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THE EFFECTIVENESS OF PERFORMANCE APPRAISAL ON ITES INDUSTRY AND ITS OUTCOME

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ABSTRACT

Using establishment data from the ITES (Information Technology Enabling Service) Industry appraisal, this paper estimates the determinants of performance appraisal systems. On the basis of performance appraisal by their higher authorities, superior, peer group, self evaluation and customers the individual performance has been evaluated. The results indicate that performance appraisal is associated with employees required more transparency among the evaluation part in the existing performance appraisal system. As a observation from these survey the providing guidance at a appropriate time to satisfied the employee with work moral. The results also show that complementary human resource management practices, such as formal training and incentive pay, are associated with an increased likelihood of performance appraisal, which would increase the productivity, goodwill and quality standards of the company.

KEYWORDS

Performance Appraisal, Characteristics, Effectiveness, Outcomes, Determinants, in Chennai ITES.

INTRODUCTION

The history of performance appraisal is quite brief. Its roots in the early 20th century can be traced to Taylor's pioneering time and motion studies. But this is not very helpful, for the same may be said about almost everything in the field of modern human resources organizations. As a distinct and formal management procedure used in the evaluation of work performance, appraisal really dates from the time of the second world war not more than 60 years ago. Performance appraisal is a method of evaluating the behavior of employees in the work spot, normally including both the quantitative and qualitative aspects of job performance. Performance here refers to the degree of accomplishment of the task that makes up an individual job. Always the term is confused with effort, which means, performance is always measure in terms of result. Most of the organizations are focusing on human resources development with an eye towards improving employee performance. In this project work, it is intended to study and analyze the current performance appraisal system among the employees of ITES industry.

TOPIC DESCRIPTION OF STUDY

Performance Appraisal is the tool used to assess how well a person completes their job – a process which is part of the overall performance management system. In human resources or Industrial psychology, 360-degree feedback, also known as multi-rater feedback, multisource feedback, or multisource assessment, is feedback that comes from all around an employee. "360" refers to the 360 degrees in a circle, with an individual figuratively in the centre of the circle. Feedback is provided by subordinates, peers, and supervisors. It also includes a self-assessment and, in some cases, feedback from external sources such as customers and suppliers or other interested stakeholders. A performance appraisal is a part of guiding and managing career development. It is the process of obtaining, analyzing, and recording information about the relative worth of an employee to the organization. Performance appraisal is an analysis of an employee's recent successes and failures and suitability for promotion or further training. It is also the judgment of an employee's performance in a job based on considerations other than productivity alone.

REVIEW OF LITERATURE

A **performance appraisal**, employee appraisal, performance review or (career) development discussion is a method by which the job performance of an employee is evaluated typically by the corresponding manager or supervisor. This is a technique, not universally accepted, of assessing the performance of employees against agreed targets. The personnel practitioners would be most likely to be involved in designing the procedures, leaving the line managers normally to administer the process. Performance Appraisal is the systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development.

Performance appraisal, two rather simple words that often arouse a raft of strong reactions, emotions, and opinions when brought together in the organizational context of a formal appraisal procedure (DSP Dev Kumar, 2005). Performance appraisal is a vital component of a broader set of human resource practices; it is the mechanism for evaluating the extent to which each employee's day-to-day performance is linked to the goals established by the organization (Coutts and Schneider, 2004). Yong (1996) defines performance appraisal as "an evaluation and grading exercise undertaken by an organization on all its employees either periodically or annually, on the outcomes of performance based on the job content, job requirement and personal behavior in the position".

