

## A STUDY ON EMPLOYEES PERCEPTION ON PERFORMANCE APPRAISAL MANAGEMENT

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### ABSTRACT

Organisations face various challenges as they effort to assess and improve the performance of employees. There is a significant impact of employees 'individual and group performances on organisational overall performance (Nzuve and Ng'ang, 2012). Performance Appraisal Program is an essential activity for the overall human resource management. To know the competency levels and the required skill gaps of their employees, organisations depend on Performance Appraisal Programs. There are two possibilities of the perception first is they perceive positively for the process of appraisal and second is; they give negative feedback for process of appraisal.

**Keywords:** performance of employees Performance Appraisal Programs Employee execution evaluation, organization execution, Employee effectiveness, association development.

### 1. INTRODUCTION

**DEFINITION** Performance appraisal is a formal system that evaluates the quality of a worker's performance. The appraisal measures skills and accomplishments with reasonable accuracy and uniformity. It provides a way to help identify areas for performance procedures enhancement and to help promote professional growth. It should not, however, be considered the supervisor's only communication tool. Open lines of communication throughout the year help to make effective working relationships.

The performance appraisal is the process of evolution the performance and qualification employees in terms of requirements of the job for which he is employed, for the purpose of administration including placements, selection for promotion, providing financial rewards and others action with require differential treatment among the members of groups as distinguished from actions effecting all member.yee on a given job for his future development, and it mainly consists formal procedures. It is very essential to understand and improve the employees performance appraisal is the basis for HRD. It was viewed that performance appraisal was useful to decide upon employee promotion/transfer, salary determination and the like.

Its roots in the early 20th century can be traced to Taylors pioneering Time and motion studies. 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 60years ago. Yet in a broader sense, the practice of appraisal is a very ancient art. In the scale of things historical, it might well lay claim to being the world's second oldest profession. Performance appraisal measures the qualitative and quantitative aspects of job performance.

"There is a basic human tendency to make judgments about those one is working with, as well as about oneself." Appraisal, it seems, is both inevitable and universal. In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily.

The human inclination to judge can create serious motivational, ethical and legal problems in the workplace. Without a structured appraisal system, there is little chance of ensuring that the judgments made will be lawful, fair, defensible and accurate. Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified.

### DEFINITION OF PERFORMANCE APPRAISAL

Performance Appraisal is defined as a systematic process, in which the personality and performance of an employee is assessed by the supervisor or manager, against predefined standards, such as knowledge of the job, quality and quantity of output, leadership abilities, attitude towards work, attendance, cooperation, judgment, versatility, health, initiative and so forth.

A performance known as an annual review, performance review or evaluation, or employee appraisal, a performance appraisal is a regular review of an employee's job performance.

## 2. REVIEW OF LITERATURE

### 1. Author: Cross Ogohi Daniel

#### Abstract

Globally, governments and companies spend billions of naira yearly on employee performance evaluation. This study sought to establish the analysis of the concept of performance appraisal system on employee's development focusing on a case study of Oasis Management Company, Abuja. The main objective of this study was to find out the significant relationship between performance appraisal system and employees' development and to identify the impacts of performance appraisal on employee's development. Regression analysis was done to establish the concept of performance appraisal system on employee development. From the findings, the study concluded that organizations should appraise their employees often through utilized targets, accomplishments, organization goals, time management and efficiency for performance measure purposes as it would lead to increase in employee's development.

### 2. Source: Nile Journal of Business and Economics

#### Author: Ayomikun Idowu

Employee performance has traditionally been accorded prime focus by human resource managers. As a result, a number of performance appraisal techniques have over time been devised to help establish employee's performance. In the contemporary times, the use of performance appraisals has been extended beyond the rating of the employee's performance to aspects such as motivation. Accordingly, this study sought to investigate effectiveness of performance appraisal systems and its effect on employee motivation. The study's main objectives pertained to establishing the moderating role of performance appraisal as a motivation tool as well as potential challenges. The study findings show the presence of significant positive outcomes when the organisation uses performance appraisal as a motivation tool. Further, the study finds that the use of more than one appraisal techniques helps yield greater satisfaction and consequently higher motivational levels. The specific aspects of performance appraisal systems (PAS) that help improve motivation include the linking of performance to rewards; using the PAS to help set objectives and benchmarks; as well as the use of PA to help identify employee's strength and weaknesses.

