



A STUDY OF PERFORMANCE APPRAISAL WITH SPECIAL REFERENCE TO BHOPAL REGION

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ABSTRACT-

Employees and organisations use performance appraisal to improve their skills. Performance appraisal has been implemented by organisations to monitor and supervise relationships, growth, and development of individuals and organisations in order to increase overall productivity and job satisfaction. Motivation initiates, guides, and sustains goal-oriented behaviour in individuals. Employee retention is heavily influenced by motivation. PA guidelines are used to assess workers, develop their competence, improve their performance, and issue awards in order to inspire and retain employees. This study focuses on various performance appraisal systems used in organisations, the need for training, and the level of agreement among employees in higher education institutions. This research is based on primary data, and the findings indicate that the performance appraisal system in institutions in the Bhopal region is good.

Keywords: *Performance Appraisal, Appraisal, Job Satisfaction, Satisfaction, Employee Performance*

INTRODUCTION-

The history of performance evaluation is brief. Its origins can be traced back to Taylor's pioneering Time and Motion studies in the early twentieth century. But this isn't very helpful because the same can be said about almost everything in modern human resource management. People have different abilities and aptitudes. There is always some difference in the quality and quantity of work done on the same job by two different people. Employee performance appraisal ratings are required to understand each employee's abilities, competencies, and relative merit and worth to the organisation.

Employees are evaluated based on their performance in performance appraisals. Performance evaluations are widely used in society. Appraisal, as a distinct and formal management procedure used in the evaluation of work performance, dates back to the Second World War, roughly seventy years ago.

According to Dulewicz (1989), there is a basic human tendency to pass judgement on those with whom one works as well as on oneself. " It appears that appraisal is both inevitable and universal. People will tend to judge the work performance of others, including subordinates, informally and arbitrarily in the absence of a structured system.

The hardwired human tendency to judge can cause major issues in the workplace. Without a structured appraisal system, there is little chance of ensuring that such judgments are accurate, fair, and useful.

The goal of performance evaluation was to rationally correlate rewards and outcomes. That is, appraisal was used to determine whether or not an individual employee's salary or wage was justified.

The process was inextricably linked to tangible outcomes. If an employee's performance was found to be less than ideal, his or her pay would be reduced. If, on the other hand, their performance exceeded the supervisor's expectations, a raise was in order. Little, if any, thought was given to the developmental possibilities of appraisal. It was believed that a pay cut or raise should be the only

impetus needed for an employee to either improve or continue to perform well.

LITERATURE REVIEW-

Rocio de Andres (2010), “Performance appraisal based on distance function methods”. This study develops an assessment framework in which various factions of authors engage in the process. Given that reviewers' knowledge of the employee being evaluated varies, it appears possible to set up a comprehensive platform for which reviewers can express their opinions on numerous different discrete scales based on their expertise. The utmost goal was to develop a world-wide appraisal on every employee that the senior management could use to make human resources strategy decisions.

Ashima Aggarwal, Gour Sundar Mitra Thakur (2013), “Techniques of Performance Appraisal-A Review performed”. The research goal was to conduct a review of performance appraisal methods. Some of the performance appraisal approaches discussed include ranking, graphic rating scales, critical incidents, narrative essays, management by objectives, assessment centres, BARS, 360 Degree, and 720 Degree. This research work discovered that determining challenges is dependent on the nature and size of the organisation.

Venclová Kateřina, Šalková Andrea, Kolářková Gabriela (2013), “Employee performance appraisal methods of agricultural enterprises”. The goal of this paper was to assess the current state of rigorous employee appraisal in a representative sample of agricultural enterprises and to look into the interactions between various quantifiable qualities. According to the findings, the most commonly used strategies of employee performance appraisal in agricultural enterprises are predestined target appraisal system, clearly specified standard inevitability performance appraisal, and assessment interviews. These methods are particularly popular among agricultural firms also because findings are implemented towards other human resource management aspects that include the monetary rewards and staff planning.

