

A STUDY OF PERFORMANCE APPRAISAL WITH RESPECT TO ORGANIZATIONAL BEHAVIOUR

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ABSTRACT :

Performance appraisal has been described as “the process of identifying, observing, measuring, and developing human performance in organization” It includes the importance of the appraisal process and different types of appraisal and their effectiveness. According to Flippo a prominent personality in the field of HR “Performance Appraisal is the systematic, periodic and an impartial rating of employee’s excellence in the matters pertaining to his present job and his potential for better job.” Performance appraisal is systematic way of reviewing and assessing the performance of an employee during a given period of time and planning for his future. Performance appraisal is the process of obtaining analyzing and recording information about the relative worth of an employee. Main Intention of performance appraisal system is to find out that an employee are really working all about an evaluation of every employee is based on performance appraisal system. Performance appraisal is a most valuable human resource tool. It is a vital component for the development of company as well as for individual employee. Performance appraisal plays critical role in organizations ability to achieve its strategic goals. Organization and the HR department has to design and implement performance appraisal system in an organization is a core managerial function. The intention of Performance appraisal is to evaluate the employee at all levels in organization. This are many advantages of Performance appraisal system; firstly organization comes to know who high performer is and who is not. “There is a correlation between clear purpose and understanding of performance appraisal and the level of satisfaction and staff engagement”

Key Words : *Performance Appraisal, Prominent Personality, Performance Management, organizations profitability.*

INTRODUCTION:

Performance appraisal has been described as “the process of identifying, observing, measuring, and developing human performance in organization” (Carrol & Scheider, 1982). This definition is very important, because it comprises all important components needed for the well-performed appraisal process.

The social environment around organizations today has changed considerably since Owen developed his system.

Although most organizations have standardized control systems for managing other types of resources and monitor their use, the system for managing human resources has been typically neither a standardized nor a generally accepted part of organizational life. In recent years it is necessary to find more scientific, effective & fair assessment method, to examine the current performance appraisal for the successes & failure of the organization.

The role of HR in performance appraisal process, It includes the importance of the appraisal process and different types of appraisal and their effectiveness. Evaluating individual performance is a human resources process that exists in one or another form in any organization. Most of the managers and employees have only a few positive things to say about Performance Appraisal and many of them even dislike it.

Performance appraisal system is dealing as a strategic concept because it is dealing with organizational mission, vision & goal. Key result area of all the employees will be checked if employees are achieving its performance up to the mark. In a country like India which is developing economy, it is essential to evaluate every individual's talent & achievement with sensible consistency and accuracy. Performance management cycle begins by performance monitor, review, Performance plan (Agreement), Act.

Performance management is a means of getting better result from the organization, team & individuals within an agreed framework of planned goals, objectives and standards.- by Armstrong & Murlis.

According to Flippo a prominent personality in the field of HR "Performance Appraisal is the systematic, periodic and an impartial rating of employee's excellence in the matters pertaining to his present job and his potential for better job." Performance appraisal is systematic way of reviewing and assessing the performance of an employee during a given period of time and planning for his future. Performance is our reality.

It is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyze his contribution towards the achievement of the overall organizational goals. Performance appraisal is a formal system that evaluates the quality of employee performance in simple terms, appraisal may be measured against a factors as job knowledge, quality of output, initiative leadership abilities, supervision dependability, cooperation, judgment, versatility, and health etc. Formal definition of performance appraisal is "It is the systematic evaluation of the individual with respect to his over her performance on the job and his or her potential for development.

Performance appraisal is the process of obtaining analyzing and recording information about the relative worth of an employee. The focus of Performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. The purpose of the performance management system is to ensure that the work performed by employees is in accordance with the established objectives of the organization. Employees should have clear understanding of the quality and quality of work, expected from them. Employee should also receive the information about how effectively they are standing with the expected standard. Due to effective performance management system opportunities for employee development are identified and it encourages and facilitates employee development also resolve performance pay disputes. Its aim is to measure what an employee does.

In the world of globalization there is number of competition in the market also there is competition among different organization and same organization having similar product and also within the organization. The overall success of each and every organization is depending upon the quality of employees. How successful the organization will be told by the employees on the success of or growth of the company's employees. Human beings are considered as an important asset of every organization. It is a duty of every organization to motivate the employees and influence the behavior of the employees through performance appraisal system.

Performance appraisal, Evaluation, Performance, Productivity, Profitability Motivation.

