

A Study on Effectiveness of Performance Appraisal in TajSATS, Goa

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ABSTRACT

Deliberate assessment of execution of the representative in the association and with the end goal of assessment, the models chose ought to be in scientific or in quantifiable conditions. Assists representative with knowing where he remains in the association and furthermore to distinguish the issues in their work and to conquer them. It analyzes the representative's solid and flimsy spots, so the association can guide their endeavors to redesign their exhibition by giving them preparing, which would help them in getting advancement, move, monetary prizes, and great arrangements in the association. The meaning of an examination framework is that an individual get a criticism of their current exhibition in the gig which provides them with an unmistakable feeling of their obligations and the assumptions which are to be satisfied by them. It likewise assists the association with achieving their main goal and vision by passing judgment on genuinely the adequacy of the worker's for example enlistment, choice, preparing and advancement. This exploration is roused by the significance of execution evaluation in the accommodation area; execution examination can be deciphered as the quality and amount of work by a representative his obligations in the obligations given to him. Seeing the significance of execution examination, a standard is required that turns into a reference in hypothetical investigations, particularly in deciding execution evaluation in the inn area.

Keywords: *Exploration, Hypothetical, Evaluation*

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ORIGINALITY OF THE RESEARCH

Targets of the Review

- To review the performance appraisal system at TajSATS, Goa.
- To study the effectiveness performance appraisal system at TajSATS, Goa.
- To study the various methods of performance appraisal system.
- To suggest modification in existing performance appraisal system if needed.

NEED OF THE STUDY

The requirement for the presentation of an arrangement of execution the board was felt during the period when the customary exhibition examination component began falling flat and its restrictions were surfacing up. It was of the earlier period was missing objectivity as the widths or the limits for assessing execution the consideration was on credits rather on rehearses or quantifiable focuses of the specialists for evaluating the introduction of the delegates.

SCOPE OF THE STUDY

Study is limited to employee working at Taj SATS, Goa. And the survey is limited to only 100 employees.

RESEARCH METHODOLOGY

The purpose of the study is to evaluate the effectiveness of performance reviews at the TajSATS organization in Goa. For this reason, the research problem has been described using quantitative analysis. In this way, the relationship between employee performance and performance appraisal is described through quantitative analysis and data collection techniques. The empirical investigation regarding the research purpose regarding the efficiency of performance appraisal has been offered by the quantitative research at TajSATS, Goa organizations.

Type of Data

This study examined the efficacy of performance appraisal at TajSATS, Goa using both primary and secondary data. To learn what previous researchers have hypothesized about employee performance and performance reviews, secondary data was utilised. This information allowed for a theoretical analysis of the research issue. However, primary data was employed to provide an empirical research regarding the efficacy of performance appraisal.

Data Collection Method

In this particular study, Primary data was gathered from TajSATS, Goa personnel using the survey approach. A closed-ended questionnaire was utilized in the collection of primary data. There were two parts to this questionnaire. The questionnaire's first component provided detailed demographic information about the respondents, while the second section focused on important elements of performance evaluation. Employees of TajSATS, Goa participated in a self-administered survey to gather data. In this study, the empirical analysis of the research problem was investigated through the use of quantitative data analysis. Furthermore, a statistical analysis was conducted to determine the correlation between the study's variables.

Sample Size and Data Analysis

In order to avoid bias in the sample selection process, the study employed the non-probability convenience sampling technique. Using non-probability selection, a sample of one hundred workers was chosen from TajSATS, Goa organizations. Analysis of data was done using SPSS (Statistical Package of Social Science).

INTRODUCTION

An essential component of organizational life is performance appraisal (Brown, 1988; Longenecker & Fink, 1999). Performance evaluations are utilized extensively in most businesses nowadays, and they are a major factor in many choices (Burkhalter & Buford, 1989; Davis, 2001; DeNisi, 1996; Wanguri, 1995). For most of the 20th century, they have been considered an essential component of an organization's success (Grote, 2002; Pettijohn, Parker, Pettijohn & Kent, 2001; Rasch, 2004; Starcher,

1996) and play a major role in the process through which organizations try to steer themselves (Kreitner, 1998; Landy & Farr, 1983). Through performance reviews, organizations can inform employees about their potential, competencies, and rates of advancement. Employees can intentionally create their own developmental goals to support their personal growth with its guidance. There is minimal dispute that, when executed correctly, performance appraisals are a very helpful tool for balancing the needs of the organization and the needs of the person (Cleveland, Landy & Zedeck, 1983; Conry & Kemper, 1993; Grote, 1996). When properly implemented, performance reviews may be a powerful instrument for firms to organize and coordinate the efforts of every worker toward the accomplishment of their strategic objectives (Grote, 2002; Lewis, 1996). It can help each worker concentrate on the goal, vision, and essential principles of the company. But according to Grote, if performance reviews are done poorly, they could be the target of ridicule and the target of ridicule.

