developmental possibilities of appraisal. If was felt that a cut in pay or a rise, should provide the only required impetus for an employee to either improve or continue to perform well.

For example, early motivational researchers were aware that different people with roughly equal work abilities could be paid the same amount of money and yet have quite different levels of motivation and performance.

These observations were confirmed in empirical studies. Pay rates were important, yes; but they were not the only element that had an impact on employee performance. It was found that other issues, such as morale and self-esteem, could also have a major influence. As a result, the traditional emphasis on reward outcomes was progressively rejected. In the 1950s in the United States, the potential usefulness of appraisal as a tool for motivation and development was gradually recognized. The general model of performance appraisal, as it is known today, began from that time.

## **RESEARCH DESIGN**

The study is to measure effectiveness of the training program through performance appraisal system provided by the employees. 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. Although this research is highly accurate, it does not gather what is wanted to gain a better understanding of a topic. Descriptive research answers the question who, where, when and how.

## **RESEARCH METHODOLOGY**

Research methodology is the process of systematic investigation of any management problem. It deals with research design, data collection method, sampling plan, sampling method.

‘Research means a scientific and systematic search for pertinent information on a specific topic. Research is a careful investigation or inquiry especially through search for new facts in any branch of knowledge. Research comprises defining and redefining problems, formulating hypothesis or suggested solution; 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.

‘Methodology’ is defined as “The study of methods by which we gain knowledge, it deals with cognitive processes imposed on research to the problem arising from the nature of its subject matter.

**SAMPLE SIZE:**

The sample size selected for the study is 100 employees of "ANKUR HOSPITAL".

**DATA COLLECTION METHOD:****PRIMARY DATA:**

Primary data is known as data collected for the first time through field survey. Such that the collected with specific set objectives. Primary data always reveals the cross-section picture of anything studied. This is needed in research to study the effect or impact any policy.

**SECONDARY DATA:**

Secondary data refers to the information or facts already collected. Such data are collected with the objectives of understanding the past status of any variable data collected and reported by some source is accessed and used for the objective of the study. The secondary data was collected from:

- a) Magazines
- b) Books
- c) Journals
- d) Websites

## COMPANY PROFILE



Ankura Hospitals: Best Multi-Specialty Hospital for Women and Children in India. Giving birth to a child may be both wonderful and overwhelming. Ankura is by your side, so you no longer must give in to your fears. Ankura is the answer to all of your maternity demands. When you're feeling anxious, have faith in us. Our knowledgeable & experienced doctors and medical staff walk you through the excellent process of bringing a healthy, gurgling baby into the world.

Ankura Hospitals have successfully delivered healthy newborns into the arms of delighted parents around the country for more than eleven years. Being one of the best maternity hospitals in India, we specialize in treating complex patients and managing high-risk pregnancies. Ankura Hospital, a Multi-Specialty Hospital, is home to some of the country's best reproductive and infant care specialists.

### Need of Hospital for Women in India During Pregnancy

Maintain regular checkups with your multi-specialty hospital during your pregnancy to protect the well-being of both you and your unborn child. You can monitor your child's developmental progress by scheduling routine appointments with your healthcare provider. Additionally, a prenatal visit to a ladies' specialist hospital gives you and your family a chance to speak with your healthcare provider about any concerns or questions about your pregnancy, delivery, or parenthood. The women's hospital in India welcomes your partner and other interested family members at every appointment.

## **Importance of a Child Specialist During the Growth Period**

A pediatrician or child specialist doctor knows the importance of a kid's growth in the family setting. They know the family members' perspectives on the issue and how the problem affecting the child impacts the family. A pediatrician is a qualified medical specialist who specializes in treating illnesses in children, from minor ailments to severe conditions in Children hospital. As the child gets older, the health risks evolve. Your child should receive the recommended vaccinations at the recommended age to maintain their health and guard against diseases from the best Children hospital. The optimum treatment will be suggested by a doctor who is well-versed in the conditions impacting children's health.

Some reasons to visit a pediatrician in India include the following:

- They possess special training in kids' health.
- They only observe the children in their practice period, so they are well-experienced in identifying and treating childhood conditions.
- If your kid is a premature infant or has a health problem that requires close monitoring, a child specialist may provide more specialized treatment.
- A pediatrician stops the spread of infectious illness at a young age, which helps ease the problems of adolescents and children with chronic health issues.

