

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

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PERFORMANCE APPRAISAL: ALIGNING PERSONAL ASPIRATIONS TO ORGANIZATIONAL GOALS (A SPECIAL REFERENCE TO DAIRY SECTOR IN RAJASTHAN)

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ABSTRACT

The role of Individual feedback in human resource management practice has encouraged a strong debate about the need for performance appraisal in any organization. .“ Performance Appraisal is used as a tool to identify, observe, measure and develop human resources within the organization (Gillen 2007). According to (Jaekson & Schuler 2003) Performance Appraisal (PA) usually involves evaluating performance based on the judgments and opinions of subordinates, peers, supervisors, other managers and even workers themselves. The study explores the effectiveness of Performance Appraisal as one of the extremely important factor in achieving organizational objectives. The paper is based on a survey of 55 employees and management staff of Udaipur Dugdh Utpadak Sahakari Sangh (UDUSS) which is a cooperative organization registered under Rajasthan Cooperative Act on August 26, 1972. The analysis revealed evidences that suggest a positive statistical significant relationship between Performance Appraisal and Organizational Goals. The paper concludes that Performance Appraisal unquestionably plays a very constructive role in aligning personal aspirations to organizational goals.

KEYWORDS

Development, Job Satisfaction, Organizational Goals, Performance Appraisal.

INTRODUCTION

Managing employee performance has become one of the major functions of human resource management that can contribute directly to organizational performance and efficiency. According to a study made by Ahn (2001), the regular and proper use of performance management gives better results for an organization. The performance management process provides an opportunity for the employee and the employer to discuss development goals and mutually create a plan for achieving those goals. Development plans should contribute to organizational goals and the professional growth of the employee and Performance Appraisal plays a very important role in measurement for management.

Generally, Performance Appraisal is used as a tool to identify, observe, measure and develop human resources within the organization (Gillen 2007). The process of performance appraisal includes identifying, observing, measuring the potential of human resources in any organization and then creating a system for learning i.e. development and improvement.

The performance appraisal is a vital element of the human resource management system. Aside from the distribution of rewards, developmental guidance given to the employees (based usually on the performance appraisal) employees can express their perceptions and standpoint regarding their respective jobs, departments, managers and supervisors and of their organization in general (Erdogan 2002).

Erdogan has identified performance appraisal as an essential tool for human resource management as it is a two way communication through which both the organization and the employees can put across their view points for betterment.

Gates elaborated the utility of performance appraisal as a proper process of employee and supervisor (or multiple rater) review can help employees agree on areas for development and how the organization can help (Gates, 1991). This process is helpful for both the parties as both the employees and the organization can use the performance appraisal result for corrective actions. An effective performance appraisal system is a major element of an organization that allows every employee to feel that his/her input has contributed to the success of the organization and aspire to add to that success.

LITERATURE REVIEW

Bemardin and Beatty (1984), highlighted several objectives of PA, like “to improve the use of resources and serve as a basis for personnel actions”. PA is a system by which an individual's performance is compared to a set of performance standards based on the most efficient use of organizational resources.

Brown, 1988; Longenecker & Fink, 1999, concluded that “Performance appraisal is an unavoidable element of organizational life”. As proper feedback plays a very important role in individual's development and help him strive to do better. Performance appraisal is an inevitable aspect for organizational life as it encourages employees to think about their strength and weaknesses and help them in identifying performance improvement areas.

Performance appraisal (PA) usually involves 'evaluating performance based on the judgments and opinions of subordinates, peers, supervisors, other managers and even workers themselves' (**Jaekson & Schüler 2003**). This evaluate the employees performance from different perspective in multiple roles and provide them the feedback which is more appropriate for development purpose rather than for evaluative purpose.

According to some studies (**DeCarlo & Leigh 1996; Jaworski & Kohli 1991**), “PA helps in improving performance and building both job satisfaction and organizational commitment”. These studies broaden the concept that performance appraisal develop employees by directly aligning individual goals with organizational goals which enhance their performance and result in job satisfaction and organizational commitment as an outcome.

As **Poon (2004)**, reported findings indicating that “dissatisfaction with PA influenced employees' intention to quit through reduced job satisfaction”. Organizations should take utmost care whilst preparing Performance appraisal system and try to link it with employee Job satisfaction which is defined as the “worker's appraisal of the degree to which the work environment fulfills the individual's need”. (**Locke, 1976**).

As **Bach (2005: 289)** reported, ‘performance appraisals have become far more than just an annual ritual and are viewed as a key lever to enhance organizational performance’. Bach suggested that PA is now not only a formal procedure but actually it is viewed as a powerful source of performance management system.

