

A Study On Effectiveness Of Performance Appraisal On Employee Productivity

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Abstract

This research paper aims to examine the impact of performance appraisal systems on employee productivity in contemporary organizational settings. As companies strive for sustainable growth and competitiveness, the role of performance appraisal in shaping and enhancing employee performance becomes increasingly important. The study uses a mixed-methods approach, combining quantitative surveys and qualitative interviews to gather comprehensive insights from both employees and management personnel. The quantitative phase involves the distribution of structured questionnaires among a diverse sample of employees across the industry, aiming to gauge their perceptions of the performance appraisal process and its impact on their productivity. Additionally, relevant performance metrics were analysed, with an assessment of observable correlations between the outcomes of appraisals and subsequent employee productivity. In the qualitative phase, in-depth interviews were conducted with a subset of employees and managers to learn more about their experiences with performance appraisal. The qualitative data indicated perspectives on the strengths and weaknesses of existing appraisal systems. Secondary data includes research papers, publications, magazines, books, journals, and websites. The core objectives of this research were to evaluate the performance appraisal system of the company and its effectiveness and to gather feedback from the workforce on the same. Also, to study the association between performance appraisal systems and employee productivity. Research data was analysed with the aid of the SPSS standard tool. The research framework incorporates relevant theoretical perspectives on performance appraisal, employee motivation, and organizational behaviour, aiming to provide practical insights for organizational leaders, HR practitioners, and policymakers. Findings suggest the refinement or implementation of performance appraisal strategies that better align with the dynamic needs of modern workplaces, fostering a culture of continuous improvement with training programs and increased employee engagement through a better pay structure.

Keywords: - Performance Appraisal, Employee Productivity, Effectiveness

1. Introduction

Most organizations have a strong desire to equip their personnel with the required skills, knowledge, competencies, attitude, and high motivation at the individual level. These will help them to meet the future challenges in their job fields. With high efficient and potential workforce, any organization can satisfy their determined short-term and long-term goals at a prompt. With the aid of productive human resources organizations can compete with their rivals by adding innovative products at large. Performance appraisal is an integral part of the human resource management process. It is one of the crucial function which is enabling the organization to measure the output of the workforce. It not only assesses the performance but also has scope to identify the loopholes in employee's efforts and allows making necessary corrections in work strategy which lead to their success in their functional domain. Performance appraisal is a key function of human resource management which assists managers in recognizing the required training needs of employees. By which personnel can fulfil their competency need to uplift them with efficiencies in work performance and enhance their productivity level. Performance appraisal is a structured periodical review process of human resource contribution in departmental and organizational development. It diagnoses the gap between actual performance and anticipated performance in the form of strengths and weaknesses. An effective performance appraisal system will sustain the consistency of potential employees and also motivate moderate employees to increase their skill level and techniques which will help them reach their goals.

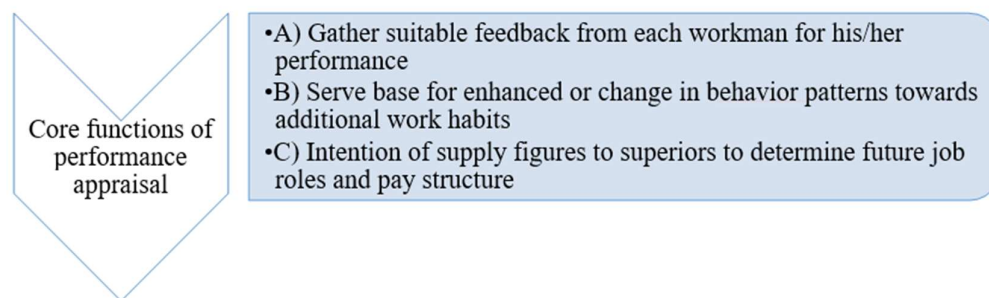


Figure 1.1 Functions of Performance Appraisal

The performance appraisal function is a tool by which an organization can decide to allocate its funds and awards to the human resources who contribute well with their best efforts in organizational growth which is high motivation and creates a positive work atmosphere in the organization. It generates promotional opportunities for higher designations and transfers them to place at required positions. Various methods available i.e. 360-degree appraisal, self-appraisal, ranking method, grading method, critical incident method graphic rating scale, supervisor appraisal, etc. depending on the business sector companies follow effective methods. In this process, mutual comparison between job analysis, job description, and job standards aligned with actual performance.