Angelo De Nisi & Caitlin E. Smith (2014), “Performance Appraisal, Performance Management, and Firm-Level Performance: A Review, a Proposed Model, and New Directions for Future Research”. This study focuses on a model that demonstrates how enhanced performance requires solid HR practises, fair assessment systems, effective performance management, and a clear understanding of an organization's overall strategic goals. The model depicts a perception of a relationship between effort put in and expected outcomes, as well as a perception of a relationship between the achieved result and the expected level of assessment, and a perception of a link between the level of evaluation and the evaluation's outcome. After analysing the academic and practise classes, the researcher determined that utilising a motivating method was the best way to incorporate the numerous minutes and parts that had been obtained, and offered a research framework based on the findings.

Manish Khanna (2014), “Employees Performance Appraisal and its techniques: A Review”. Performance evaluation was significant because it was an essential component of whatever company's strategy for human resources.

Monitoring both team and individual performance to achieve corporate objectives has clear value. Performance appraisal is an important tool in the arsenal of personal management so it achieves the department's main goal of appraising the individual's worth, which is also the department of people development's main goal.

RESEARCH METHODOLOGY-

(a)Objective- The present study intends to;

- To study the performance appraisal of the institutions in Bhopal Region
- To know the perception of employees regarding performance appraisal at their institutions.

(b)Research Approach and method- The present research is based on Abductive Approach.

- **Type of Research** – Empirical in nature.
- **Research Design** - descriptive in which cross- sectional has been taken from Madhya Pradesh Region.
- **Sampling Method-** Systematic Random Sampling technique was used to collect the data.
- **Sample size-** 150 participants while data was collected from 119 respondents.

(c) Data Collection-For the purpose of collecting primary data, online survey method was used as observing the covid-19 pandemic situation. A wellstructured and self-developed questionnaire was prepared based on attitudinal scale (strongly disagree, disagree, agree, strongly agree).

Hypothesis

Further to check the difference among the respondent's perception towards Performance Appraisal on the basis of Designation. Below mentioned hypothesis was developed.

H0=There is no significant difference among the respondent's perception towards Performance Appraisal on the basis of their designation.

H1=There is a significant difference among the respondent's perception towards Performance Appraisal on the basis of their designation.

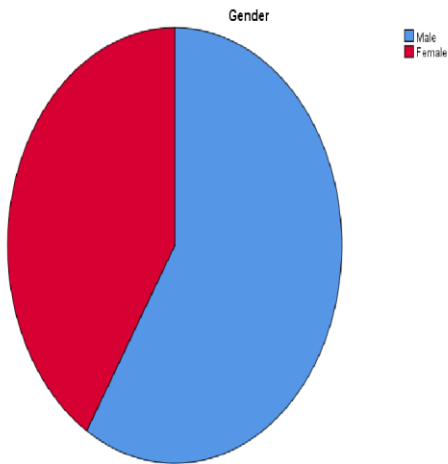
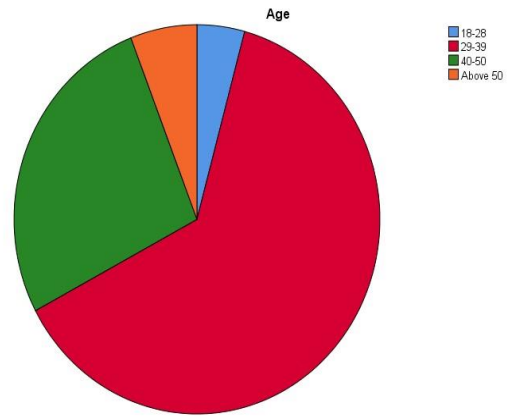
Research Technique for Analysis - Data has been interpreted by calculating frequency, percentage analysis and Anova test has been applied for testing the hypothesis.

Limitations of the study – The study is restricted to Madhya Pradesh Region only and the sample size is small so the results of the study cannot be generalised.

