



# A PERCEPTION OF AN EMPLOYEE TOWARD PERFORMANCE APPRAISAL SYSTEM.

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## ABSTRACT

An important concern for any organization is to actively contribute to the achievement of its goals. Organizational effectiveness is often equated with operational efficiency. A manager can ensure organizational effectiveness only by ensuring that individuals under his leadership make the best use of the human resources available. Therefore, managers should constantly monitor and measure employee performance.

Organizations exist to achieve goals, and the extent to which individual employees achieve those goals is important in determining the effectiveness of an organization.

Evaluating how well employees achieve their individual goals is an important part of human resource management. This leads to the concept of performance appraisal. The aim is to find out how effective the implementation of the rating system in his Centurion Laboratories is. The purpose of most performance appraisal programs is to encourage employees to review their past performance and then set their own goals for the next period. This allows managers to make effective decisions and/or review previous decisions based on existing plans, information systems,

job analyses, and evaluation of internal and external environmental factors that affect employee performance. can be changed.

This study attempted to identify practical implementations of performance appraisal techniques in general and some aspects, particularly employee awareness and effectiveness of performance appraisal systems.

## Introduction

In a knowledge-based economy, innovation is essential for enterprise success by developing, implementing, and promoting new knowledge, ideas, technologies, and business models. Personal inspiration plays a central role in the development of new products and services, Innovative employees are always looking for new ways to satisfy their creative desires. Innovative behavior of employees is recognized as the basis of organizational innovation and competitive advantage and the ability of employees to innovate methods, products and services is the basis of development. Innovative behavior has therefore become essential to performance improvement, organizational effectiveness. and success through innovative performance. Innovative behaviors were initially perceived as out-of-role behaviors but now they are recognized as in-role behaviors as they have become part of everyday work.

Katz's seminal work led to a better understanding of innovative work behavior.

According to Katz innovative action is not formal action by individuals accustomed to dealing with uncertainty and contingencies. Organizations rely on blueprints for innovative employee behavior in highly sensitive social systems. This Katz description of the organizational environment does not fully address the rapid changes and developments in the business environment.

A recent study was able to gather evidence and recognize the importance of innovative behavior to organizational performance.

Innovative behaviors are intentional actions that employees can initiate to develop and implement innovative ideas within their individual work roles, groups, or organizations. After Katz's 20-year proposal, Kanter presented a model of innovative behavior involving innovative activity or behavior at his level. The authors suggest that idea generation, collaboration building, idea implementation, and dissemination are key components of innovative work behavior. Innovative behavior is the result of individuals working together to create, present, test, and implement new ideas.

Innovative behavior is the result of individuals interacting with the current situation and offering solutions based on previous knowledge and experience. Dren bosch. argues that innovative behavior is the invention and implementation of new ideas. Janssen, defines innovative behavior as the extent to which employees act to develop, promote and implement new ideas in a group or organization". Innovative behavior is an individual's ability to come up with ideas and solutions to complex situations and problems facing an organization.

In this study, innovative behavior is defined as the process of generating new solutions to problems. promotion of ideas by persuasive colleagues, their implementation within a group, unit, or organization.

Innovative possibilities lead to further development and novelty in products, services and processes. Organizations should create an atmosphere that encourages innovation and encourages employees to be creative and innovative in their work. Organizations must develop a culture in which innovative behavior is practiced and knowledge is used imaginatively. Additionally, employees must be willing to participate continuously in the process of innovation.

As a result, it is important for organizations to understand the factors that contribute to generating and driving innovative behavior. To highlight the importance of innovative employee behavior, there are several studies investigating its precursors, such as and supervisory support. Much knowledge has contributed to understanding how different Human Resource Management (HRM) practices lead to positive organizational outcomes, including innovation. Many studies link different HRM practices to innovative behaviors.

Training and development, rewards, job security, autonomy, task organization, job demands, and feedback. HRM practices have been found to encourage innovative behavior in employees, but few studies have focused on the collective impact of HRM content. Perception of the performance appraisal (PPAQ) and quality of the HRM process. Recognition of the strengths of the HRM system. Performance appraisal is an important HR practice and is recognized as a motivating factor that provides quality feedback and encourages employees to take initiative in their work. Bednar et al. suggests that PPAQ (as content of HRM) is positively associated with innovative behavior of employees. However, they did not examine the psychological mechanisms that may be involved in the effects of PPAQ on innovative behavior.

In HR System Strength (HRSS) theory, HRM is the content (i.e. Concrete HRM practices) and processes (that is, recognition of the strength of the HRM system) create a psychological environment that influences employee attitudes and behavior. This theory also hypothesizes that psychological empowerment as a positive work attitude plays an important role in shaping individual behavior in the workplace. It is therefore essential to examine the mediating role of psychological empowerment in the relationship between PPAQ and innovative employee behavior. The performance appraisal process provides an orientation for employees, as when they perceive the quality of performance appraisals, they may feel the psychological power to take initiative and demonstrate innovative behavior. Specifically, based on HRSS, this study investigated the relationship between PPAQ and innovative behavior, and the mediating role of psychological enablement in the relationship between PPAQ and innovative behavior, and determine if the recognition of the HRM system is adequate. Intensity moderates the effects of her PPAQ on psychological empowerment and innovative behavior.

## OBJECTIVE OF THE STUDY

- To study about the perception of employees towards performance appraisal system in centurion laboratories.
- To study about the appraisal system.
- To show a significant relationship between managers and employees.

