

RESEARCH ARTICLE

## A STUDY ON PERFORMANCE APPRAISAL AMONG EMPLOYEE IN KAUVERY HOSPITAL, CHENNAI

Gopikannan B.<sup>1\*</sup>, Lilian P.T.J.K.<sup>1</sup>, Velmurugan B.<sup>1</sup>

<sup>1</sup>Department of Management Studies, NPR College of Engineering and Technology, Natham, Dindigul, Tamil Nadu, India.

\*Corresponding Author: Gopikannan B.

**Abstract:** The main aim of this research is to know the performance appraisal among employees in Kauvery hospital. The study is descriptive in nature. The objective of the study is to know the employees performance towards organisation. The sample size is 106. The sample method used for this study is the Percentage Analysis, Correlation and Chi - Square. The data has been collected through a well-structured questionnaire and has been analyzed with the help of SPSS package. The performance appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. Its aim is to measure what an employee does

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### INTRODUCTION

Performance appraisals are regular reviews of employee performance within organizations. Generally, the aims of a performance appraisal are too:

- Give feedback on performance to employees.
- Identify employee training needs.
- Document criteria used to allocate organizational rewards.
- Form a basis for personnel decisions: salary increases, promotions, disciplinary actions, etc.
- Provide the opportunity for organizational diagnosis and development.
- Facilitate communication between employee and administration.

It is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyze his achievements and evaluate his contribution towards the achievements of the overall organizational goals.

By focusing the attention on performance, performance appraisal goes to the heart of personnel management and reflects the management's interest in the progress of the employees. People differ in their abilities and their aptitudes. There is always some difference between the quality and quantity of the same work on the same job being done by two different people.

Therefore, performance management and performance appraisal is necessary to understand each employee's abilities. Competencies and relative merit and worth to the organization. Performance appraisal rates the employees in terms of their performance (Velmurugan, 2024).

Performance appraisal takes into account the past performance of the employees and focuses on the improvement of the future performance of the employees. The study on Performance Appraisal of employees was carried out at Kauvery Hospital, Chennai.

The main aim of the study was to explore the method which is followed and effectiveness of the employees. The primary data required for the study were collected through structured questionnaire, personal interviews and informal. The second data was from the company manuals and the website of the company. The data were analyzed and the findings were arrived at the basis of which suggestions are made. Performance appraisal could have a critical role in identifying workforce strengths and weaknesses, determining their educational needs, and developing an appropriate compensation system (Steve Batts, 2004).

### Performance Appraisal

Performance appraisal is a part of a company's process of understanding their employees better and giving them feedback to help them improve their performance. While several employees find performance appraisal to be unnecessary if done right, it can have several benefits for the organization. Let us learn more about performance appraisal in HRM (Sangeetha et. al., 2023).

Performance appraisal in HRM is a process of analyzing an employee's worth as well as contribution to the job. Getting an objective evaluation of an employee's performance will help a company identify any existing problems in the workplace. This will help the HR department to solve those problems quickly and with ease. Performance Appraisal is an important part of Performance Management system.

Performance Management includes planning and setting goals, developing performance appraisal method, implementing it and reviewing the entire process. Performance Appraisal is the most important component in the process of Human Resource Management. The British Association of Medical Managers (BAMM, 1999) has defined appraisal as "the process of periodically reviewing one's performance against the various elements of one's job" (Murugeswari et. al., 2022).

This paper will describe the purpose & developmental criteria of an appraisal program that will regularly assess the performance of hospital employee. It is a tool to refine and reward the performance of employee.

Employee's contribution in achieving the organizational is analyzed by performance appraisal. Management can analyse the progress of employees. The results of Performance appraisal creates a base of recruitment and selection policy, identify the needs for training and development program, creating motivational programs to retain the employees (Delpo, Amy, 2005)

The performance appraisal system builds an integral part of the employee development progress in any institution. It allows for the ability of an organization to determine targets and expectations with the help from employees. A fair and humanitarian performance appraisal process is vital for the company's success and it plays a huge role in getting best results possible from workers. Salary revision following a performance appraisal is a key motivator and a fair appraisal process helps reducing attrition rates. Most hospitals are applying a 180 degree appraisal system. 180 degree performance appraisals is defined as an employee's being appraised by two people (self and Boss/Manager).