## **Top-Notch Women and Children Hospital in India**

Ankura focuses on providing positive healthcare programs for women and kids of all ages by being the best women and children hospital. The team is dedicated to supporting women during their pregnancies, from conception to delivery, and offers child health care for children up to 18.

## **Pediatrics**

The pediatrics department highly values your child's physical, emotional, and social wellness at Ankura. Our experts can diagnose and treat most minor illnesses and symptoms related to children.

We, as a multi-specialty hospital, are committed to giving your child extremely specialized care. Our Pediatrician & Pediatric super specialists are compassionate and skilled caregivers who can make your sick child feel at home. Your child can receive comprehensive care from Ankura Hospitals thanks to our patient-centered philosophy, and our expertise results in a unique patient experience.

## **Maternity**

Women hospital's gynecologist doctor and their team provides you with the direction, concern, and care you require. Being pregnant is a memorable experience that should be treasured from conception to delivery. When preparing for pregnancy, couples should get assistance from the experienced gynecologist and obstetrician of Women Hospital. The gynecologist doctor in India carefully evaluates prospective parents at Ankura and advises them to make lifestyle changes that could lower their risk before, during, or after the pregnancy. These adjustments could include altering one's nutrition, losing weight, finding a work-life balance, controlling, or quitting certain behaviors, etc. With a sound plan, many pregnancy-related hazards can be reduced and managed. Additionally, it makes it easier for you to handle contingencies when it is challenging to eliminate the danger. Planning and preparation make being pregnant more enjoyable and enriching overall.

## **Gynecology**

At our hospital for women, we always take the patient-centric approach, which is why we offer specialized gynecological procedures to our patients. We have uniquely equipped ourselves to handle Gynecology issues for the entire age spectrum, from teen issues to post-menopausal and geriatric health conditions.

Our experienced team of expert doctors, including gynecologists, obstetricians, fertility specialists, dedicated nurses, and advanced healthcare, helps us offer holistic healthcare.

Other units & departments of Ankura Hospitals:

Neonatal intensive care unit

Pediatric intensive care unit

Pediatric Neurology

Pediatric Endocrinology

Pediatric Gastroenterology

Pediatric Nephrology

Pediatric Urology & Pediatric Surgery

Pediatric ENT

Pediatric Pulmonology & Allergy

Behavioral Pediatrics

High-Risk Pregnancy

Fetal Medicine & Emergency Medicine

### **Awards & Recognitions**

When women and children hospitals provide high-quality healthcare services, Awards and accolades follow! We achieved the Times Healthcare Achievers Awards 2017 and ranked among the top 10 hospitals for children by the Times Critical Survey and also, the best healthcare brand by ET. Recently, we have appointed Mr. Sonu Sood, an Indian actor and humanitarian, as our brand ambassador. “We are privileged and honored to have Sonu Sood as our brand ambassador,”

said Dr Krishna Prasad Vunnam, Founder — Ankura Hospitals.

### **What Makes Us Best?**

Our experienced team of committed pediatric specialists performs challenging surgeries using state-of-the-art medical technologies and provides a comprehensive range of individualized gynecological, maternity, and neonatal care, making Ankura the best hospital for women.

Ankura has the country’s highest Pediatric surgery success rate with the best fetal medicine technology that finds issues in unborn babies in early rather than advanced phases.

With highly trained doctors just a door away, Ankura is a one-stop healthcare solution for children and women, making us the best hospital for pregnancy and a special Children hospital.

A pregnant woman may experience psychological changes that make the journey more difficult. Still, Ankura, as the best women and children hospital in India, guarantees that you will have a great time owing to the exceptional care given by our medical professional.