### Literature Review

#### 1. **Impact of Performance Evaluation Systems on Motivation and Performance of Academics in Nigerian Public Universities – OJOKUKU,R.M. (JUN-2013)**

Universities in Nigeria currently face many challenges. Chief among them is the shortage of his experienced academics due to the mass exodus of faculty to other countries in Africa and abroad's environment is conducive to work and reward packages. more competitive. A series of research studies found a strong relationship between human resource (HR) practices and employee motivation and performance. However, much work needs to be done to study how it applies to her academics at Nigerian universities. Therefore, this study aimed to examine the impact of performance appraisal(PA), a core HR practice, on the motivation and performance of academics in Nigerian universities. Extracted from four public universities. Data collection was conducted using questionnaires and percentage analysis and multiple regression analysis were used for data analysis. The results indicated that university academics did not consider performance evaluation systems to be sufficiently accurate or fair.

Performance evaluation systems also had a strong impact on academic motivation and overall performance. Affect. It was recommended that the PA system for academics be reviewed to ensure that all aspects of their work are recorded, evaluated and appropriately remunerated. It aims to positively influence the motivation and overall performance of academics, thereby serving as a real tool to steer higher education in the right direction for the development of the country.

#### 2. **Evaluation of performance evaluation systems at Bank of Botswana Migiro S.O. and Taderera M.M. (17 December 2010)**

This article attempts to assess the Bank of Botswana's performance appraisal system. A qualitative survey design was used. The survey sample was drawn from a total of 417 employees from nine departments. A proportionally stratified sample was used to select a representative unit of measure. The questionnaire was then distributed to her 79 randomly sampled respondents, but 70 were returned, giving him a response rate of 88%, contributing to the generalization of the results. Empirical results show that the system is used to identify employees for promotion and determine payroll. However, it was also pointed out that the results of rewards do not always positively reflect the results of performance evaluations, and that the system is inconsistent. This article has identified the issues that need to be addressed in order for a bank's performance evaluation system to be effective and achieve its objectives.

Transparency in the implementation of the appraisal system providing continuous feedback to employees on their

performance and reducing system inconsistencies across the bank. Nonetheless, the study was limited in the sense that the rating system was evaluated only by one of his organizations, the Bank of Botswana. Also, the researcher used only one data collection method, a questionnaire, which limits his ability to triangulate the information gleaned from the survey.

### **3. The Role of performance Appraisal Systems and their impact on Employee Motivation (Pooja Dhangol)**

The overall purpose of this study is to determine the role of performance appraisals and their impact on employees. This study aims to identify the extent to which the performance appraisal process influences employee motivation, to identify the extent to which evaluators influence employee motivation, and to identify the extent to which evaluators influence employee motivation. It is intended to identify issues. A descriptive study design was employed in this study. The population of interest consists of 120 Nepalese service industry employees. Data collection is performed using a structured questionnaire with references from the questionnaire and additional qualitative data on the goals of the study. Data are analyzed using statistical tools such as frequency distributions, percentages, and Pearson correlations. Data is displayed using tables and graphs. Research results show that regular performance reviews motivate employees. Performance appraisal can be viewed as a technique to positively influence job performance and employee motivation. Employees can be motivated when the evaluation process is accurate and based on up-to-date job descriptions. Regarding performance appraisal challenges related to employee motivation, we found that some managers tended to evaluate employees liberally or harshly, which can affect employee motivation. A manager's ability to close skill gaps can have a significant impact on employee motivation. Regular reviews can affect employee performance and motivation. You can motivate your employees by fairly evaluating their performance.

### **4. Performance Rating Systems: Impact on Employee Performance - (Liza Estino Daoanis)**

Performance appraisals are an important tool for measuring the framework conditions an organization places on its employees. It tracks an individual's contribution and performance to company goals, identifies individual strengths and opportunities for future improvement, and assesses whether company goals are being achieved or the future company plans and developments. Used to assess whether it serves as a basis. The study explored the status of Nass Construction Company's performance rating system and its impact on employee performance. Respondents in this survey were full-time employees.

A targeted sampling method was used to select respondents. Quantitative and qualitative research methods were used for data collection. Interviews, focus group discussions, and research questionnaires were the main tools used in this study. findings indicated that the company's performance appraisal system is in place, aligned with the agency's vision and mission, and accurate in content and purpose. On the other hand, the results showed that the company's performance appraisal system had both positive and negative effects on employee performance.

Additionally, respondents identified some major gaps in the implementation of corporate rating systems. High-ranking employees are not sufficiently rewarded; the evaluation system is not sufficiently explained to employees; the evaluation system is not sufficiently explained to employees; there is no feedback on results; No assessment tool formulation. We encourage companies to rethink and redesign their rating system to align with their vision and mission to achieve business goals.

## 5. Performance Evaluation System in the Public Sector University of Pakistan - (Ambreen Anjum)

The current study examines various aspects of performance evaluation systems and how they can play a role in improving the performance of teachers in Pakistan's higher education institutions. A multi-method approach consisting of a survey questionnaire and in-depth interviews was used in this study. Survey questionnaires were used to explore different aspects of current performance appraisal systems, and in-depth interviews explored teachers' perceptions of assessment approaches.

The focus of the investigation was the staff of Bahauddin Zakariya University (BZU) in Multan, Pakistan. The researchers included Pakistan Public University as case study in this study. The results show that while the BZU staff perceives the performance evaluation results as useful, there are some impediments. Untrained evaluators, exclusion of multiple evaluators, lack of feedback on successful implementation of performance evaluation systems. This study also proposes solutions that have implications related to these factors.

