



A STUDY ON EMPLOYEE OPINION ON PERFORMANCE APPRAISAL: IN CASE OF MEDICOVER HOSPITAL, VISAKHAPATNAM

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I. INTRODUCTION

Performance appraisal is a systematic evaluation of the individuals with regard to his (or) her performance on the job and his potential for development. Performance appraisal is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed. For the purpose of administration including placement, selection for promotion, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally.

Appraisal should be future oriented activity that provides workers with useful feedback and coaches them to higher levels of performance. Appraisal the performance of individuals, groups and organizations is a common practice of all societies while in some instances these appraisal process are structured and formally sanctioned. In other instances they are an informal and integral part of daily activities. Performance Appraisal is the most powerful and least expensive for directing, managing and developing the performance and potential of teams and individuals. Performance Appraisal is the systematic description of an employee's job relevant strengths and weaknesses.

Performance Appraisal is the method of evaluating the work allotted to the employee in the work area. Performance Appraisal is a

process of summarizing, assessing and developing the work performance of an employ. The basic purpose is the find out how; well the employee is performing the job and establish a plan of improvement. Performance Appraisal can also provide data to determine promotion transfer and even demotions of the employee. It has direct bearing another personal decision.

Performance Appraisal is a continuous process in every large scale organization. It may involve goal setting, employee selection, placement and compensation, training and development and carrier management. Performance Appraisal is creating a shared vision of the purpose and aims of the organization, helping each individual employee to understand and recognize their part in contributing to them there by managing and enhancing the performance of both individuals and the organization. A properly developed appraisal process can serve as contract between the team numbers and the team.

II. OBJECTIVES OF THE STUDY

- To study about the various performance appraisal system followed in the organization.
- To analyze the gap between the actual performance and desired performance of the employees.
- To know about the opinion of the employees regarding the performance appraisal system followed in the organization.

- To study about the level of satisfaction of employees towards performance appraisal system.
- To offer suggestions to the organization.

III. METHODOLOGY

Research Design refers to "framework or plan for a study that guides the collection and analysis of data". Though each research study has its own specific purpose, but the research design of this project on Medcover Hospitals is Conclusive in nature.

Conclusive Research Studies are more formal in nature and are conducted with a view to eliciting more precise information for the purpose of making marketing decisions. These studies can be either Descriptive or Experimental. Thus, it was a mix of both the tools of Research Design that is, Explorative as well as Conclusive.

A sample design is defined as a plan determined before any data are actually collected for obtaining a sample from a given population. Sample can be either probability sample or non-probability sample.

The unit Comprises of employees from all departments of the Medcover Hospitals. The sample size taken for this survey was 100 employees of Medcover Hospitals. Employees from every department was selected according to their availability. When field studies are under undertaken in practical life, consideration of time, cost and some other factors almost invariably lead to selection of respondents. The selected respondents constitute a sample and the selection process is called sampling technique. Researcher selected Convenience sampling for the project.

There are two sources for data collection they are primary and secondary. For the primary data collection, there was constant interaction with the HR- department for the inputs and the information required through direct personal investigation through questionnaires and indirect oral investigation through observation. Secondary data was collected through internal records, reports and

the manuals of the company, Literature review, Company website and Books of management for reference.

IV. REVIEW OF LITERATURE:

According to Horton and Farnham (1999) the overall aim of performance management is to establish a high performance culture. In this employees would visualize as part of their function the requirement to continually assist in improving the performance of the organization. They will also perceive that they can influence important aspects of overall performance (Robson 2004).

Edwards (2000) defines Performance appraisal system as the formal, systematic assessment of how well employees are performing in their jobs in relation to established standards, including communication of that assessment to the employee and the organization. Edwards notes that the goal of the performance appraisal process is to improve the quality of work and the individual employees involved in the work. Edwards goes on to state that performance appraisal, if done properly, can strengthen the organization as it prepares and develops the personnel in that organization. After all, Edwards states, the sum total of the individual performance is the performance of the organization.