## **FOUNDER AND CEO**

### **Dr. Krishna Prasad Rao Vunnam**



#### **Founder & Managing Director**

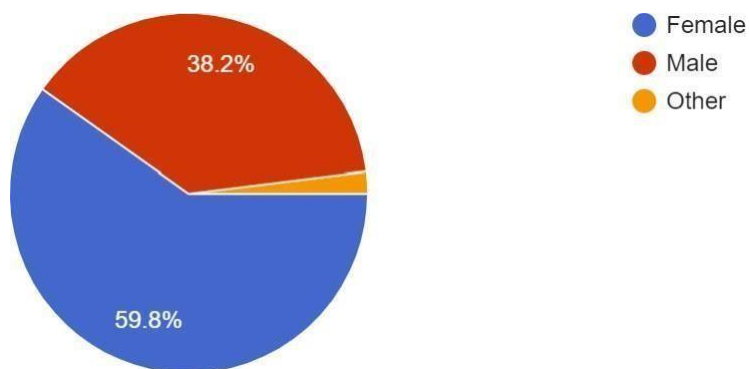
#### **About Founder & CEO**

Dr. Krishna Prasad Rao Vunnam is an Indian entrepreneur, neonatologist, and pediatrician, who founded Ankura Hospitals for Women and Children in 2011. Popularly known as KP, his leadership acumen has made Ankura Hospitals the fastest growing healthcare brand in South India.

KP is a seasoned self-driven professional with the ability to balance strategic decisions with financial discipline and a hands-on approach to leadership. He is an engaging communicator and relationship builder with expertise in organizational planning and managing multimillion-dollar capital projects. His strengths lie in program administration and leading cross-functional teams to ensure the best possible policy and patient outcomes. KP is a strong advocate for women and child's health, and it is evident in his philanthropic activities as well. As a medical practitioner, KP specializes in premature delivery baby management, advanced ventilation in newborn and parental nutrition. KP has built Ankura Hospitals into a prominent brand in the woman and child health care segment within a short span of 9 years. As a visionary who oversees Ankura Hospitals' growth and development, KP strongly believes that Information Technology is the way forward for medical advancements and hence his current focus is on development of digital health solutions that provide connected patient-centric care and support services. KP's stance is echoed in Ankura's commitment to improve access, lower cost and enhance quality across the health continuum. Under his stellar leadership, Ankura Hospitals has evolved as a fundamental enabler of growth and as a real-time, connected brand in the woman and child health care segment!

**DATA ANALYSIS AND INTERPRETATION:****1) Gender**

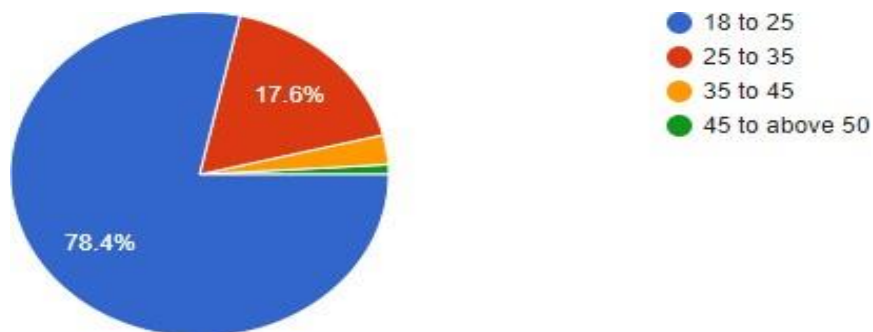
Options	No.of responses	Percentage of respondents
Female	60	60%
Male	38	38%
Others	2%	2%
Total	100	100

**INTERPRETATION:**

From the above information, it is found that 60% of the respondents are female and 38% of the respondents are male and 2% respondents are others.

## 2) Age

Options	No of respondents	Percentage
18 to 25	78	78%
25 to 35	17	17%
35 to 45	4	4%
Above 50	1	1%
<b>Total</b>	100	100

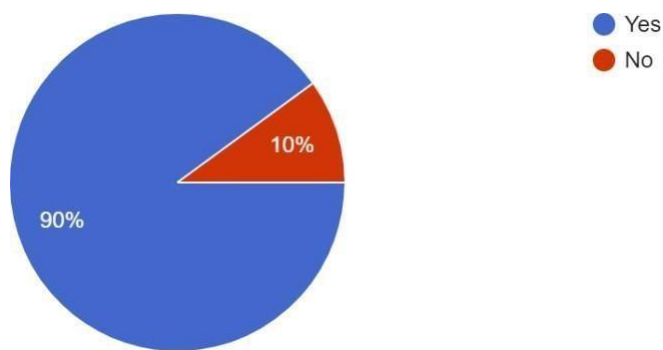


### INTERPRETATION:

From the above information, it is found that most of the respondents are from the age group of 18 to 25 which is 78% and 17% from the age group of 25 to 35 and 4% from the age group of 35 to 45 and 1% from 45 to above 50.