## RESEARCH METHODOLOGY

- **Aim of The Survey**

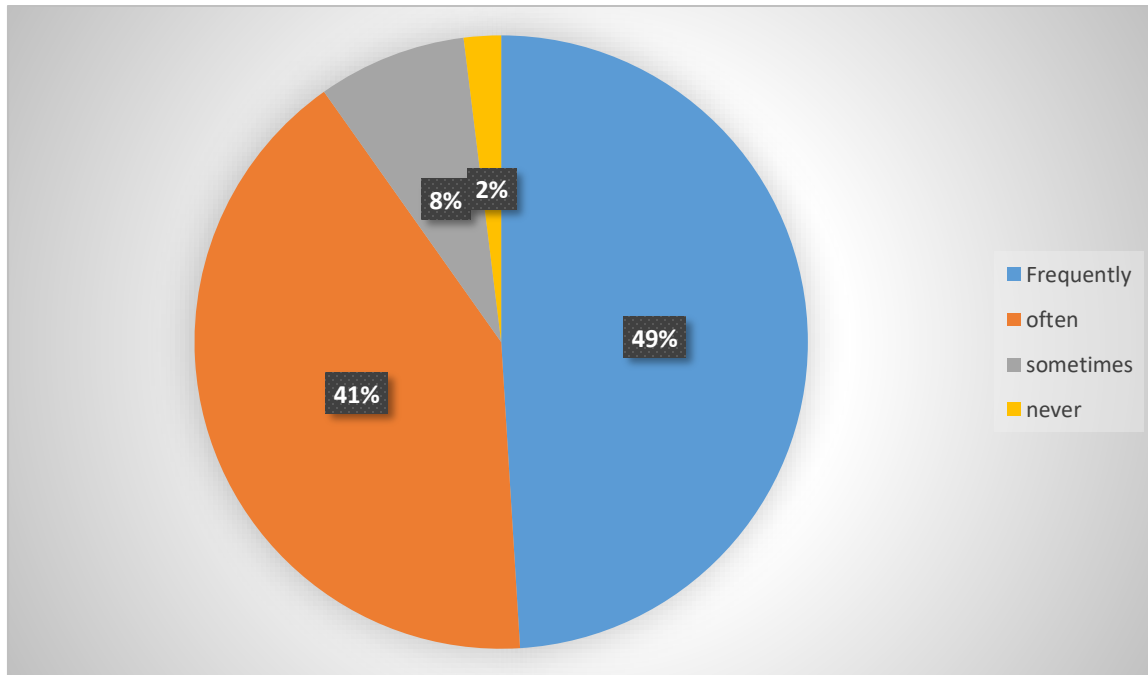
The task was to conduct a survey of a well-known company. Research is concerned with the systematic and objective collection, analysis and evaluation of information on specific aspects to help managers make effective decisions. Once aspects are identified and defined, it is the researcher's responsibility to succeed.

The methodology used in this study included the collection of primary and secondary data. Research in common usage means the search for knowledge.

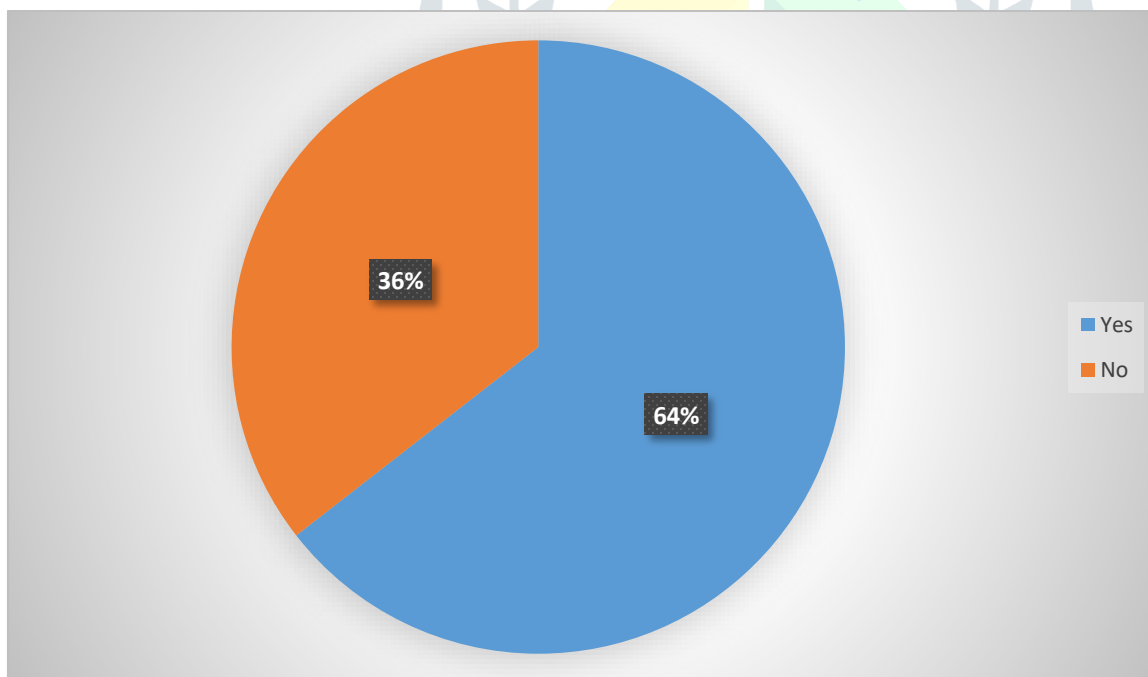
Research can also be defined as the scientific and systematic search for relevant information on a particular topic.