LITERATURE REVIEW

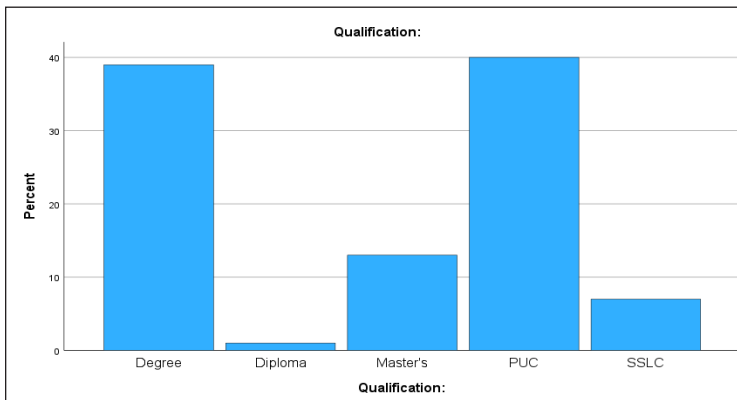
Over the past few decades, performance appraisal has been the focus of several research (Bretz, Milkovich & Read, 1992; Fisher, 1989). Even though performance reviews appear simple, studies reveal that they are frequently utilized to provide performance evaluation and pinpoint each employee's advantages and disadvantages (Ruddin, 2005). According to Murphy and Cleveland (1991), the percentage of businesses and industries using performance appraisal systems ranges from 74 to 89 percent. Performance assessment systems are used for many different purposes, including assessment, feedback, and human resource choices (Cleveland, Murphy & Williams, 1989). The distinct body of study, led psychologists, with an emphasis on the psychometric aspects of supervisors' performance evaluation appraisal appraisal (Milkovich & Wigor, 1991). Psychologists concentrated on how employees responded to performance reviews and the common perspective that underlies them (Levy, 2000; Levy & Williams, 2004). According to Nasud (1999), an essential instrument for regaining the worth of an employee's performance is the evaluation framework. Performance evaluation creates a system of rewards that will combine leaders' and employees' efforts toward the shared objectives of their organizations (Cleveland, Murphy & William, 1989). Performance appraisals are a critical part of human resource

management that are necessary to help organizations reach their high performance goals. According to Lillian, Mathooko and Sitati (2011), the foundation for hiring and selecting new hires, educating and developing current staff members, and motivating and maintaining a high-caliber workforce through appropriate and correct performance rewards is the data gathered and performance evaluation. Performance reviews usually include a performance management system. According to Martin (1998), performance management systems oversee and coordinate all organizational resources with the goal of achieving optimal performance. As per McMaster (1994) and Williams (2002), performance management comprises selecting the strategic purpose, establishing team objectives, creating a performance plan, evaluating performance (through the use of an evaluation system), pinpointing areas that require enhancement, and assigning incentives. There are several approaches used in performance reviews that fall into two categories: traditional and non-traditional. The “Free Form Method,” another name for the classic type of assessment, consists solely of an employer or supervisor monitoring and summarizing an employee’s performance (IJBMR, 2012). Non-traditional forms of appraisal have been popular in practices during the past few years (Coens & Jenkins, 2000; Lawler, 2000; Locke & Latham, 1984; Dorfman, 1986; Latham & Wexley, 1981) all around the world, these tactics are regularly used as an appraisal technique. 1. Assessment center 2. Rating scales with behavioral anchors (BARS) 3. The accounting technique for human resources 4. Comprehensive Performance Evaluations 5. MBO, or management by goals. Performance evaluation, which involves supervisors or assessors evaluating the work of their subordinates, is thought to be the most important human resource role in organizations (Keeping & Levy, 2000). Managers can choose specific pay rates, make judgments about promotions, identify areas that need development and training, and identify characteristics that motivate staff members based on the results of performance appraisals (Zapata-Phelan et al., 2009). To evaluate employee performance, organizational psychology has extensively studied performance appraisal systems. Nevertheless, despite the resources used and the focus on this specific subject, Prior research has found that employers and workers continue to express dissatisfaction with the biased, inaccurate, and unfair outcomes of performance appraisal systems (Rao, 2004; DeNisi & Pritchard, 2006). As such, it’s imperative to investigate the factors affecting the outcomes of the performance appraisal system. Thurston (2001) has examined the specifics of performance evaluations and has demonstrated that the success and effectiveness of the system are

