

PERFORMANCE APPRAISAL SYSTEM: A STUDY ON EMPLOYEES CENTRAL ISSUES AND CHALLENGES IN HEALTHCARE

Farzana Gulzar*, Shafiq Gul**, Bilal Ahmad Dar***, Sheezan Shafi****, Aiman Fayaz*****

Abstract *The purpose of this paper is to review the findings of research papers of various authors to derive the main issues, problems and challenges faced by the healthcare employees with respect to the practice and implementation of effective performance appraisal system (PAS) that impacts employee satisfaction, trust, commitment and retention in a work environment. Findings were categorized using a framework analysis. This approach gives rise to a hierarchical thematic framework, which is then used to classify findings according to key themes and emergent categories. Four major themes emerged from the analysis of the research studies. All the problems and challenges are categorized in the following themes in a conceptual manner: contextual problems, problems related to performance appraisal (PA) structure, problems related to PA process, problems related to PA results. Based on our understanding of the papers reviewed by us, suggestions are drawn which give a holistic view on the issues and problems faced by the employees w.r.t. the PAS and various practices that organizations should adopt so that their employees perceive this system as unbiased, challenge free and satisfying. Keeping in mind the end goal to accomplish quality patient care and most extreme employee satisfaction, the current PAS being led in the healthcare organizations should be changed and amended to a great extent*

Keywords: *Performance Appraisal System, Rater Motivation, Employee Satisfaction, Organizational Context, Meritocratic Abilities*

INTRODUCTION

The accomplishment of any business depends upon the value and characteristics of its employees. The employees twist into a significant aspect in any association while they are the central part of the organization. Associations essentially can't achieve their objectives and goals without them. Though, it is a reality that any employee for that theme needs something to persuade him or to look ahead to so that he is aggravated to work at the best interest of the company. This, in fact, was expressive of the more key way to deal with Human Resource Management (HRM) strategies, which looked to narrate the aims of the association to the performance of the individual person. The organization's main points, objectives and goals turn into an implanted portion of the practice in the performance administration and conveyed through the performance appraisal system (PAS).

We start with defining the key terms. Performance appraisal system is a considered to be the distinct, authorized, commandingly sanctioned affair, characteristically conducted once or twice a year. Moreover, it's an evaluative concern in which calculable scores/grades are frequently allocated based on the judged level of the employees job related performance on a set benchmark used and the marks/grades/scores are imparted to the employee being assessed. One of the most challenging mechanisms of human resource (HR) management as per (Allen & Mayfield, 1983) is PAS. All stakeholders involved in the performance appraisal process — rater, employee, and HR managers — classically are dissatisfied with their organization's performance evaluation structure (Smith et al., 1996) and identified the evaluation process as either an aimless exercise or, worse which adversely affects the employee-supervisor association (Momeyer, 1986). In numerous surveys being conducted in

* Sr. Assistant Professor, Department of Management Studies, University of Kashmir, Jammu & Kashmir, India.
Email: farzana_ls@yahoo.com

** Research Assistant, ICMR Project, Jammu & Kashmir, India. Email: shafiqagul@gmail.com

*** Research Assistant, ICMR Project, Jammu & Kashmir, India. Email: Darbilalsultan@gmail.com

**** Research Scholar, Department of Management Studies, University of Kashmir, Jammu & Kashmir, India.
Email: sheezanshafi6@gmail.com

***** Research Scholar, Department of Management Studies, University of Kashmir, Jammu & Kashmir, India.
Email: daraiman9@gmail.com

the organizations, results disclosed dissatisfaction to a great extent w.r.t performance appraisal (Huber, 1983; Walsh, 1986; Meyer, 1991).

Appraisal is a normal procedure that associations use to assess their workers or employees. It is an orderly evaluation that is as objective as possible. Its motive is to determine the importance and gratification of goals, proficiency, viability, effect and supportability (Smith, 2000). Evaluation issues are essential for the performance examination process because the issues of rater motivation are that efficient evaluation frameworks are those where the raters can quantify employees performance and the inspiration to give the most precise appraisal ratings. (Murphy & Cleveland, 1995).