# DATA ANALYSIS AND INTERPRETATION

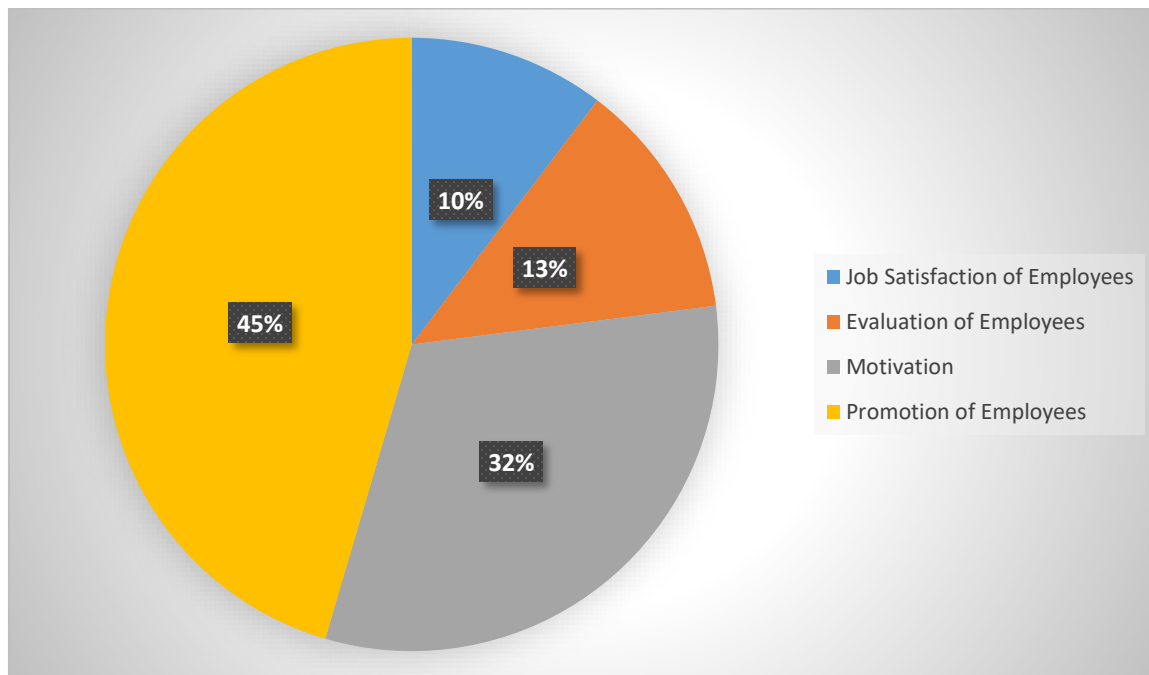
## 1. Are there any job expectations established before performance appraisal



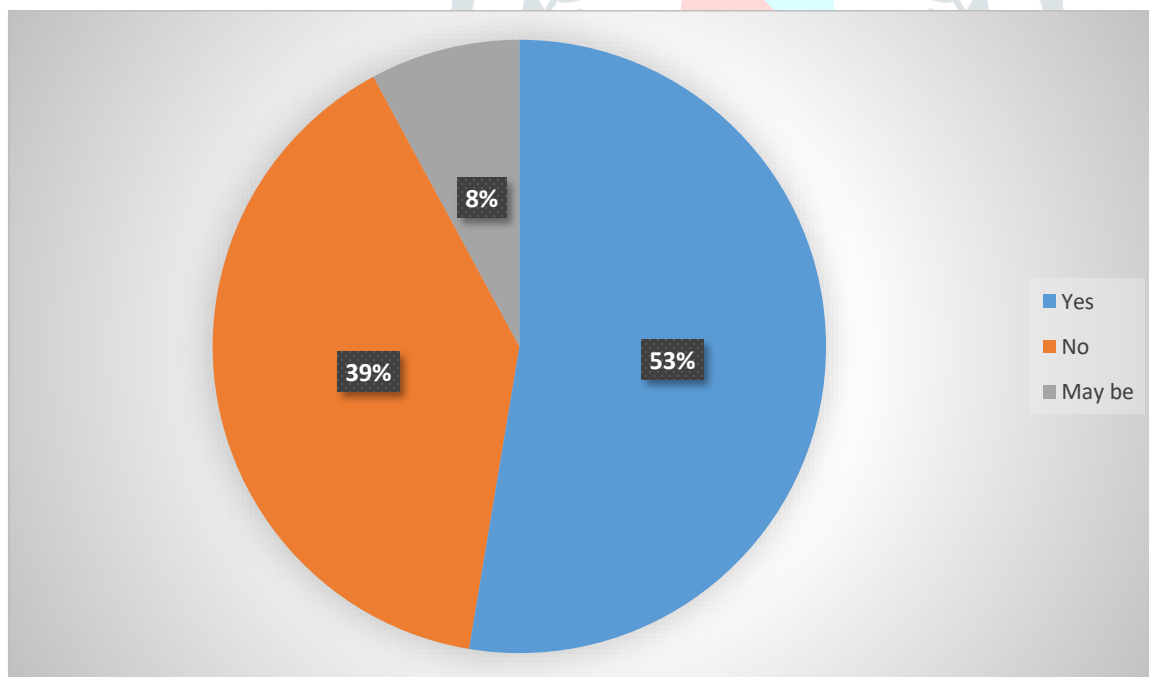
## 2. Do you receive any increment in your salary after performance Appraisal?



