

Automated Employee Performance Appraisal System: A Survey

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Abstract: Information is now available in an overabundance, so much so, that distinguishing the noise from the signal has become very problematic. Large amount of data which is structured, semi structured, as well as unstructured in nature so to tackle this sudden boom in the volume of data pouring in every second data analytical tools and services have emerged as a means to solve this problem. The goal of Data analysis is to extract useful values, suggest conclusions and/or support decision making. According to Flippo, a prominent personality in the field of Human resources, "performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in the matters pertaining to his present job and his potential for a better job." Purposes of performance appraisal is to review the performance of the employees. To help the management in exercising organizational control. To figure out the training and development needs of the future, provide information to assist in the HR decisions like promotions, transfers etc. and Provide clarity of the expectations and responsibilities of the functions to be performed by the employees as well as to reduce the grievances of the employees.

Keywords: Competitive Intelligence, Moral judgment, Fuzzy Rule, Self-Assessment

I. INTRODUCTION

There is an old saying that advises, "If you do not know where you are going, you will never get there." Certainly, nowhere is this truer than in a business or organizational setting. From an employee's perspective, knowing where one wants to go may mean wanting to do the things on the job that will help ensure a pay raise or promotion. From the organization's perspective, knowing where one is going may mean wanting to do the things that will improve its effectiveness and efficiency and, in general, help it become a high performing organization. However, neither the employee nor the organization can meet these goals unless they know how they are currently performing and can determine what changes must be made in order to improve overall performance. For the individual, this information usually comes in the form of feedback from a performance

Is the annual performance review really necessary? Is it even effective in optimizing an employee's performance? In a recent survey, 58% of companies said that the annual performance review system is broken and ineffective. As a result, many companies are re-evaluating and updating their performance management systems.

COMPETITIVE INTELLIGENCE

Competitive intelligence is the action of defining, gathering, analyzing, and distributing **intelligence** about products, customers, **competitors**, and any aspect of the environment needed to support executives and managers making strategic decisions for an organization. **Data analytics** (DA) is the science of examining raw **data** with the purpose of drawing conclusions about that information. **Data analytics** is used in many industries to allow companies and organization to make better business decisions and in the sciences to verify or disprove existing models or theories.

MORAL JUDGEMENT

In this type of Appraisal employee's judge a performance appraisal from the perspective of its moral justifiability and the perceived moral justifiability of the process.

If done with the right spirit, performance reviews fulfill an important organizational need to provide feedback, guide, and encourage people to develop their skills and focus their performance toward organizational goals and objectives. Unfortunately, many respected researchers and managers have questioned whether performance appraisals or reviews are worth the effort because of difficulties experienced in conducting them.

FUZZY RULE

The employee performance appraisal can include judgments which are based on imprecise data that is especially the case when one employee is reviewing another employee Thus, the values assigned by the appraiser are only approximations and there is inherent vagueness in the evaluation.

SELF ASSESSMENT

A self assessment is the means of assessing oneself in way to pave a path in which an employee would like his career to move towards and also it can be used to highlight weaknesses he or she would like to work on and also to highlight the strengths and other aspects In short this is basically filling out one's own performance review.

II. LITERATURE SURVEY

By fuzzy logic perspective[1], the performance of the appraise includes the evaluation of his/her work ability, skills and adaptability which are absolutely fuzzy concepts that needs to be define in fuzzy terms. Hence, fuzzy approach can be used to examine these imprecise and uncertainty information. Consequently, the performance appraisal of employees can be accomplished by fuzzy logic approach and different defuzzification techniques are applied to rank the employees according to their performance, which shows inconsequential deviation in the rankings and hence proves the robustness of the system

Competitive Intelligence (CI) [2] is an important area of study for both practitioners and researches. CI is a subset of Business Intelligence (BI), providing balanced picture of the environment to the decision makers. It concerns the collecting and analyzing of the information about the behaviors of the various markets' actors in order to make certain decisions based on market trends

Employees judge a performance appraisal [3] from the perspective of its moral justifiability, and that appraisal reactions will be determined, at least in part, by the perceived moral justifiability of the process.

To reveal the truth about the effectiveness of the self-performance appraisal [4].The result indicates that Self-Appraisals offer numerous benefits to the appraisal process including greater perceived accuracy, fairness and improved understanding of the demands and expectations of the employees as well as the organizations.

Employee appraisal system in Hong Kong and shanghai's Banking Corporation which is formerly known as HSBC Bank[5]. The industry which is considered for this research study is financial services industry which is important to know in the present scenario of developed and developing nations. It is very crucial to evaluate the system in a proper manner for each individual so as to achieve core objectives of the organization (Tolar, 1992). Hong Kong and shanghai Banking Corporation is basically working on a large scale and they always support their internal employees in every sense of the organization. The major factor of growth of the company is the employee satisfaction and therefore, this research study is being conducted for the similar reason of employee appraisal system. The aspect of human resources is the most important and vital part of banking and service sector. The well efficient work force is needed in the industry so as to grow in the competitive world.

