

## Performance Appraisal is the Key to High Performance

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### Abstract

People perform their best when they are given specific goals which are attainable. Performance of employees and to understand the abilities of a person for further growth and development. It will be better to give employees the map, the destination and sometimes general direction in which to start. Performance appraisal is an unavoidable element of organizational life. Performance appraisal is an influential tool that organizations have to organize and coordinate the power of every employee of the organization towards the achievement of its strategic goals. It can focus each employee's mind on the organization's mission, vision and core values.

Organizations have come to realize that a primary part of their business is to help employees achieve high performance by providing them timely support for completing their tasks. Performance Appraisal helps the supervisors to chalk out the promotion programmes for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case. Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future.

**Key Words:** Performance appraisal, leadership, Supervisors, higher education, motivation.

### Introduction

Performance evaluation methods are the systems and processes through which appraisal is carried out in an organization. Performance appraisal is an unavoidable element of organizational life (Brown, 1988; Longenecker & Fink, 1999). Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. Performance Appraisal is a management tool which is helpful in motivating and effectively utilizing human resources. Performance appraisal is generally done in systematic ways which are as follows:

1. The supervisors measure the pay of employees and compare it with targets and plans.
2. The supervisor analyses the factors behind work performances of employees.
3. The employers are in position to guide the employees for a better performance.

### Objectives of Performance Appraisal

Performance Appraisal can be done with following objectives in mind:

1. To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.
2. To identify the strengths and weaknesses of employees to place right men on right job.
3. To maintain and assess the potential present in a person for further growth and development.
4. To provide a feedback to employees regarding their performance and related status.
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6. It serves as a basis for influencing working habits of the employees.
7. To review and retain the promotional and other training programmes.

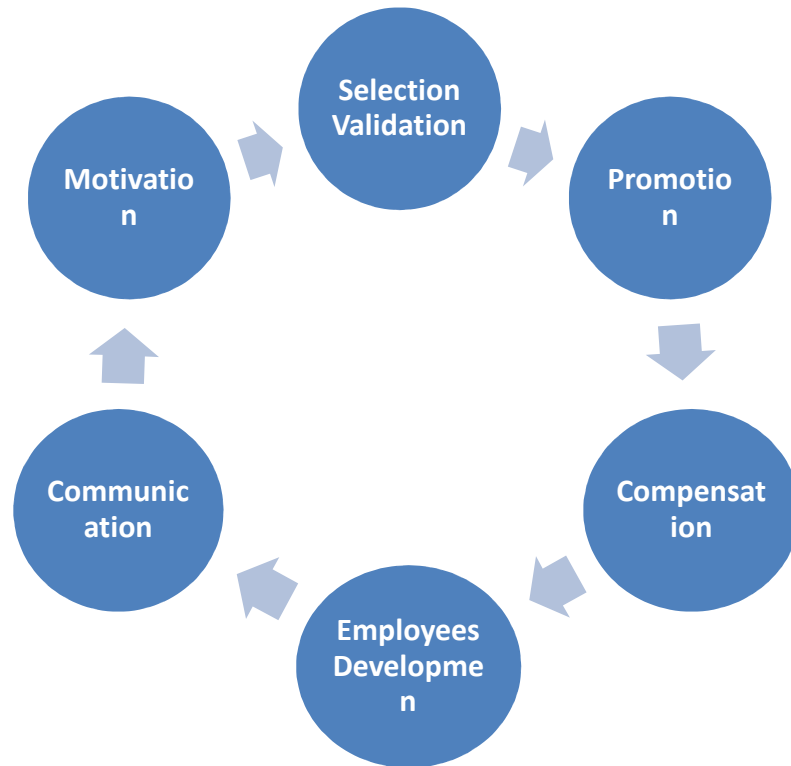
### Advantages of Performance Appraisal

It is said that performance appraisal is an investment for the company which can be justified by following advantages:

1. **Promotion:** Performance Appraisal helps the supervisors to chalk out the promotion programmes for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.
2. **Compensation:** Performance Appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which includes bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority.
3. **Employees Development:** The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes. It helps to analyse strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development

programmes.