3. In your Opinion Performance Appraisal is?

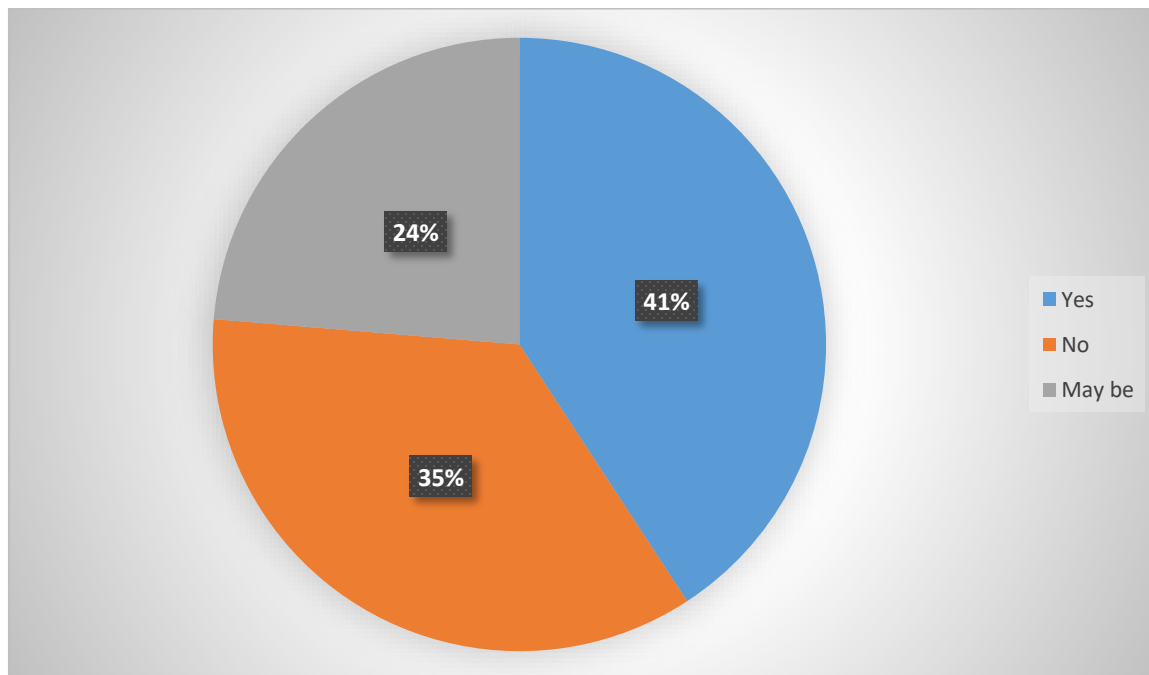


4. Do you think performance appraisal helps to change the behaviour of Employees?

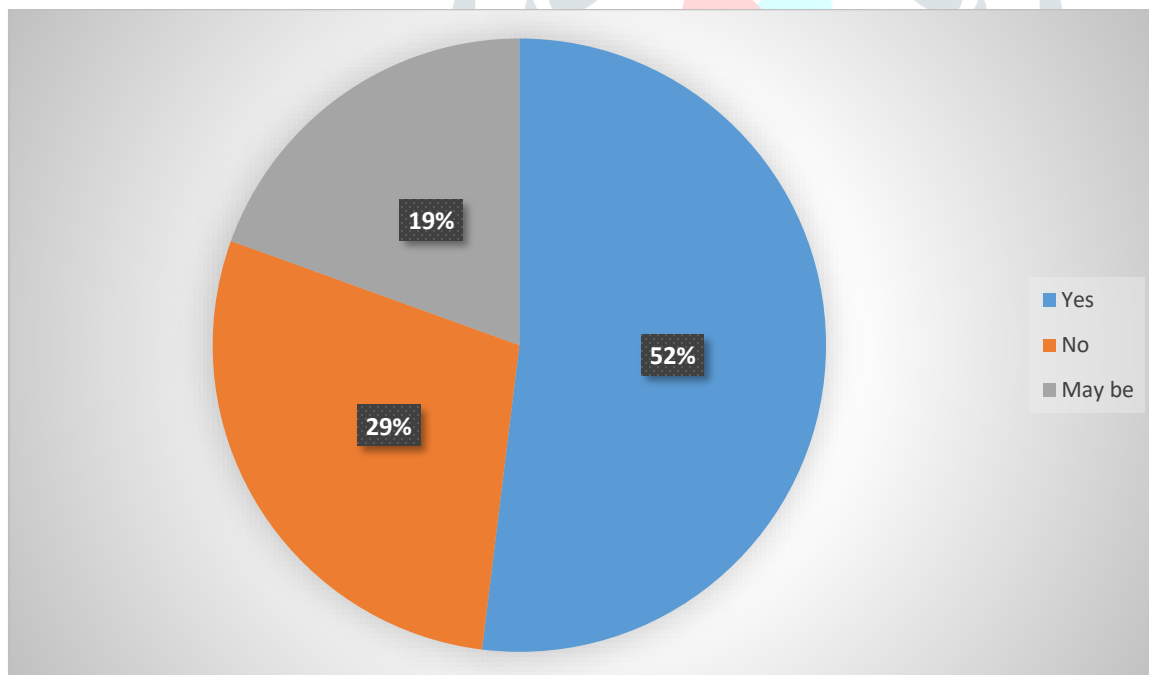




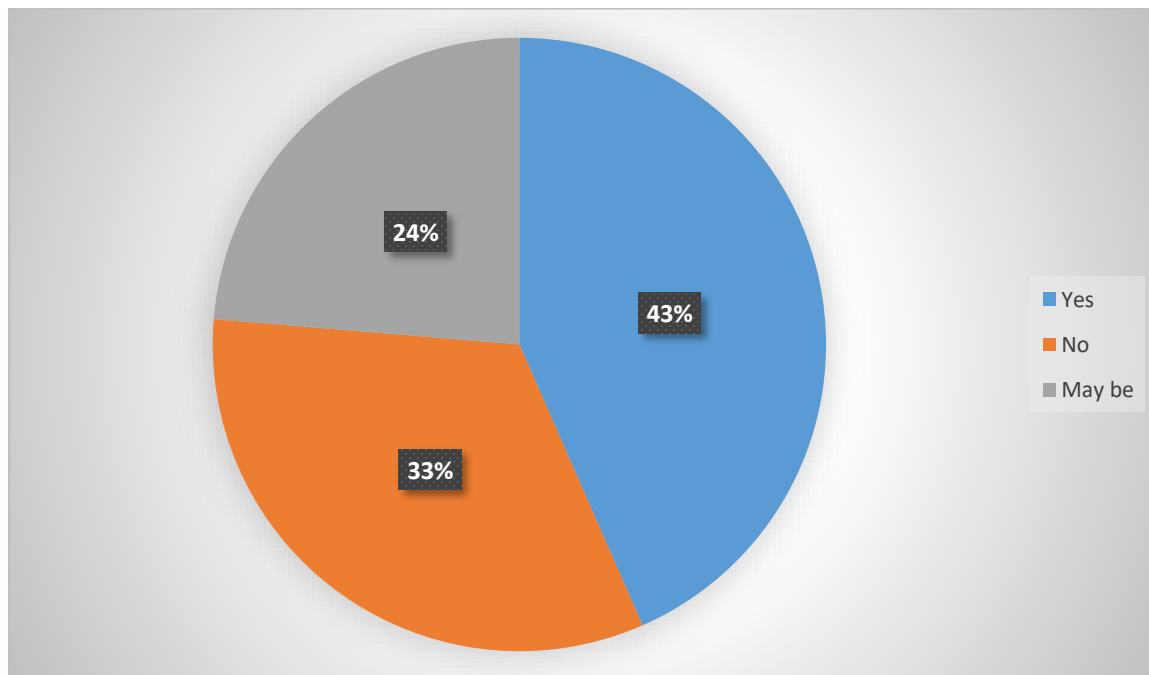