ORGANIZATIONAL AND EMPLOYEE OBJECTIVES

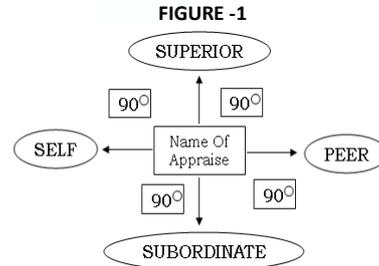
One of the first steps in developing an effective performance evaluation system is to determine the organization's objectives. This allows the employee to know "up front" the standards by which his/her performance will be evaluated. (Deborah F. Boice and Brain H. Kleiner, (1997). This process involves clarifying the job role, job description and responsibilities – explaining how the role and responsibilities contribute to wider goals, why individual and team performance is important and just what is expected within the current planning period. (a) Maintaining records, (b) Measurement system, (c) Pay for performance management processes constitute: (1) planning—deliberation of what to do and setting expectations; (2) monitoring—continually checking on performance; (3) developing—improving the capacity to perform; (4) rating—periodically scaling performance in a summary fashion; and (5) rewarding—compensating good performance (Woodridge-Solutions).

The first process, planning, means structuring mindset on how performance should be channeled to achieve objectives considering the goals of the organization. The second process in performance management is monitoring. It pertains to the consistent assessment of performance and providing ongoing remarks to employees and work groups while they are progressing in attaining organizational goals. Developing, the third process can be defined as increasing the capacity to perform. This can be staged through trainings, seminars, and assigning projects that would introduce new skills or higher levels of responsibility, and improve work processes or methods. From time to time, organizations find it useful to summarize employee performance. This requires the fourth process of

performance management, rating. This enables comparison among a set of employees or individual conduct or productivity over a period of appraisal. The rating of record has a bearing on various other personnel actions, such as granting within-grade pay increases, and promoting or determining additional retention service credit in a reduction in force.

360 DEGREE PERFORMANCE APPRAISALS

In 360-degree performance reviews, many different types of people are consulted about a employee's performance (Farhaan Panagar, 2009). This includes customers, suppliers, peers and direct reports. In the case of a manager, employees are often asked to give "upward feedback" on how well they are being managed. If 360-degree performance reviews are performed, a Human Resources manager should coordinate the process; so that subordinate reviewers (i.e., employees) are assured that their performance reviews are kept anonymous.



The aim is to find the gap between one's own appraisal and the perceptions of others. This will in turn enable a professional to analyze his strengths and shortcomings and accordingly improve his performance. While it is true that the system serves as an excellent process since it reduces biases, it is not always successful. It is necessary to create the right culture in the company before introducing the system. If many people are unhappy or their morale is low, the situation can turn disastrous as some staffers will become obvious targets. The 360-degree appraisal significantly differs from the traditional supervisor-subordinate performance evaluation. Rather than having a single person play judge, a 360-degree appraisal acts more like a jury. The people who actually deal with the employee each day create a pool of information and perspectives on which the supervisor may act. This group of individuals is made up of both internal and external customers.

NEW PERFORMANCE APPRAISAL SYSTEM

The new system has three stages, the first stage occurs at the beginning of the year when the manager meets with each employee. The second stage is a mid-year, mandatory feedback and discussion session between the manager and the employee. The third stage in the appraisal process is the formal performance review, which takes place at year's end. Both the manager and the employee prepare a written document, stating how well the employee met the preset performance targets. They then meet and discuss the performance of the employee, resolving any discrepancies between the perceptions of the manager and the employee (Arshad Zaheer, Iqbal, Ishaq 2003). The researchers maximized accuracy in the test scores by applying measurement scaling carefully. The research design of the study used five-point Likert scale for all survey questions (Fink, 1995a). This meeting emphasizes feedback and improvement. Efforts are made to stress the positive aspects of the employee's performance as well as the negative. This stage also includes a developmental planning session in which training, education, or development experiences that can help the employees.