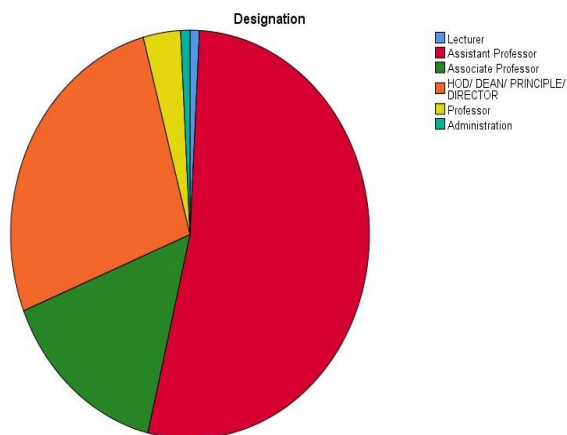
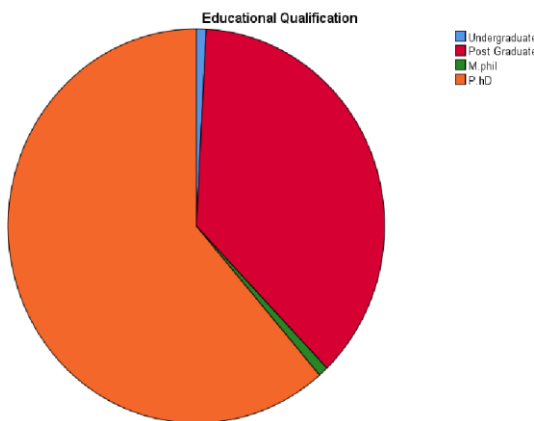
DATA ANALYSIS AND INTERPRETATION

Gender				
				Cumulati ve Percent
	Freque ncy	Perce nt	Valid Percent	

Valid	Male	70	58.8	58.8	58.8
	Female	49	41.2	41.2	100.0
	Total	119	100.0	100.0	



The above graph and table shows that out of total respondents i.e., 119 majority of the participants were of the age-group of 29-39, followed by this, 32 participants from 40-50, 7 from above 50 age group and rest 5 participants were from 18-28.



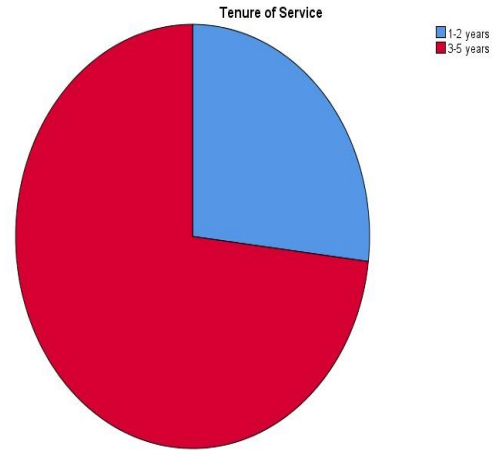
The above graph and table shows that out of total respondents i.e., 119 respondents, majority of the respondents i.e., 70 respondents were Male and rest 49 respondents were Female.

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-28	5	4.2	4.2	4.2
	29-39	75	63.0	63.0	67.2
	40-50	32	26.9	26.9	94.1
	Above 50	7	5.9	5.9	100.0
	Total	119	100.0	100.0	

Educational Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undergraduate	1	.8	.8	.8
	Post Graduate	44	37.0	37.0	37.8
	M.phil	1	.8	.8	38.7
	P.hD	73	61.3	61.3	100.0
	Total	119	100.0	100.0	

The above graph and table shows that out of total respondents i.e., 119 respondents, majority of the respondents i.e., 73 respondents were PhD and rest 44 respondents were PG (Post Graduate) and rest few were undergraduate and M.Phil.

Designation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lecturer	1	.8	.8	.8
	Assistant Professor	63	52.9	52.9	53.8
	Associate Professor	18	15.1	15.1	68.9
	HOD/DEAN/PRINCIPLE/DIRECTOR	32	26.9	26.9	95.8
	Professor	4	3.4	3.4	99.2
	Administration	1	.8	.8	100.0
	Total	119	100.0	100.0	