### 3) Do you believe that performance appraisal helps to change behavior of employees?

Options	No. of respondents	Percentages of respondents
Yes	90	90.00%
No	10	10.00%
<b>Total</b>	100	100

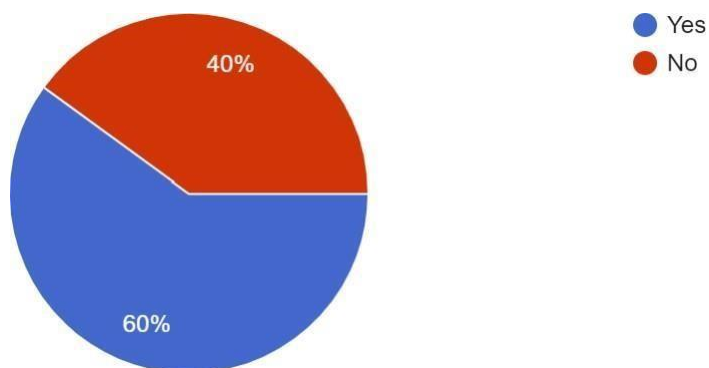


#### INTERPRETATION:-

From the above information, it is found that 90% respondents agreed with helps to change behavior of employees, while remaining 10% of respondents are did not agree.

**4) Did you receive any increments in your salary after performance appraisal?**

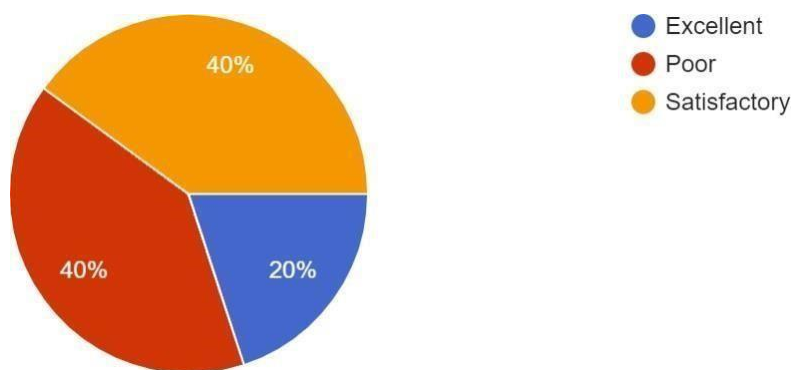
Options	No. of respondents	Percentages of respondents
Yes	60	60%
No	40	40%
Total	100	100

**INTERPRETATION:-**

From the above information, it is found that 60% respondents state that they receive any increments in your salary, while remaining 40% respondents did not agree.

### 5) What is your opinion about performance appraisal system in your organization?

Options	No. of respondents	Percentages of respondents
Excellent	20	20%
Poor	40	40%
Satisfactory	40	40%
Total	100	100

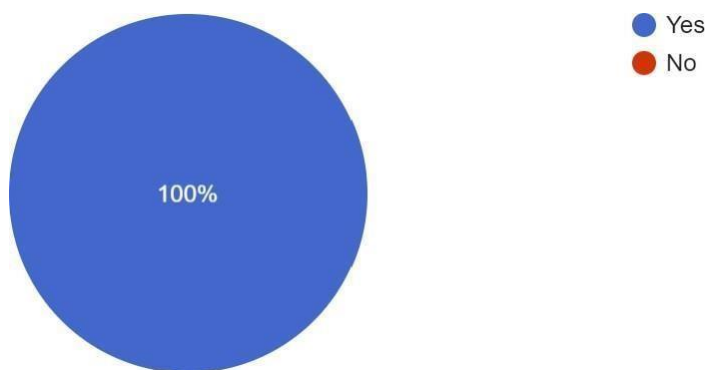


### INTERPERTATION:-

From the above information, it is found that 20% respondents are excellent while remaining 40% respondents are poor and 40% respondents are satisfactory with opinion about performance appraisal system in an organization.

6) Does performance appraisal helps you to know your strengths and weakness?