5. Do you think performance appraisal improves motivation and job satisfaction?



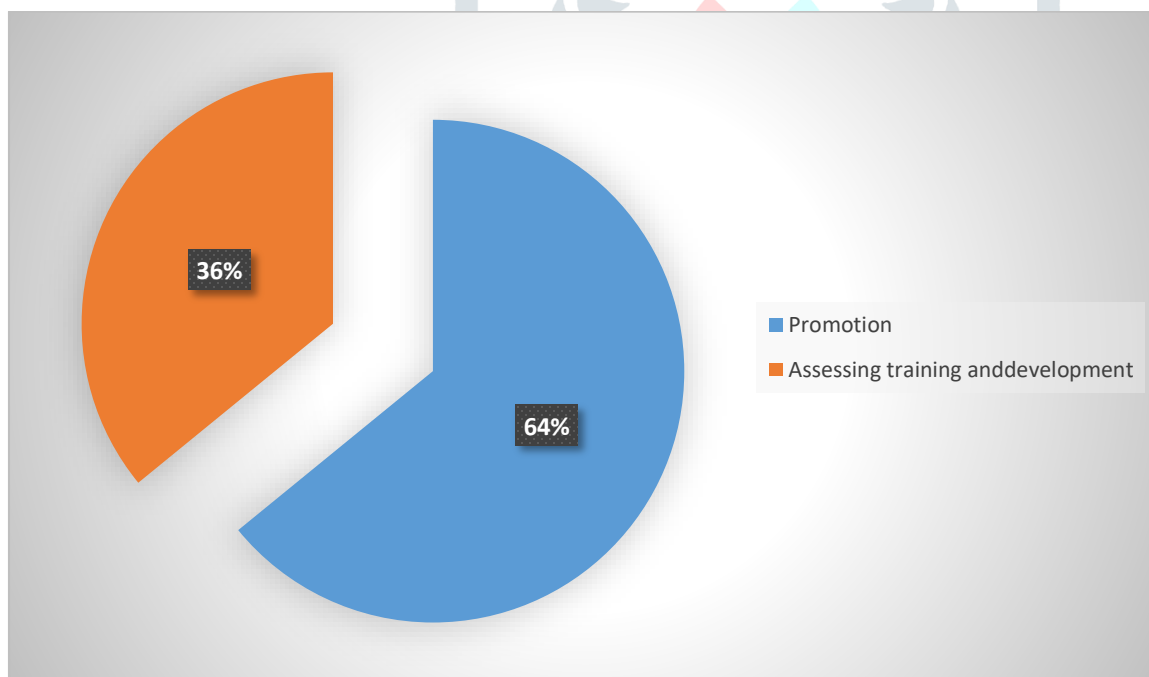
6. Do you think performance appraisal give constructive criticism in a friendly and positive manner?