The time period for performance appraisal is from six months to one year. A performance appraisal system is of eminent importance for organization that wants to be successful. Both employees and organizational management/leaders benefit from a well-constructed performance appraisal system (Bascal, 1999). These systems provide feedback and rewards for workers that do well, while at the same time holding employees accountable for their performance. The following report will outline the purpose, benefits, and constituents of a proper performance appraisal system and provide for a unique performance appraisal system for a human service organization.

The goal of a performance appraisal system is to give an evaluation and feedback on an employee's performance. Many organizations conduct appraisals yearly and may process appraisals in the form of a review. Even if appraisals are performed annually, it is advisable that management has weekly consultations or meetings with employees to make sure, all parties remain up-to date with policies and each employee is aware of what is expected of him or her.

A manager should not wait until the end of a year to inform employees of performance problem for the last eight months. Problems should be tackled as they come to prevent any surprises during the appraisal period. The evaluation part of an appraisal system is usually conducted by management. During this part, management examines the employee's performance to find out if there are any areas that require improvement. In the best case, all employees are on target or exceeding organizational standards.

If an employee is not meeting standards, or has a history of not meeting standards previously, his or her appraisal may provide ideas for enhancement or there may be other consequences due to poor performance (Aswathappa, 2002)

- **Establishing performance appraisal criteria and standard:** First step is to set standards, to compare the actual performance of the employees. These standards should be clear and measurable. In the first step only, we also develop the criteria to judge the successful and unsuccessful employees.
- **Communicating performance standards:** Management is responsible to communicate the set standards of performance evaluation to all the employees of organization. It should be clearly explained to the employees. This also helps employees to understand what is expected from them. These set standards should be communicated to the raters also.
- **Measuring the actual Performance of Employees:** Employee's actual performance during a specified time will be measured. This process is a continuous process. A careful selection of measurement technique is required. It should not be biased. Performance of employee can be measured by personal observation, and various report. eg Statistical reports, written report etc.
- **Comparison of actual and standard Performance:** The set standard of performance will be compared by the actual performance of employee. The deviation and performance gap will be identified. After this evaluator will proceed to next step

- **Discussion of result with employees:** Communicating the result of Performance appraisal will have to be discussed with the employees. This is a tough task. The manager's task is to communicate it in a positive way so that employees can accept it in a constructive and positive manner.
- **Making correct decision:** Finally the Performance Appraisal process lasts o take corrective actions, or to achieve with the taking correct decision to improve the performance of employees, or to achieve rewards, eg promotion, salary increment etc.

### Types of Performance Appraisal

**Graphic Rating Scale Method:** This method is based on the idea of rating employees based on individual characteristics. For example, some organizations may choose to evaluate employees based on quality and quantity of work, decisiveness & emotional stability. Employees are rated on a fixed scale (say 1-10), based on the extent to which they meet each of the desired criteria. The average of all the scores constitutes the overall score of the employee.

Graphic scales are practical; they are cost-effective and can be developed quickly. They also help in measuring a particular objective effectively. However, the appraisal in such cases largely depends upon individual perspectives.

**Ranking Method:** The name of this method explains exactly what it is. The Human Resources team ranks each employee on a list based on factors decided by the human resource department. Hence, the best performers are on the top, and the worst performers rank at the bottom. This simple method of ranking employees can be modified in several ways. One of these methods is the paired comparison ranking style wherein employees are compared in pairs of two against each other. The number of times one employee is preferred over someone else is recorded. The top employee is the one with the highest number of preferences.

The grading scale method can be combined with ranking. The employees with the best

overall score on the grade scale (from 1-10) rank at the top of the list.

The ranking method is preferred because it is simple, efficient, and requires little time and money. However, personal bias and favoritism may cause major disruptions in objective evaluation.

**Human Asset Accounting:** The performance of an employee will be evaluated on the basis of their relative worth in monetary terms. The performance is judged on the cost incurred on the employee eg: their salary, rewards, the recruitment and selection cost, their training cost etc. and how much the employees are contributing to the organization will be evaluated (Nivethigha *et. al.*, 2017).

**Checklist Method:** Employees are evaluated by making use of a checklist in this method. The checklist can have a variety of different factors that the human resource department has chosen to be important. The employees are then judged based on those factors. The employers must select between the yes/no options in those checkboxes. Items in the checklist carry a numerical value based on their importance to job performance. Therefore, the appraisal score is calculated by adding up the scores of all these individual factors (Gretcher, 2005).