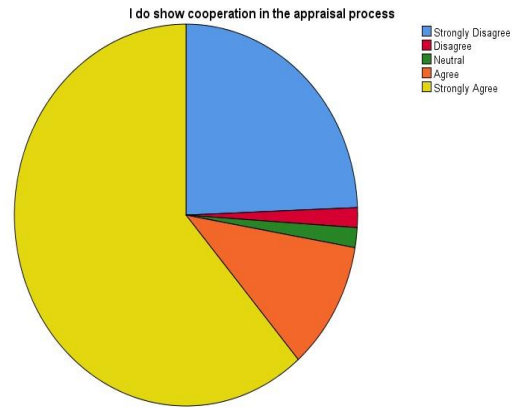
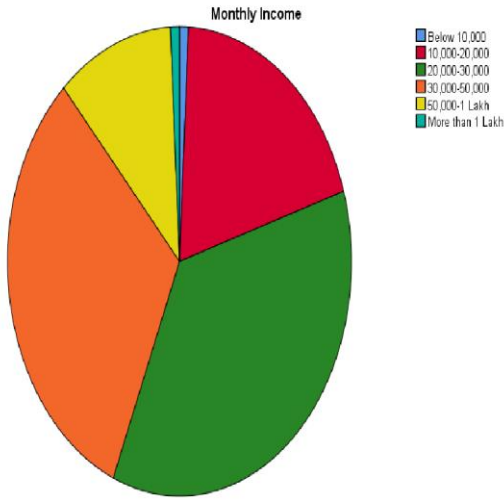


The above graph and table shows that out of total respondents i.e., 119 respondents, majority of the respondents i.e., 87 respondents were having 3-5 years of tenure of service in the present institution and rest 32 respondents were having 1-2 years of tenure of service in the present institution.

The above graph and table shows that out of total respondents i.e., 119 respondents, majority of the respondents i.e., 63 respondents were designated as Assistant Professor, 32 respondents were designated as HOD/Deans/ Principle and Director, 18 respondents were designated as Associate Professor and rest were associated as Lecturer, Professor and in Administration.

Monthly Income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 10,000	1	.8	.8	.8
	10,000-20,000	23	19.3	19.3	20.2
	20,000-30,000	43	36.1	36.1	56.3
	30,000-50,000	38	31.9	31.9	88.2
	50,000-1 Lakh	13	10.9	10.9	99.2
	More than 1 Lakh	1	.8	.8	100.0
	Total	119	100.0	100.0	

Tenure of Service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 years	32	26.9	26.9	26.9
	3-5 years	87	73.1	73.1	100.0
	Total	119	100.0	100.0	



From the above graph and table, it has been found that out of total respondents i.e., 119 participated in the study, majority of the respondents i.e., 73 respondents were strongly agreed with the fact that

The above graph and table shows that out of total respondents i.e., 119 respondents, majority of the respondents i.e., 43 respondents were having the monthly income between 20,000-30,000, 38 respondents were having monthly income between 30,000-50,000, 23 respondents were having monthly income between 10,000-20,000 and from rest few have below 10,000 and few were having 1 lakh.

I do show cooperation in the appraisal process					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	29	24.4	24.4	24.4
	Disagree	2	1.7	1.7	26.1
	Neutral	2	1.7	1.7	27.7
	Agree	13	10.9	10.9	38.7
	Strongly Agree	73	61.3	61.3	100.0
	Total	119	100.0	100.0	

they show cooperation in the appraisal process, 13 respondents were agreed, few were disagreed and

From the above graph and table, it has been found

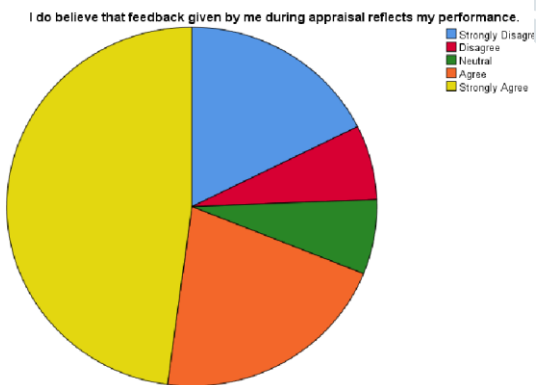
rest 29 respondents were strongly disagreed with the same fact and does not show cooperation in the appraisal process of their institution.