Ferris et al., 2008: 146, found that “Performance evaluation is one of the most central human resources practices,” Ferris concluded performance evaluation data as potentially viable for almost every HRM activity. Fair performance appraisal suggests a helpful approach on the basis of which HR managers may decide appropriate strategy for more successful outcome.

Barbara Bowes (2009) concluded that performance management system does not aim to control employees but instead aims to focus on the improvement of overall performance. PA as an important part of performance management system is one of the range of tools to extend and advance overall employee performance.

RESEARCH METHODOLOGY

The information for the present study has been generated from two types of data i.e. Primary Data and Secondary Data. The nature of this research is descriptive. A structured questionnaire was prepared for all the employees. The questionnaire was initially drafted with the research objectives in mind. The primary data generated an insight into the thought process. The sample was drawn from all the employees of UDUSS both the genders i.e. males and females irrespective of their education level. The total sample size consisted of about 55 employees. Random sampling method was followed to draw the sample respondents. During the survey, some informal interviews and discussions were also conducted to collect the primary information regarding the existing performance appraisal system. The objectives of the study have been formulated as under:

- To identify the nature and pattern of performance appraisal at UDUS.
- To study various factors of performance appraisal which affect the employees.
- To identify the role of Performance Appraisal in Aligning Personal Aspirations to Organizational Goals.

ANALYSIS AND INTERPRETATION

Analysis and Interpretation is the most vital part of a research. For this research, analysis of the data is done with the help of tabular representation of the data. Comparative study of the data is done by comparison tables.

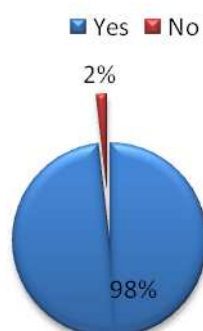
PERFORMANCE OBJECTIVES ARE CLEARLY COMMUNICATED TO EMPLOYEES AT THE BEGINNING OF EACH APPRAISAL PERIOD

Performance objectives are standards established keeping in mind organizational goals and individual potential. Performance means the degree or extent to which an employee applies his skill, knowledge and efforts to a job assigned to him and the result of that application. Performance appraisal system compares the individuals output with the standards set. Performance appraisal means analysis, review or evaluation of performance of an employee against set standards.

TABLE 1: PERFORMANCE OBJECTIVES ARE CLEARLY COMMUNICATED

| Response | Number of respondents | % |
|----------|-----------------------|--------|
| Yes | 54 | 98.18 |
| No | 1 | 1.82 |
| Total | 55 | 100.00 |

Performance objectives are clearly communicated



It is clear from the above table and graph that 98.18% employees are saying that company communicates the performance objectives to the employees at the beginning of the appraisal period. This means that the employees are in favor of this statement. Like any other management function, performance appraisal is also an important management activity at UDUS, and the management is setting and communicating standards well before in advance before appraisal.

TIME DURATION FOR PERFORMANCE APPRAISAL

The purpose of Performance Appraisal is to review the individual's performance at regular intervals so that obstacles can be identified. Review should also take a positive coaching approach rather than critical approach. PA identifies long term manpower policies and to decide upon the organizational development programmes it is very important for the organization to identify training and development needs, ensures placements, promotion, motivation etc. timely.

TABLE 2: TIME DURATION FOR PERFORMANCE APPRAISAL

| Response | Number of respondents | % |
|------------|-----------------------|--------|
| Too less | 0 | 0.00 |
| Less | 0 | 0.00 |
| Just right | 49 | 89.10 |
| Much | 3 | 5.45 |
| Too much | 3 | 5.45 |
| Total | 55 | 100.00 |



Table no. two shows that 89.10 % employees are in favor that time duration by the company for employees performance appraisal is just right, Rest of the respondents found the time of appraisal more or less. As the majority of respondents are in favor of this statement so we can conclude that company is appraising performance timely.

PERFORMANCE APPRAISAL IS FAIR

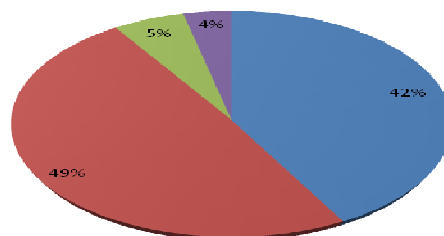
The objective of performance appraisal is to increase the performance level of employees and to develop him/ her in such a manner that he / she can rise to the position of higher responsibility. For this, it is very much essential for the organization to conduct it fairly as it is constantly developing manpower to meet the current as well as future needs.