The human resources are essential for any association and the performance appraisal administration can be improved by the accomplishment of targets of the organization through the employee performances. The correct and unbiased evaluation of the employee's performance can be performed efficiently by means of performance assessment framework and PAS, which can be utilized effectively in the associations (Stone, 2005). The significant point of PAS is to make utilization of the assets of the organization and upgraded achievement of performance examination framework in order to enlarge the consciousness of performance in the employees. The performance estimation of the workers helps in finding the way to their development in order to achieve the targets of the association. The issue areas of the employees will be known to them by the input or the feedback given by the supervisors with the goal that they can work upon it and endeavor to enhance the general productivity and efficiency of the associations that they work in.

An agreement rose among researchers and specialists that the achievement of the PA program is critical to empower the employees' improvement and restoring their work inspiration (Kuvaas, 2011). Keeping and Levy (2000) contend that appraisee's response is most likely the best yardstick to use to assess the performance evaluation framework. They further concluded that this framework would be wasteful if appraisee's did not consider it to be reasonable, valuable, fair and impartial. When all said is done in a systematic manner, the appraisees and appraisers react positively to a PA framework that is viewed as reasonable and impartial (Brown & Benson, 2005). The role of PAS in an association is imperative, as indicated by Muczyk and Gable (1987). So, a useful and effective PAS can assume crucial part in achievement of an organization. Contrarily planning and implementing a powerful PAS in an organization is, in reality, a muddled and intricate procedure (Boice & Kleiner, 1997); furthermore, it might be costly (Brown & Benson, 2003).

OBJECTIVE

Objective of this review paper is to identify the main issues and challenges faced by healthcare employees with respect to the prevailing PAS being practiced and implemented in their organizations and to suggest best practices and methods, which should be adopted by these organizations to help enhance satisfaction, commitment and employee retention.

REVIEW WORK

Throughout our research work, this area is intended to feature certain attributes and vital keywords or terms required from the point of view of management and research related to human resources. It is reliable that by presenting the characteristic issues, it will give an all-encompassing point of view and comprehension on essential angles engaged with the discussion of the theme, and to uncover oneself on the most recent advancement of performance evaluation issues which is debated in the following work:

Because of the complex, regularly changing and challenging nature of these techniques, a few investigations on the nurse performance evaluation frameworks indicated that it does not have the required viability and efficiency. Zaboli, Delgoshaei, and Haghani (2005) specified that the main considerations of inefficacy of the nurse performance evaluation system in chosen hospitals in Tehran are staff ignorance of the performance appraisal goals, disharmony between PAS and administrative, cultural and social elements. Hamidi, Najafi, Khah, and Afkar (2009) detailed that the aftereffects of performance appraisal had little effect on expanding employee motivation or inspiration. The most essential reasons are the nonappearance of reasonableness, objectivity, suitable feedback, and staff interest and involvement in the process of performance appraisal. Pazargadi, Afzali, Javadzadeh and Alavi Majid (2005) demonstrated that healthcare employees evaluation depends on the relation not criteria, supervisors/raters did not have supporting control or well communication with workers; the evaluation framework was abstract and non-specialized. Hysong, Best and Pugh (2006) additionally detailed that the lack of trained raters is the biggest shortcoming of the worker's appraisal in the hospitals. Further, it can be concluded that the PAS assumes an essential part in by and large accomplishment of an associations. A suitable appraisal system could expand and enhance healthcare worker's inspiration to give better services to the customers. Research studies to date have demonstrated that evaluation framework in different healthcare associations is not convincing and workers are not satisfied with this framework. For this reason, researchers endeavored to find out the problematic issues faced by medical and para-medical staff w.r.t. the PAS

and exploit the results as a foundation for future research and subsequent stages. Since little research has been done on this subject to date, we didn't find a far-reaching instrument for examining the issues of employee's performance framework, yet certain research studies used a subjective approach trying to completely comprehend and investigate the theme. Utilizing this technique, in the present review paper, we aimed to answer the accompanying question: What are the fundamental issues and challenges of the healthcare employee's PAS?