For example, Behavior Based appraisals are done by using the checklist method. This happens by having a pre-set personality and behavioral checkpoints. If an employee meets them then they are considered for an appraisal. The checklist method makes it easy to evaluate employees as their supervisors have to simply choose between yes/no. It also helps the employees receive clear and direct feedback. However, it may not be easy to design an effective checklist and assign a weight based on the importance of factors.

**Factors and points method:** In this method the factors influencing performance of employees are examined. The factors may be mastering of performance standard, behavior, competencies, leadership quality, and initiatives to show problem-solving. There may be more less important factors that may or may not be considered. Every factor is allotted points or marks as per their relating importance.

**Management by Objectives Method (MBO):** MBO is considered to be one of the most systematic methods in performance appraisals. The idea is to give each employee a set of objectives that have to be achieved by them. During the performance appraisal, the supervisors will evaluate the extent to which the objectives have been achieved.

This is a strong method of evaluation. The employees have been clearly instructed as to what is expected of them. It also helps the company to set benchmarks and standards for growth. However, a lot of time and effort goes into determining the objectives and evaluating them. Also known as Management by Results (MBR). Some specific goal and objectives are identified and discussed with the subordinates. The strategy and sequence for achieving this **goal**. is decided with mutual consent of subordinates and the superior. The actual performance of employees will then compared with the set standards.

**Paired comparison method:** This is a slight variation of the ranking method. In this method, performance of a worker is compared against the performance of another's and the examiner has to select the better out of each pair, considering only one pair at a time. It is calculated how often an employee is better pairwise and a first place can be determined.

**Forced distributions:** In this method, the employees are evaluated and classified into categories. They are examined in their according groups or they are categorized as outstanding, above average, average or satisfactory, below average and poor respectively in regard to the given percentages. However, this method hinges on the condition that if the employee falls in more than one category of a given specified percentage bracket, they cannot be rated in that category. They will be shown in the lower or upper category (Locke, 1976).

**Self-appraisal:** A lot of enterprises apply self-appraisal techniques for progressive enhancement of performance. In this method, the employee has to evaluate himself against a predetermined standard. Such self-evaluation helps the employee to figure out his strengths and weaknesses. The employee knows best, in which areas he is lacking knowledge and hence requires improvement.

Therefore, self-appraisal will cause self-improvement and self-development and is leading to accomplishment of personal goals or objectives for future performance.

**360-degree Feedback Appraisal:** This approach is basically a group performance review. The data regarding an employee's behavior is collected by his/her close subordinates. Employees colleagues might be able to review his/her performance under a variety of situations and circumstances, which might have escaped the employer.

This allows for holistic, full-circle, multi-tiered feedback regarding a person. This method is useful as it eliminates subjectivity. It also promotes an atmosphere of open culture, self-development and better communication. However, every company must develop an effective system and procedure to utilize this method.

## OBJECTIVE OF THE STUDY

### Primary Objective

- To study the performance appraisal among employees in Kauvery hospital Chennai.

### Secondary Objectives

- To study the of performance appraisal method adopted in Kauvery hospital Chennai.
- To find out the satisfaction level of employees towards performance appraisal system.
- To offer suggestions to the organization to improve satisfaction of employee towards performance appraisal system.
- To provide ideas and suggestions and advise from the better development of the performance assessment procedure.
- To determine how performance appraisal feedback affects employee performance at Kauvery hospital Chennai.

## NEED OF THE STUDY

Performance appraisals are a regular review of employee's performance with in organization. This main focus of the company is always on the employee's satisfaction and industrial studies have revealed that this aspect is to a great dependent on performance appraisal system existing in a company. Management wants to know the

quality of appraisal criteria and duration from the view point of employees. This is the need for the study

## SCOPE OF STUDY

The study has been conducted with respect to performance appraisal system existing in the organization which is useful to know the strength and weakness of appraisal as well as employees. Therefore, the management can update the system with necessary changes.

## RESEARCH DESIGN

A research design is the specialization of measure and procedure for the information needed to solve problems in the overall operational pattern of framework of the project that stipulates what information is to be collected from which sources by what procedure. There are three types of research design.