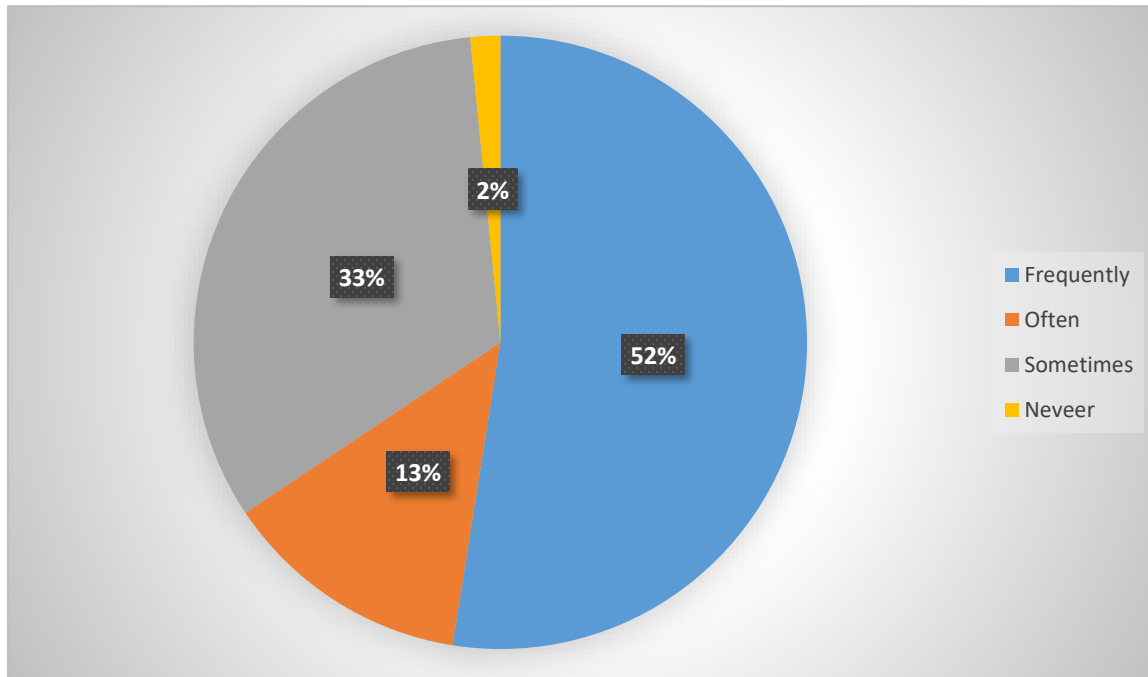
7. Do you think performance appraisal helps people set and achieve meaningful goals?



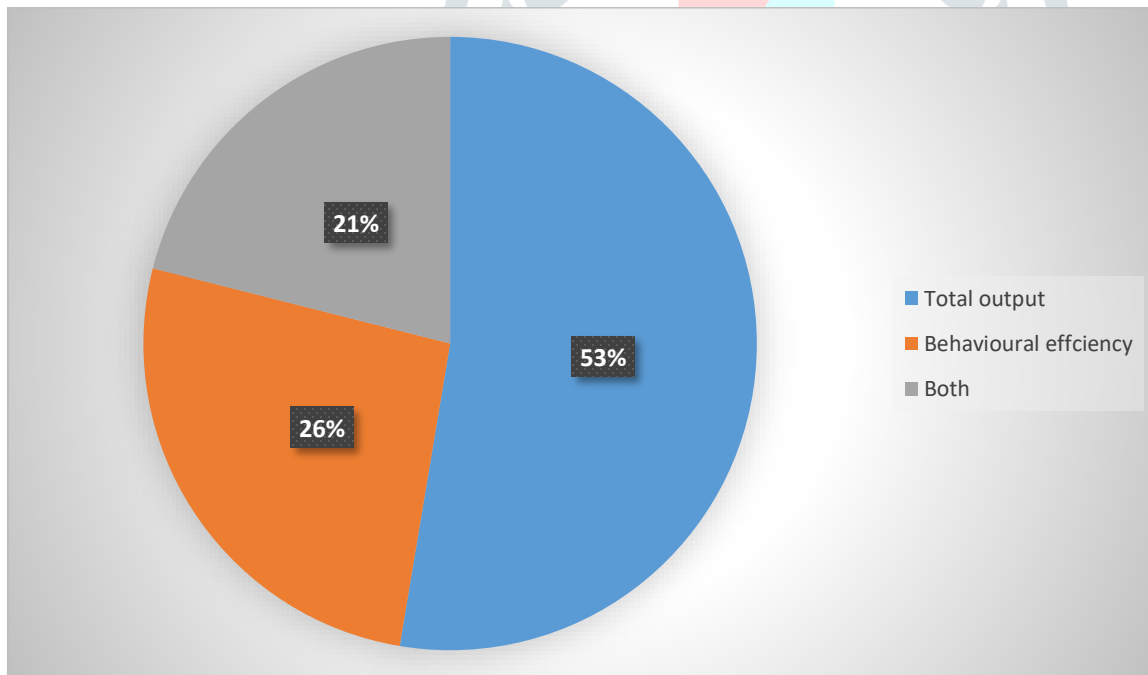
8. What is the objective of performance appraisal?



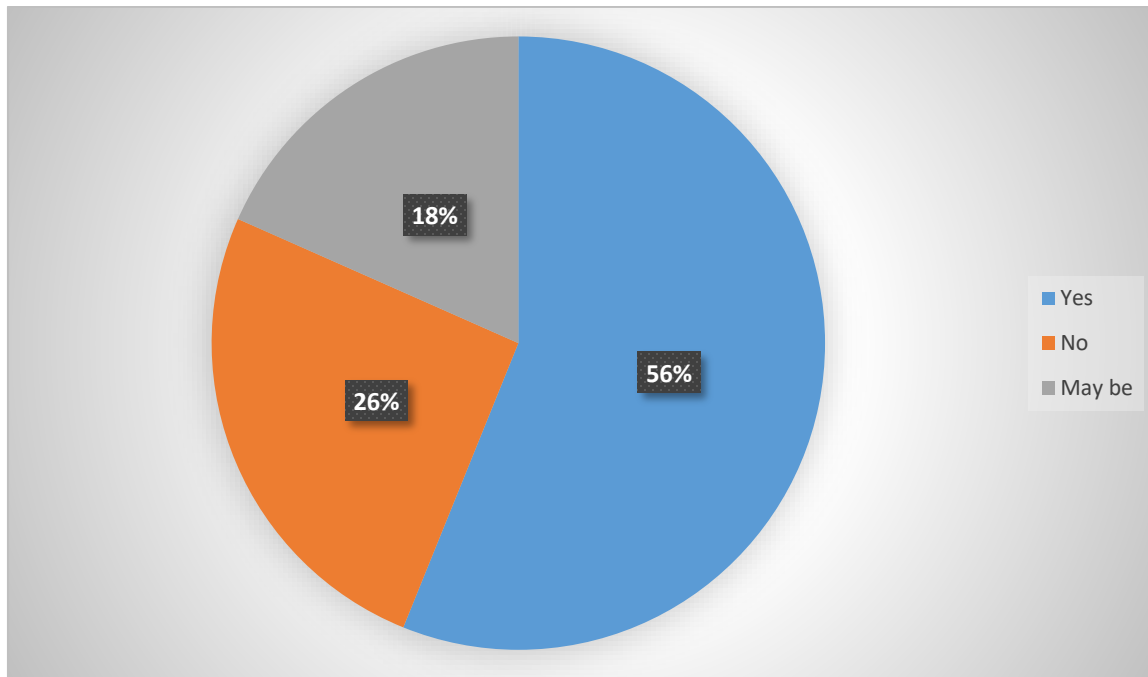
9. Is there any conflict arise between employees after performance appraisal is made?