In this discussion, related issues on PA activities are based on research studies undertaken by worldwide researchers related to this topic. Therefore, several important and related issues on PAS activity going on in the hospitals can be explained as follows:

- *The Appraisal Approach:* The employees are a noteworthy factor in any association since they are the core of the organization. Associations essentially can't accomplish their objectives and destinations without them. So, there is a concerned requirement to instigate and convince them and to anticipate with the goal that they are persuaded to work at the best interest of the organization. This is for sure the most vital way to deal with Human Resource Management (HRM) strategies which tried to associate the aims of the associations to the individual performance. The basic motive for evaluating employee's performance in the modern style of appraisal is to highlight their real capacities and skills that can be further polished and nourished. The vision and mission of the organizations are satisfactorily fulfilled when the talent and skills of its employees are recognized and used to the maximum extent. Therefore, if the employees perform to their fullest capabilities then the performance appraisal process tends to be more fruitful in tune with the workers' job enhancement. This amalgamated association of workers and employer paves the way for win-win situation.
- *Accountabilities and Role of Rater's and Ratee's:* The process of performance appraisal involves two main components: rater and the ratee. With a specific end goal to lead the performance appraisal, these two elements involved are expected to stick to the organization's visualization and undertakings. Top administrative staff must be proficient enough to lead the whole process in one unanimous direction guided by various components. There are mainly three basic stages of communication in the appraisal process i.e., the rater/appraiser formulates or sets the standards of performance for the employee's, then the actual performance is being measured against the standards and then lastly the feedback is supplied in the form of number/grade at the end of the performance assessment cycle (Brown & Benson, 2003). The PAS begins when supervisors set performance aims for subordinates at the start of period under review. Performance targets setting encourage subordinates to know the performance level, which association or boss needs from them.
- *Methods used in Appraisal:* There are various traditional appraisal techniques presently used by different organizations according to their objectives. Yee and Chen (2009) identify different techniques of performance appraisal, including ranking; trait scale; critical incident; narrative; and criteria based. Terrence and Joyce (2004) also identify other methods of measuring staff job performance including management by objective (MBO); work planning and review; 360-degree appraisal; and peer review. Some organizations would choose the multi-factorial approach, that is to "mix and match" or combine different techniques for their own performance appraisal that would meet their organizational needs. All available methods have their advantages and disadvantages. Whatever the method of an appraisal, it must effectively address a particular organization's human resource deficiencies. An effective PAS should help the organization achieve its goals and objective if it is properly implemented.
- *Performance Appraisal Process:* Performance evaluation is a procedure of how well staff plays out their obligations amid a particular period. This procedure incorporates surveying needs and defining objectives, setting up the destinations, surveying the advancement and assessing the performance. Keeping in mind the end goal to accomplish the PA purposes, both hierarchical setting and assessment framework ought to be suitable.
- *Standards of Evaluation:* Performance administration depends on a built-up estimation framework comprising of instruments, indicators and strategies that have been picked and are most appropriate to circumstances and particular qualities of concrete association.
- *Individual or Team Work Performance:* Individuals and group members assume a critical job in achieving the dream of the organizations. Both elements enjoy the symbiotic relationship. In the performance appraisal situation, the amount of individual performance is significant in connection with group/team performance. On account of the appraisal procedure which is more toward the individual reward framework as opposed to the group reward framework.
- *Performance Appraisal (PA) Interview:* The performance appraisal interview goes before the standardization procedure and results in the employee filling up the assessment form and the supervisor in

like manner doing as such. The interview is where the two parties discuss and contend the employee’s side of the story and in addition the supervisor’s discernment.