#### OBJECTIVES:

- To find performance appraisal system plays a vital role in developing the training and development in the company.
- To find level of employee satisfaction.
- To find out whether the appraisal system helps to increase the relation between the superior and subordinate
- To find whether the organization provide a feedback to employees regarding their performance and related status.

## 3. RESEARCH METHODOLOGY

### RESEARCH GAP ANALYSIS

Performance appraisal designed to maximize effectiveness by bringing participation to a more individual level in that it provides a potential appraisal system, counselling and feedback and training and development system.

#### Need For The Study

- Support employees in achieving their work and career goals by identifying training needs and development opportunities.
- Provide constructive and continuous feedback on performance.
- Identify areas of the poor performance and established plans for improving performance.
- Provide constructive development opportunities.
- The Performance appraisal acts as a validation of the selection process.
- To facilitate fair and equitable compensation based on performance.
- To create and maintain the satisfactory level of performance.

#### Scope Of The Study:

The scope of performance management is almost as broad as its root, human resource management. A performance management system has to conform to the overall organizational structure. It should not be viewed in isolation, but rather as underlying the entire organization. This ensures the fundamental aim of performance management systems, to ensure good work from every department in the organization.

## Methodology

The tools that are used in this study are:

- Mean
- Standard deviation
- Mean square

Mean is an essential concept in mathematics and statistics. The mean is the average or the most common value in a collection of numbers. In statistics, it is a measure of central tendency of a probability distribution along median and mode. It is also referred to as an expected value.

Standard deviation is a statistic that looks at how far from the mean a group of numbers is, by using the square root of the variance. Standard deviation is calculated as the square root of variance by figuring out the variation between each data point relative to the mean.

The mean square is defined as the arithmetic mean of the squares of a set of numbers or of a random variable, or as the arithmetic mean of the squares of the differences between a set of numbers and a given "origin" that may not be zero

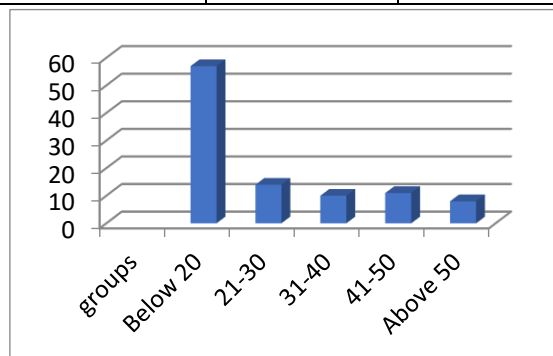
## Limitations Of The Study

- Every study is conducted under some limitations. Some of the limitations of the study as follow:
- The study was conducted randomly on employees.
- The survey was finished with the sample size of 100, as the employees are busy with their schedule.
- The information given by the employees may not be accurate.

## 4. DATA ANALYSIS & INTERPRETATION

### 1. Under which age group you come under?

Age groups	No of responses	Percentage
Below 20	57	57
21-30	14	14
31-40	10	10
41-50	11	11
Above 50	8	8

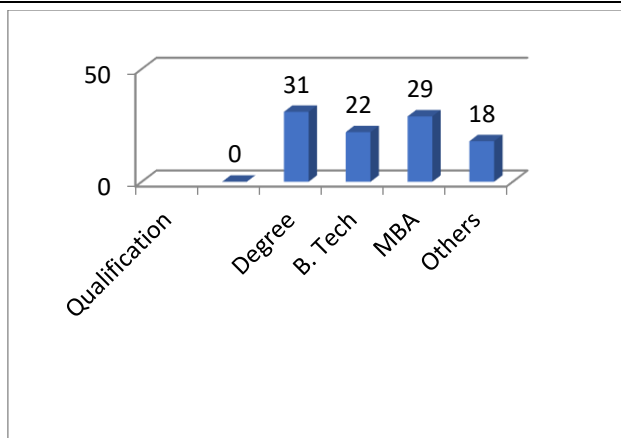


## INTERPRETATION:

From the above analysis, 57% of the respondents come under the age of below 20 and 14% of the respondents come under the age of 21-30 and 10% of the respondents come under the age of 31-40 and 11% of the respondents come under 11-50 and 8% of the respondents come under above 50. Most of the respondents as per the response come under 57% and very less come under 8%.