CHARACTERISTICS OF PERFORMANCE APPRAISAL

The typical approach to implementing performance appraisal (Todd Grubb, 2007) is to clearly identify what the job entails (i.e., the job duties), and establishing a scheme for measuring "how well" these duties are carried out (i.e., the performance standards). Perhaps the underlying premise of performance management and appraisal is that old saying, "What gets measured gets done." So, "measurement" is essential. In order to develop standards of measurement, organizations typically conduct a job analysis to specifically identify the key tasks, duties and functions of each job. Then for each job task/duty/function, written measurable performance standards (e.g., quantity, quality, timeliness, etc.) are established for "fully satisfactory" performance, usually based on past experience, industry standards, or goals. This sets the base line against which individual employees may either "meet," "exceed," or "fall short" of desired performance. The characteristics are as follows 1. Outside judgment, 2. Specified time period, 3. Standardization, 4. Mandatory, and 5. Documented. The Separate administrative procedures for considered performance appraisal, such as Communication and Feedback, Promotion, Training and development, "Poor performers", Adverse and disciplinary action, Individual special recognition, Base pay, Bonuses, Benefits, Focus on the system, Build a community culture, Train and hold supervisory group reinforcement meetings. More recently, the emphasis has been on worker reactions to appraisal and the social context in which appraisals occur as these are seen as critical in determining the effectiveness of an appraisal system (Keeping and Levy 2000; Levy and Williams 2004). Evaluations of worker performance are used to move a worker between firms, to move a worker between jobs within a firm and as part of eliciting high effort often in conjunction with pay decisions (Lazear 1998: 479). Past theoretical work suggests that the benefits of appraisal are likely to be greatest when the workforce is composed of shorter-tenure workers. Second, longer-tenure workers are likely to have developed substantial human capital specific to the employer, making it less likely that their current pay will be below their value to rival firms.

HRM PRACTICES

There exists research demonstrating that groups of HRM practices occur together (Arthur 1994; Jirjahn 2002; MacDuffie 1995). Internally consistent bundles of HRM practices have been associated with greater firm level performance (Kato and Morishima 2002). While the set of practices that constitute bundles is contested (e.g. Wood 1999), it is common for researchers to consider the role of performance appraisal, training of workers, job redesign, joint consultative committees and individual performance related pay as part of an HRM bundle (Michelle Brown and John S. Heywood, 2005). Performance appraisal is predominantly used as a device to measure the standards set by the management of its employees (Dr. Kulwamt Singh Pathania, Ashish Kumar Nag and Anuradha D. Pathak, 2011). Performance appraisal is a process of assessing, summarizing and developing the work of an employee on both qualitative as well as quantitative terms. Normally, the performance evaluation of an employee is done by his immediate senior or some expert.

Bars - To try to rectify some of the above problems, Smith and Kendall developed Behaviorally Anchored Rating Scales (Thomas F. Patterson, 1987), better known as BARS. The BARS format deals with measurable behaviors, not personality, provides raters and ratees with clear statements of performance goals, and is based on a specific, thorough job analysis. Using BARS, raters focus on specific ratee behaviors. **Eabrrars** - The BARS format was used to develop the Extension Agent Behaviors and Results Anchored Rating System (EABRRARS). Job dimensions and anchors were derived from a 1979 Extension agent job analysis commissioned by USDA and conducted by the American Institutes for Research (AIR). 4 Nine job dimensions (5 behaviors and 4 results) were selected from the AIR analysis. Within each of these job dimensions, anchor statements were rewritten and grouped in categories from 1 to 7, according to AIR weightings. Behaviors Program planning, Program promotion and public relations, Program implementation, Program support, Interpersonal and personal behaviors generally related to job. As a Results Program planning, Program promotion and public relations, Program implementation, Program support. Controlling the performance appraisal system requires the coordination of all facets of the system (David C. Martin, Kathryn M. Bartol, 1998). This function is normally assigned to the personnel staff. Among the many responsibilities are ensuring that rating periods are established, the proper rating techniques (such as management by

objectives (MBO) and behaviorally anchored rating scales (BARS) are used for each employee's evaluation, performance appraisal training is conducted for raters and rates, the performance appraisal system is operated in a legally defensible manner, performance appraisal reviews are conducted on time and the results of the performance appraisal process are properly linked to the programs dependent on them (merit pay, promotion, employee development and others). That is, operational goals take the organization's strategies and translate them into specific goals (Pachsiriy Chompukum). Therefore, it facilitates management alignment and buy-in by bringing all levels of management into operational planning process and giving employees a chance to help shape the plan (Aguilar, 2003). It focuses on ways to motivate employees to improve their performance (DeNisi and Pritchard, 2006). Furthermore, it can help organizations to improve financial performance. A study conducted by McDonald and Shield of Hewitt Associates found that companies that used performance management programs had greater profits, better cash flow, stronger stock market performance and greater stock value than companies that did not. Not only performance management improved financial performance, but it also improved productivity; companies with such programs had higher sales per employees (Rheem, 1995)