- *Role of Internal Politics in PAS:* The way that the governmental issues intrinsic in hierarchical conduct influence a worker’s evaluation was noted more than a quarter of a century ago by behavioral scientists (e.g., Gandz & Murray, 1980). In any case, there is a lack of systematic research regarding this matter.
- *User-Friendliness of PA Forms:* Performance evaluation should be easy to understand to both the parties involved in the assessment process. Few constituents are to be well-thought-out to assure that the instrument used in performance appraisal is easy to use; content of the instrument should be easily understandable, convenient and user-friendly; questions posed in the instrument should be easy to answer, steady page design and free from unnecessary investigations; less inquiries imply less time is expected to finish them; clarity of the substance-substance ought to be clear and not uncertain; coordinate inquiries - all inquiries ought to be direct and appealing and the format of the form should be economical.
- *PA Training:* Creating training and advancement devices to guarantee that supervisors lead performance

appraisals viably includes outlining the procedure, preparing workers on the best way to utilize the tools, training supervisors on the best way to give criticism and set performance objectives while holding to legitimate rules, circulating assets including guidelines and observing the entire procedure. Extensive performance appraisal training and advancement empower associations to approve that their workers/employees have the correct abilities and information to finish job-related work and deliver quality results.

- *BIAS in PA:* Managers commit mistakes while evaluating employees and their performance. Biases and judgment errors of various kinds may spoil the performance appraisal process. Bias here refers to inaccurate distortion of a measurement. Therefore, while appraising performance, all the biases should be avoided.

PROBLEMS

The various problems faced by the medical and para-medical employees based on the authentic review of literature in effective conduction and implementation of the PAS are categorized in main four themes as shown in Fig. 1 following by the separate elaboration of each main themes and sub-themes:

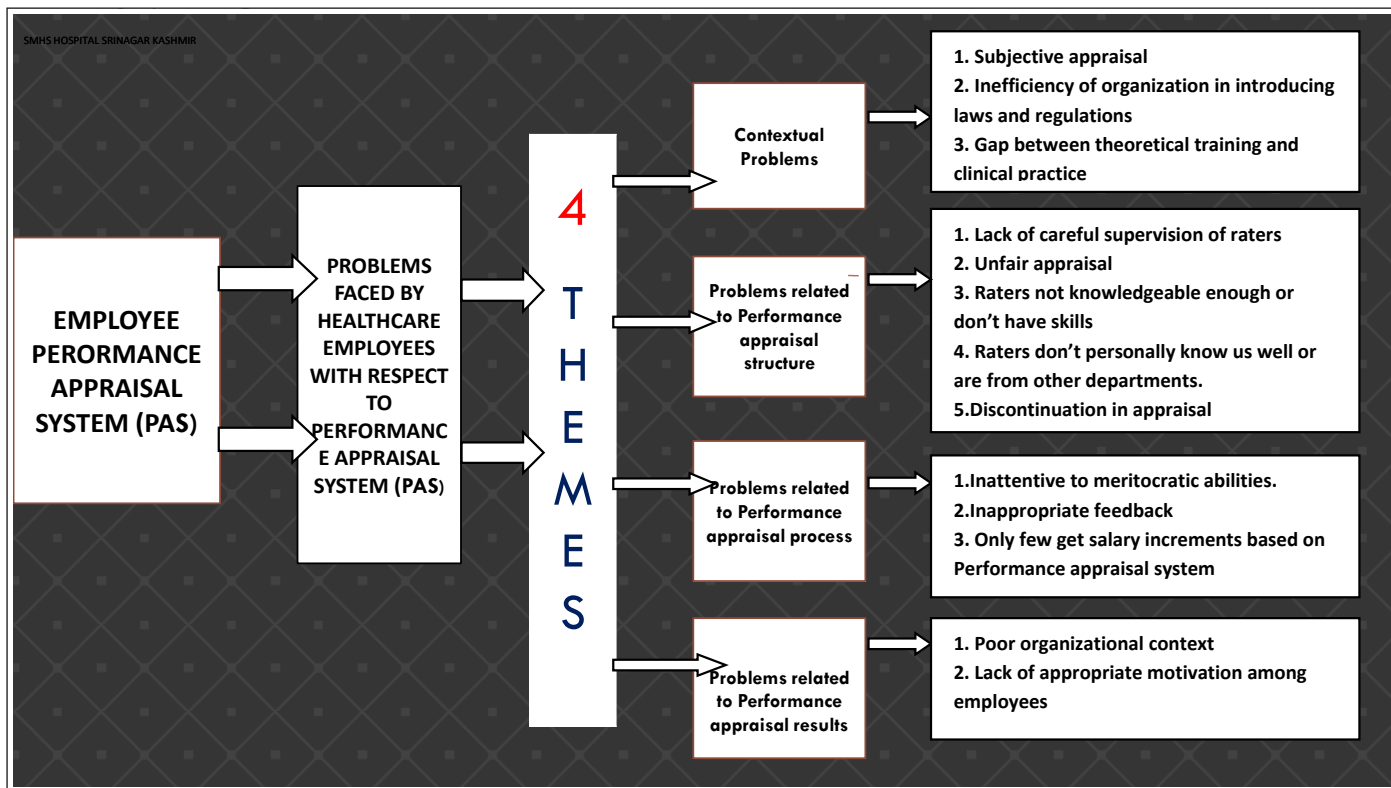


Fig. 1: Thematic Representation of Problems Faced by Healthcare Employees with Respect to PAS

Theme 1- Contextual Problems

This theme is related to organizational contexts and conditions that healthcare employees performance of the hospitals is evaluated in this context and contains two sub-themes:

- *Poor Organizational Context:* The worker/employee performance appraisal ought to be altered by every association setting so as to be real in nurturing employees job-related performance of employee's. A research study conducted by Molapo (2002) draws attention to the organizational internal conditions like nonexistence of equipment, dearth of materials and the working condition itself can lead to employee's stumpy performance level. Pulakos (2009) directed the implication of formulating similarities between evaluation of employee's performance and the influential scenery of the organization where it is executed and recommended to contemplate the resemblance between the organization's explicit state and structure, and the prevailing support for objectifying a agreeable PAS.
- *Lack of Appropriate Motivation among Employees:* As performance appraisal is something that cannot be done once a year, so does motivation. It is a day-to-day act that needs to be always on the mind of the manager/supervisor so as to make the best out of the employee. Let me just drill down a little more onto the topic of performance appraisal due to its importance to motivation. Well, performance appraisal needs to be a successive act that keeps running through the assessment period, registering what the employee is doing across all the performance period, providing feedback and motivating him/her to attain and outperform to reach his goals.

Theme 2- Problems Related to Performance Appraisal Structure

This theme is related to problems that are being encountered by medical and para-medical employees due to the prevailing performance appraisal structure in the hospitals and contains three sub-themes.

- *Subjective Appraisal:* There is a difficulty of judgment within the performance analysis within the public and personal health sector. Though its always expected to be as objective as possible, but still during the operation of performance appraisal in real sense, the evaluation becomes subjective. The prejudice prevailing in the assessment process disheartens employees in terms of their faith in measurement of their performance appraisal. Thus, the main goal of performance appraisal is failed.

- *Inefficiency of Organization in Explaining Regulations:* Explaining rules and regulations to the employees build up their motivation and satisfaction level. They get well aware about do's and don'ts of their respective jobs. Moreover, in one of the focus-interview sessions in a research study, a newly hired para-medical employee was of the view that the prevailing methods, processes and frameworks are not explained to them so well. As they start working in the ward, every important job-related factor should be explained and imposed. They should be familiarized with the rules and regulatory standards already set for them as an employee.
- *Gap between Theoretical Training and Clinical Practice:* If all the healthcare employees are placed with competence in theory and practice forming either end of the continuum, most employees are likely to find themselves at either ends of the continuum. There is evidence to suggest that medical and para-medical staffs that are proficient in theory are able to write the best care plans, discuss path physiology, treatment rational, etc. However, they struggle with hands-on practice (Anonymous, 2011). This theory-practice gap has been widely addressed in the literature issue and has been given both positive and negative meanings and justifications in the literature. It has consequences for the professional status and image of the healthcare employees. It affects the perceptions and impressions of the patients and other members of the team. It also affects the evaluation that an employee undertakes for the purpose of promotion and professional development. This theory-practice gap has other influences on the healthcare profession related to motivation and dignity of work. If employees are not well equipped theoretically, the image of them as being handmaidens is promoted. On the other hand, if they do not exhibit proficient hands-on skills, their credibility is questioned, leading to frustration and demotivation. Some of the authors (Thorndike, 1949; Banks & Murphy, 1985; Napier & Latham, 1986) are of the view that research being conducted in the sphere of PAS is not sufficient to advance its practicality as a tool aided for managerial decision making. It is necessary to properly and empathetically understand the organizational frameworks in which appraisal takes place so as to progress the extent to which performance appraisal research contributes to performance appraisal practice (Bernardin & Villanova, 1986).