### 2. Please mark your educational qualification?

Qualification	No of responses	Percentage
Degree	31	31
B. Tech	22	22
MBA	29	29
Others	18	18

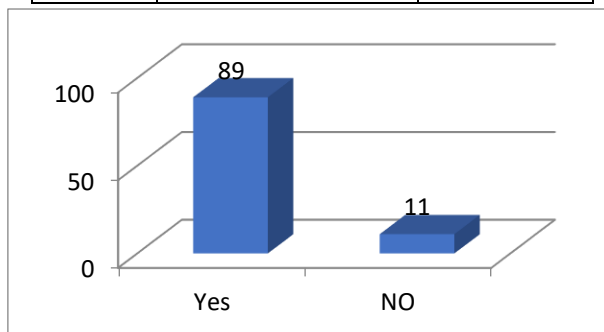


#### INTERPRETATION:

From the above analysis, that 31% of the respondents education qualification are from degree and 22% of the respondents are from B. Tech and 29% of the respondents are from MBA and some of the respondents are others. Most of the respondents come from degree.

#### 3.Is there a need for conducting performance appraisal?

Options	No of respondents	Percentage
Yes	89	89
NO	11	11

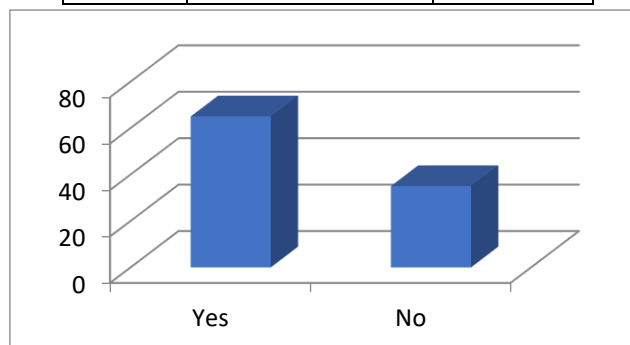


#### INTERPRETATION:

From the above analysis, 89% of the employees want to conduct performance appraisal and remaining 11% of the employees doesn't need performance appraisal.

#### 4.Are you aware about performance appraisal in your company?

Options	No of respondents	Percentage
Yes	65	65
No	35	35

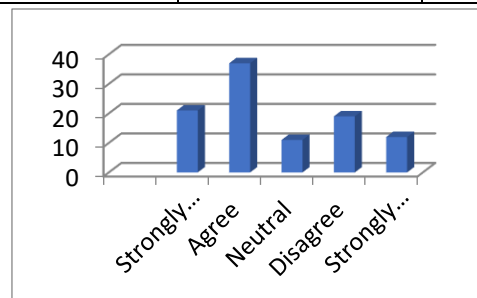


#### INTERPRETATION:

From the above analysis, 89% of the employees are aware of performance appraisal system in the company and 11% of the employees are not aware of performance appraisal.

**5. Do you think performance appraisal helps people to set and achieve meaningful goals?**

Options	No of respondents	Percentage
Strongly agree	21	21
Agree	37	37
Neutral	11	11
Disagree	19	19
Strongly disagree	12	12



**INTERPRETATION:**

From the above analysis, majority of the respondents agreed that performance appraisal helps to set and achieve meaningful goals and 21% of respondents strongly agreed and 19% of the respondents are disagreed and few respondents are neutral.

**3. CONCLUSION**

This chapter describes the research summary, findings and conclusion drawn based on convenient scaling technique. Based on the results, suggestions are given for improvement of employee satisfaction in the Wipro Company. The resultant study results also paved way for identification of areas for future research. This report presents the results of an organization-wide climate survey conducted on behalf of Wipro Company.

The study was aimed to find out the objectives, to identify employee's perception in performance appraisal management in the Wipro Company and suggest approximate measures in Wipro Company based on the findings of the present study. To collect the information contained in this report, Wipro staff members participated by completing an online questionnaire by selecting a total of 100 employees. The data collected in Google form into suitable bar charts. Research study is descriptive study and the tools that are used in this study are mean, mean square, standard deviation.

**4. REFERENCES**

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