4. **Selection Validation:** Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure. The supervisors come to know the validity and thereby the strengths and weaknesses of selection procedure. Future changes in selection methods can be made in this regard.



5. **Communication:** For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication can be sought for in the following ways:
  - a. Through performance appraisal, the employers can understand and accept skills of subordinates.
  - b. The subordinates can also understand and create a trust and confidence in superiors.
  - c. It also helps in maintaining cordial and congenial labour management relationship.
  - d. It develops the spirit of work and boosts the morale of employees.

All the above factors ensure effective communication.

6. **Motivation:** Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future.

**Performance appraisal** is a part of career development. The latest mantra being followed by organizations across the world being – "get paid according to what you contribute" – the focus of the organizations is turning to performance management and specifically to individual performance. Performance appraisal helps to rate the performance of the employees and evaluate their contribution towards the organizational goals. **Performance appraisal as Career Development** leads to the recognition of the work done by the employees, many a times by the means of rewards and appreciation etc. It plays the role of the link between the organization and the employees' personal career goals.

#### **For Example**

When a professor guides a student for an MPhil degree, he will receive 3 points for each candidate and

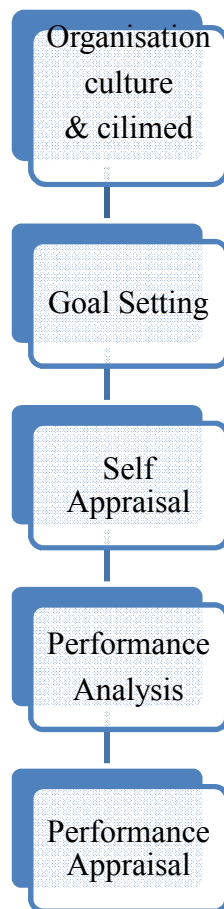
10 points for guiding a PhD student.

Faculty members who organise orientation or refresher courses, research and methodology workshops will receive 20 points while those participating in an international conference will be awarded 10 points. Points for participating in an Indian conference will fetch 5 points while 2 points will be awarded for a regional conference. Scores for organising international, national, regional and invited lectures will be 15,10, 5 and 2 points respectively.

International, national, state and local awards received by teaching faculty members will fetch them 50, 25, 10 and 5 points respectively.

Teachers can score up to 200 points, depending on the extent to which they meet various criteria outlined under the final head of co-curricular work and student mentoring activities.

### Performance Appraisal Model



**Organization culture & cilimed** Organizational climate is briefly defined as the meanings people attach to interrelated bundles of experiences they have at work. Organizational culture is briefly defined as the basic assumptions about the world and the values that guide life in organizations. A brief overview of the more recent study of organizational culture is then introduced, followed by samples of important thinking and research on the roles of leadership and national culture in understanding organizational culture and performance and culture as a moderator variable in research in organizational behavior. The final section of the article proposes an integration of climate and culture thinking and research and concludes with practical implications for the management of effective contemporary organizations. Throughout, recommendations are made for additional thinking and research.

**Goal Setting** A goal is a statement of a desired future an organization wishes to achieve. It describes what the organization is trying accomplish. Good organizations convey a strong vision of where they will be in the future. As a leader, you have to get your people to trust you and be sold on your vision. Using the leadership tools described in this guide and being honest and fair in all you do will provide you with the ammo you need to gain their trust. To sell them on your vision, you need to possess energy and display a positive attitude that is contagious. People want a strong vision of where they are going. No one wants to be stuck in a dead-end

company going nowhere...or a company headed in the wrong direction. They want to be involved with a winner! And your people are the ones who will get you to that goal.

**Self Appraisal** Self appraisal is an important part of the Performance appraisal process where the employee himself gives the feedback or his views and points regarding his performance. Usually this is done with the help of a self appraisal form where the employee rates himself on various parameters, tells about his training needs, if any, talks about his accomplishments, strengths, weaknesses, problems faced etc.

**Performance Analysis** Performance analysis involves gathering formal and informal data to help customers and sponsors define and achieve their goals. Performance analysis uncovers several perspectives on a problem or opportunity, determining any and all drivers towards or barriers to successful performance, and proposing a solution system based on what is discovered.

**Performance Appraisal** A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives.

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