- Exploratory Research Design
- Descriptive Research Design
- Experiment Research Design

## METHOD OF DATA COLLECTION

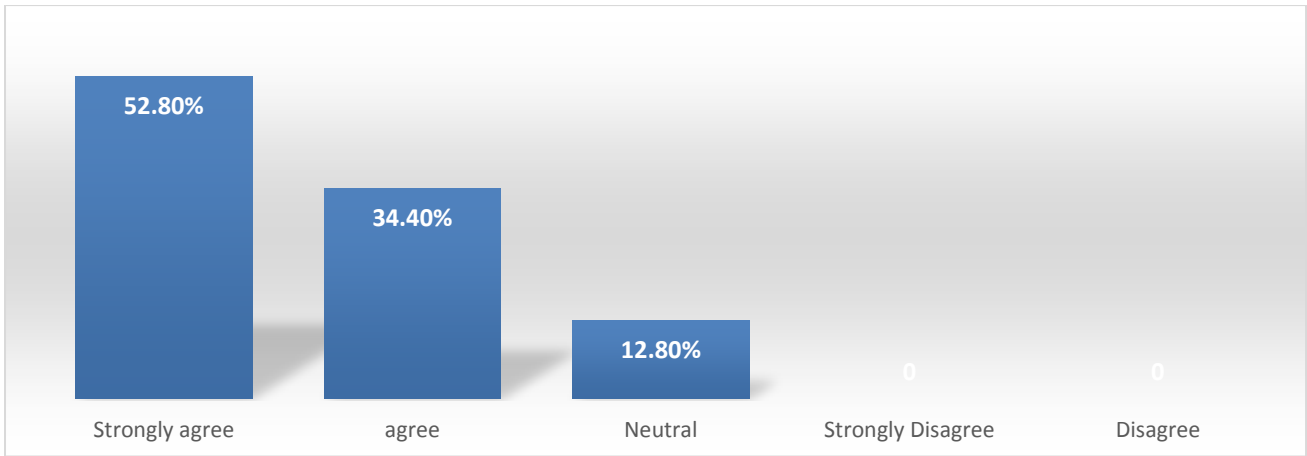
**Primary Data:** Primary data are those, which are collected for the first time. They are original in character. The data collected by the investigator for the first time for their own use is usually classed as primary data.

**Secondary Data:** Secondary data are those that have already been collected by others. These are usually available in journals, periodicals, dailies, research publication official records etc., they may either be available in published form or in an unpublished form. When it is not possible to collect the data by primary method, the investigator may make use of this method.