Theme 3- Problems Related to Performance Appraisal Process

- During the conduction of PAS, employees also perceive certain challenges and are divided into five sub-themes.

- *Lack of Careful Supervision by Raters:* The members in one of the exploratory research communicated that the extent of the obligations of the head nurses as rater are excessively constrained for decision making in staff performance examination and this is the fundamental duty of the top nursing administration. One medical attendant stated, "Decision making through assessment forms is for the most part in the hand of the nursing office than the head nurse. Head nurse has no operative control." According to the members, the head nurse is the best individual to screen and assess the performance of his/her subordinates, yet he/she does assignments outside of expected set of responsibilities and can't play out his/her essential capacity. One medical caretaker stated, "Since the head nurse is simply occupied with doing basic and hierarchical exercises throughout the year, she assesses the staff in around 10 minutes for every week which isn't sufficient in any way."
- *Unfair Appraisal:* Bad news and criticism can sting and will leave you feeling shocked, disappointed and defensive. You might even go into survival mode if you feel like you're being personally attacked, blaming your mistakes on anyone but yourself in the hopes that you'll get off with a clean slate. A few research examinations accentuated and focused on reasonableness/fairness of strategies utilized for PA. Some studies concluded that disappointment with performance evaluation impact employees' goal to stop through lessened job satisfaction. Henceforth, the evaluation framework to be viable ought to be seen as being reasonable. Unfair evaluation methodology utilized as a part of performance examinations creates job disappointment. Performance evaluation ought to be reasonable and must give precise and solid information.
- *Raters not Knowledgeable Enough or don't have Skills.* Considering the importance of the supervisor to the success of the appraisal process, many organizations do little to motivate or prepare raters to conduct effective appraisals. Most supervisors have little, if any, training on how to properly assess employees' performance (Imundo, 1980). A weakness of many performance appraisal programs is that managers and supervisors are not adequately trained for the appraisal task and provide little meaningful feedback to subordinates (Bohlander et al., 2001). Because they lack precise standards for appraising subordinates' performance and have not developed the necessary observational and feedback skills, their appraisals often become nondirective and meaningless. Recent estimates suggest that very few organizations conduct rigorous, skills-based training with their raters (Grote, 1996). Instead, most organizations either hand performance rating forms and corresponding instructions to

managers or tell them to evaluate their subordinates by a specific date or hold a short meeting to explain the rating purpose and procedure. Such procedures woefully underestimate the importance of managers having the proper skills or competencies to conduct effective appraisals. Selection of raters or evaluators should be catered carefully by the top management. It is also the duty of the higher authorities to fix up the eligibility criterion; required experience; necessary training; acquaintance; proficiency and knowledge of the raters to carry out the appraisal process accurately and meritoriously.

- *Raters don't Personally know the Ratees Well or are from Other Departments:* In some of the research studies, focus was turned toward the lack of close and keen interaction between supervisor and his/her subordinates. It also emphasized that sometimes people chosen as raters are from other departments who barely know or have interacted with the employees under supervision. So, how does it guarantee accuracy, authenticity and ratings free of bias?
- *Discontinuation in Appraisal:* Some of the reviewed research papers revealed that often there is long interval between consecutive evaluation periods, so there is off-course the impact of time on the rater judgment. Normally, PA is conducted once in a year and usually the rater includes the impression of his/her subordinates during last few weeks. So, they conduct recency error which negatively impacts the employee evaluation. Instead of yearly evaluations, if employees are evaluated six monthly or quarterly, then they would be aware of their weaknesses and will try to eliminate them instantly thus improving their performance.