Moulder (2001) states that Performance appraisals are valued for defining expectations and measuring the extent to which expectations are met. She goes on to state appraisals can make clear to employees where they are having success and where they need to improve performance. Moulder indicates that appraisals are useful in setting goals and in fostering improved communications among work groups and between employees and supervisors.

According to Cochran (2006), the 360-degree feedback tool has many positive aspects and many proponents, and its use is becoming more widespread. Edwards (2000) notes that the power of the 360-degree feedback tool is that it provide clear and important performance information from a variety of sources. Some of the key advantages include reduced discrimination risk, personal and organizational performance development, and team development (About.com: Human Resources, 2007) As per Marchington & Wilkinson (2007) Performance Management is a structured method of review which aims to link together individual goals, departmental purpose and organizational

objectives. In this there is a clear strategic link between employee behavior and the performance of the organization.

A British study suggested that the routine practice of doctors and nurses can be influenced by feedback from patients (Hearnshaw, H., Baker, R., Cooper, A., Eccles, M. & Soper, S., 1996). The sophistication and extensiveness of performance appraisal, was the most significant predictor of patient mortality in United Kingdom hospitals (West et al. 2002). Many studies have focused on methods to increase the validity of performance appraisal instruments, with general conclusions that behaviorally-based criteria, developed from the job analysis, are most effective (Latham et al. 2005). This paper finds that relationships have been found between a range of HRM practices, policies systems and performance. As, it is a very important concern but still there is little research that explores the link between HRM and performance in the health care sector. The paper presents the findings drawn from a review of previous research on a subject of increasing relevance to the HR researchers and practitioners in healthcare organizations. The paper indicates alternative approaches to research and practices.

Patil and Choudhari (2013) with their study entitled "Investigation of HRM Practices in hospitals of Jalgaon districts"; the study found that HRM practices are very skilfully applied by private hospitals. They have applied all superficial practices in higher proportion as compared to Govt hospital but the core practices are applied only in Govt hospitals. In this study data was collected through self-developed questionnaires and chi square test was used to test the hypotheses. Study addressed that mission and vision there awareness is less.

Wright et al (2003) with their study entitled "The impact of HR practices on performance of business units"; the study evaluate the HR practices and organization commitment on the operating performance and profitability of business units. The purpose of this study is to examine the relationship between HR practices and firm performance in a way that improves the casual inferences that can be drawn. Questionnaires were used to survey employee attitude. So business units were sampled within on large corporation. The articles revealed that both organizational

commitment and HR practices are significantly related operational measure of performance, as well as operating expenses and pretax profits.

Saif and Sartavi (2013) conducted study on "Relationship between Human Resource management practices and perceived performance of employees in Jordanian hospitals". The goal of this study is to quantify the effects of HRM practices on employee performance in a 5 hospitals of Jordan. The study design adopted was descriptive and analytical. Random sampling technique was used in this study. The study population included all healthcare providers in five central Jordanian public hospitals. A structured questionnaire was used to collect data from respondents; the Likert scale of 1 to 5 was used. The questionnaire was administered to 420 employees. A total of 362 questionnaire was returned, giving an 86% response rate. The findings suggested that HRM practices are related to hospital performance, That Jordanian Hospitals do not have effective HRM practices, and that compensation has the greatest impact on increasing an employee's level of performance.

Aleem et el (2012) with their study entitled "An empirical investigation of human resource practices: A study of autonomous medical institution employees in Punjab, Pakistan". The aim of the study was to examine relationship between HR practices and perceived employees performance in the health sector of Pakistan. The HR practices discussed in this study are compensation, performance appraisal, employee relation, job security, promotion, employee participation, and Pension fund. In this study data was collected through questionnaires from 220 employees of the institutions/hospitals. This study has a great importance for the decision makers in the health sector of Pakistan. The result showed that Performance of health sector employees is affected by compensation, employee relations, job security, promotion and pension. However, the employee participation and performance appraisal have no significant impact on the employee performance.