I consider the appraisal process as a waste of time.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	74	62.2	62.2	62.2
	Disagree	8	6.7	6.7	68.9
	Neutral	2	1.7	1.7	70.6
	Agree	5	4.2	4.2	74.8
	Strongly Agree	30	25.2	25.2	100.0
	Total	119	100.0	100.0	

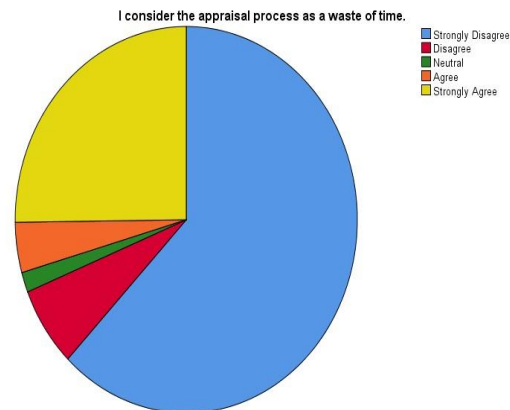
I do believe that feedback given by me during appraisal reflects my performance.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	21	17.6	17.6	17.6
	Disagree	8	6.7	6.7	24.4
	Neutral	8	6.7	6.7	31.1
	Agree	25	21.0	21.0	52.1
	Strongly Agree	57	47.9	47.9	100.0
	Total	119	100.0	100.0	

few were not clear with their thought-process and From the above graph and table, it has been found that out of total respondents i.e., 119 participated in the study, majority of the respondents i.e., 57 respondents were strongly agreed with the fact that they believe that the feedback given by them

that out of total respondents i.e., 119 participated in the study, majority of the respondents i.e., 74 respondents were strongly disagreed with the fact that they consider the appraisal process as a waste of time, 8 respondents were disagreed, few were not clear with their thought-process while 30



during appraisal reflects their performance, 25 respondents were agreed, few were disagreed and few were not clear with their thought-process and rest 21 respondents were strongly disagreed with the same fact and does not feel that the feedback given to them



respondents were strongly agreed and 5 were agreed with the same fact and feels that the process of performance appraisal is just a waste of time and did not give provide any benefit to them after the appraisal.

during appraisal reflects their performance.

I always relate the appraisal process to my personal development.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	24	20.2	20.2	20.2
	Disagree	7	5.9	5.9	26.1
	Neutral	8	6.7	6.7	32.8
	Agree	24	20.2	20.2	52.9
	Strongly Agree	56	47.1	47.1	100.0
	Total	119	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	64	53.8	53.8	53.8
	Disagree	12	10.1	10.1	63.9
	Neutral	12	10.1	10.1	73.9
	Agree	6	5.0	5.0	79.0
	Strongly Agree	25	21.0	21.0	100.0
	Total	119	100.0	100.0	

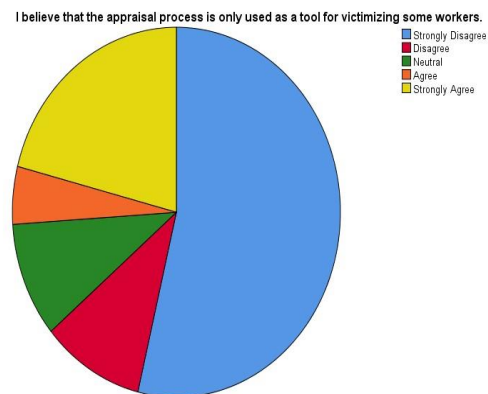
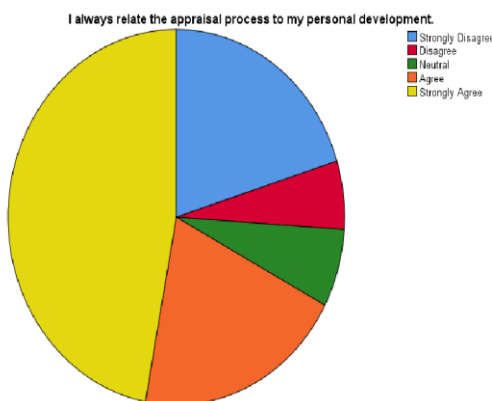
From the above graph and table, it has been found

From the above graph and table, it has been found that out of total respondents i.e., 119 participated in the study, majority of the respondents i.e., 56 respondents were strongly agreed with the fact that they believe that they always relate the appraisal process to my personal development, 24 respondents were agreed, few were disagreed and few were not clear with their thought-process and rest 24 respondents were strongly disagreed with the same fact and does not relate appraisal process to their development.