TABLE 3: PA REPORT IS BASED ON ACTUAL FACTS AND NOT OF FAVORITISM

| Response | Number of respondents | % |
|-------------------|-----------------------|--------|
| Strongly agree | 23 | 41.82 |
| Agree | 27 | 49.09 |
| Disagree | 3 | 5.45 |
| Strongly disagree | 2 | 3.64 |
| Total | 55 | 100.00 |

PA report is based on actual facts and not of favoritism

Strongly agree Agree Disagree Strongly disagree



It is clear from above table and graph that 41.82% employees are strongly in favor of the statement that Performance appraisal reports are objective based & not on favoritism, 49.09% employees are agree with this statement, 5.45 % employees are disagree with this statement and 3.64% employees are strongly disagree with this statement. By this we can conclude that approx 90 % employees are in favor that performance appraisal at UDUSS is fair based on objectives rather than favoritism.

GOOD PERFORMANCE APPRAISAL RESULTS LEADS TO CAREER DEVELOPMENT OF EMPLOYEE

A career development process ensures promotion of employees from one career stage to another. The organization is equally responsible for employee's career plans adopting an integrated career development process, which accommodates both individual and organizational needs. It is clear that career development process cannot be undertaken in isolation and organization has to play role in this through performance appraisal.

TABLE 4: GOOD PA RESULTS LEADS TO CAREER DEVELOPMENT OF EMPLOYEE?

| Response | Number of respondents | % |
|-------------------|-----------------------|--------|
| Strongly agree | 24 | 43.64 |
| Agree | 27 | 49.09 |
| Disagree | 1 | 1.82 |
| Strongly disagree | 3 | 5.45 |
| Total | 55 | 100.00 |

Good PA results leads to career development of employee



Table no. four shows that 49.09% employees are agree with the statement that good PA result leads to career development of employees, 43.64% employees are strongly agree with this statement, 5.45% employees are strongly disagree with this statement and 1.82% employees are disagree with the above mentioned statement. So majority of employees are agreeing that Fair result of performance appraisal leads to their career development.

COMPENSATION AND BENEFIT VERSUS JOB SATISFACTION

Compensation and benefit plays a major role in employee's job satisfaction, and Performance appraisal is an important technique for reward management. In any organization if the reward techniques and procedure is fair and well defined more chances are there to develop satisfaction among the employees.

TABLE 5: COMPENSATION BENEFIT V/S OVERALL JOB SATISFACTION

| Response | Compensation benefit | | Overall satisfaction with job | | Chi Sqr | df | Result |
|----------|-----------------------|--------|-------------------------------|--------|---------|----|--------|
| | Number of respondents | % | Number of respondents | % | | | |
| Yes | 50 | 90.91 | 54 | 98.18 | 2.821 | 1 | NS |
| No | 5 | 9.09 | 1 | 1.82 | | | |
| Total | 55 | 100.00 | 55 | 100.00 | | | |

In this study the relation between compensation and benefit policy and overall job satisfaction is tried to analyze and as for analyzing chi square test is applied and the result is non significant which means that there is no significant difference between the proportion of employees satisfied with company's Compensation benefits and the proportion of employees which are overall satisfied with their jobs. Through this study we can conclude that company's compensation and benefit policy play significant role in overall satisfaction of employees.

RESULTS

- The study depicts that the time duration taken by the organization for performance appraisal is just right. This also indicates that the organization is providing timely feedback to the employees about their performance, which is very much necessary for performance management and improvement.
- Performance objectives are clearly communicated to employees at the beginning of each appraisal period. Clear communication of objectives is essential for effective achievement of the targets. Clearly defined objectives make it easier for the management to appraise employee performance fairly.
- PA results leads to career development of employee. Career development is now one of the primary responsibilities of every organization. According to Frederick Stowell (2004) feedback to employees certainly improves efficiency to both the organization and employee while allowing both to prosper. It is also helpful in aligning personal aspirations to organizational goals.
- The survey also depicts that the Performance appraisal reports of the organization are objective based & not on favoritism. The objective of performance appraisal is to achieve competitive advantage to a firm by improving performance, helping making correct decisions, ensuring legal compliance, minimizing job dissatisfaction and employee turnover. So organization is trying to achieve all these through fair performance appraisal.
- The data and information received after evaluating performance appraisal result is useful in HR decisions and includes remuneration administration. It is very essential for the organization to link its compensation policy with the appraisal results for better outcome. The study depicts that that company's compensation and benefit policy play significant role in overall satisfaction of employees.

CONCLUSION

The cooperative has been successful in strengthening the Measurement based Management. Analysis of the study revealed that, Performance Appraisal is an objective assessment of an individual's performance against well-defined benchmarks. The survey reveals that performance appraisal is very well implemented at UDUS and organization is appraising employee's performances and organizations performance appraisal leads to career development of employees through feedback process.

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