Stefaneseu et al (2011) with their study entitled "Performance measurement in Romanian public hospital. This study is based on a synthesis of ideas on this topic publish into the professional

literature, by accounting professional bodies and also by the entities of public healthcare system. The study aim is to identify the extent to which the concept of performance is used at decisional levels with reference to the healthcare system from the European Union Countries. The conceptual framework of this study is based on literature review and interpretation bodies from European Union countries. This part of the report has been completed by qualitative analysis consisting in the investigation the various professional bodies' sites. The detailed analysis of Romanian healthcare system is supported by the interpretation of regulation enforces in Romania, and also by a critical analysis of the existing deficiencies, and it is followed conclusion. The study emphasized the fact that professional literature finds difficulties to define and measure the performance of the health public system entities. Researcher proposed that a uniform model of assessment of public hospitals performance in Romania, Regardless of their subordination employing clearly defined criteria by quantifiable indicators, according to the responsibilities of all the factors contributing to the quality of healthcare services.

Rakesh, Bimal and Ashish (2011) in their study discussed the importance of performance appraisal process in hospitals. The study described the purpose of having a performance appraisal as a program to monitor employees' performance, motivate staffs which improve hospital morale. The study suggested that performance of a health care professional should be appraised by the appropriate departmental manager, professionals in a team or program, by peers, based on prior agreement on expectations.

Sher Singh, Hemant and Banshiwal (2012) in their study assessed the formal structural system of performance appraisal system to measure and evaluate nurse's job related behaviors and outcomes. The study found that the philosophy, purpose and objectives of the organization, written job descriptions, suitability of appraisal tool, trained evaluators, and full support of top management are the important characteristics of performance appraisal which ensures/enhances quality nursing care.

There is a lot of study done by international researchers regarding performance appraisal system

in hospital industry but a few in our national researchers are studied on performance appraisal particularly in hospitals therefore i find that There is a lot of research gap.

V. DATA INTERPRETATION AND FINDINGS

- Most of people said that HR evaluates the performance of employees.
- All employees said that performance appraisal conduct once a year in hospital.
- Maximum people opinioned that performance appraisal system will also contribute in identifying potential traits.
- Most of people agreed that performance appraisal system is needed to improve relationship between superior and subordinate for better performance and success in the interest of the organization.
- Maximum number of employees said that Performance Appraisal helps to identify the strengths and weaknesses.
- Many of the people said that Performance Appraisal system is needed in an organization.
- Maximum people agreed that an effective appraisal system is critical for enhancing the performance level of employees.
- Half of the people said that regular modification of appraisal system is needed.
- Most of the people said that Performance Appraisal system helpful in reducing grievance among employees.
- Majority of the people said that non-performers managed by counseling to develop their skills.
- Majority of the people opinioned that Performance Appraisal helps to improve employee motivation.
- Majority of the people of people said that performance appraisal give constructive criticism in a friendly and positive manner

- Most of the employees opinioned that Performance Appraisal System brings good culture in the organization.
- Many of the people the Awareness programs regarding performance appraisal system should be conducted periodically.
- Majority of the people agree that the performance appraisal system adopted by the firm is able to gauge the real performance of employee.
- Most of the people that performance of employees improve after process of performance appraisal
- Many of employee opined that low performance is due to lack of skills
- Many Employees said that they had received benefits after the performance appraisal.
- Most of the employee said that they are getting training to manage stress to improve their performance.
- Overall opinion Medcover performance appraisal is excellent said by the majority employees.
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VI. SUGGESTIONS:

1. It is suggested that Performance appraisal should be made policy as conducted at frequent intervals to make the employees more effective and efficient.
2. Frequent training sessions on distinguished areas are to be held which will improve the performance of the employee.
3. It is suggested that the company should maximise the parking facilities for the benefit of the stakeholders.

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