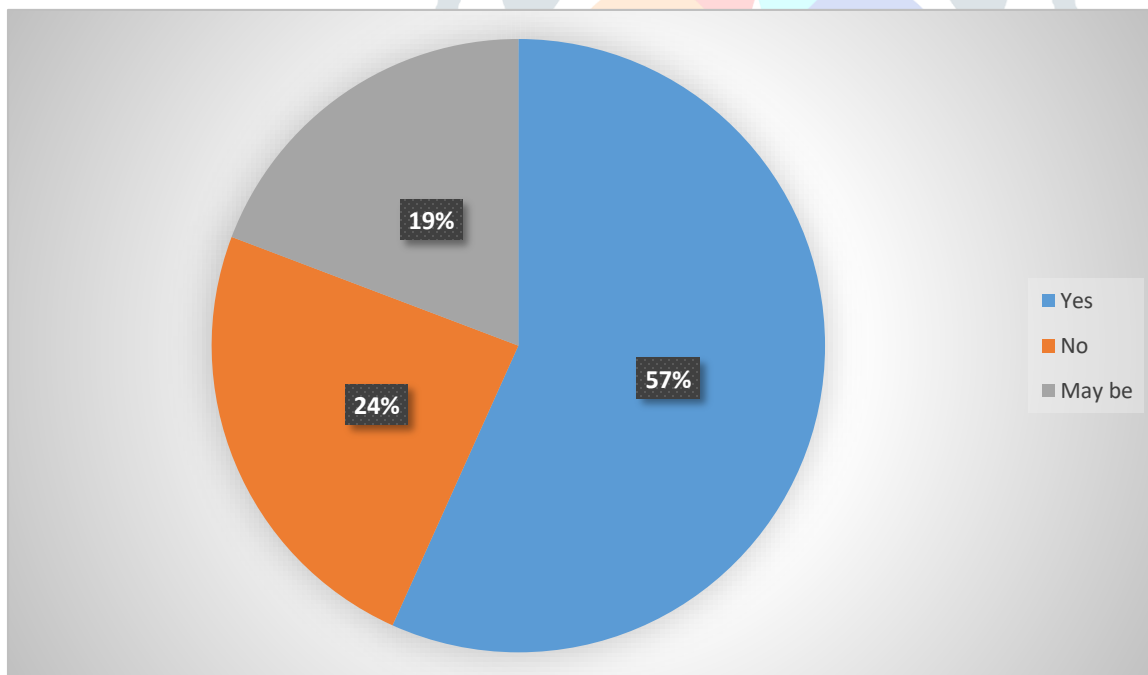
10. On what basis performance appraisal is made?



11. Are you satisfied with the appraisal process of the Organizational?



12. Do you feel performance appraisal process is sufficient in appraising the performances of employees or you need some alternatives to it?



## Limitation of study

The limitation of this study was that the responses gathered were only gathered from one company and not more than that so it is hard to say the conclusion will be accurate for all other firms. Also one limitations is that it is only limited to one type of industry.

## CONCLUSION

- Performance appraisal can be understood as a systematic evaluation of an individual's performance. Performance is measured by factors such as job knowledge, quality and quantity of performance, initiative, leadership skills, supervision, reliability, collaboration, judgment, diversity and health. It also helps develop employees' strengths and address their weaknesses.
- Centurion Laboratories has been conducting performance reviews for the past few years since its inception. Staff is supportive and fully supportive of performance assessments within the facility, and has been found to be very effective in staff performance.
- Centurion Laboratories has been running successfully for several years and has gained a reputation among customers and in society. People from poor backgrounds are trained and offered jobs. With the right tools and a properly reviewed and updated performance evaluation program, performance evaluations can be conducted more effectively. Suggestions from employees and experienced employees will further improve the performance evaluation, making it an ideal evaluation system.

## SUGGESTIONS

- Implement more performance evaluation methods and inform employees about the types of methods used for performance evaluation.
- In the future, the overall performance evaluation will be more transparent and unbiased.
- More opportunities should be provided to express ideas and plans for implementing level performance.
- Mentally stressed employees should be given more training to improve their potential and lead to the highest rating points.
- Overtime should be removed at the time of performance reviews.
- When designing a personnel evaluation system, you can get suggestions from employees.
- Evaluation feedback is very important in any performance evaluation program. It needs to be carefully communicated to encourage high performers to aim higher and underperformers to gain confidence.