



PERFORMANCE APPRAISAL EVALUATION: AN OVERVIEW

Dr. Ajit S. Sonawane

**Librarian , Modern Education Society's College of Engineering
Pune.**



Abstract:

This Paper deals about the performance appraisal's management . In addition to these the paper highlights the Objectives of Performance appraisal, performance appraisal process, benefit of Performance appraisal, Concerns and Issues in Performance Appraisal , Characteristics of an Effective Performance Appraisal System, different type of performance appraisal methods .

INTRODUCTION:

Performance Management is an ongoing communication process that involves both the performance manager and the employee in:

- ♣ Identifying and describing essential job functions and relating them to the mission and goals of the organization.
- ♣ Developing realistic and appropriate performance standards.
- ♣ Giving and receiving feedback about performance.
- ♣ Writing and Communication constructive performance.
- ♣ Planning education and Development opportunities to sustain improve or build on employee work performance

Performance appraisal system allows the management to categorize employees into performers and non- performers. It is basically done to appraise the representative's value.

Execution examination manages how associations assess and measures its representative's accomplishments and practices. It is and representative survey by his supervisor where his work execution is assessed and qualities and shortcoming are recognized with the goal that the worker knows his improvement regions. Execution examination is the ideal time to set new objectives and destinations for the employee's.

As such "Execution Appraisal "is the methodical assessment of the execution of representatives and to comprehend the capacities of an individual for further development and advancement. Performance appraisal is generally done in systematic ways which are as follows:

1. The supervisors measure the pay of employees and compare it with targets and plans.
2. The supervisor analysis the factors behind work performance of employees.
3. The employers are in position to guide the employees for a better performance.

Definition: Definition: Performance Appraisal is characterized as a precise procedure, in which the identity and execution of a representative is surveyed by the director or administrator, against predefined guidelines,

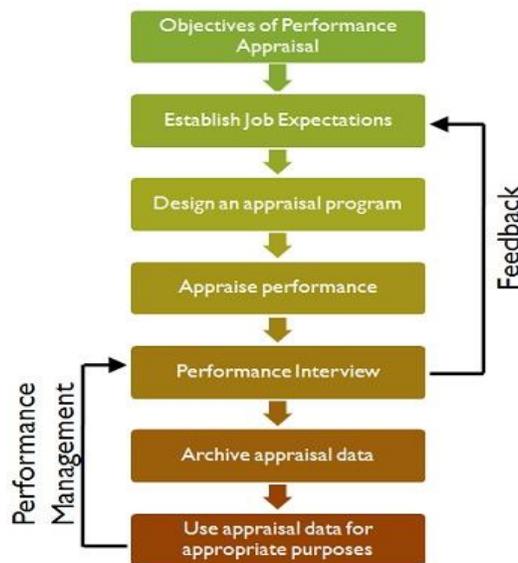
for example, information of the activity, quality and amount of yield, authority capacities, mentality towards work, participation, collaboration, judgment, adaptability, wellbeing, activity, etc. It is also known as performance rating, performance evaluation, employee assessment, performance review, merit rating, etc.

Performance Appraisal is carried out to identify the abilities and competencies of an employee for future growth and development. It is aimed at ascertaining the worth of the employee to the organization, in which he/she works.

Objectives of Performance Appraisal:

- ♣ Execution evaluation should be possible with following targets:
- ♣ To empower the representatives towards accomplishment of unrivaled models of work execution.
- ♣ To help the representatives in distinguishing the learning and abilities required for playing out the activity productively as this would drive their concentration towards playing out the correct errand in the correct way.
- ♣ Boosting the execution of the workers by empowering representative strengthening, inspiration and usage of a viable reward component.
- ♣ Promoting a two route arrangement of correspondence between the managers and the representatives for elucidating assumptions regarding the jobs and accountabilities, conveying the utilitarian and authoritative objectives, giving a customary and a straightforward criticism for improving worker execution and ceaseless instructing.
- ♣ Identifying the hindrances to powerful execution and settling those boundaries through consistent observing, instructing and improvement intercessions.
- ♣ Creating a reason for a few regulatory choices vital arranging, progression arranging, advancements and execution based installment.
- ♣ Promoting self-awareness and headway in the profession of the workers by helping them in securing the ideal information and aptitudes.
- ♣ Data obtained from the appraisal of performance, are documented and used for different organizational purposes.

