

# INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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## TESTING THE EFFECTIVENESS OF PERFORMANCE APPRAISAL SYSTEM IN FACILITY SERVICES SECTOR AT COIMBATORE CITY

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### ABSTRACT

*Dynamic people can build dynamic organizations and effective employees can contribute effectively. Competent and motivated people can make things happen to achieve Goals. Hence, the Organisation should continuously ensure that dynamism, necessary competence, motivation and effectiveness of employees remain at high levels at all times there is a need to find the effectiveness of performance appraisal system. This purpose of the study is to find the employees opinion towards the effectiveness of their performance appraisal system in Private Services Sector in Coimbatore. For the purpose 120 respondents were selected using simple random sampling including managers and executives. A structured questionnaire was administered to the respondents and the primary data is collected. The secondary data is collected through various sources like magazines, journals, company records etc. These data are collected and based on the analysis made and the suggestions are given.*

### KEYWORDS

performance appraisal system, service sector.

### INTRODUCTION

India is an emerging as one of the great force in the sub-continent. The technological development taking place in the country, point towards substantial improvement in the country's preparedness in all areas to meet global requirements and challenges. Services Sector in India today accounts for more than half of India's GDP. The fact that the service sector now accounts for more than half the GDP, marks a watershed in the evolution of the Indian economy and takes it closer to the fundamentals of a developed economy. In these days each and every organisation are devising to have the Performance appraisal in their concern for the goodwill of the employees and the organizational growth to stand-by in the competitive environment. Many organization's found that there was a great degree of unhappiness in employees about the Performance Appraisal Systems. This situation still exists in some organizations because of lack of understanding of the potential uses of Performance Appraisal System by everyone and improper designing of Performance Appraisals. Performance Appraisal System is no more linked only to salary revisions or promotions, but also concentrates more on identifying needs for employee development. Organisations today believe that every individual has potential and strength and those human capabilities could be sharpened, developed and utilized better for achieving Organisational Goals. Employees have the right to know how they are performing. They also have the right to conduct a self-appraisal and discuss the same with their superiors. Performance Appraisals can serve a very useful purpose towards sharpening, developing and utilizing the potential and capabilities of the employees. Management assumes the responsibility of employee Development and Performance Appraisal is a concrete step towards the same.

### STATEMENT OF THE PROBLEM

At present days many services sector are facing the attrition problem increases in each year and the management was in the position to know whether the employees are satisfied with the existing performance appraisal system or not. And they want their employees opinion to suggest in some of the ways and means to improve the individual performance level for the organization growth and development, to identify the areas of improvement, to find out the factors that motivates employee performance well, finally to know whether the existing performance appraisal system is effective or not .

### OBJECTIVES OF THE STUDY

To determine the effectiveness of the performance appraisal system in services sector through the following objectives.

1. To study the opinion of the staff in services sector on their existing PAS.
2. To study the opinion about characteristics of present PAS of employees.
3. To find the relation between the factors that measures the employee performance.

### SCOPE OF THE STUDY

It helps each employee understand more about their role and become clear about their functions and must be instrumental in helping employees to better understand their strengths and weaknesses with respect to their role and functions in the organization; It increases mutuality between employees and their supervisors so that every employee feels happy to work with their supervisor and thereby contributes their maximum to the organization and acts as a mechanism for increasing communication between employees and their supervisors. The study is confined to Coimbatore city. The sample respondents are the customers of various selected private service sectors, namely.

### HYPOTHESIS

The major null hypotheses tested and analysed in the study is:

H<sub>0</sub>: There is no significant difference of opinion about existing PAS (of each question in table 1) and opinion about overall of present PAS.

### METHODOLOGY

This study was based on primary data obtained through a structured questionnaire containing 26 questions. The first part of the questionnaire relating to the opinion of the employees about their existing PAS consisted of 10 statements and the second part carries 10 statements relating to opinion about the characteristics which influences the present PAS and the third part consisted of 6 statements relating to the factors assessed to measure employee performance.

The sample size was 120 and the respondents were selected through the convenient random sampling method. The primary data obtained from the questionnaire was analysed by using the weighted average method and statistical data analysis of one-way anova method.

**LIMITATIONS OF THE STUDY**

This is an empirical study on the effectiveness of performance appraisal system in services sector at Coimbatore city. PAS is the vital one that each organisation should have. Undoubtedly the results and findings of the study can be applied directly to any other areas. Due to limitations of time and money consideration, the sample size has been restricted to 120 respondents. Many respondents have been unable to provide proper answer with insight due to the lack of time.

**DATA ANALYSIS AND INTERPRETATION**

**ONE-WAY ANOVA (Parametric Test)**

It tests the null hypothesis that the means of several independent populations are equal. Here the factor is “Characteristics of overall opinion of present PAS” and the dependent variables are each of the variable (in part2) of opinion about existing PAS.