64 respondents were strongly disagreed with the fact that they believe that they believe that the appraisal process is only used as a tool for victimizing some workers, only 6 respondents were agreed, few were disagreed and few were not clear with their thoughtprocess and rest 25 respondents were strongly disagreed with the same fact.

The needed resources are unavailable to carry out an effective appraisal.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	64	53.8	53.8	53.8
Disagree	12	10.1	10.1	63.9
Neutral	12	10.1	10.1	73.9
Agree	6	5.0	5.0	79.0
Strongly Agree	25	21.0	21.0	100.0
Total	119	100.0	100.0	

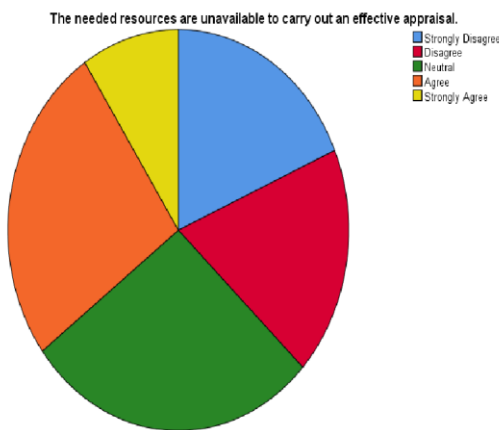
I believe that the appraisal process is only used as a tool for



victimizing some workers. that out of total respondents i.e., 119 participated in the study, majority of the respondents i.e.,

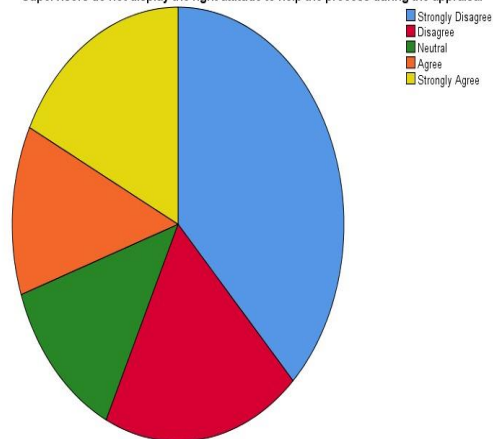
Valid	Strongly Disagree	22	18.5	18.5	18.5
	Disagree				
	Disagree	22	18.5	18.5	37.0
	Neutral	33	27.7	27.7	64.7
	Agree	31	26.1	26.1	90.8
	Strongly Agree	11	9.2	9.2	100.0
	Total	119	100.0	100.0	

Disagree	23	19.3	19.3	57.1
Neutral	15	12.6	12.6	69.7
Agree	15	12.6	12.6	82.4
Strongly Agree	21	17.6	17.6	100.0
Total	119	100.0	100.0	



From the above graph and table, it has been found that out of total respondents i.e., 119 participated in the study, majority of the respondents i.e., 33 respondents were not still clear with the fact that the needed resources are unavailable to carry out an effective appraisal and showed neutral feeling. While 31 respondents were agreed and 11 respondents were strongly agreed, 22 respondents were disagreed and 22 respondents were strongly disagreed with the same fact.

Supervisors do not display the right attitude to help the process during the appraisal



From the above graph and table, it has been found

respondents were Strongly disagreed with the fact that the supervisors do not display the right attitude to help the process during the appraisal. While 23 respondents were disagreed while few were not clear with the thought process. While 21 respondents were strongly agreed and 15 were agreed with the same fact and said that their supervisors display the right attitude during the appraisal process.