Options	No. of respondents	Percentages of respondents
Yes	100	100%
No	0	0%
Total	100	100

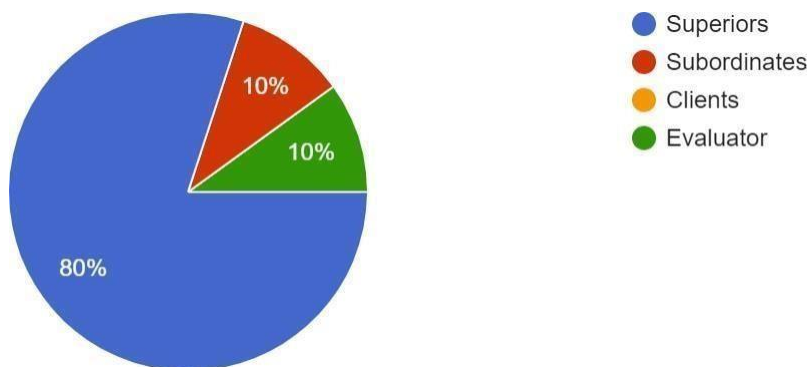


**INTERPRETATION:-**

From the above information, it is found that all the 100% respondents agreed with this statement, performance appraisal helps you to know your strength and weakness.

## 7) Who rates the performance in your organization?

Options	No. of respondents	Percentages of respondents
Superiors	80	80%
Subordinates	10	10%
Clients	0	0%
Evaluator	10	10%
<b>Total</b>	<b>100</b>	<b>100</b>



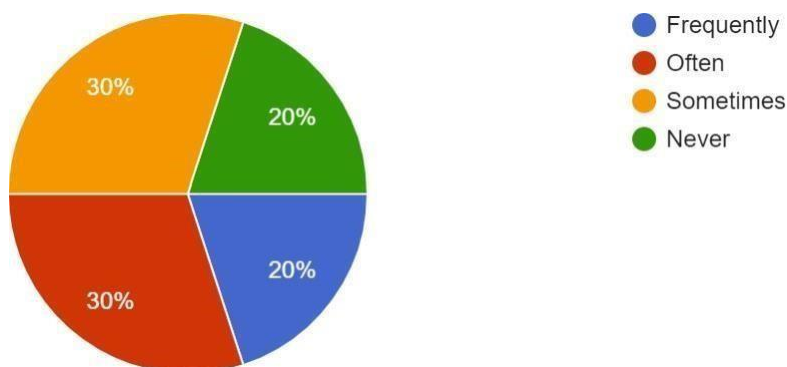
### INTERPRETATION:-

From the above information, 80% respondents are rated superiors and 10% respondents are rated by subordinates, 0 % respondents rated by clients and 10 % respondents are rated by the evaluator in an organization.



## 8) Is there any conflict arising between employees after Performance appraisal made?

Options	No. of respondents	Percentages of respondents
Frequently	20	20%
Often	30	30%
Sometimes	30	30%
Never	20	20%
<b>Total</b>	100	100

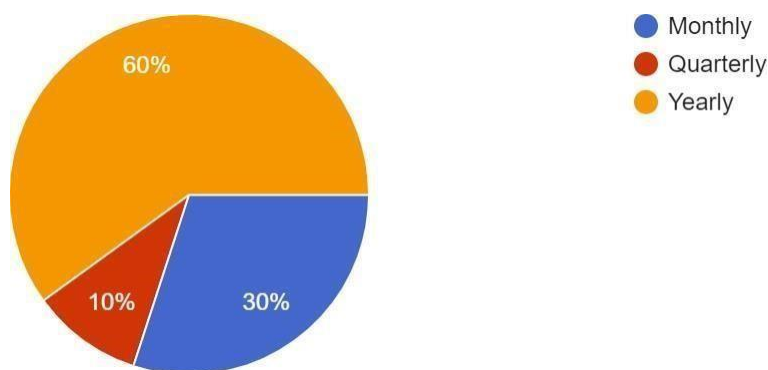


### INTERPRETATION:-

From the above information, it is found that 20% respondents state frequently that they have any conflict arising between employees after performance appraisal is made 30% respondents state often, 30% respondents state sometimes and 20% respondents are state never.