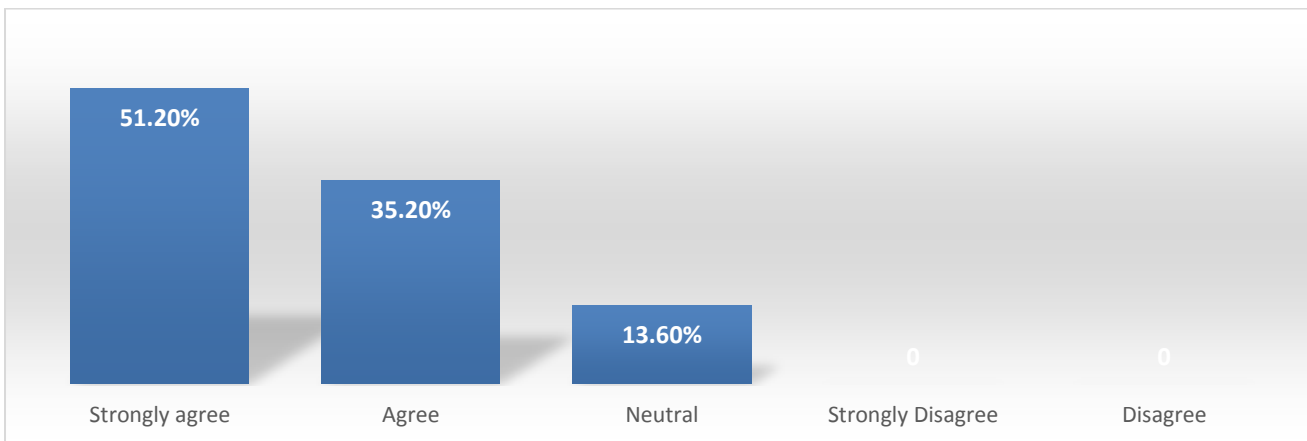
## ANALYTICAL TOOLS FOR THE STUDY

- Percentage Analysis
- Chi- square test
- Correlation Analysis

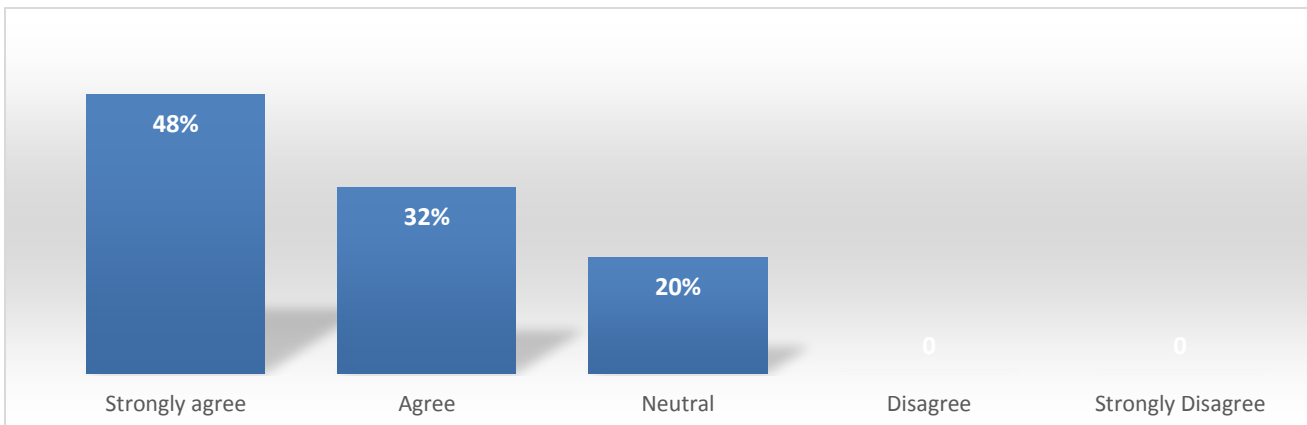
## DATA ANALYSIS AND INTERPRETATION



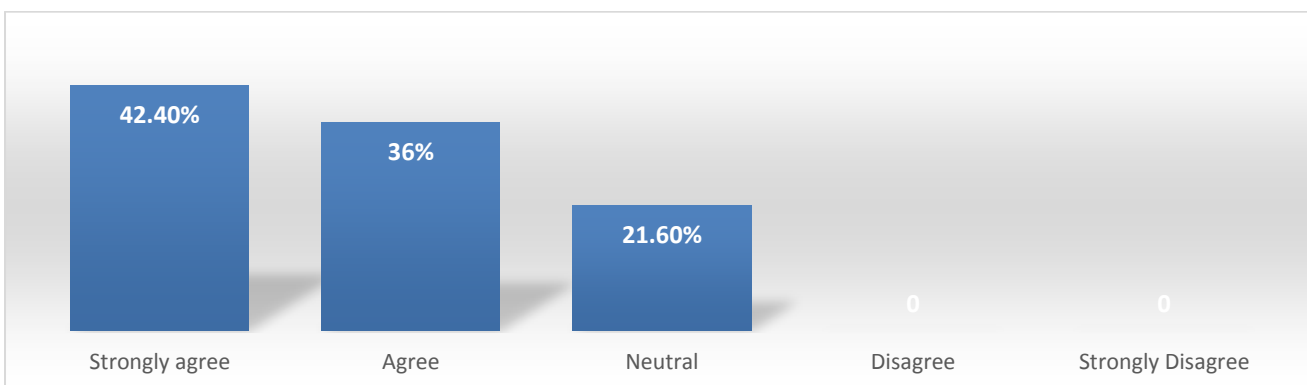
**Figure 1: Employee actively seeks feedback incorporates it to improve their performance**



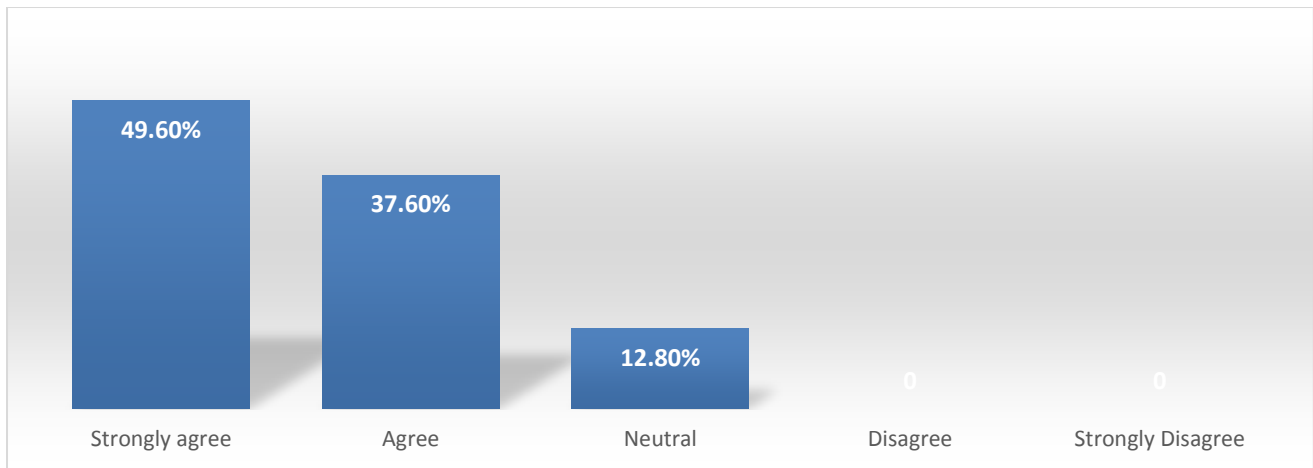
**Figure 2: Result of the performance appraisal used to develop training programs**