Main Intention of performance appraisal system is to find out that an employee are really working all about an evaluation of every employee is based on performance appraisal system. Employees are motivated because of performance appraisal system that is been implemented in the Organization. We can identify the most efficient employee from the organization i.e. is skilled and talented employees. On this basis of assessment we can promote the employee who can be benefitted for employee himself in terms of promotion and increments and organization to get better productivity and profit. Where organization can also satisfy the customers if productivity and profit. Where organization can also satisfy the customers if

product is of better quality. Also we can get the better productivity because even employee is satisfied by the policy which is implemented by the company. On the other hand we can find out the person who is not up-to the mark, where he is lagging behind how the resources are being wasted and in which terms he should be punished or developed. If we have a better performance system how it can help the employer to give a better quality product to the society through productive employee, so this better product can get converted into the organizations profitability.

Traditional performance Appraisal:

The history of performance appraisal is quite brief. It roots in early 20th century, can be traced to Taylors pioneering time and motion study. During the First World War appraisal concept was adopted by US army.

Recent trend of Performance Appraisal-

Performance appraisal is a most valuable human resource tool. It is a vital component for the development of company as well as for individual employee. The system performance appraisal motivates the sincere employees and in certain cases it punishes the dishonest employees. This is benefited to employees as well as for the organization. Productivity increases if there is a fair performance appraisal system implemented in the organization. Performance appraisal plays critical role in organizations ability to achieve its strategic goals. Organization and the HR department has to design and implement performance appraisal system in an organization is a core managerial function. The challenges faced by the present days organization is absolutely depending on the effectiveness of its performance.

Employee's Effective Performance:

The true goal of performance appraisal is employee's development & organizational improvement. Ultimately competitive asset of any organization is its human resources, thus organization should develop employee competencies which should be aligned with the organizations business goals. This can be achieved through performance management system which also acts as behavioral change tool and it can also enable performance management system which can improve overall organizations performance.

In India there are large manufacturing firms where there is a co-existence of two different systems in a same organization e.g. MBO and 360 degree Performance appraisal system, Open ended system, Semi- open, closed system. The intention of Performance appraisal is to evaluate the employee at all levels in organization. There are many advantages of Performance appraisal system; firstly organization comes to know who high performer is and who is not. This helps organization to take some sort of disciplinary action against low performer or recommended them for further training. Performance appraisal is very important for the employee, as he comes to know about the work areas which he is lacking in and has to do improvement on the same. Employees come to know about the expectation of organization from him. The evaluation of employees is done by the superiors, on the basis of some predicated criteria and if gaps are found in the employee's performance the superior in the organization will know and decide which employee in the organization requires training.

To achieve organizational objective Training need analysis is essential which would be identified only by performance appraisal. Generally employees need to train to move the organization forward. To move organization further the owner and management should have some idea, some strategy for solving organizations current problems. Organization experiences some deficiencies so to bridge a gap between these capabilities. It needs to achieve its objective and what it currently has. Based on performance appraisal one should try to conduct Training need analysis to find out a gap in its people capability. It can be short fall in knowledge, attitude and skills of our employees.

So to bridge this gap by providing training programme to employees, ask every single individual to be perfect and get maximum productivity which will directly indirectly motivate employee so that he will give good and better product which will be benefited and profitable for organization.

That most of the companies are conducting performance review interview and the training need is communicated to the employees. While most of the companies are following the method of on the job. Off the job training, some are following the method of training by experts. As far as motivation is concerned the companies are

following monetary/ non monetary/job expansion. Interview conducted with various levels of employees has reviled that better performance and increased productivity depends on work culture and employees satisfaction. Ethical aspects of performance appraisal are to actually look into different process like judgment and observation. It is a task of every manager to observe the performance and to keep an check on every employees performance. There should be the certain standard framed by HR department and with the consultation of HODs of various departments for the performance. Legally and scientifically, the key requirement of an appraisal system are relevance implies that clear links between the performance standards for particulars job and organizational objectives, sensitivity states that a performance appraisal system is capable of distinguishing effective from ineffective performers. And reliability is a consistency of judgment to provide reliable data by raters with different perspective will see same individual employee job related performance and individual behaviour very differently.

CONCLUSION:

It is concluded that research by effective performance management system s a key took of communication & motivation within the organization. There should be the strong support from management for carrying out fair and transparent performance appraisal system. If employer has to reduce the labour turn over he has to reward and develop his employees. If employees are satisfied definitely brand and profit is created into the market. So based on performance there should be some incentives and benefits & promotion policies to the employees, there can also be non-monetary benefit. The frame work for Performance Appraisal system has its core elements as improving individual performance in accordance with organizations performance keeping in mind employee's personnel goal.

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