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PERFORMANCE APPRAISAL SYSTEM (PAS) - A REVIEW

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ABSTRACT

In any organization the performance appraisal system is important for its employees. The PAS is need because of every employee has have different level of attitude to do job. If refers to the task of rating or assessing the performance of employees. This done by both for managers, supervisor and employees at various level. In this paper the process of PAS and concept of PAS like informational, interpersonal, Rater, employee attitude. The methods of evaluation based on post-oriented. i.e. ranking method, checklist method, critical method, graphic method and essay method. The future oriented like MBO method, Assessment centre, BARS, 360 and 720 degree method.

KEYWORDS

process, concepts informational, interpersonal, rater and employee attitude.

INTRODUCTION

Performance appraisal is a concept that started in the early of 20th century. It is a human resource management (HRM) practice that has attracted considerable attention from practitioners, teachers, students, and scholars. It is the process of obtaining, analysing and recording information about an employee to evaluate and improve their performance. The role of the performance appraisal as a tool for looking forward to what need to be done by the employee in order to achieve the purpose of the job to meet new challenges.

Ideal of the performance appraisal is that the desired outcome effectively enable to employee to meet their own performance targets to the organization meet their own performance targets through motivated self learning concept. The development of performance appraisal system has four stages. It is called TEAM approach performance appraisal is reviewing past performance and goal setting for future performance and employee development. The TEAM as

T -Technical

E -Expended

A -Appraisal

M -Maintenance

Since formal performance analysis is multidimensional process and consequently, its design may differ significantly among employers. The appropriate system of performance appraisal depends on the nature and characteristics of the organization and also the HRM practices adopted by the employer.

OBJECTIVES OF PAS

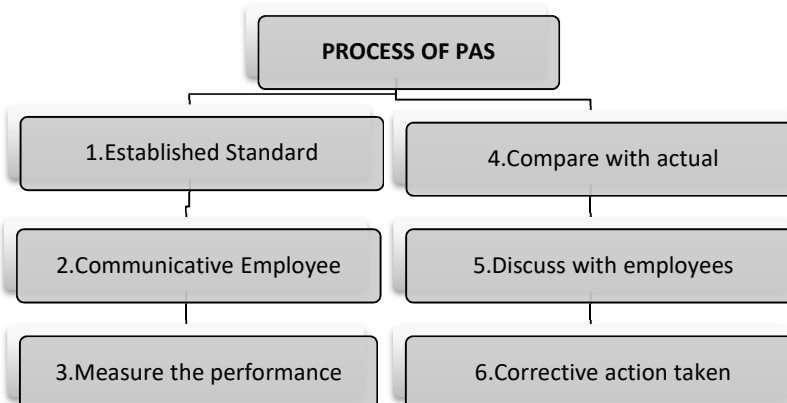
The performance appraisal aims at both judgmental and developmental efforts. Under developmental efforts employees are helped to identify their weakness and take steps to overcome them. It is purely self development of employees. By focusing, performance appraisal goes to the inherent of personal management and reflects organizations interest in the process of employees. The objectives of performance appraisal system are

- To improve the job performance of employees.
- To know their potentials.
- To know the areas where employees need training.
- To develop fair relationship between superior and subordinates.
- To provide systematic judgment of back up salary increase.
- To reduce grievance of the personal.
- To provide promotion is based on mentioned seniority.
- To test the effectiveness of recruitment process.
- To know the pressure of employees.
- To know the strengths and weaknesses of employers.

PROCESS OF PAS

The process of performance appraisal system helps the organization identify six major phases. They are performance standards, communication, measurements compare, and discussion and take corrective action. The PAS involved the identification of common goals between appraisers and appraise. If such a process is conducted effectively, it will increase productivity and quality output. The performance evaluation processes are,

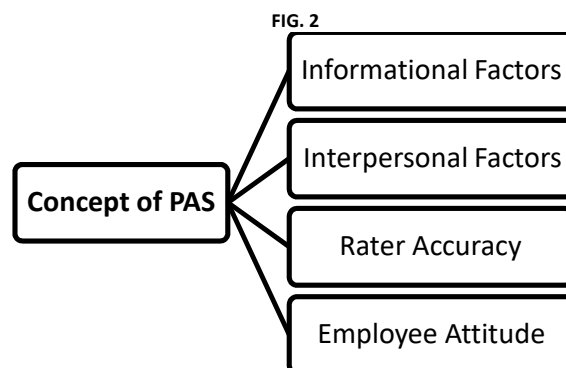
FIG. 1



In order to develop an effective PAS the individuals who are involved as raters should undergo training. They should be trained on the process of managing motivating and evaluating employee performance.