ONE PAGE MANAGEMENT

To be successful in the long run, an organization strives for organizational fitness (Andre A. de Waal, Vincent Coevert, 2007). Organizational fitness is defined as an organization's ability to adapt and survive in the ever-changing business environment and is achieved through natural evolution, purposeful change and continuous learning (Beer, 2003; Voelpel et al., 2004). To obtain organizational fitness, an organization needs a clear and explicit management concept which is formulated by its most senior management (Bossert, 1993). This management concept is the basis for long-term development of the organizational strategy and the strategic objectives. The strategy has to be translated into business unit plans, budgets and operational action plans at the lower organizational levels. The management concept needs to be supported by an unambiguous and well-organized planning and control cycle. In this cycle, clear feedback is given on the execution of the plans by means of a management control and information system. The steering on results model is based on the well-known Plan – Do – Check – Act (PDCA) management cycle. The INK management model is the Dutch version of the European Foundation of Quality Management model, which is a framework for conducting total quality management projects (Waal, 2002a). It consists of nine areas of 5 attention four result areas (end results, customer satisfaction, employee satisfaction, appreciation of the society, and end results) and five enabler areas (leadership, strategy & policy, human resource management, resource management, and process management). In an INK diagnose it is determined how the organization is performing in each area of attention and where improvements are needed. The feedback loop indicates that improvements are mainly made in the enabler areas on the basis of the results achieved in the result areas (Ahaus and Diepman, 1999).

In order to obtain accurate PA information, raters must provide objective and unbiased ratings of employees. Due to difficulty in developing an accurate performance checklist, managers' subjective opinions are frequently called for. Many organizations use some combination of subjective and objective assessment (Francis O. B. Mensah, Peter.A.S and Ghana, 2012) for actual PA. Yet, there are numerous problems in actual assessment of employee performance (Corbett & Kenny, 2001). The existence of such problems suggests that PAS may be fraught with biases or errors, resulting in compromised evaluations of employees' accomplishments and capabilities. And the PAS of the institution of study might not be an exception. For a PAS to be perceived as fair, it must be free of bias. It is known that appraisal errors can harm perceptions of pay system fairness by confusing the relationship between true performance differences (Miceli et al., 1991). The importance of effective PA in organizations cannot be overemphasized as appraisals help develop individuals, improve organizational performance and feed into business planning. An understanding of the phenomenon, therefore, in every sector of human endeavor is imperative. This recognition has raised interest in studying people's perceptions of the quality of PA in organizations (educational institutions inclusive). This is linked to the employees – how they take on board the performance management system, and use it in their everyday work to enhance productivity. The PMA needs to highlight nine key elements. These elements have been identified by a wealth of research over the years as being the essential success factors in a performance management system. 1. The responsibility structure, 2. Content, 3. Integrity, 4. Manageability, 5. Accountability, 6. Management style, 7. Action orientation, 8. Communication, 9. Alignment.