To use ANOVA, certain conditions have been met. The samples are randomly selected from normal populations and the populations had equal variances. In Addition, the distance from one value to its group mean to be independent of the distances of other mean (independence of error). Each group has its own mean and values that deviate from that mean. Similarly all the data points from all groups produce an overall grand mean. The total deviation is the sum of the squared differences between each data point and the overall grand mean. The test for ANOVA is the F-ratio. It compares the variance from last two sources.

$$F = \frac{\text{(Between- groups Variance)} \div \text{(Within- group variance)}}{\text{(Mean Square)}_{\text{between}} \div \text{(Mean Square)}_{\text{within}}}$$

Where,  $\text{Mean Square}_{\text{between}} = \frac{\text{(Sum of Squares)}_{\text{between}}}{\text{(Degrees of freedom)}_{\text{between}}}$

$$\text{Mean Square}_{\text{within}} = \frac{\text{(Sum of Squares)}_{\text{within}}}{\text{(Degrees of freedom)}_{\text{within}}}$$

**TABLE 8.1: OPINION ABOUT EXISTING PAS AND OPINION ABOUT THE EFFECTIVENESS OF OVERALL OF PRESENT PAS**

VARIABLES		SUM OF SQUARES	DF	MEAN SQUARE	F-value	P-value	S/NS
Reviewing officer has a clear knowledge / experience in the current role(i)	Between Groups	1.034	4	.258	.519	<b>.722</b>	NS
	Within Groups	57.291	115	.498			
	Total	58.325	119				
Reviewing officer does the appraisal based on with a particular/few incident of overall review of your performance(ii)	Between Groups	4.560	4	1.140	1.872	<b>.120</b>	NS
	Within Groups	70.032	115	.609			
	Total	74.592	119				
You believe that external conditions ( i.e delayness, climatic changes etc..) affect an individual’s performance(iii)	Between Groups	1.980	4	.495	.829	<b>.510</b>	NS
	Within Groups	68.687	115	.597			
	Total	70.667	119				
Performance review discussions are of high quality and are conducted with care.(iv)	Between Groups	10.844	4	2.711	5.346	<b>.001*</b>	S
	Within Groups	58.323	115	.507			
	Total	69.167	119				
The key performance indicator allotted to each individual is achievable & practicable(v)	Between Groups	12.444	4	3.111	7.166	<b>.000*</b>	S
	Within Groups	49.923	115	.434			
	Total	62.367	119				
The appraisal system helps you to plan your performance for the next year(vi)	Between Groups	20.644	4	5.161	13.124	<b>.000*</b>	S
	Within Groups	45.223	115	.393			
	Total	65.867	119				
The appraisal system contains a development plan would be identified for the top performers to groom them for future roles.(vii)	Between Groups	19.248	4	4.812	12.366	<b>.000*</b>	S
	Within Groups	44.752	115	.389			
	Total	64.000	119				
The learning and training needs are supporting to your current role(viii)	Between Groups	17.724	4	4.431	12.207	<b>.000*</b>	S
	Within Groups	41.743	115	.363			
	Total	59.467	119				
Always the top performers are recognized & rewarded(ix)	Between Groups	19.494	4	4.873	12.336	<b>.000*</b>	S
	Within Groups	45.431	115	.395			
	Total	64.925	119				
Always the poor performers have the support / handholding(x)	Between Groups	29.406	4	7.351	27.306	<b>.000*</b>	S
	Within Groups	30.961	115	.269			
	Total	60.367	119				

\* P<0.05 S-Significant NS- Not Significant

1. It is clear that the p-value is greater than 0.05, the null hypothesis is accepted, the null hypothesis of “there is no difference of opinion about existing PAS like “Reviewing officer has a clear knowledge / experience in the current role” and opinion about overall of present PAS. And hence the null hypothesis is accepted.
2. It has found that the p-value is greater than 0.05, the null hypothesis is accepted, the null hypothesis of “there is no difference of opinion about existing PAS like “Reviewing officer does the appraisal based on with a particular/few incident of overall review of your performance” and opinion about overall of present PAS. And hence the null hypothesis is accepted.
3. It reveals that the p-value is greater than 0.05, the null hypothesis is accepted, the null hypothesis of “there is no difference of opinion about existing PAS like “You believe that external conditions ( i.e delayness, climatic changes etc..) affect an individual’s performance” and opinion about overall of present PAS. And hence the null hypothesis is accepted.
4. It has stated that the p-value is lesser than 0.05, the null hypothesis is rejected, and hence the alternative hypothesis of “there is difference of opinion about existing PAS like “Performance review discussions are of high quality and are conducted with care” and opinion about overall of present PAS is accepted.
5. It is clear that the p-value is lesser than 0.05, the null hypothesis is rejected, the hence the alternative hypothesis of “there is difference of opinion about existing PAS like “The key performance indicator allotted to each individual is achievable & practicable” and opinion about overall of present PAS is accepted.
6. It reveals that the p-value is lesser than 0.05, the null hypothesis is rejected, hence the alternative hypothesis of “there is difference of opinion about existing PAS like “The appraisal system helps you to plan your performance for the next year” and opinion about overall of present PAS is accepted.