While talking about productivity, at the workplace the quantity of work output delivered by the workman in a particular time duration, mixed with the flavour of quality following efficiency, norms, compliance and regulations, organization culture and climate, discipline behaviour abide with code of conduct. The number of factors affecting employee productivity at the organizational level.

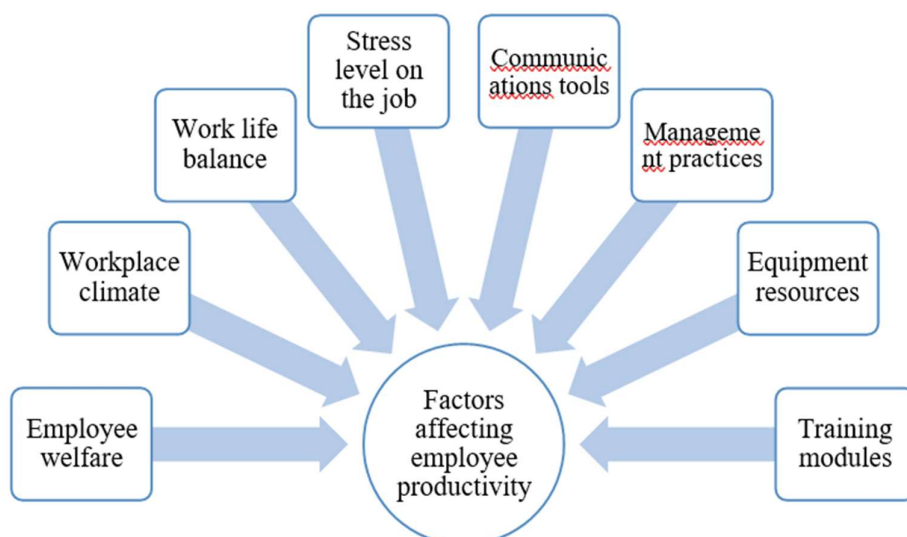


Figure 1.2 Factors affecting employee productivity

1.1 Problem Statement

Performance appraisal presents a valuable opportunity to acknowledge and celebrate employees' contributions and achievements within the organization. It serves as a mechanism to foster a strong connection between rewards and productivity, ensuring that employees feel recognized and motivated. Additionally, it plays a pivotal role in cultivating an environment conducive to open communication and helps in clarifying goals and expectations.

Furthermore, performance appraisal facilitates the provision of constructive feedback and guidance aimed at enhancing employee productivity. However, despite its numerous advantages, there is a growing recognition that the performance appraisal system can sometimes have unintended consequences, serving as a demotivator and negatively impacting employee morale and productivity.

As such, a research study was conducted to explore the impact of performance appraisal on employee performance and productivity within the Manufacturing context. The study aimed to identify factors that may act as demotivators and impede productivity, shedding light on areas for improvement within the appraisal process.

1.2 Objectives of the study

- To review the performance appraisal system of the company.
- To analyze the effectiveness of the performance appraisal system.
- To get the feedback regarding performance appraisal system from the employee.
- To identify the factors affecting the effectiveness of the performance appraisal system.
- To study the association between the effectiveness of the performance appraisal system and employee productivity.

1.3 Scope of the study

The study focuses on finding out the impact of performance appraisal on employee productivity and also analyses how motivation affects the relationship between the performance appraisal system and employee performance in the company. Respondents selected 42 numbers of middle-level employees as a sample, among the total population of Kepco Pvt Ltd. Located in the Bhavnagar region by using a simple random sampling method. Target employees of the study involve trainees, executives, senior executives, managers, or heads of the various functional departments of the company. The scope of the study expanded to all types of manufacturing industries.

2. Literature Review

Prof. Sugandha Sinha, Aishwarya Antapurkar, Pritesh Saharan (2022, March)

“A Research on the impact of performance appraisal on employee productivity”: the researcher has concluded that organization should review their human resources regularly task accomplishments, company’s goals, use targets, and time management to increase employee productivity. Employees are not always aware of the hidden purpose of performance appraisal so they may not be positively motivated by the process. It is the organizational responsibility to ensure orient human resources about the back-end process of performance appraisal and its varied criteria on the basis they will be assessed. All the objectives should be clear and transparent among the employees. Employees trust that the appraiser has a drastic impact on the overall process. Employees may get demotivated if they believe that the process is biased. The study highlighted that during the initial years of a career, remuneration will be the prime motivation factor, however after crossing the 31st year of age work work-life balance will act as a core factor of motivation. Apart from the performance appraisal system, the career development program assists the workforce to see their career with the company in the future. And 50-plus employees expect recognition and appreciation awards which works as a motivation factor for them. The study suggested that management by objectives process is statistically important to appraise the employee.