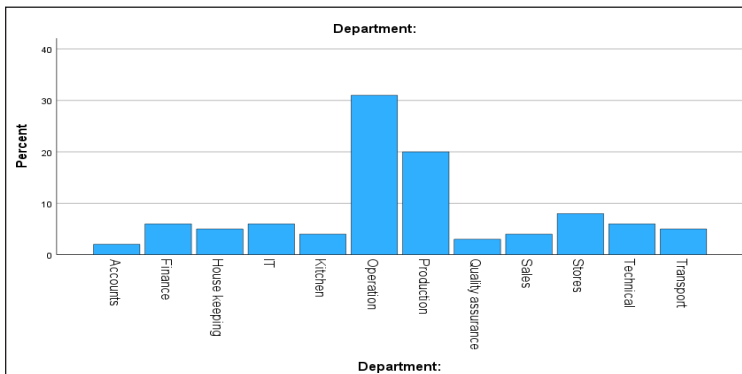
determined by the opinions and answers of the employees. This suggests that assessing the assessment system’s effectiveness primarily relies on employee input. This assessment of the assessment system’s output could be positive or unfavorable. Prior studies have demonstrated that although employees often find it difficult to accept negative results from assessment systems, they are more inclined to accept good feedback (Rao 2004). Conversely, Roberson and 1970 conducted a study on performance appraisal using VST Motors Pvt Ltd, Chennai, between 1971 and 1975. According to Stewart (2006), employees are likely to take negative feedback seriously and concentrate on improving the bad aspects of their performance if it is presented in an effective and persuasive way.

Data Analysis

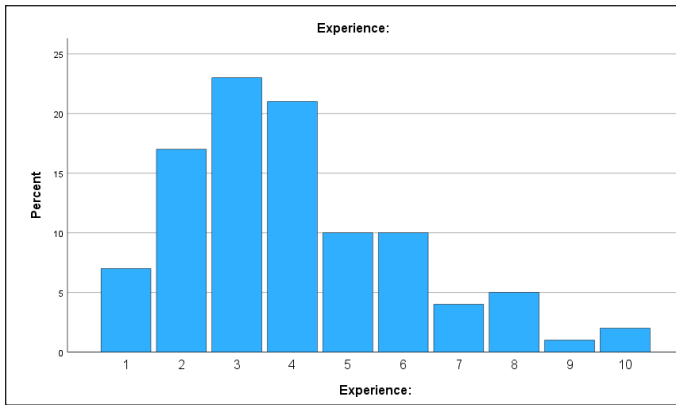
Qualification



Department



Experience



Are you aware about the performance appraisal system at TajSATS?

| | | Percent |
|-------|-----|---------|
| Valid | Yes | 100.0 |

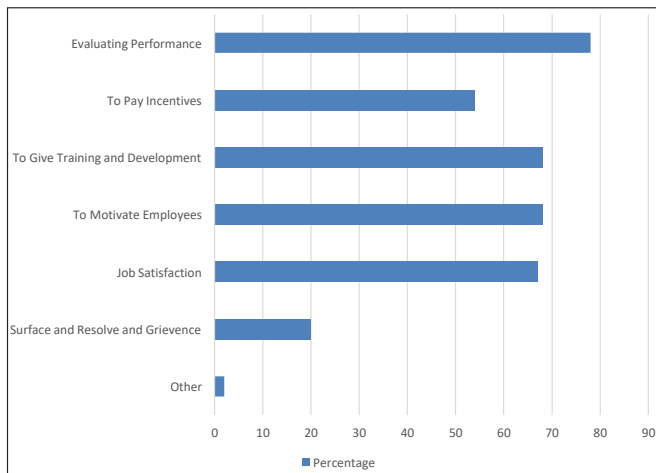
Do you think performance appraisal is helpful in an organization?

| | | Percent |
|-------|----------------|---------|
| Valid | Agree | 22.0 |
| | Neutral | 2.0 |
| | Strongly agree | 76.0 |
| | Total | 100.0 |

How often it is conducted?

| | | |
|--|---------------|-----|
| | Semi annually | 29 |
| | Yearly | 71 |
| | | 100 |

According to you, why performance appraisal is carried out?