7. It is identified that the p-value is lesser than 0.05, the null hypothesis is rejected, hence the alternative hypothesis of "there is difference of opinion about existing PAS like "The appraisal system contains a development plan would be identified for the top performers to groom them for future roles" and opinion about overall of present PAS is accepted.
8. It has found that the p-value is lesser than 0.05, the null hypothesis is rejected, hence the alternative hypothesis of "there is difference of opinion about existing PAS like "The learning and training needs are supporting to your current role" and opinion about overall of present PAS is accepted.
9. It is stated that the p-value is lesser than 0.05, the null hypothesis is rejected, hence the alternative hypothesis of "there is difference of opinion about existing PAS like "Always the top performers are recognized & rewarded" and opinion about overall of present PAS is accepted.
10. It reveals that the p-value is lesser than 0.05, the null hypothesis is rejected, hence the alternative hypothesis of "there is difference of opinion about existing PAS like "Always the poor performers have the support / handholding" and opinion about overall of present PAS is accepted.

#### WEIGHTED AVERAGE SCORE TECHNIQUES

**TABLE 8.2: WEIGHTED AVERAGE SCORE TECHNIQUES –RANK FOR FINDING THE RELATION BETWEEN THE FACTORS MEASURE EMPLOYEE PERFORMANCE**

S.NO.	FACTORS	TOTAL SCORE	MEAN SCORE	RANK
1	Always I give my best of Customer focus to the organization.	489	4.08	I
2	Always I give my best of Customer service to the organization.	353	2.94	VI
3	Always I give my best of Communication effectiveness to my customers.	460	3.83	V
4	Always I give my best of Quality of work to my customers & organization	470	3.92	III
5	Always I give my best of Quantity of work to my customers & organization	466	3.88	IV
6	Always I satisfy the customer's needs & wants in timely.	476	3.97	II

SOURCE: PRIMARY DATA

The above table reveals that the ranking of reason for finding which factor measures more of employee performance among all. "Always I give my best of Customer focus to the organization" was ranked first by the selected sample respondents with the total score of 489 and mean score of 4.08. "Always I satisfy the customer's needs & wants in timely" was ranked second with the total score of 476 and mean score of 3.97. "Always I give my best of Quality of work to my customers & organization" occupied third with the score of 470 and mean score of 3.92 and fourth position "Always I give my best of Quantity of work to my customers & organization" with the total score of 466 and the mean score of 3.88. "Always I give my best of Communication effectiveness to my customers" was ranked fifth with the total score of 460 and mean score of 3.83. "Always I give my best of Customer service to the organization" occupied last position with the total score of 353 and mean score of 2.94. It is evident that most of the respondents gave top priority to "Always I give the best of Customer focus to the organisation" as the first rank.

#### SUGGESTIONS

Based upon the results of the research it is clear that the PAS would be improved for both of the organisation and the employees. The problems seem to be caused by respondent characteristics. Most survey methods send a single questionnaire to be completed by a single person within the organization. It is questionable whether a single person knows enough about the process to adequately convey the nuances of this type of complex human resource system. It is also legitimate to question whether the views expressed by a single respondent are representative of the organizational members for which he/she speaks. As the PAS continues to develop even further, evaluation of the appraisal and its components is necessary and vital. It is incumbent upon the organisation to allow for these necessary changes as they evolve. Constant evaluation and a commitment by all to complete an appraisal on each individual quarterly at a minimum will be necessary. Further, make the employees of all grades need to understand the importance of the evaluation and understand its importance relative to the steps necessary to perform productively and reach outlined goals. Additionally, An obvious characteristic to consider is the degree to which performance ratings drive pay decisions. Specifically, stronger pay for performance contingencies might be more important under conditions of intense competition than in regulated or cost-plus environments. Research has tended to focus on the outcomes of these decisions. However, it seems to know very little about the factors that cause decisions makers to implement certain approaches. Research directed at these types of issues would seem particularly useful for informing future practice.

#### CONCLUSION

In concluding, the research suggests that performance appraisal research and practice seem to Converge on many issues and diverge on others. Difference on some issues is not necessarily a problem since relevancy for decision makers is not the purpose for all research efforts. Yet performance evaluation is an applied subject, and as such research should eventually lead to improvements in practice. On the other hand, organizations continue to do things that undermine the effectiveness of the appraisal process. Little time is spent on the appraisal process; raters are not systematically trained and are not held accountable. The employee's role in the performance process is overlooked as are many potentially valuable sources of performance information (self, peers, subordinates). While research has done much to suggest improvements regarding many of the practices noted above, it may ultimately be the changing nature of work that leads managers to implement practices that research has legitimized. For example, the trend toward self-managed work teams is diminishing the traditional supervisor-subordinate relationship. -While on the one hand this may ultimately lead to greater acceptance of peer appraisals, on the other hand it is likely to force research into new directions as well.

Therefore, it appears that current performance appraisal research could be expanded to include these concerns. While the current focus is productive and necessary, an expanded research agenda that included the issues discussed above would further allow performance appraisal research to influence human behavior in organizations.

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