Solomon Sumumma Zayum (2017, October) “Performance Appraisal and Employee Productivity in Plateau State Internal Revenue Service, Nigeria”: the study concluded that performance appraisal parameters, feedback, and time-frequency significantly influence human resource productivity. 360-degree feedback system also improves the productivity of the employees. Employees' productivity is further bolstered by motivation and job satisfaction, which are fuelled by timely, equitable, and precise feedback on their performance. Employees seek continuous performance feedback to reinforce positive behaviors and enable timely adjustments when improvements are necessary. Feedback is crucial for employees to recognize their strengths and weaknesses, empowering them to enhance their productivity effectively. MBO Process application will be helpful to the organization by which employees get enabled into goal setting and cleared with their job responsibilities further it increases the productivity in the company.

Idowu, Ayomikun O. (2017, April) “Effectiveness of performance appraisal system and its effect on employee motivation”: The study concludes that there will be positive outcomes if management applies performance appraisal as a motivation tool. If an organization uses multiple techniques of performance appraisal consequently it produces greater satisfaction and higher motivation levels among the employees. Specifically, performance-linked reward incentive systems are deeply associated with employee motivation, even they also help to set their objectives in the job. In the matter of effectiveness, the 360-degree appraisal method is quite impressive to get a compressive analysis of human resources as it evaluates employees from different angles. Notably research study finds that the use of performance appraisal identifies employee’s strengths and weaknesses and also their basis for promotion, which is a most significant factor of human resource motivation. Overall research positive impact identified roles increasing employee motivation, this support ensures that a positive relationship exists between performance appraisal and human resource motivation.

Mensah Senyah, M., Boateng Coffie, R., & Adu-Pakoh, K. (2016, May) “Assessment of the effectiveness of performance appraisal on work productivity: A case study of Kumasi Polytechnic”: A researcher has recognized in his research that the absence of an effective performance appraisal system is a key reason for the poor output of human resources. If the performance appraisal system is properly administered to employees its benefits can be reflected in the organizational environment. The system of performance appraisal required to be assessed to be streamlined, and to spread awareness among the workforce about what effective job efforts management expects from them. If the performance appraisal system is constituted appropriately, it can motivate the employees to improve the planning and scheduling of their work. Performance appraisal function indicates accountability for both superior and subordinate, by assigning work, directing, monitoring, and controlling, and by year-end the managers are expected to evaluate them, which shows leadership in them. Subordinates are expected to complete their tasks without being asked, which indicates full effort in their initiatives towards their jobs. Most of the firms follow a rating scale, descriptive system, and management by objective process. appraisal system positively impacts the performance level.

Ms. Ramila Ram singh (2016, March) “Performance Appraisal in India – A Review”: performance appraisal is a significant functional tool that serves information to many critical human resource decisions. The effectiveness of performance appraisal depends on how well training and development or HRD in an organization is oriented. Training equips the workforce with skills and knowledge which are essential to improve the performance of employees. Studies has suggested setting appropriate work standards for human resources. The standards must be reachable. Performance appraisal should be done by evaluating or comparing actual performance with a relative standard set. Each superior is liable to serve honest feedback to employees to motivate him or her and to eliminate performance deficiency.

3. Research Methodology

This section outlines the research methodology and techniques employed in the study. It begins by detailing the type of research utilized, followed by an explanation of the study design and research plan. The subsequent section includes the study's respondent strength or sample size, universe, population, and types of data collection

3.1 Research design

This research study adopted a mixed method approach where the quantitative method which is referred to as statistical research, aims to provide a comprehensive presentation of the data and characteristics relevant to the subject under study. This approach involves analyzing frequencies, averages, and other statistical metrics to depict the observed phenomena accurately. study employed descriptive research to seek a deeper comprehension of a particular topic or phenomenon.

3.2 Research plan

The research plan is to identify the factors affecting the effectiveness of the performance appraisal system and to study the association between the effectiveness of the performance appraisal system and employees' productivity by using the statistical tool to analyze based on questionnaire data collection and open interviews conducted with employees.