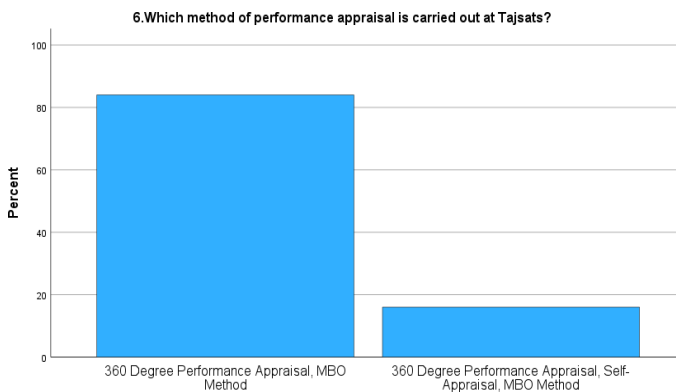


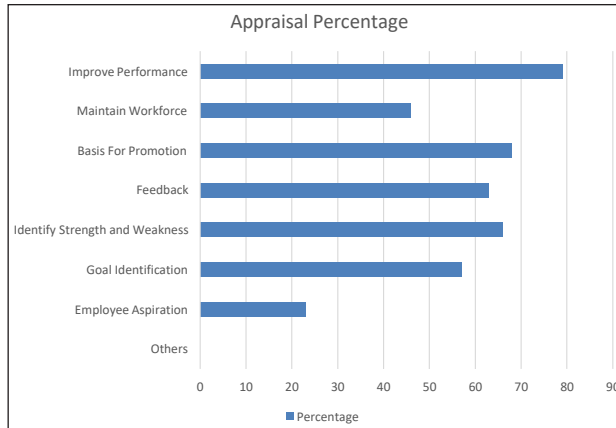
Are your goals clearly specified?

| | Frequency |
|-------|-----------|
| Maybe | 3 |
| Yes | 97 |
| Total | 100 |

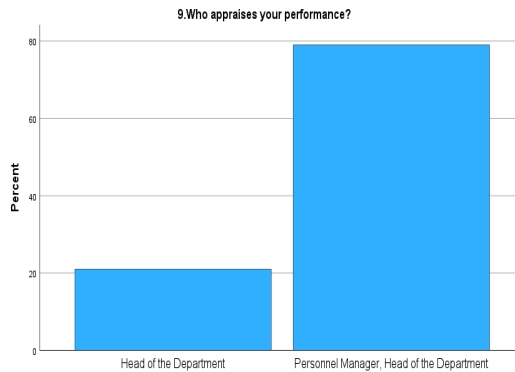
Which method of performance appraisal is carried out at TajSATS?

| | |
|--|-----|
| 360 Degree Performance Appraisal, MBO Method | 84 |
| 360 Degree Performance Appraisal, Self-Appraisal, MBO Method | 16 |
| | 100 |





Why Appraisal is necessary according to you?



What do you feel about the performance appraisal system followed in the company at present?

| | | |
|--|-----------|-----|
| | Better | 1 |
| | Excellent | 65 |
| | Good | 34 |
| | | 100 |

Who appraises your performance

| | | |
|--|---|-----|
| | Head of the Department | 21 |
| | Personnel Manager, Head of the Department | 79 |
| | | 100 |

Give priority rating for the following parameters that are covered during Performance Appraisal by the management at TajSATS: [10. Grooming standards]

| | | |
|--|-------------------|-----|
| | Neutral | 1 |
| | Partially Covered | 6 |
| | Totally Covered | 93 |
| | | 100 |

During performance appraisal by the management at TajSATS:[11. Identify training & development needs

| | | |
|--|-------------------|-----|
| | Neutral | 2 |
| | Partially Covered | 18 |
| | Totally Covered | 80 |
| | | 100 |

Test interpersonal skills

| | | |
|--|-------------------|-----|
| | Neutral | 1 |
| | Partially Covered | 25 |
| | Totally Covered | 74 |
| | | 100 |

During performance appraisal by the management at TajSATS:[15. To Motivate]

| | | |
|--|-------------------|-----|
| | Neutral | 4 |
| | Partially Covered | 56 |
| | Totally Covered | 40 |
| | | 100 |

During performance appraisal by the management at TajSATS

| | | |
|-------|-------------------|-----|
| Valid | Neutral | 1 |
| | Partially Covered | 13 |
| | Totally Covered | 86 |
| | | 100 |