Performance can be considered an outcome of both organizational and human activities (Andre A de. Waal, 2002). Originally, performance measures were used as surrogates for these outcomes, and a direct link between performance management systems, human nature, and outcomes was not made. This omission was addressed by Argyris (1952) and later on by Simon et al. (1954). They explored the human behavioral side of performance management system use, looking specifically at the budgeting system. Both concluded that budgets and budgeting processes could be associated with important human relation problems. These included worker-management separation, cross-boundary conflict, and job-related tension. Performance appraisal is a formal management system that provides for the evaluation of the quality of an individual's performance in an organization as mentioned by Dessler. G performance appraisal has the means to evaluate an employee's current and past performance relative to the employee's performance standards (C. C. Yee and Y. Y. Chen, 2009). It is a process which involves creating work standards; evaluate employee's actual performance relative to those work standards; and giving feedback to employee so as to motivate him or her to improve the job performance or to eliminate performance deficiency. In addition to that, Terrence, H. M and Joyce, M. stated that, some potential aims of performance appraisal might include identifying particular behavior or job. Various techniques or methods have been used by human resource management experts to evaluate the performance of an employee. As outlined by Vicky G. some of the appraisal methods include ranking; trait scales; critical incident; narrative; and criteria-based. Terrence, H. M. and Joyce, M. mentioned few other methods including management-by-objectives (MBO), work planning and review, 360o appraisal and peer review. With all the available techniques, it is essential to understand that different organization might use different technique in assessing staff performance. Since all the techniques mentioned above has their own advantages and disadvantages, most organizations might mix and match different techniques for their own performance appraisal system that can fulfill their organizational needs. Performance appraisal system has become one of the most valuable management tool in which organization members use to achieve collective goals. In order to ensure that the results of the performance appraisals are useful and reasonable to the superior when evaluating their subordinates, it is important for the performance appraisal system to consistently produce reliable and valid results for the management of an organization.

NEED OF THE STUDY

It states that, to know the level of employee aspiration and the level of job performance towards in ITES Sector and the employees are evaluated generally in terms of quality, quantity, cost, and time. And the employees are satisfied and retained with the facilities offered to them by the organization. This is also an attempt to know the exact expectation of the employees, and also to improve the facilities, employee performance and towards organization growth. The following might be considered when examining a performance appraisal system:

1. The role of employees in an organization.
2. If employees understand their roles well, they are likely to be more effective on the job.

OBJECTIVE OF THE STUDY

To evaluate an employee by all the officials whoever connected with him on the job for his Attitude as well as Job Performance, Data relating to performance assessment of employees are recorded, stored and used for several purposes. The main purposes of employee assessment are

1. To effect promotions based on competence and performance.
2. To identify the employees awareness and level of satisfaction about the performance appraisal.

RESEARCH METHODOLOGY

SAMPLING AND DESIGN OF QUESTIONNAIRE

This method of data collection is quite popular in case of big enquiries. In this method a questionnaire is distributed to a respondent concerned with a request to answer the questions return the questionnaire. Researcher has collected some information through sources like books, magazines and websites. It is the heart of

survey operation. This is structured questionnaire, which has been framed for conducting the survey. The questionnaire was presented with exactly the same wordings and in the same order to the entire respondent. The questions in the questionnaire must be closed-ended. Sampling is one of the components of a research design. The formulation of the Research design is one of the important stages in marketing research process. At this stage, the Information needed to address the marketing research problem has been identified and the nature of the research design has been identified and the nature of the research design has been determined.

METHODS OF SAMPLING

In a **random sample** of a given size, all such subsets of the frame are given an equal probability. Each element of the frame thus has an equal probability of selection: the frame is not subdivided or partitioned. Furthermore, any given *pair* of elements has the same chance of selection as any other such pair. This minimizes bias and simplifies analysis of results. In particular, the variance between individual results within the sample is a good indicator of variance in the overall population, which makes it relatively easy to estimate the accuracy of results.

STATISTICAL TOOLS USED AND STAFF EVALUATION

TYPE: I

a) Leadership Skills like Personality, attendance & Punctuality, Team work etc., (Item 1) : This items are evaluate the competency and performance of the level in a working environment.

b) Value Addition by control of Man, Material, Time, and Training (Item 2): This aspect evaluates the Value of the staff for their promotion and in other aspects.

H₀: There is no association between Leadership Skills like Personality, attendance & Punctuality, Team work etc., * Value Addition by control of Man, Material, Time, and Training.

H₁: There is association between Leadership Skills like Personality, attendance & Punctuality, Team work etc., * Value Addition by control of Man, Material, Time, and Training.