3.3 Research Framework

The study focuses on finding out the effectiveness of the performance appraisal system, and the impact of the performance appraisal system on employee productivity and also analyses how employee motivation affects their productivity. Respondents selected 42 numbers of middle-level employees as a sample, among the total population of Kepco Pvt Ltd. Power generation unit, located in Bhavnagar region by using a simple random sampling method. Primary data were gathered through a standard questionnaire. For analyzing data, used the correlation coefficient method through IBM SPSS software. Results presented there is a positive relationship between performance appraisal and employee productivity.

3.4 Sample size and sampling method

The Sample size of the study consists of 42 Middle-level employees who were selected out of 450 total populations of Kepco Pvt ltd through using a simple random sampling method.

3.5 Data collection method

Primary data sources included questionnaires and interviews, Questionnaires proved to be the most efficient tool for collecting data in this study's survey. Standardized questionnaires were particularly effective in exploring a widely dispersed population. while secondary data sources comprised books, journals, magazines company websites.

4. Data Analysis and Interpretation

The responses were collected from employees of middle-level hierarchies in each functional department of the company's organizational structure.

The questionnaire structure includes questions based on the following applicable parameters in line with the objectives

- A. Goal setting
- B. Work motivation
- C. Open communication and feedback
- D. Performance appraisal system linkage with incentive/reward/recognition
- E. Promotion, development, and training needs
- F. Forced ranking criteria
- G. Performance appraisal system linkage with employee productivity

The questionnaire was distributed and feedback was gathered from a total of 42 participants. (61% Male, 39% Female)

Based on the gathered responses, the data was analysed

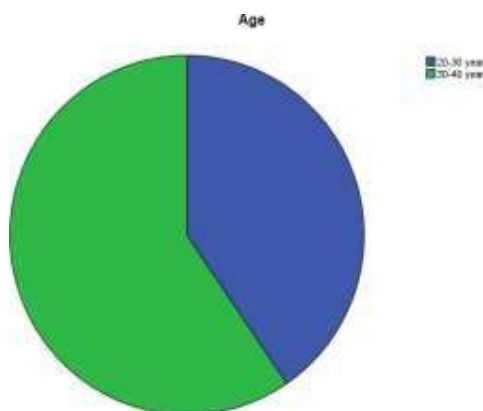


Figure 4.1 Indicating the age group of respondents (Source primary study)

- ☐ 59.5 % of employees belong to the age group of 30-40 years
- ☐ 40.5 % of employees belong to the age group of 20-30 years
- ☐ 40.5% of employees have 5 years and above experience in the organization
- ☐ 59.5% of employees have a diploma degree and 38.1% of employees have a bachelor's degree in engineering, commerce management, and arts.

5. Observation and Findings

After gathering responses through the questionnaire, the data underwent analysis. It was subsequently translated into tabulation format or Excel tables for visualization. The analysis focused on elucidating the correlation between Effective performance appraisal systems employee productivity, and employee motivation. The findings were presented using Excel table. Finally, findings were drawn based on the analysis.

Research Objective No.	Statement	Parameter	Likert 5 Scale Rating % of response				
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Analyzing the effectiveness of the Performance Appraisal System based on goal setting, incentive/reward/recognition, and work motivation							
1&2	Performance Appraisal System which is based on formation of Key Result Areas (KRA) and is linked to organizational objectives	Goal Setting	33.3	31	31	2.4	2.4
1&2	Current Performance Appraisal System promotes career path and growth perspective		35.7	33.3	28.6	0	2.4
1&2	The Performance Appraisal System of an organization helps to measure performance objectively for deciding monetary	linkage with incentive/reward/recognition	35.7	42.9	19	0	2.4
1&2	The Performance Appraisal helped in improving employees working capabilities		35.7	38.1	23.8	0	2.4
1&2	The appraisal data are used by the HRD department for other development decisions like job rotation, job enrichment, and payment of incentives	Work motivation	38.1	38.1	21.4	2.4	0
1&2	The Performance Appraisal System of organization aims towards motivating employees to perform		31	31	33.3	0	4.8
Reviewing the feedback received from the employees and identifying the factors affecting the effective performance appraisal system							
3&4	Poor performance appraisal rating influences employee's satisfaction, motivation, and productivity level	Work motivation	35.7	35.7	23.8	2.4	2.4
3&4	Performance Management System helps in identification of performers and provide crucial data for Training Need and Succession Planning	Promotion, Development & Training Need	28.6	42.9	26.2	0	2.4
3&4	The Performance Appraisal System is linked to promotion system		38.1	31	26.2	0	4.8
3&4	The Reporting officer holds Performance planning meeting at the beginning of the appraisal Year		38.1	28.6	28.6	0	4.8