During performance appraisal by the management at TajSATS: [17. Accuracy of work done to Motivate]

| | | |
|-------|-------------------|-----|
| Valid | Neutral | 1 |
| | Partially Covered | 21 |
| | Totally Covered | 78 |
| | | 100 |

Do you think there is a need for change in the current performance appraisal system?

| | | |
|-------|-----|------------------|
| | | Frequency |
| Valid | No | 82 |
| | Yes | 18 |
| | | 100 |

FINDINGS

The descriptive results of the study about age of respondents revealed that Maximum number of age group was belonging to 25-35 its shows that employee retention play vital role in company to go on new creative innovation that leads to good growth of organization. 44% of employees are working since from 3-4 years and 20% are from 4-5years. 100% of employees are well known about the system for evaluating performance of the organization. 54% of the employee wants to wish the performance appraisal leads to pay incentives at the end. 97% of employees were cleared about their goals, and left 3% employee were unlearned about their future goals. Only 360 degrees and MBO method was there to appraisal, company can add more different methods to appraisal to evaluate the employee. Employee aspiration was much need in organization were only 23% wereknow about it. 65% of employees were said excellent about the performance appraisal system of the company, 34% were said good and only 1% was neutral. 82% of employee were been satisfied about the existing system of performance evaluation of the company and 18% were not satisfied.

SUGGESTION

The effective appraisal which leads to appropriate promotion and incentive plans. Giving steady training and input can be the result of conveyance of execution of the representative that he/she can perform well. Holding quarterly execution improvement conversation and assess representative execution based on execution plan, as here just evaluation accomplished for a yearly wise. Exists interview for understanding the cause of employee discontentment. It shows that organization is get to know that there because of appraisal or not. Some of the department like operation and production might be appraisal on quarterly, because of huge employee are been working under them. The management can improve their appraisal system so that he remaining employee gets satisfied with their appraisal system. They should motivate employee so that performance should be directly linked with their outcome.

CONCLUSION

The article was formed to know the performance outlook of the organization, It has been observed the subject of Performance Appraisal in TajSATS Goa, its plays a vital role in the organization were all the employee know the Performance Appraisal system and according to survey all are been satisfied about their existing position and all have a hold on their roles and responsibilities, its shows the organization is going on in well condition and all the employee are in positive response about the organization and they value towards the company policy and procedure. As I look on various departments, various role and different kind of procedure of work, employee came from various states and country to work over here, different language, distinct culture, diverse ideas and thought, are been clarified to say that the slogan called “Culinary Art in Motion”. The employees believe that appraisal is necessary of their work life balance, expect as the main feature in their job field. In order to say for employee to develop and learn to know that were they fallen short, and what they need to do. This study helped me to understand the performance appraisal system and their effectiveness in the organization, from the study I think that present system achieves the end objectives in an effective manner.

Practical Implication

Even though most organizations have shifted their focus from psychometric and evaluation issues to the more motivational and developmental aspects of performance management, many managers, HR professionals, and employees are still dissatisfied with their systems (Kuvaas, 2007). Murphy, 2019; Adler et al., 2016). Many firms are reluctant to do away with the performance rating, despite the fact that it is the most despised aspect of performance management—the performance review in particular. According to Hunt (2016), performance ratings facilitate organizations’ ability to provide more resources to high-value personnel, address underperformance, and adhere to regulatory requirements for skill certifications necessary to execute particular tasks. However, The evaluation of performance is not very useful in promoting employees’ growth and development since it places more emphasis on what has already happened than on the limitless opportunities that lie ahead (Budworth et al., 2019). Our research demonstrates that employees’ perceptions of supervisor support are influenced not just by the performance grade but also by the performance interview’s emphasis on strengths. Because people—including supervisors—tend to notice and remember negative information more than positive information, organizations may want to train supervisors in identifying strengths in their subordinates and helping them to better utilize these strengths (Baumeister et al., 2001; Rozin & Royzman, 2001). Supervisors can receive training on how to use instruments like the Values in Action Inventory of Strengths (VIA-IS; Peterson and Seligman, 2004), the reflected best self-exercises (Roberts et al., 2005), the Strengthsfinder (Rath, 2007), the feedforward interviews (Bouskila-Yam & Kluger, 2011), and the application of a 3:1 ratio between positive and negative feedback (Fredrickson & Losada, 2005) in the context of performance appraisal interviews.

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