Supervisors do not display the right attitude to help the process during the appraisal					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	45	37.8	37.8	37.8

that out of total respondents i.e., 119 participated in the study, majority of the respondents i.e., 45

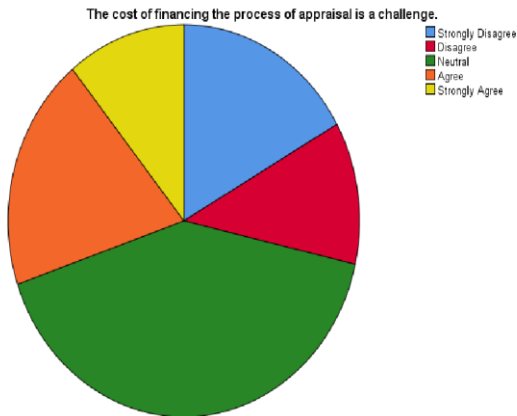
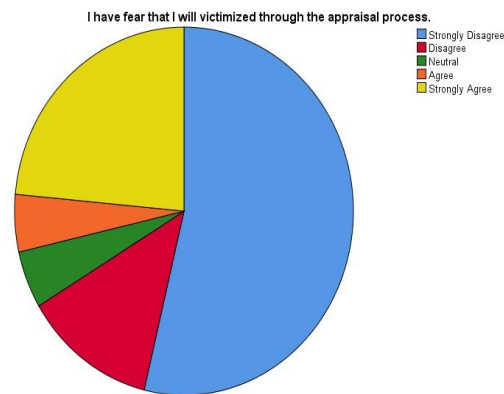
The cost of financing the process of appraisal is a challenge.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	16.8	16.8	16.8
	Disagree	14	11.8	11.8	28.6

From the above graph and table, it has been found that out of total respondents i.e., 119 participated in the study, majority of the respondents i.e., 64 respondents were strongly disagreed with the fact that they have fear that I will victimized through the

From the above graph and table, it has been found that out of total respondents i.e., 119 participated in the study, majority of the respondents i.e., 49 respondents were not still clear with the fact that the cost of financing the process of appraisal is a challenge. While 23 respondents were agreed and 13 respondents were strongly agreed, 14 respondents were disagreed and 20 respondents were strongly disagreed with the same fact.

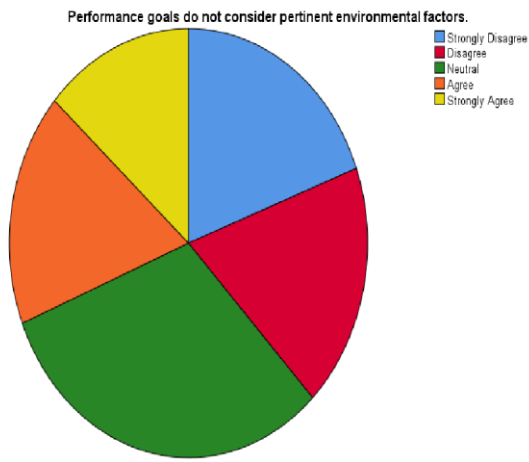
appraisal process. While 15 respondents were disagreed while few were not clear with the thought process. While 28 respondents were strongly agreed and 6 were agreed with the same fact and said that they do not have the fear to get victimized during the appraisal process.

Neutral	49	41.2	41.2	69.7
Agree	23	19.3	19.3	89.1
Strongly Agree	13	10.9	10.9	100.0
Total	119	100.0	100.0	



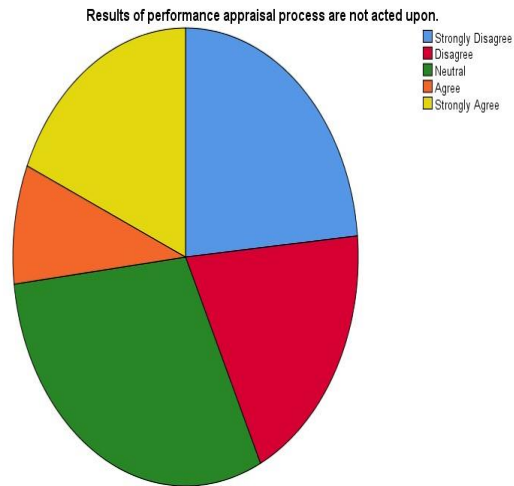
I have fear that I will victimized through the appraisal process.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	64	53.8	53.8	53.8
	Disagree	15	12.6	12.6	66.4
	Neutral	6	5.0	5.0	71.4
	Agree	6	5.0	5.0	76.5
	Strongly Agree	28	23.5	23.5	100.0
	Total	119	100.0	100.0	