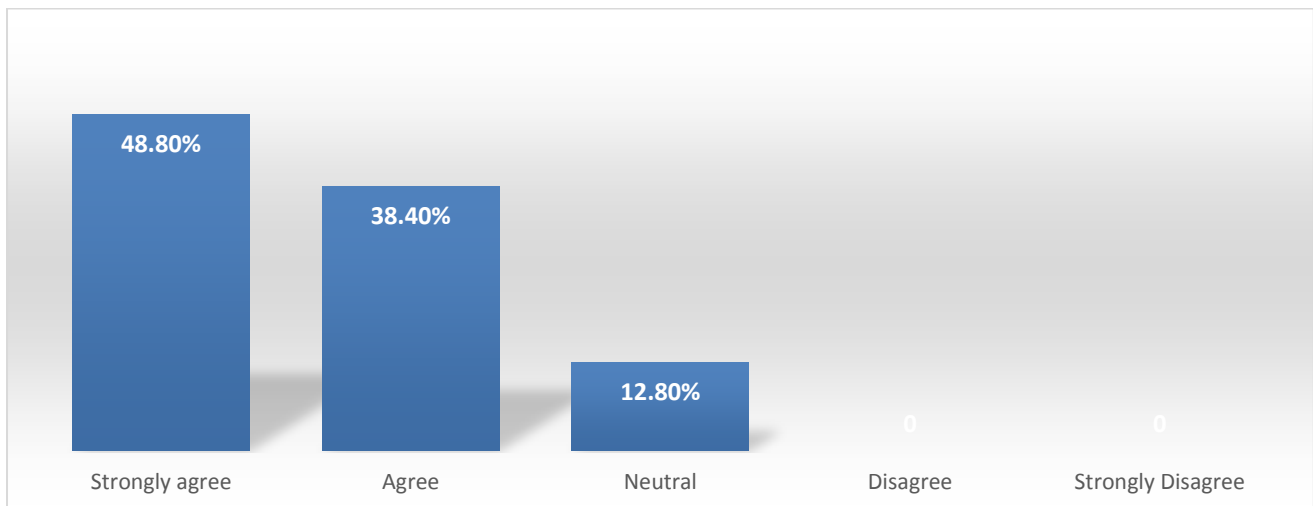
**Figure 3: Performance appraisal help to improve the skill**



**Figure 4: Appraisal system enables me to set meaningful goals for my professional development**



**Figure 5 : Performance appraisal process is transparent**



**Figure 6: Performance appraisal process helps in identifying your strengths and weaknesses**

### SUGGESTION

- According to the data the respondent were moderately satisfied with the improvement of their behaviour.
- To provide extra opportunities and proper performance appraisal can be provided to the employees.
- The organization can even adopt many performances appraisal method to overcome the barrier between employee and the organization.

### CONCLUSION

The performance appraisal in e is good. In conclusion a performance appraisal in Kauvery hospital Chennai one of the most important factors in any organization and also a great tool used to record productivity. Every organization has to have goals and objectives established and every employee has to be involved in the process. Also conducting a performance appraisal will improve productivity and also the morale of the employees. Appraisals are a positive way for a manager to let the employees know how well they are performing the duties that are

assigned to them. Sometimes we get caught up in our job and do not realize what all the company strives to do for employees. Whether the reward is a lousy employee dinner and or a simple thank you card, your work is being recognized. Also employees should be thankful for any job they may have, because the company did not have to hire on any means.

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