



# A STUDY ON PERFORMANCE APPRAISAL METHOD

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## Abstract

Performance appraisal is the process of making an assessment of the performance and progress of the employees of an organization. Once an employee has been inducted into the organization and given the necessary training, the next step is to assess his performance periodically. Such assessment would indicate whether he is efficient or not. The aim of these research is to review the factors affecting performance appraisal at workplace. A total of 60 employees were investigated by structured questionnaire. The study shows that factors such as pay package, promotion policy, work load, etc. have a strong influence on performance of employees. Whereas other factors such as colleagues and opportunities did not significantly influence employee's performance at work. The study indicates a positive sign regarding overall employee's performance at work.

**Keywords:** Performance appraisal, Performance of employees, Factors affecting performance appraisal.

## INTRODUCTION

Performance appraisal is a perpetual monitoring tool that analyses staff feedback in real-time. Companies with more-than-average employees satisfaction indicate better performance. The performance appraisal is an instrument mostly used by the researchers, community, organizers and policy makers who are seeking to know and try to enhance individual performance at workplace. The measurement of performance appraisal reflects the very fact that satisfaction is a deeply personal matter and subjective. Satisfied people are more content with jobs and are more productive than average. Satisfaction is a choice and we should always try to make ourself satisfied under all circumstances. Employees tend to be satisfied and more hardworking once they are in good working conditions. Successful leadership will structure and develop relationships amongst employees which tends to promote performance level of employees in organization.

## REVIEW OF LITERATURE

A number of research papers and articles provide a detailed insight about the performance appraisal and factors affecting performance at work. The findings about the performance at work and its determinants from related researches and studies are presented below:

**(P.SURESH; DR.M.AKBAR MOHIDEEN, 2013)**, reviewed a study on performance appraisal at work of employees in automobile industry. Work load and working conditions were two important factors that lead performance appraisal at work.

**(D. B. Bagul, 2012)**, analyzed the performance of employees at workplace. He reviewed that the employees must be aware of the performance appraisal method followed at the workplace which make them well acquainted with the subject and give knowledge about the need and purpose of their employment.

**(MAYA AGARWAL, 2018)**, examined the effectiveness of performance appraisal system of Bharat Sanchar Nigam Limited. Here, it was observed that practically the appraisal system of BSNL is good. The systematic procedure of performance appraisal helps the supervisors to frame training policies and programs.

**(SANJEET SINGH, GAGAN DEEP SHARMA AND HARMANDEEP KAUR, 2017)**, founded the effectiveness of performance appraisal used by the organization on the performance of the organization and to find out the effect of the performance appraisal on the employees. To conclude we can say that performance appraisal is an indispensable part that provides very advantages to both the individuals and the organization.

**(MR. E. SIVA KALYAN KUMAR, MR. M V BHANU, 2017)**, a study on employee appraisal system case of BPCL. Here, performance is viewed as the only key indicator for measuring the performances of their employees as set at the beginning of the year. The results basing on the performance serves as an input to various processes such as career planning, secession planning, training and development, talent management, etc.

## RESEARCH OBJECTIVES

The aim of the research is to study the following objectives:

- To assess the employee's perception of the appraisal system.
- To study the different factor affecting performance appraisal system

## RESEARCH METHODOLOGY

The methodological aspects used for information is completed through the quantitative questionnaires.

The survey tries to find out the factors which are affecting the performance of employees at work and to measure level of performance of employees at workplace. A simple random sampling technique was used in this study to select 60 employees. Based on four factors of performance which were 1) Job Satisfaction 2) Salary 3) Working Experience and 4) Job Performance, a structured questionnaire was developed. A broad range of instruments were used for measuring employee's performance, firstly it consists of questions associated with the biographical information of the employees. Secondly, it's associated with overall employee's satisfaction which rate item based on 5 points. Lastly, it's associated with the factors affecting employee's performance. A rating scale from 1 (Strongly disagree) to 5 (Strongly agree) was used.

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

The survey was conducted during March 2021 to April 2021 by face-to-face interviews in the organization. Statistical methods used to analyse the data that we collected from the respondents is statistical software SPSS for the statistical analysis. During the study, the responses and information collected from the survey was tested and by using descriptive statistics to analyze the relationships between factors affecting performance of employees at workplace and performance appraisal method at workplace.

## FINDINGS OF THE STUDY

### A. Frequency Distribution

Table 1 Employees opinion towards factors affecting performance appraisal system

Variable	Frequency	Percent (%)
Workplace	30	49.2
Working Condition	28	45.9
Salary	31	50.8
Managers	29	47.5
Promotion	26	42.6
Work Environment	24	39.3
Satisfaction	28	45.9
Associate works	28	45.9
Abilities	26	42.6
Physical working conditions	38	62.3
Steady employment	26	42.6
Targets	33	54.1
Right salary	25	41.0
Satisfaction	28	45.9
Paid fairly	33	54.1
Financial gain	28	45.9
Salary gain	23	37.7
Opportunities	23	37.7
Hardworking	41	67.2
Assistance	23	37.7
Promotion criteria	29	47.5
Performance	31	50.8
Issues & suggestions	28	45.9
Family time	25	41.0
Problem solving	34	55.7
Enthusiastic	30	49.2

The factors which are affecting the employee's opinion towards performance appraisal system are discussed in Table no. 1. From the above table it was found that Physical working conditions (62.3%) and hardworking (67.2%) are the two factors that affect positively to the employee's perception regarding performance appraisal system. It means that employees are happy and highly satisfied with their physical working conditions that leads to them become more hardworking person in the organization. All other factors don't contribute significantly on employee's perception regarding performance appraisal system.

## CONCLUSION AND DISCUSSION

The ground study was simply observed that overall, the level of performance of employees was at the high level and the level of opinion towards the four factors affecting performance level at work was also at high level. Two factors affected employee's performance level, namely physical working conditions and pay package. In order to promote and improve the level of performance of employees, organizations should try to improve on the elements which had not been highly ranked, namely opportunities and salary gain. The organization try to improve the people element by developing good interpersonal relationships with peoples in the organization results in building positive workplace, unity among employees, enthusiasm among employees, all of which leads to performance appraisal at workplace. Second element which organization tries to improve is organization culture. It is the hearts and minds of employees, so it tries to create and communicate meaningful values, enable and empower employees, free flow of communication, recognize employees, distribute work equally, all of which leads to performance appraisal and satisfaction among employees in the organization.

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