Performance goals do not consider pertinent environmental factors.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	19.3	19.3	19.3
	Disagree	22	18.5	18.5	37.8
	Neutral	37	31.1	31.1	68.9
	Agree	21	17.6	17.6	86.6
	Strongly Agree	16	13.4	13.4	100.0
	Total	119	100.0	100.0	



Total	119	100.0	100.0	
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From the above graph and table, it has been found that out of total respondents i.e., 119 participated in the study, majority of the respondents i.e., 37 respondents were not still clear with the fact that the Performance goals do not consider pertinent environmental factors. While 22 respondents were disagreed and 23 respondents were strongly disagreed, 21 respondents were disagreed and 16 respondents were strongly disagreed with the same fact.



Strongly Agree	22	18.5	18.5	100.0
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From the above graph and table, it has been found that out of total respondents i.e., 119 participated in the study, majority of the respondents i.e., 36 respondents were not still clear with the fact that the Results of performance appraisal process are not acted upon. While 28 respondents were strongly disagreed and 23 respondents were disagreed, 10 respondents were agreed and 22 respondents were strongly agreed with the same fact.

Results of performance appraisal process are not acted upon.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	28	23.5	23.5	23.5
	Disagree	23	19.3	19.3	42.9
	Neutral	36	30.3	30.3	73.1
	Agree	10	8.4	8.4	81.5

	I do show cooperation in the appraisal processes	I do believe that feedback given by me during appraisal reflects my performance.	I consider the appraisal process as a waste of time.	I always relate the appraisal process to my personal development.	I believe that the appraisal process is only used as a tool for victimizing some workers.	The needed resources are unavailable to carry out an effective appraisal.	Supervisors do not display the right attitude to help the process during the appraisal	The cost of financing the process of appraisal is a challenge.	I have fear that I will victimize through the appraisal process.	Performance goals do not consider pertinent environmental factors.	Results of performance appraisal process are not acted upon.
Mann-Whitney U	0.000	0.000	0.500	0.500	0.000	0.500	0.000	0.000	0.500	0.500	0.500
Wilcoxon W	1.000	1.000	1.500	1.500	1.000	1.500	1.000	1.000	1.500	1.500	1.500
Z	-1.000	-1.000	0.000	0.000	-1.000	0.000	-1.000	-1.000	0.000	0.000	0.000
Asymp. Sig. (2tailed)	0.317	0.317	1.000	1.000	0.317	1.000	0.317	0.317	1.000	1.000	1.000
a. Grouping Variable: DESIGNATION											

Further to test the hypothesis, Mann-Whitney Test have been applied. Since, the P value is greater than 0.05 indicates that there is no significance difference in the perception level towards Performance Appraisal among the respondents on the basis of Designation.

CONCLUSION

Employees are in charge of running and steering organisations. Employee performance contributes to the organization's growth and stability. Performance appraisal is a crucial technique for evaluating personnel. The performance appraisal is always done by and for the people. The evaluation technique is determined by the organisation, and the manager's job is to implement it by gathering relevant data from the employee and providing an output that is without any biases. The present study provides a clear review that higher education institutions of Bhopal Region that majority of the faculty members were found satisfied with the

performance appraisal. Moreover, on the other hand, almost one third of the faculty members were also of the view that there should be different forms of appraisal for different designations and this should be kept under consideration by the policy makers. Thus, still there is a need to work on the implementation of the policies in certain areas. Therefore, senior administrators of the organization should continuously review the performance appraisal of the employees for overall institutional growth and development.

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