Performance Appraisal Process



The figure shown above is a standard performance appraisal process that takes place in an organization, wherein each step is important and arranged in a systematic manner. The process is conducted periodically, usually twice a year, i.e. semi-annually and annually called as mid-term review and annual review respectively.

Benefits of Performance Appraisal

Far reaching consideration has been given lately to the capacity of the formal examination process as a result of the possibility that a very much planned and executed evaluation framework can make numerous advantages for associations.

Mohrman, Resnick-West and Lawler (1989) found that the evaluation procedure can: a) give an administrative instrument to objective setting and execution arranging with workers, b) improve representative inspiration and efficiency, c) support association concerning representative development and advancement, d) make accessible a reason for compensation and pay changes, and e) produce data for an assortment of human asset choices.

Murphy and Cleveland (1995) propose that execution examination can help associations is by giving a lot of instruments to assessing the viability of present or arranged methods for working. At last, execution examination can affect representatives' perspectives on and duty to their association. The nature of execution evaluation and criticism has a job in the impression of the decency, authenticity, and reasonability of a wide scope of authoritative practices.

Oberg (1972) noticed that evaluations can help urge administrators to watch their representatives all the more intently and to complete a superior employment of overseeing them. None of these four advantages will consequently accumulate to an association because of the simple nearness of an exhibition evaluation framework. In any case, an association that works superbly at execution examination may bring about a few or these advantages.

Concerns and Issues in Performance Appraisal:

Performance Appraisal is a long-term feature of human society and is an often debatable human resource activity. There are those who want to do away with it, and those who view it as necessary. Due to the differences of opinion, various issues arise in performance appraisal system.

- ♣ Some of the common Concerns and Issues in Performance Appraisal: - Undertaking job analysis for designing job descriptions and job specifications for different positions in the organisation; -
- ♣ Deciding on appraisers, communication strategy, interview agenda, and utilization of appraisal data for employee development and organisational growth;
- ♣ Identifying performance objectives for each and every job;
- ♣ Deciding the standards of performance
- ♣ Prioritization of performance objectives in terms of measurable outcomes and emphasizing key success factors;
- ♣ Determining appropriate methods for appraising employee performance;

Characteristics of an Effective Performance Appraisal System

According to Watson and Wyatt Survey (2002), "organisations need strategic support of employees in new economy. People are more important than ever, people are the only sustainable source of competitive advantage". Thus, performance appraisal assumes significance for every business organisation. A good appraisal system possesses the following characteristics:

- ♣ It is based on evidence
- ♣ It is highly individualized
- ♣ It is a joint activity
- ♣ It strives for understanding.

- ♣ It creates commitment
 - ♣ It maximizes self-analysis and self-discovery
 - ♣ It results in improved performance
- The essential characteristics of an effective performance appraisal system are as follows:

1. Simple rating system: The rating system should be simple and based on job analysis for ensuring accuracy and fairness of performance evaluation of employees.

2. Training in appraisal system: All employees, including managers, should be trained to use the appraisal system so that they understand the objectives, methodology and purpose of performance appraisal.

3. Quantifying performance: Performance appraisal should be based on accurate up-to-date job descriptions and ratings be made on observable performance.

4. Freedom from biases: Evaluations should be done under standard conditions and should be free from adverse impact arising due to personal biases and gender discrimination. A biased appraisal system is worse than having no appraisal system as it damages the motivation, morale and productivity of employees and impairs performance oriented behaviour.

5. Participative: Preliminary results of performance appraisal should be shared with the employee to develop confidence of employees in the system and to provide opportunities for discussions.

6. Reviewing officer: There must be some upper level reviews with appeal provision so that appraisal ratings are normalized and employees have an opportunity to speak against unfair treatment by their immediate superiors.

7. Performance feedback: Performance counselling and feedback should be provided to employees for creating joint action plans for rectifying deficiencies in performance and seeking means and measures for improving performance in future.

8. Combining absolute and relative standards: Appraisal should be carried out by combining absolute and relative performance standards so that job performance expectations are relative and achievable.

9. Using behaviour based measures: Behavioural based measures should be used to correct and develop appropriate employee attitudes, motivation and behaviour for directing and controlling employee efforts and outcomes.

10. Identification of performance goals: Performance appraisal of employees should also be based upon agreed performance goals and targets for ensuring that employees are rated for the level of performance expected from them.