## 9) When do you generally have performance appraisal system in your organization?

Options	No. of respondents	Percentages of respondents
Monthly	30	30%
Quarterly	10	10%
Yearly	60	60%
<b>Total</b>	<b>100</b>	<b>100</b>

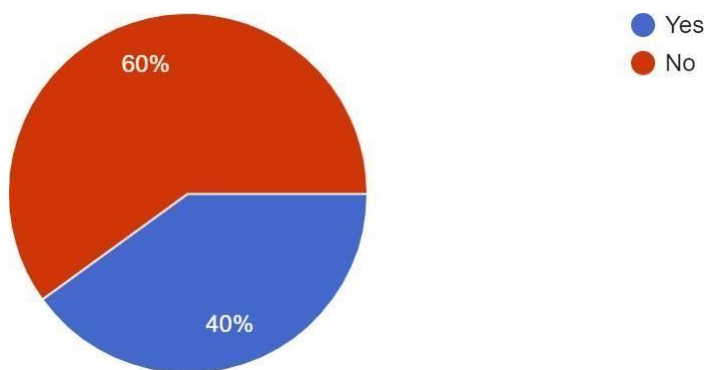


### INTERPRETATION:-

From the above information, it is found that 30% respondents state monthly, 10% respondents are state quarterly, and remaining 60% respondents are state yearly performance appraisal in the organization.

### 10) Is the top level management biased?

Options	No. of respondents	Percentages of respondents
Yes	40	40%
No	60	60%
<b>Total</b>	<b>100</b>	<b>100</b>

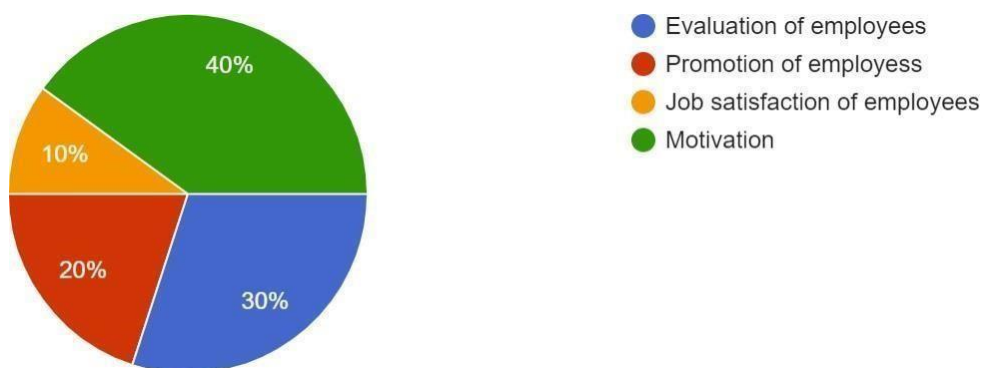


#### INTERPRETATION:-

From the above information, it is found that 40% respondents felt yes that top level management is biased, while remaining 60% respondents felt no with top level management is biased in an organization.

### 11) What is your opinion in performance appraisal?

Options	No. of respondents	Percentages of respondents
Evaluation of employees	30	30%
Promotion of employees	20	20%
Job satisfaction of employees	10	10%
Motivation	40	40%
<b>Total</b>	<b>100</b>	<b>100</b>

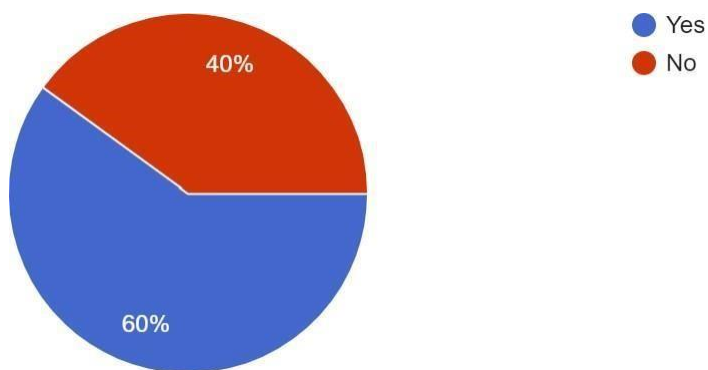


### INTERPRETATION:-

From the above information, it is found that 30% respondents are evaluation of employees that their opinion in performance appraisal 20% respondents are promotion of employees, 10% respondents are agree with job satisfaction of employees, and 40% respondents are agree with motivation in an organization.

## 12) Does your organization make a fixed duration of performance appraisal?

Options	No. of respondents	Percentages of respondents
Yes	60	60%
No	40	40%
Total	100	100



### INTERPRETATION:-

From the above information, it is found 60% respondents are felt Yes that makes a fixed duration of performance appraisal, while remaining 40% respondents are felt no with makes a fixed duration of performance appraisal in an organizational.

