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## **EMPLOYEE'S PERFORMANCE APPRAISAL: A REVIEW**

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### **ABSTRACT**

Performance appraisal is a vital tool to measure the frameworks set by any organization to its employees. It is utilized to track individual contribution and performance against organizational goals and to identify individual strengths and opportunities for future improvements and assessed whether organizational goals are achieved or serves as basis for the company's future planning and development. This study examined the status of the performance appraisal system and its implication for individual and organizational growth. Organizational performance and its resultant efficiency and effectiveness can only be achieved when individuals are continuously appraised and evaluated. The inability of organization to install an effective performance appraisal strategy has hindered them from achieving competitive advantage which they require more now than ever before. Appraisal processes are not systematic and regular and often characterized by personal influences occasioned by organizations preoccupation to use confidential appraisal system which hinders objectivity and fairness. Often organizations ignore management by objectives, critical incidents to personal prejudices. This is retrogressive as it affects the overall performance of the individual.

**KEYWORDS:** Company Performance, Employee Efficiency, Employee Motivation, Employee Reward System, Employee Performance Appraisal, Organizational Growth, Management By Objective, 360 Appraisal Systems.

### **INTRODUCTION**

A performance appraisal is a systematic and periodic process of measuring an individual's work performance against the established requirements of the job. It's a subjective evaluation of the employee's strengths and weaknesses, relative worth to the organization, and future development potential. Performance appraisals are also called performance evaluations, performance reviews, development discussions, or employee appraisals. If you conduct a successful performance appraisal, you can get a handle on what the employee does best and identify areas that require improvement. Appraisals also come in handy for deciding how to fill new positions in the company structure with existing employees.

## **PERFORMANCE APPRAISAL**

To understand the definition of performance appraisal would enable us lay a solid foundation to capture what the concept of performance appraisal is all about. Alo (1999) defines performance appraisal as a process involving deliberate stock taking of the success, which an individual or organization has achieved in performing assigned tasks or meeting set goals over a period of time. It therefore shows that performance appraisal practices should be deliberate and not by accident. It calls for serious approach to knowing how the individual is doing in performing his or her tasks

## **PERFORMANCE APPRAISAL PROCESS**

The starting point for the Performance appraisal process is identifying specific performance goals. An appraisal system probably cannot effectively serve every desired purpose, so management should select the specific goals it believes to be most important and realistically achievable. For example, some firms may want to stress employee development, whereas other organizations may want to focus on pay adjustments. Too many Performance appraisal systems fail because management expects too much from one method and does not determine specifically what it wants the system to accomplish. The next step in this ongoing cycle continues with establishing performance criteria (standards) and communicating these performance expectations to those concerned. Then the work is performed and the supervisor appraises the performance. At the end of the appraisal period, the appraiser and the employee together review work performance and evaluate it against established performance standards.

## **OBJECTIVES OF THE STUDY**

### **THE OBJECTIVES OF THIS PAPER ARE TO SHOW:**

1. To maintain the records in order to determine compensation packages, wages structure, salaries etc
2. That performance appraisal would not serve its purpose of improving performance if the appraise performance is not communicated to him or her.
3. The impact of the performance appraisal system towards the performance of the respondents in terms of commitment, skills and responsibilities.
4. Gaps in the implementation of the appraisal system of the company.
5. Recommendations proposed by the respondents to improve the appraisal system of the company.

## **SCOPE OF THE STUDY**

Cumming (1972) writes that the overall scopes of objective of performance appraisal are to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. Such appraisals achieve four objectives including salary reviews, development and training of individuals, planning job rotation and assisting in promotions. Memorial (1995) and Atiomo (2000) agree that although performance appraisal is usually thought of in relation to one specific purpose, which is pay. It can in fact serve for a wider range of objectives which are; identifying training needs, improving present performance of employees, improving potentials, improving communication, improving motivation and aids in pay determination. Performance appraisal has been considered as a most significant and indispensable tool for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotion.

1. It provides systematic judgment to the organization to back up salary increases.
2. It is a means of telling a subordinate how he is doing and suggesting needed changes in his behavior, attitude and skill or job knowledge. It lets him know where he stands with the boss.
3. It is being used as a base for coaching and counseling the individual by the superior.

## **RESEARCH METHODOLOGY**

The term research is composed of two words "re" & "search" which mean to search again, Research for new fact or to modify the existing fact. Research methodology is one of the important chapters which helps the researcher to do the research work in a systematic way. Research is the systematic way of solving the problem. Research is an original contribution to the existing stock of knowledge making for its achievement. Research is the pursuit of truth with the help of study, interpretation & comparison & experimenting. In research the various steps are generally adopted by a researcher in studying research problems along with the logic behind them

## **RESEARCH OBJECTIVE**

### **Primary Objective**

1. To study the impact of a performance appraisal system towards the performance of employees in terms of commitment, skills and responsibility.

### **Secondary Objective**

1. To study the effect of performance appraisal on employees' productivity.
2. To study the significant relationship between employee satisfaction on performance appraisal system.

## **LITRATURE REVIEW**

The review's goal is to provide context for the research conducted. It is a description of what has been published on a topic by accredited scholars and researchers, and it discusses published information in the specific subject area and, at the time, within a specific time period. It is emphasized that this chapter is so important that its omission represents the avoidance or absence of a major element in research. This chapter provides a brief overview of studies on the concept of performance appraisal conducted by various scholars

## **FINDING**

1. Respondents are highly strongly agreed with managing my time and skills.
2. Respondent are somewhat agree with your manager should have set these goals collaboratively as a part of your performance
3. Respondents are somewhat is neutral with whether it is your responsibility to achieve your individual goal.
4. Respondents are highly strongly agree with your working conditions.
5. Respondents are somewhat agree with you are satisfied with the stress of your current job.
6. Respondents are somewhat is neutral with my skill utilized.

## RECOMMENDATION

1. Companies can recruit female's workers in their company.
2. Companies should follow job rotation to increase the performance.
3. Company can provide the face mask to the workmen who are working in the digester in the production department.
4. Companies should provide proper incentives and should provide bonus as per the work.

## CONCLUSION

ns should face realities that performance appraisal is incomplete unless the appraisee is told what his strengths are and weaknesses, his performance cannot 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. For the counseling process to bear any fruit, it need to be immediate and continuous and the more attention a manager or supervisor pays to counseling his subordinates, the more time he is likely to gain in the long run as a result of improved capabilities of the subordinates Obisi (1996). Banjoko (1982) lamented that in spite of the importance of performance appraisal in 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.

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