11. Training & Development: Performance should be used for employee development purposes so that gaps in skills and competencies are addressed and removed for better performance and productivity.

12. Recognize and reward achievement: Appraisals should recognize, reward, reinforce and publicize employee achievements to motivate and serve as a role model for others to emulate.

13. Identifying improvement areas: Appraisal should identify areas where performance is good and when it can be improved.

14. Confidence and acceptability of employees: Performance appraisal process should be carried out in such a way that employees response trust and confidence in the system. Without employee acceptance, performance appraisal shall serve no organisational purposes and will get reduced to a mere ritual on paper.

15. Documentation: Appraisal process should ensure that performance goals and specific activities for developing performance of employees are documented for further reference and as legal backup There are many methods and techniques used in the performance evaluation of faculty members and the most important of these methods and techniques include:

First: traditional way

1) Gradient graphic way: It is a measure consists of several estimates begin with low-grade and end high estimate, as if the estimates (low, moderate, good, very good, excellent) and expressed in numbers, and then those estimates are combined and the total is a representative of the level of the screened individual.

2) Sort method: The personnel order the subjects belonging to him in a descending order from best to worst in the way. The basis for the ranking is the overall performance of the work and not the characteristics or certain qualities, this method can be learned and applied more easily in the case as the number of faculty members are few and does not exceed twenty individuals

3) Forced distribution method: to compel the administrator or department head on the distribution of faculty members on the ratings are determined by the university, which is called the normal distribution. Since the majority of faculty members are taking an intermediate degree of assessment, the proportion of members is taken whenever a departure from this intermediate class either rise or fall

4) Evaluating method through freedom of expression: This method relies on what is he doing, in charge of writing his impressions about the faculty member. Not using tables and there are not specific lists or any other means, and these impressions can be arranged as headings subset, such as: the nature of the assessment of the task, recipes of faculty member, things that need to be developed and others

5) Dual comparison between the workers: the administrator compares the performance of each faculty member with the other members, and by dividing the members of their departments into pairs. This method provides dramatic objective. It is a complex process in the case of large numbers and weaknesses and shortcomings appear in the performance of a faculty member.

6) Checklists: This method is based on studying each type of jobs, and selecting the questions that include descriptive phrases which describe good performance. There is no specific number, but the number depends on the job and its nature, the official answer to the questions “yes” or “no” according to what applies to a faculty member to be evaluating his performance. Then combining grades obtained by the faculty member after the completion of the answer and turn it into a descriptive value to reflect his performance

Second, modern methods of performance evaluation

The traditional way of evaluation was criticized because of its reliance on the personal characteristics of the officials and heads of departments and prejudices rather than reliance on the objectives to be measured for performance, so thinking to develop better ways to assess the performance of faculty members has been

1) Critical incidents method: This method relies on the collection of facts affecting the performance of a faculty member, and then the administrator observing the performance to know exactly what the facts that happened to carry out his duties and responsibilities of the job, and after the performance is evaluated based on the number of incidents that have occurred in the performance

2) Compulsory selection method: This method to choose the president in charge of ferries two phrases from four phrases describe a faculty member, and one to be the best he has had and the other will be far from the description, and this way is characterized with objectivity in the evaluation, and is characterized by forcing resident to study the performance accurately and analyze phrases to find out the extent of overlap between the behaviour and characteristics of a faculty member

3) The way of field research: it depends mainly on the active participation of the management of faculty members in the performance appraisal process. And it is based on an oral procedure during the interview and is then formulating answers and a written description, and the members are assessed on the basis of the order of one estimate (excellent, good, acceptable, unacceptable).

4) Collective assessment method: The Members performance evaluation by the Commission, one of its members have a direct head of a faculty member, and after the meeting, some things will be discussed as standards of performance, and the completion of the same group and private business to improve its performance in the future.

5) Evaluation based on results: based on the idea of the progress made by the faculty member from the results as a basis for evaluating performance, and focusing on specific safeguards provide them with objectivity in the assessment, develop a spirit of cooperation between the President and his subordinates.

6) Style of management by objectives: This method is based on the idea of the involvement of faculty members with their boss in setting goals and achieving and completing them, and this method has become commonly used in recent years

Conclusion:-

The success of any performance management system is influenced by the effectiveness of its appraisal system. The conceptual review of performance management. Benefits of Performance Appraisal and the various issues like performance appraisal process, methods, characteristic of an effective performance appraisal system etc. have been covered in detail.

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