## CORRELATION

	Column 1	Column 2	Column 3	Column 4
Column 1	1			
Column 2	0.32454051	1		
Column 3	0.24846968	0.10659183	1	
Column 4	0.08872024	0.23976583	0.36590397	1

## SUMMARY OUTPUT

REGRESSION ANALYSIS	
Multiple R	0.39886021
R square	0.15908947
Adjusted R square	0.13334731
Standard	0.9656284
Observations	102

## ANOVA

	df	ss	ms	F	significance F
Regression	3	17.2877222	5.76257406	6.1801136	0.0006851
Residual	98	91.3789445	0.93243821	1	6
Total	101	108.666667			

## FINDINGS

- 90% of respondents agree that they believe performance appraisal helps to change the behavior of employees.
- 60% of respondents received increments in salary after performance appraisal.
- Most of the employees' performance appraisal system is excellent in an organization with 40% of respondents.
- 89% of respondents are satisfied that their performance appraisal helps you to know your strengths & weaknesses.
- 83% of respondents felt yes, that their performance appraisal system measures your performance.
- The performance appraisal of the organization motivates 85% of employees towards efficiency.
- 85% of respondents agree that their performance appraisal is helpful in achieving your objectives and goals in an organization.
- 62% of respondents are satisfied with the top-level management biased.
- Most of the employee's performance appraisal helps people set & achieve meaningful goals with 87% of respondents agreed in the organization.
- 75% of respondents are satisfied with the organization makes a fixed duration of performance appraisal.
- 86% of respondents felt yes, that they think performance appraisal helps to improve job satisfaction.
- 44% of respondents agreed that they generally have performance appraisal in your organization 47.
- 63% of respondents agreed that they rate the performance with superiors.
- The current appraisal system with 77% of respondents agreed that they follow 360-degree appraisal process in the organization.
- 83% of respondents were satisfied that they can change arise after appraising the performance of employees 45.

## SUGGESTIONS

- It is better to conduct appraisal interviews with the employees.
- Implement more methods of performance appraisal and update the employees about the type of method used for performance evaluation.
- The whole performance appraisal will be kept more transparent and freer from bias in the future.
- Performance appraisal could be updated regularly to match individual & organizational goals.
- Performance appraisal can be developed in such a way to identify the hidden talent & skills of employees.
- This may enhance the involvement & performance of employees.
- Overtime should be taken care of at the time of performance appraisal, which could motivate the employees to perform better for longer hours.
- Appraisal feedback is very important in any performance appraisal program should be carefully communicated by making high performers increase their target & low performers to build up their confidence. □

## CONCLUSION:

Performance appraisal may be understood as the assessment of an individual's performance in a systematic way. The performance being measured against such factors as knowledge, quality and quantity of output, initiative, leadership abilities, supervisors, dependability, cooperation, judgement, versatility, health etc. It also helps in developing strength and weakness.

Performance appraisal can be conducted more effectively by using the right tools and properly reviewing and updating the performance program. Employees were cooperative and fully supporting the performance appraisal in the organization and it was found to be highly effective in the employee's performance.



## REFERENCE

## BIBLIOGRAPHY

- Human resource management by T. RAJIV .

## ANNEXURE

## QUESTIONARIES:

### 1. Gender

- a) Male
- b) Female
- c) others

### 2. Age

- a) 18- 25
- b) 25-35
- c) 35-45
- d) above 50

3. Do you believe that performance appraisal helps to change the behavior of employees?

a) Yes

b) No

**4. Did you receive any increments in your salary after performance appraisal?**

a) Yes

b) No

**5. What is your opinion about the performance appraisal system in your organization?**

a) Excellent

b) Poor

c) satisfactory

**6. Does performance appraisal help you to know your strengths and weaknesses?**

a) Yes

b) No

**7. Who rates performance in your organization?**

a) Superiors

b) Subordinates

c) clients

d) Evaluators

**8. Is there any conflict arising between employees after the performance appraisal made?**

a) Frequently

b) Often

- c) Sometimes
- d) Never

**9. When do you generally have a performance appraisal system in your organization?**

- a) Monthly
- b) Quarterly
- c) Yearly

**10. Is the top-level management biased?**

- a) Yes
- b) No

**11. What is your opinion in performance appraisal?**

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

**12. Does your organization make a fixed duration of performance appraisal? a) Yes**

- b) No