CONCEPT OF PAS

The concept of PAS assumed that linking performance with reward increases the levels of performance. Apart from performance monitoring the performance appraisals also help in determining how each employee fits into the organizational development and efficiency performing all the assigned tasks and responsibilities. It also helps in determining the training needs of the employers in planning future job schedules. The concept of performance appraisal system having following factor.



➤ **Informational Factors**

The communication between the appraiser and appraise will influence the process. It should be done in regular intervals. That will result in a variety of job outcomes like satisfaction, problems and commitment of organization environment. During the discussion the performance review may include the need for improvement. In this stage feedback is also play a vital role in performance appraisal system.

➤ **Interpersonal Factors**

This factor relates to the fair treatment of assessor and assesses. It is an important factor to determine the best quality outcomes the quality of these interactions during the process also contribute to good perceptions in the whole organizations. During this stage these should be an environment of trust in the evaluations. If any absence in this level it may make dissatisfaction with performance appraisal system and then whole process of appraisal as ineffective.

➤ **Rater accuracy**

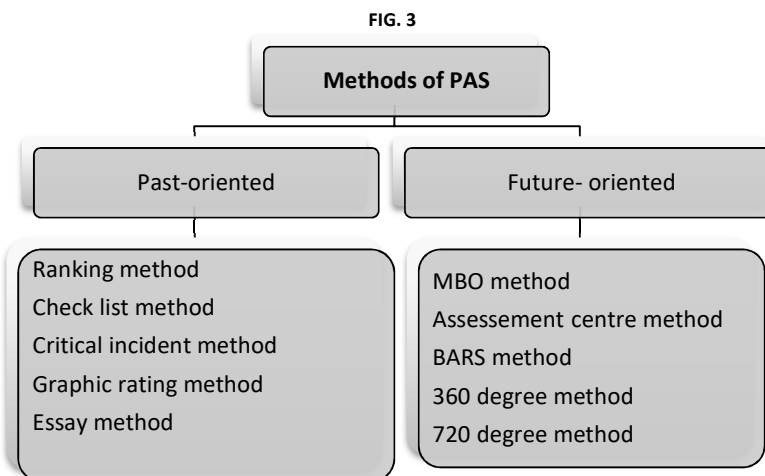
Rating another person's performance is not an easy take, particularly in complex jobs. In this stage providing practical training in rating techniques, this includes feedback. The performance rating is based on rater evaluations which are subjective to human judgments. Personal factors may also likely influence the rating. The poor PAS will not have the desired effect. There should be a proper concept of appraisal system to remove subjectivity and personal bias in the rating. The rater is hence evaluated on account of a number of work situations. It should be done by way of Multi Rater System (MRS).

➤ **Employee attitude**

In PAS employee attitudes towards the system is strongly linked to satisfaction with the system. Perfected judgments of fairness of the system are an important aspect that contributes to its effectiveness. Employee reaction to the critical aspect of acceptance and effectiveness of the system. Any dissatisfaction and unfairness may lead to the failure of the system.

METHODS OF PAS

The performance appraisal is evaluated in terms of quality, quantity, time, cost and also analysis the value that the employee adds to the goals of the organization. These are different methods of performance appraisal used based on the type of organization, size of the organization and also the period when it is used. There are two types of periods used in performance appraisals. They are past-oriented methods and future-oriented methods.



➤ **Ranking Method**

This is one of the simplest method. Which is used when it becomes necessary to compare the performance of two or more employees. It is a process of placing employees in a ranked in a descending order on their overall job performance. But it's possible only for very small in a quantitative nature. The employees are ranked from the best to last on the basis of overall performance. This method having only less objectives because it is for school levels. In organization the employee strengths and weakness cannot be easily determined in this method.

➤ **Checklist Method**

Under this method a checklist of questionnaire is prepared in forms of YES or NO type question prepared. Here the rater only does the reporting or checking and human resources department does the actual evaluation. The rater concerned has to tick appropriate answers relevant to the appraises. The HR department than

calculates the total scores which show the appraisal result of an employee. Checklist method provides constant examples of job evaluation. It is a lengthy procedure of evaluating employees. This method is a time consuming and expensive methods because different list must be prepared for different job nature.

➤ **Critical Incident method**

In this method, only critical incidents and behavior of employee associated with these incidents are taken for evaluation. Identification of the critical incidents during work place can be an individual process or a mutual between user and evaluator. Rating will be done based on the extend of correctness of the subordinate's behavior. Finally, which define good and poor employees. This method requires every supervisor to record all significant incidents in each employee behavior which indicate effective actions are not. The recording is made in a specially designed notebook for this purpose. This method is having drawback of that critical or unusual do not take place in the workplace often and also difficult to convince people to share their action in the critical incidents through a survey.