Theme 4- Problems Related to Performance Appraisal Results

Post-appraisal results are very crucial in determining employee satisfaction; therefore, problems encountered by healthcare employees at this stage affect employee satisfaction level w.r.t. performance appraisal to a great extent and are divided into three sub-themes.

- *Inattentive to Meritocratic Abilities:* The supervisor must possess the characteristic abilities and skills necessarily needed to evaluate the employees. If in case, he/she has no evaluative skills and is not familiar with the clinical tasks, but has been chosen as an evaluator just on the basis of work experiences then how he/she is expected to evaluate in real and fair sense.
- *Inappropriate Feedback:* Feedback plays an important role for employees to know their job strengths and weaknesses. Effective and timely feedback is a

critical component of a successful PA. Once effective feedback is given, their performance can improve. Supervisor must explain appraisal scores. Contents of the feedback should be positive and not punitive in nature, should reflect evaluative information in clear and meaningful manner.

- *Limited Employees get Salary Increments:* In certain organizations, quota system is being practiced in which certain class of the employees gets salary boost and creates a feeling of disappointment among rest of the employees. Thus, if the employees may perform well, they still are not being compensated in an appropriate way, because of the quota system and lead to a considerable drop in their job-related performance, self-worth and faithfulness toward the organization.

CONCLUSION

In scheming the PAS, consideration must be paid to those facets affecting that how efficiently the system truly processes the employees contribution in a professional scenery like Consistency and Rationality, set criterion of measurement, bases of appraisal information, scheduling of appraisals, and regulator of rater faults/errors (Central tendency, rater patterns, recency, first impression, halo, similar-to-me effect, contrast effect, stereotyping, etc.). Hence, formulating an appraisal system involves not only forming guidelines and techniques but also gaining the support of the whole workers and its unions. Higher authorities of the organizations must devote ample resources to the program by top officials must publicly commit to the program by devoting sufficient resources to it and by sculpting suitable conduct (Anonymous, 2006). Impartiality of the assessment process is the main issue in the practice of performance appraisal activity. Evaluators face issues while appraising the employee's performance in an appropriate manner. If the performance of a distinct employee is not stated correctly, then it can surely create a dissatisfactory perception in his/her mind regarding the system. Improper appraisal ability of the raters plays a significant contributor to employee's dissatisfaction. This will surely disturb the performance evaluation process due to unfairness, unreasonableness and untrustworthiness that may occur. There is also an issue of partiality in the employee's performance evaluation when compared between public and private sector. Even though it is always expected to be as objective as possible, but still during the operation of performance appraisal in real sense, the evaluation becomes subjective. The prejudice prevailing in the assessment process disheartens employees in terms of their faith in measurement of their performance appraisal. Thus, the main goal of performance appraisal is failed. In some of the organizations, quota system is being practiced in which certain class of the employees gets salary boost and creates a feeling of disappointment among rest of

the employees. Thus, if the employees may perform well, they still are not being compensated in an appropriate way, because of the quota system and lead to a considerable drop in their job-related performance, self-worth and faithfulness toward the organization. Currently, the appraisal decisions are challenged with countless condemnations and remarks from the employees and their unions because of the prevalence of raters' evaluation eligibility/skills, precision of the system, impartiality, discrimination, quota system and other dimensions. Performance appraisal process should be formulated and conducted in tune with the organization's culture. Employee's participation is necessary for funding, planning and implementation of proper solutions.