3&4	The feedback sessions are organized by Reporting Officers to communicate employee's strength and weaknesses & suggest	Open Communication & Feedback	38.1	35.7	21.4	2.4	2.4
3&4	Performance Appraisal Report (PAR) scores and ratings are communicated in organization for self-assessment and improvement		23.8	35.7	31	4.8	4.8
Indicating the association between the effectiveness of the performance appraisal system and employee productivity							
5	Employee performance is rightly judged by current performance appraisal system	Work motivation	35.7	35.7	21.4	2.4	4.8
5	Performance Appraisal Report (PAR) scores and ratings are communicated to employees for self-assessment and improvement	Forced ranking criteria	23.8	35.7	31	4.8	4.8
5	Performance Management System affects productivity in Organization	Linkage with productivity	26.2	40.5	23.8	4.8	4.8
5	The appraisal data are used as inputs for recognition and encouragement of high performers and desirable behaviour		38.1	31	23.8	4.8	2.4
5	Employee believes that work is satisfying and worthwhile and helps contribute to the success of the company		38.1	42.9	11.9	4.8	2.4
5	In general, employees feel the organization has an excellent performance appraisal system and employer's feedback about employee productivity help build up self-development which improves		28.6	42.9	21.4	4.8	2.4

Table 5.1 Tabular formatted Respondent's data analysis

The findings of the research study were evaluated based on tabular formatted research data analysis. All the formed research objectives were measured with received responses from the employees of the company in line with the parameter-based questionnaire.

Finding 5.1

Review of the existing performance appraisal system and its effectiveness level

Goal Setting

- ☐ Most of the employees 64% agreed that the performance appraisal system is constructed based on the formation of Key Result Areas (KRA) which is directly linked to organizational objectives, and scored moderately high in goal-setting effectiveness. Key result areas work as a set of directions for employees at the workplace. its connections with the organizational objectives and performance management system indicate an accurate or effective performance appraisal system.
- ☐ The performance appraisal system is perceived to promote employee career path and growth perspective in the organization that is also moderately effective with a high score of 69% responses. This positive awareness among the workforce gives high results in productivity and maintains a fertilized workplace environment. So performance appraisal system can be effective if it is built under the goal-setting theory.

Linkage with Incentive reward and recognition

- ☐ The majority of the employees 78.6% positively responded that the performance appraisal system helps to measure performance objectively for deciding monetary rewards in the organization which indicates high motivation and effectiveness of performance appraisal.
- ☐ 73.8 % of the employees agreed that The Performance Appraisal system helped in improving their working capabilities in their job field areas by way of covering weaknesses or loophole areas identified in the scores.

Work motivation

- ☐ 76.2% of responses believed that the use of performance appraisal data by the HRD department for development decisions like job rotation, job enrichment, and payment of incentives. This awareness is explicitly indicated for an effective performance appraisal system.
- ☐ 62% of the employees positively agreed that The system aimed towards motivating employees to perform well in their respective domain scores, indicating high effectiveness in this aspect.

Overall, the above findings indicate that the performance appraisal system is quite effective in facilitating goal setting, promoting career growth, providing feedback for development decisions, and favouring rewards for employees.

Finding 5.2

Feedback received from employees and recognized factors affecting the effective performance appraisal system

Work Motivation

- ☐ 71.4% of employees agreed that Poor performance appraisal ratings significantly impact employee satisfaction, motivation, and productivity levels. This indicates that employees are demotivated by low ratings, which could affect their performance and productivity. If employee positively accepts low ratings, they may start to put their hard work

efforts into their job duties, another flipside lack of appreciation and recognition may divert their mind from the workplace.

Promotion, Development & Training Need

- 71.4% of employees agreed that the Performance Management System plays a crucial role in identifying high performers and provides essential data for Training Need Analysis and Succession Planning. This suggests that employees value the system's role in their career development and growth opportunities.
- 69.1% of employees positively responded that the Performance Appraisal System is perceived to be linked to the promotion system. This linkage indicates that employees recognize the connection between their performance evaluations and advancement opportunities within the organization.