➤ **Graphic Rating Method**

Graphic rating is scale that lists a number of traits and a range of performance for each. The employee is then rated by identifying the score that best describes his level of performance for each trait. In this method the selection of factors to be measured is the most important one. There may be two types of factors one is employee characteristics and another is his contribution. The above two factors are ranked as excellent, Very Good, Good, Average and Poor. This method is simple to use. But the major drawback is that the rating may be given subjective. In some times each characteristics is equally important in evaluation of the employee performance as "Very Good".

➤ **Essay Method**

his method is a descriptive nature. Under this method the superior prepares a written statement about the employee being evaluated. The description is expected to be as factual and concrete as possible. The statement usually contained on describing specific strengths and weakness of his job performance. It is also suggesting course of action to remedy for identified problems areas. The statement may be written and edited by the appraiser only. The success of the methods depends mainly on the capacity of the appraiser to write effectively about the appraise. Sometimes the appraiser may write a biased essay and also find out the efficient appraiser is also very difficult.

➤ **MBO Method**

The Management by Objective (MBO) was developed by Peter Drucker in 1954. It is also known as *work planning and review of goal setting approach to performance appraisal*. The MBO methods of appraisal are result-oriented. It is seeking to measure employee performance by examining the entered to which pre-determined work objectives have been meet. Generally, the objectives are established jointly by employer and employee or superior and subordinate. The objectives are determined as nature of goals, evaluation process role of employee, nature of control and role of the assessor. Once an objective is agreed by the employee is usually expected to identify the skills need to achieve the objectives. The employees are difficult to understand and accept the goals and also difference of opinion regarding goals from employee to employee and supervisor to supervisor.

➤ **Assessment Center Method**

This Method Was First Developed in USA and U.K in 1943. In Assessment Center is a group of employees drawn from different work units. These employees work together on an as assignment similar to the one they would be handling when promoted evaluates observe and rank the performance of all the participants. It is more focused on observation of observation of communication skills, interpersonal skills, ability to plan and organization. Assess by observing their behaviors across a series of selected excise or work samples. In this method required large staff, expensive and difficult to manage.

➤ **BARS**

Behaviorally Anchored Rating Scale (BARS) were introduced by Smith and Kendall in 1963. This method comes under the combination of critical incident and graphic rating approaches. In this method employee's actual job behavior is judged against the desired behavior. This method more reliable and valid as it is job specific and identifies observable and measurable behavior. The rate's bias is reduced. Systematic clustering of critical incident helps in making the dimensions independent of one another. The ratings are likely to be more acceptable due to employee participation. This method is having large time consuming and the development of BARS for every job is expensive. The behaviors used are more activity oriented than the result oriented.

➤ **360 degree**

It is a popular appraised technique that involves evaluation input from multiple levels within the firm as well as external sources. Under 360 degree performance of employee evaluated by management, colleagues, self, subordinates and customers. The timely feedback is given and performance is evaluated again based on the targets that are set. It provides people with information about the effect of their action on other work place. This 360 degree tool has been formed to be extremely usefully and effective. In particularly to measure interpersonal skill, customer satisfaction and team work. But this methods having negative side as, receiving feedback from multiple sources can be time consuming, very costly and very difficult to install in multi functional areas. The maintaining confidential is also difficult in the 360 degree method

➤ **720 degree**

The 720 degree appraisal is the latest method has been introduced in the most difficult part the performance appraisal process. The appraisal is done and targets are set and the feedback is given and organization gives tips to achieve the goals. It is a pre and post round of feedback. This appraisal having seven stages like, Pre-feedback, Self, Peers, Customer, Sub-ordinates, Managers and Post-feedback. The pre and post feedback play an important place in the 720 degree performance appraisal. This method helps in creating a systematic work environment and will to bring out the best of every employee. It's to ensure that employees reach organizational objectives and standards. This method helps in better analysis and improved feedback from different dimensions and also to develop a better team work. This method is way to understand the expectation of the employees and solve grievances in their activities. In 720 degree method having lot of paper works involved. The rater inexperience and ineffectiveness also there in and also in sufficient information.

CONCLUSION

Every organization, irrespective of its size, has one appraisal system for its employees. This implies the performance appraisal has become an indispensable activity in any organization. Organization should face realities that performance appraisal is incomplete unless the appraisal is told what his strength are and weakness, his performance cannot improve in the subsequent future. Which defects the objective of periodic appraisal.

An appraisal system should have a clear sense of direction, honest and meaningful feedback. Proper feedback should be done to concerned employee so that they will aware about their potentials. The performance discrepancy can be managed through concerted efforts at training and development, career and succession management. It is also vital for organization to have a proper and periodic reviews of all personal policies, compensation, job analysis, job evaluation, and grievance process etc., it means human resources development would be better of it performance appraisal is genuinely conducted. The aim of every appraisal system must be allow for continuous communication between employer and employee should be molded for the total improvement of the organization as whole.

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