

A Study on Performance Appraisal of Employees, In One of the Leading Hospitals in Madurai

Dr.V.Uma¹, R. Akalya²

¹ Associate Professor and Head of the Department, Department of Hospital Administration Dr.N.G.P. Arts and Science College, Coimbatore

² Student, Department of Hospital Administration Dr.N.G.P. Arts and Science College, Coimbatore

ABSTRACT

A performance appraisal is also called as performance review or employee evaluation. It is an important tool for an organization. It is a method in which the performance of employees are measured in terms of punctuality, discipline, training effectiveness, job awareness and quality and quantity of their work. As a result of performance appraisal, the HR manager will discuss about the employee's rewards, promotion, demotion, transfer, bonus and sometime suspension should all based on the employee performance. This paper is about the appraisal of the employees by themselves, from their department and finally from the HR department. A questionnaire was framed and distributed to the employees of that hospital in order to study the performance level of the employees. The expected outcome of this paper is that the employees are generally performing in a sufficient level and also cooperating with performance appraisal.

KEYWORDS: Performance appraisal, Hospital, Rewards, Feedback

Date of Submission: 27-04-2021

Date of acceptance: 11-05-2021

I. INTRODUCTION

A. Definition:

Performance appraisal is a method where the job performance of an employee is documented and then evaluated. Performance appraisals are a part of work development and consist of systematic evaluations of employee performance within organization.

Performance Appraisal Functions:

Performance appraisal has some primary functions.

- To provide suitable opinion to each employee on their performance
- To provide the documents to managers, so on the basis of their performance the manger will assign future job tasks and may give compensation.
- To be a basis for modifying the employee behavior for more effective performance.

B. Performance appraisal conducted by:

Performance appraisal is conducted by Human Resource Department. The achievement of organizational performance is depends on the performance of each employee of the organization. Therefore, performance of each employee is measured by Human Resource Department. The performance appraisal begins with setting of clear performance management policy, training should be given to the employees, have regular review on discussions with employees about their performance and provide feedback. Performance appraisal in any organization is conducted annually or half yearly or quarterly or on regular basis.

C. Performance appraisal process:

1. Establish performance standards:

The first step in performance appraisal is setting of standards which helps to know the actual performance of employees. The standard should be clear and easily understandable by every employees.

2. Communicate the standards:

The standards should be conveyed to all the employees. This will help the employees to know about their roles and responsibilities.

3. Measure the exact performance:

It is a continuous process of monitoring the employee performance.

4. Compare exact performance with desired performance:

The comparison gives the deviation of exact performance from the standard set. From this the management will know the performance level of employees.

5. Discussion of results:

The result of the performance appraisal is discussed with employees. The feedback should be given in positive way which should reflect in their future performance. The manager’s feedback should correct the mistakes of employees and motive for better performance.

6. Decision making:

The discussion by HR managers about the employee’s rewards, promotion, demotion, transfer, bonus and sometime suspension should all based on the employee’s performance.

D. Benefits of performance appraisal:

1. Management can identify where they can improve their working conditions for better outcome.
2. Employees will get compensation on basis of their performance.
3. Management can give opportunities for employees who have good talents and skills.
4. Employees come to know their strength and weaker part.
5. Management can identify and support the employees who needs more trainings.

II. LITERATURE REVIEW

According to Vasset F, Marnburg E, Furunes T.(2011),the respondents were encouraged by feedback about their exact work condition. This results increase in motivation to obtain even more job knowledge. Training, involvement and opinion led to greater employee self-evaluation.

According to Rubin EV, Edwards A.(2020), for superiors struggling with performance management, it is better that they can focus on performance feedback communication rather than altering the appraisal systems.

According to Owino, C. A., Oluoch, M., & Kimemia, F. (2019), performance appraisal should involves with setting of clear practical goals as a crew, having routine assessment discussions on performance with employees, providing continuous valuable feedback and rewards should be given.

Objectives:

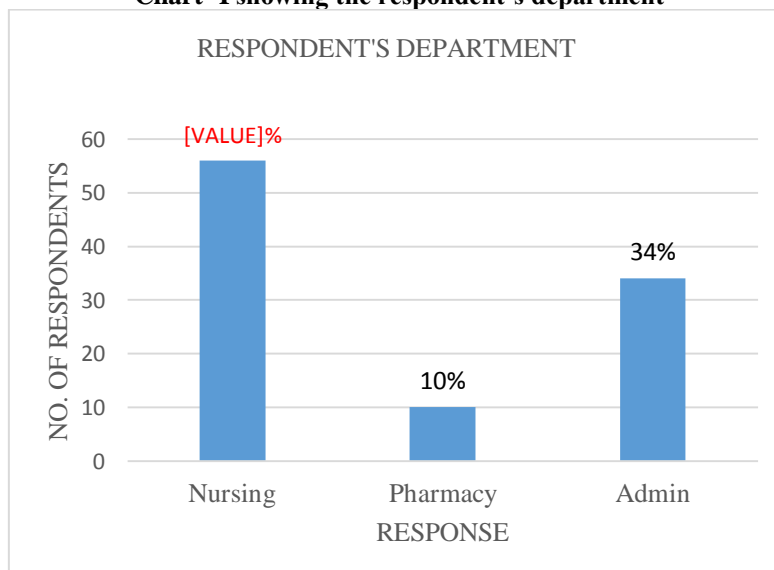
- To study the performance appraisal of employees in a hospital at Madurai
- To measure the effectiveness of appraisal system in a hospital at Madurai
- To suggest measure to improve the performance appraisal system in a hospital at Madurai