Open Communication and Feedback

- 66.7% of employees agree that Reporting officers conduct performance planning meetings at the beginning of the appraisal year, promoting open communication and feedback. This suggests that employees appreciate the opportunity to discuss performance expectations and goals with their supervisors.
- 73.8% of employees agreed that Reporting officers organize feedback sessions to communicate employees' strengths and weaknesses and suggest areas for improvement. This indicates that employees value receiving constructive feedback and support for their professional development.
- 59.5% of employees responded in favour of Performance Appraisal Report (PAR) scores and ratings are communicated within the organization for self-assessment and improvement. This suggests that employees are encouraged to reflect on their performance and take proactive steps to enhance their skills and capabilities.

Above all the findings highlight the importance of effective communication, feedback mechanisms, and the perceived impact of the performance appraisal system on career development and motivation levels among employees.

Finding 5.3

Association between the performance appraisal system and employee productivity

Work Motivation

Employee Performance Evaluation

- 71.4% of employees agree that the performance appraisal system is perceived to rightly judge employee performance. This indicates that employees feel their efforts and contributions are accurately assessed, The Performance appraisal system not only assesses job performance but also evaluates all types of skill levels, task accomplishment, considers achievements, workplace behaviour, personality, dedication, time punctuality, initiatives and caring nature in the organization, which can positively impact their motivation, maintain efficiency levels and overall productivity in their work process.

Linkage with productivity

Impact of Performance Management System

- 66.7% of employees positively responded that the Performance Management System is perceived to affect productivity in the organization. This indicates that employees believe there is a connection between the appraisal system and their overall productivity levels, the appraisal system identifies the performance gap among the employees and this gap creates concern about improving the skills, efforts, and overall performance in their job fields, this transformation deeply enhance the employee's productivity for long term.

Recognition and Encouragement of High Performers

- 69.1% of employees agreed that Appraisal data are used as inputs for recognizing and encouraging high performers and desirable behavior. This recognition can motivate employees to maintain or improve their performance, thereby contributing to overall productivity. Recognition, Rewards, and appreciation feedback are only delivered to the employee based on achievements, and outstanding and continuous contributions, this has truly encouraged on high productivity of employees.

Employee Satisfaction and Contribution to Success

- 81% of employees believed that their work is satisfying, worthwhile, and contributes to the success of the company. This positive perception can lead to higher levels of employee engagement and productivity.

Perception of Performance Appraisal System

- 71.5% of employees feel the organization has an excellent performance appraisal system, and employer feedback about employee productivity helps build self-development, which in turn improves productivity. This indicates that employees see value in the performance appraisal process and its impact on their productivity and development.
- Overall, the above findings indicate a positive association between the performance appraisal system and employee

productivity. Employees perceive the system as fair and effective in evaluating their performance, providing feedback, recognizing achievements, and contributing to their overall satisfaction and productivity in the organization.

Performance * Productivity Cross tabulation analysis

Findings reveal that out of the total respondents 42, 46.80% perceive lower-level beliefs concerning productivity when associated with performance levels. Additionally, 34.04% of the respondents perceive high-level beliefs regarding productivity about performance levels. Furthermore, 19.14% of the respondents perceive moderate-level beliefs concerning productivity when associated with performance levels.

6. Conclusion

Motivation as a moderator positively affected the relationship between performance appraisal and employee productivity. HR practices can enhance the performance standards of its employees. The research study concludes as below.

The performance appraisal system demonstrates effectiveness across goal setting for employees and organizations both, career growth promotion, incentive alignment, and work motivation, as evidenced by high employee agreement percentages. Its linkage with organizational objectives and provision of feedback underscores its efficacy in fostering employee development and enhancing organizational performance.

The feedback from employees underscores the critical factors influencing the effectiveness of the performance appraisal system. These include its impact on work motivation, promotion opportunities, training needs identification, and the presence of open communication and feedback channels. Recognizing and addressing these factors are essential for ensuring a robust and impactful performance appraisal process that fosters employee satisfaction, career development, and organizational success.

The comprehensive analysis illustrates a strong correlation between the performance appraisal system and employee productivity. Employees perceive the system as fair in judging performance, contributing to motivation and efficiency. Recognition of high performers further incentivizes productivity improvements. Moreover, high employee satisfaction and belief in the effectiveness of the system reinforce this association. Cross-tabulation analysis reveals varying perceptions of productivity levels aligned with performance appraisal ratings. Overall, these findings highlight the pivotal role of the appraisal system in enhancing productivity by accurately evaluating performance, providing recognition, and fostering employee satisfaction and engagement, thereby contributing to organizational success.

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