SUGGESTIONS

- Collaborative employee appraisal systems allow employees and managers to work together to set goals, monitor progress toward goals and spot areas of needed improvement. In a review system that truly encourages honesty and growth, employees can speak up about areas of needed improvement they see in themselves, their department and the company as a whole.
- Employee appraisal results, taken together, can be useful in spotting performance trends across an entire organization or in individual departments. This can help companies to fine-tune their training programs for existing employees to address these areas of concern. Identifying company- and department-wide issues and addressing them early can prevent a workforce from becoming stagnant and accepting a sub par status quo for performance.
- New employees' performance during their first year on the job is influenced by a mixture of their personal characteristics and the thoroughness of your first-year training programs. If first-year employee reviews reveal that most of them struggle in a specific area, you might consider placing more emphasis on that area in new-hire training programs.
- Employees often have deeper insights into their personal struggles than their superiors do, but employees must feel free to reveal these weaknesses without damaging their reputation or trust around the office. Employees also can provide valuable feedback on their managers, spotting potential areas of weakness to be addressed with advanced, potentially one-on-one and training sessions.
- Based on annual or biannual reviews, the traditional approach is all about setting long-term goals and objectives: it doesn't respond to changing needs or provide in-the-moment feedback. Employees are rated by their managers based on their overall performance for the year, and some companies use forced rankings

(where managers rate employees relative to the performance of their peers, distributing ratings into a pre-specified distribution) to further quantify performance.

- Traditional performance appraisals, as discussed above, can be both subjective and simplistic. At times, they can also be deemed to be “political”. In an attempt to improve this methodology, some companies have turned to 360-degree appraisals. 360 appraisals pool feedback from a department’s internal and external customers to ensure a broader, more accurate perspective of an employee’s performance.
- One of the most prominent changes across the board is the increase in feedback (something I noted when we were looking at changes to performance). This increased transparency means that employees are always aware of where they stand, and it prevents managers from delaying tough conversations with under-performers.
- Team-centric goals, the new models also focus heavily on collective goals, aiming to improve collaboration and performance by setting targets that require the strength of an entire team to meet.
- The strength and prevalence of this natural human desire for individual recognition should not be overlooked. Absenteeism and turnover rates in some organizations might be greatly reduced if more attention were paid to it. Regular performance appraisal, at least, is a good start.
- Most of the companies have separate appraisal system for each level of employees. These appraisal system differ on the factors on which a person is rated and the nature of duties handled by him. In the process, management expects to reinforce the employee’s strengths, identify improvement areas so that one can work on them and also set stretched goals for the coming year.
- Measuring performance requires the use of relevant criteria that focus on the most important aspect of the job. This criterion should depend on nature of job and job contents.
- For most of the evaluations, multi-criteria reports are generated. Only few issues like attendance and leave of absence, etc., are converted to single summary statistics. As most of the evaluations are subjective, it is difficult to derive single summary statistics report. So, it must be made as objective as possible.
- The supervisor of the employee must communicate the performance review results well of that employee and must give proper advice to improve their performance in future.
- After conducting the evaluation, it is found whether the problem is with employee or job designing. If the employees fail to accomplish the tasks due to the error in job designing then the jobs should be re-designed to enhance their effectiveness.
- Appropriate and frequently done PA can result in improved performance and low employee turnover.
- Some employees are being evaluated by single or multiple appraisers, different people see different things from different perspectives, so this practice can be helpful for the healthcare organizations as it can ensure comprehensive and quality performance information. Though it is a complex and time-consuming process, it can also lead to a bias/prejudice-free appraisal.
- The main reason for the failure of the appraisal systems was the lack of qualified and educated supervisors. Appraisal training programme should focus on good judgment, development of observational skills, and an increased ability to communicate and acquire information.
- The gap between theoretical training and clinical practice should be reduced to a great extent. Bridging the theory-practice gap will improve learning opportunities and working conditions.
- Unfair appraisal w.r.t personal opinions and judgment of the raters influence their evaluation. Focusing on the appraisal results, the lack of an appropriate and trustful atmosphere for creating relationships among the personnel are factors that lead to negative tensions. Some of the factors such as polite behavior of the rater and respect for individual privacy lead to employee satisfaction.
- The supervisor and the personnel need regular meetings more than once a year to evaluate their development and correct the main goals and the performance obstacles if necessary.
- Employees should be motivated by providing monetary and non-monetary rewards which lead them toward obtaining organizational goals.
- Even though the process of PAS is normally considered in an optimistic way, fresh concepts and resolution need to be kept ready. Since in the 21st century various problems and concerns are aroused, it is need of the hour that the PAS should be revised and reassembled.

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