According to Peter Drucker 'an organization is like a tune; it is not constituted by individual sounds but by their synthesis. The success of an organization will therefore depend on its ability to measure accurately the performance of its members and use its objectivity to optimize them as a vital resource. The performance appraisal[6] plays a very important role in success of any organization. It not only motivates the employee but also improves the productivity level of any organization. Though the need of Performance appraisal is generated in every organization but there is a difference in mechanism in public and private sector. This research paper is an attempt to highlight various dimensions of appraisal in both the sectors, do comparative analysis and suggest some corrective measures for betterment. The analysis is done on the telecom sectors of Bhopal city including BSNL and AIRTEL

The determinants of the dimensions that shape a formal system of performance appraisal are studied in relation to a sample of Spanish manufacturing establishments[7]. In particular, the factors that influence the measures used to evaluate performance, the person who carries out such appraisal and its frequency are analyzed. Our results show that the characteristics of the establishment exert a significant influence on the configuration of performance appraisal. Specifically, we find that the use of practices complementary to performance evaluation and the structural factors of the establishment are found to correlate closely with the dimensions of formal performance appraisal.

Performance Management system is now widely recognized as a significant vehicle for improving performance and productivity of both employees and organizations. Therefore many organizations are reexamining their current performance management systems. The research [8] evaluates the efficacy of current performance appraisal systems and then identifies the significance and implications of the introduction of 360 degree feedback as a form of appraisal and its impact on the productivity of employees in Pakistan's Banking Sector. For this purpose, qualitative research was conducted through questionnaires. The findings of the survey revealed that ranking method and management by objectives are the two most commonly used appraisal systems in the industry, but a strong preference has been observed for implementation of the 360 degree feedback system. However, most of the respondents felt that 360 degree feedback will lead to no or very small increase in productivity.

In many organizations, reward decisions depend on subjective performance evaluations. However, evaluating an employee's performance is often difficult. Paper [9] develops a model in which the employee is uncertain about his own performance and about the manager's ability to assess him. The manager gives an employee a performance appraisal with a view of affecting the employee's self perception, and the employee's perception of the manager's ability to assess performance.

We examine how performance appraisals affect the employee's future performance. The predictions of our model are consistent with various empirical findings. These comprise (i) the observation that managers tend to give positive appraisals, (ii) the finding that on average positive appraisals motivate more than negative appraisals, and (iii) the observation that the effects of appraisals depend on the employee's perception of the manager's ability to assess performance accurately. The operative function in the

human resource department are analyzed with the contribution of employees and their opinion about the function performed by the employees and their opinion about the function performed by the HR Department in Wipro Infrastructure Engineering Pvt Ltd, Chennai[10]. The employees in the organization are directly interviewed and related data's where collected through the questionnaire. The data's are analyzed through the percentage analysis and chi-square method. From these inference were drawn, based on the inference it is found that most of the respondents feels that the performance appraisal system done by the organization is comfortable and satisfactory. From the study it is found that they are enriching their knowledge with appraisal system and necessary findings are made and suggestions were given. Within a short period of time the employees are aware about the various policies are implemented by the company and also it gain goodwill in the minds of employees. Is suggested that the company should introduce new methods to provide good services promptly and efficiently at the time of employees' measures. Thus the study is mainly focus on performance of the employee among executives, and their opinion efficiently and effectively.

The issues pertaining to the implementation of performance appraisal exercise in the organizations[11]. This exercise is supposed to improve employees' competency and productivity. However, poor execution of performance appraisal exercise can be detrimental especially to the organizational performance. Performance appraisal also has been noticed to be one of the most problematic activities of human resource management and is considered as rather an unnecessary bureaucratic practice or and even a destructive effect on the relationship of employees and managers. Two main reasons of this problem are employee satisfaction and perceive fairness on the performance appraisal system. On the surface, it is not readily apparent how some performance appraisal research issues inform performance appraisal practice[12]. Because performance appraisal is an applied topic, it is useful to periodically consider the current state of performance research and its relation to performance appraisal practice. This review examines the performance appraisal literature published in both academic and practitioner outlets between 1985 and 1990, briefly discusses the current state of performance appraisal practice, highlights the juxtaposition of research and practice, and suggests directions for further research.

Based on a powerful set of survey data ($n > 12,000$), we specify and estimate ordered probit models for individual perceptions of performance appraisal and career opportunities[13]. Explanatory variables include individual background variables, and characteristics of the local working environment. Our results indicate that performance and payoff is better balanced among women than among men. Moreover, perceptions of performance appraisal and career opportunities depend on characteristics of the local work environment, with positive influence from key phenomena like change capability, competency focus, trust and identity. Our data set is a cross-section for a single employer. This removes some sources of self-selection bias, but also implies limitations with respect to generality and variations over time.

Managing human resources in today's dynamic environment is becoming more and more complex as well as important. Recognition of people as a valuable resource in the organization has led to increases trends in Employee maintenance, job security, etc. Research deals with "Performance Appraisal" as carried out in LARSEN AND TOUBRO (EWAC ALLOYS LIMITED). In this report,[14] I have studied & evaluated the performance appraisal process as it is carried out in the company. The first section of paper deals with a detailed company profile. It includes the company's history, its activities and operations, organizational structure, etc. This section attempts to give detailed information about the company and the nature of its functioning. The second section deals of research with performance appraisal. In this section, I have given a brief conceptual explanation of performance appraisal. It contains the definition, process and significance of performance appraisal. In the third section of my research, I have conducted a research study to evaluate the performance management system L & T (EW AC). This section also contains my findings, conclusions, suggestions and feedback.

IV. Conclusion:

In this paper we have described the general working of the performance appraisal tool and also we reviewed the role of Competitive intelligence, Moral judgement, Fuzzy rule and Self-assessment in Employee performance appraisal system. Which helps in increasing the visibility of company goals, which in turn employees will understand what is important to the company's bottom line and direct their efforts to be focused on what is necessary to make the company successful.

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