III. METHODOLOGY

The study covered about 100 employees in a leading 300 bedded multi- speciality hospital where they provide some comprehensive care to patients – gastroenterology, pulmonology, plastic and cosmetic surgery, E.N.T, endocrinology y, dermatology, oncology and others. This study is all about employee’s performance appraisal. The simple random sampling is used to collect the data. The data’s were gathered from the employees by questionnaires. The assessment tool is a designed questionnaire divided into 4 parts. The first part includes the demographic questionnaire such as experience, gender etc., the second part includes with employee self-appraisal, the third part includes with appraisal by department head about the employees and the fourth part includes with appraisal by HR department about the employees.

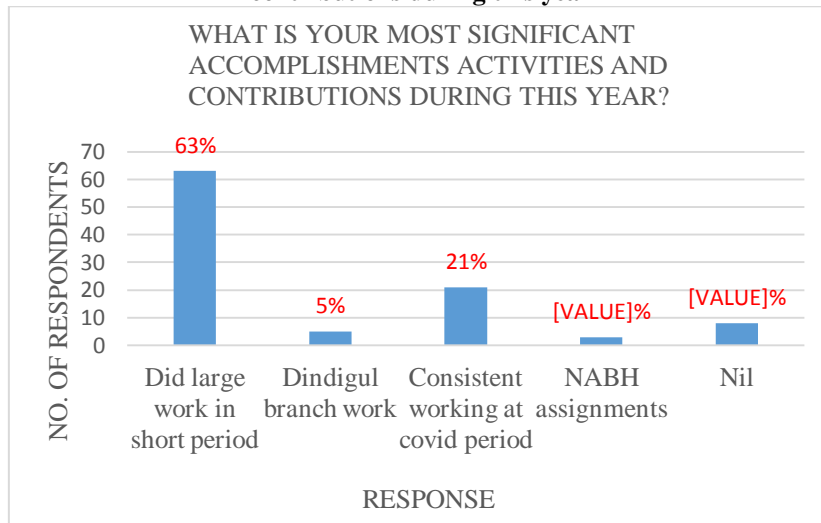
IV. ANALYSIS

Chart- I showing the respondent’s department



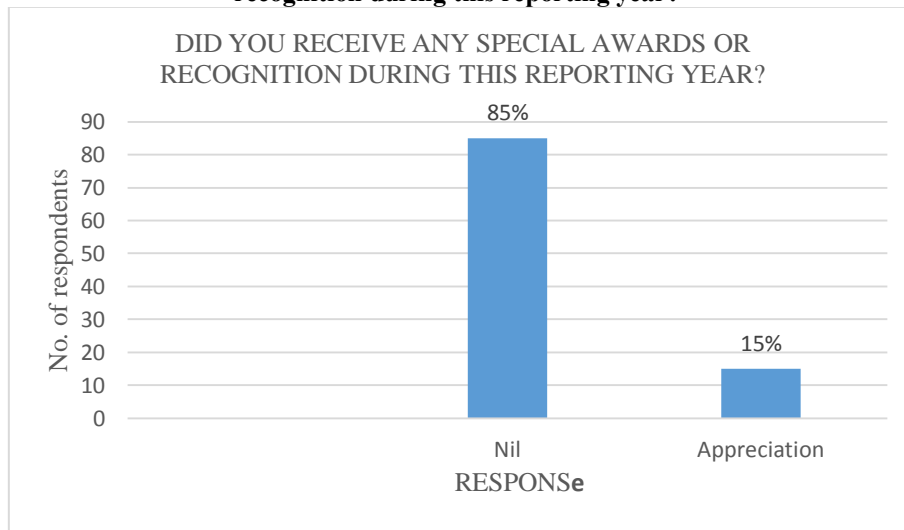
The above chart- I shows that 56% of the employees are in nursing department, 34% of the employees are Admin staffs and 10% of the respondents are working in Pharmacy.

Chart- II showing that respondent’s opinion towards the most significant accomplishments activities and contributions during this year



The above chart- II shows that 63% of the employees have responded did large work in short period, 21% of the employees respond consistent working at covid 19, 8% respond nil, 5% respond did dindigul project work and 3% of the respondents respond NABH assignments to the statement “what is your most significant accomplishments activities and contributions during this year?”

Chart- III showing respondent’s opinion towards the statement “Did you receive any special awards or recognition during this reporting year?”



The above chart- III shows that 85% of the employees have responded nil to the statement and 15% of the respondents respond appreciation to the statement “Did you receive any special awards or recognition during this reporting year?”