When evaluating staff's performance, like their performance and the competency level will use a scale of 1 to 5 to rate each sub criteria for each aspect mentioned above. It indicates that the staff was rated Excellent to Dissatisfaction in that particular sub criteria's highly in a particular and the verbal grade for the scale based on the a) Not assuming the null hypothesis, b) Based on normal approximation . As a result of correlating both the items of the each of the staff members through correlation analysis there is association between the Leadership Skills like Personality, attendance & Punctuality, Team work etc., and with the Value Addition by control of Man, Material, Time, and Training.

TYPE: II

(a) Job Satisfaction with non financial criteria (Aspect 1): This aspect evaluates the Satisfaction level of the staff's working in the sector.

(b) Clear Sense of my future direction in this organization (Aspect 2): This aspect evaluates the staff's sense towards individual as well as organization growth in the working field.

(c) Existing performance appraisal system (Aspect 3): This aspect evaluates whether the staff's are satisfied with the existing performance appraisal system are there is any adaptation towards new performance appraisal system.

When evaluating staff's performance, appraiser will use a scale of 1 to 5 to rate each sub criteria for each aspect mentioned above. It indicates that the staff was rated Excellent to Dissatisfaction in that particular sub criteria's highly in a particular and the verbal grade for the scale is shown in Table I. **Null hypothesis:** There is no significance difference between the mean value ($\mu_1 = \mu_2 = \mu_3$), **Alternative hypothesis:** There is significance difference between the mean value ($\mu_1 \neq \mu_2 \neq \mu_3$)

TABLE – I

Comparing the Job Satisfaction With the Non Financial Criteria like as follows		Sum of Squares	df	Mean Square	F	Sig.
Clear Sense of my future direction in this organization.	Between Groups	23.697	2	11.848	24.818	.000
	Within Groups	53.469	112	.477		
	Total	77.165	114			
Participation in the professional activity is in the required level.	Between Groups	13.369	2	6.685	9.095	.000
	Within Groups	82.318	112	.735		
	Total	95.687	114			
Existing performance appraisal system is satisfied.	Between Groups	19.773	2	9.886	7.559	.001
	Within Groups	146.488	112	1.308		
	Total	166.261	114			

As a result, according to the calculation of above by referring of Table I, for the Aspect1, 2, &3 related to each other there is significance difference between the mean values ($\mu_1 \neq \mu_2 \neq \mu_3$)

RESULT AND DISCUSSION

In this type of organizations the new employees are not aware of the performance appraisal and the evaluation system. If it is made known to them they may be good transparency in the performance system and in order to have better liaison with inter and intra personal relationship with themselves. To reduce the pressure / stress of the employee the organizations should try to provide adequate level of counseling and motivate the employees through professional activities. The team work should be assigned to employees, which will helpful to maintain the time management. For new employees they need sufficient guidance in Human resource policy and culture of the organization. In the interaction with the respondents, many employees are providing response in the present system. The organizations has improve the style of the leadership and the superiors took interest in providing guidance then the employees are satisfied with work moral and better organization climate. The human resources are important assets of all organizations, so the organizations are retain the employees as for as long period.

CONCLUSION

In every organization, they would increase the productivity, goodwill and quality standards of the company. Performance appraisal system is the most effective managerial tool to evaluating the behavior of the employee in the work spot at a various level. When the organization is able to found the potential of every individual through performance appraisal, it can effectively respond to individual with respect to his performance on the job and his potential for development. It is perhaps because of these that appraisal system is visualized as a source of competitive advantage. The existing performance appraisal system appears to be more effective and systematic. However, there is transparency as dismissed in the analysis part.

SCOPE FOR FUTHER RESEARCH

Further research possibilities consist of evaluating the effects of the performance system on a wide scale in the Information Technology Enabling Services, evaluating the performance of the employees in a short period, The Appraisal system is accommodating in minimizing grievance among the employees, so the system helps to identify the strength and weakness of the employees in their performance. It improves the productivity of the employee's level of performance. Through rating system of appraisal which is able to consistently produce reliable and valid results for the performance appraisal.

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