**Table- I showing the relationship between quality of work and job knowledge of respondents
Correlation**

		Respondents quality of work	Job knowledge of respondents
Respondents quality of work	Pearson correlation	1.00	.99
	Sig. (2-tailed)		.001
	N	100	100
Job knowledge of respondents	Pearson correlation	.99	1.00
	Sig. (2-tailed)	.001	
	N	100	100

In the following interpretation, H denotes Hypothesis

H0: There is no relationship between quality of work and job knowledge.

H1: There is relationship between quality of work and job knowledge.

The above table interprets the correlation between the quality of work and job knowledge. As the significant value is less than 0.05, alternative hypothesis is accepted. Hence, it can be proved that there is correlation between quality of work and job knowledge of respondents.

Table- II showing the difference between the experience of respondents and the utilization of knowledge and skills of the employees for hospital development.

ANOVA

		Sum of squares	df	Mean square	F	Sig.
Respondents utilization of knowledge & skills	Between groups	51.97	3	17.32	207.13	.000
	Within groups	8.03	96	.08		
	Total	60.00	99			

In the following interpretation, H denotes Hypothesis

H0: There is no difference between the experience and the satisfaction level.

H1: There is difference between the experience and the satisfaction level.

From the above table, the significant value is 0.00, which is less than 0.05. Hence we reject H0 and accept H1. Thus we prove that there is difference between the experience of respondents and the utilization of knowledge and skills of the employees for hospital development

V. MAJOR FINDINGS AND SUGGESTIONS

- For the statement “what is your most significant accomplishment activities and contributions during this year?” about 63% of the employees have been responded that they have done large work in a short period. This shows that they are really interested in their work.
- About 85% of the employees have not received any rewards or appreciation but still their performance is good. This shows that some employees were not really interested in any rewards.
- About 99% of the employees have been working effectively after the training. This shows that, training plays important role in employee performance.

The recommendations include,

- Management should segregate the work and allot the work to the respective employees.
- Management should appreciate or give recognition to the employee for their work.

- Performance evaluation should be more clear and effective for employees.
- Appraisal feedback is very important in any performance evaluation program. The feedback should be carefully conveyed by making low performers to increase their self-confidence and high performers to be encouraged.

VI. CONCLUSION

Performance appraisal, which means that it is an assessment of an individual performance in an effective way. The performance of the employees are measured with some factors like quality & quantity of their work, job awareness, punctuality in their work, training effectiveness, discipline, maintaining proper attendance, following safety rules, attitude, adaptability and initiative. Performance appraisal also helps in increasing strength and also helps in rectifying the weaker part of the employees. From this study, we conclude that the employees are generally performing in a sufficient level and also cooperating with performance appraisal. Further, rewards should be given to the employees whenever the response is positive.

REFERENCE

- [1]. Becker J, Bridge P, Brown E, FerrariAnderson J, Lusk R. The development and implementation of a performance appraisal framework for radiation therapists in planning and simulation. *Journal of medical radiation sciences*. 2017 Dec;64(4):321-7.
- [2]. Conteh SB, Bah FI, Xiongying N. A study on the effects of employee work performance appraisal system at the NRA of Sierra Leone. *journal of business*. 2020 oct 7;5(2):1-1.
- [3]. Dangol P. Role of Performance Appraisal System and Its Impact on Employees Motivation. *Quantitative Economics and Management Studies*. 2021 Jan 7;2(1):13-26.
- [4]. Dewi PE, Astawa IK, Ernawati NM, Suarta IK. The Impact of Hotel Staff Appraisal to Career Development. *International Journal of Green Tourism Research and Applications*. 2019 Dec 23;1(1):73-84.
- [5]. Kyeremeh DD, Pimpong M. Performance appraisal and staff commitment in higher education. *Asian Research Journal of Arts & Social Sciences*. 2018 Oct 23:1-4.
- [6]. Meng R, Li J, Zhang Y, Yu Y, Luo Y, Liu X, Zhao Y, Hao Y, Hu Y, Yu C. Evaluation of patient and medical staff satisfaction regarding healthcare services in Wuhan public hospitals. *International journal of environmental research and public health*. 2018 Apr;15(4):769.
- [7]. Okero io. effect of performance management systems on employee performance in state corporations in kenya. *Reviewed Journal of Human Resource Management [RJHRM]*. 2021 Feb 7;2(1):1-5.
- [8]. Owino, C. A., Oluoch, M., & Kimemia, F. (2019). Influence of Performance Management Systems on Employee Productivity in County Referral Hospitals of Kiambu County. *International Journal of Academic Research Business and Social Sciences*, 9(3), 1320–1336
- [9]. Rubin EV, Edwards A. The performance of performance appraisal systems: understanding the linkage between appraisal structure and appraisal discrimination complaints. *The International Journal of Human Resource Management*. 2020 Aug 21;31(15):1938-57.
- [10]. Vasset F, Marnburg E, Furunes T. The effects of performance appraisal in the Norwegian municipal health services: a case study. *Human resources for health*. 2011 Dec;9(1):1-2.