

A Study on Satisfaction of Performance Appraisal in One of the Super Speciality Hospital in Coimbatore

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Abstract— As we all know performance appraisal is comparing ones performance with established standards which is carried by Human Resource department. Usually performance appraisal will be carried out after intimating the employees. A proper performance appraisal can even increase the job satisfaction of employees. Hence, this study was conducted among 112 of nursing staffs, admin staffs and other staffs to analyses the satisfaction of performance appraisals selected hospital. Simple percentage analysis and correlation was being used in the study. Furthermore, this study also comprises of few measures to improve satisfaction of performance appraisal.

Keywords: Performance Appraisal, Satisfaction, Hospital

I. INTRODUCTION

A. Definition:

Performance appraisal is defined as analyzing a performance an employee's performance and acting accordingly to the result. Performance appraisal evaluates the employee's value to the organization. It also helps the manager and HODs to check whether the right employee is placed in the right job.

B. Objective of Performance Appraisal

- 1) The performance appraisal helps to find out the employees' competency and performance. This also helps the employees to know about the subjective and objective knowledge about the work.
- 2) To find out which type of training and development the employee needs.
- 3) It helps in providing hike in salary or promotion to right employees by assessing their performance.
- 4) It helps in employees self-improvements.

C. Process of Performance Appraisal

- 1) Establishing the appraisal standards.
- 2) Asking about the expectation of employees
- 3) Comparing the actual performance with standards
- 4) Discuss the appraisal with the employee
- 5) Initiate corrective action

D. Methods

The performance appraisal can be carried out in 4 methods. The methods are,

- **SELF-APPRAISAL:** In this method, the employee justifies themselves and expresses their thoughts about themselves at work
- **360-DEGREE APPRAISAL SYSTEM:** In this method, the employee evaluates the performance of his/her HOD, colleagues, supervisor, subordinate and management. In this process every employee is given a rating for their job done based on the job descriptions assigned to them.

- **MANAGER PERFORMANCE APPRAISAL:** In this method HR manager will give a rating to the employee based on the job and relationship with management.
- **GENERAL PERFORMANCE APPRAISAL:** This method involves interaction between HR manager and employee and lets the employee to continuously set the goals and achieving them.

E. Advantage of Performance Appraisal

- 1) Performance appraisal improve employee's performance.
- 2) Performance appraisal help to identify which employee need more training and development.
- 3) Any shortage in the performance of an employee can be detect and can be rectified. It will help the HR manager to decide about the promotion.
- 4) It can motivate the employee to improve performance.

F. Disadvantage of Performance Appraisal

- 1) It is complex and time consuming process.
- 2) Exchanging Feedback could cause double between management and employee.
- 3) Performance appraisal attains can be biased.
- 4) Even though many employees perform well they all cannot be rewarded at the same time.

G. Objectives of the Study

- 1) To study the performance appraisal system.
- 2) To evaluate the satisfaction level of the performance appraisal system among employees.
- 3) To suggest some measures to improve performance appraisal.

II. LITERATURE REVIEW

According to Khalid, Gulfam Khan (2019), this study was carried out among teaching and non-teaching staffs in the educational sector to analyze the satisfaction of performance appraisal. The data was correlated and regressed between themselves to predict the relationship between performance appraisal satisfaction and to the unknown variable. Results shows that performance appraisal is connected to many other variables to obtain satisfaction.

According to Memon, M.A., Salleh (2020), this study was carried out to identify the relationship between performance appraisal satisfaction and its impact on work engagement. This study was also done to investigate the performance appraisal satisfaction on turnaround of organization.

According to Moksh Prabha Soni (2020), this study was done to explore the impact of gender on satisfaction of performance appraisal. This study was done in an Indian context. There was no adequate resources to prove satisfaction of performance appraisal on gender based.

III. METHODOLOGY

This is exploratory research that aims at the selected hospital and their performance appraisal satisfied the employees in their hospital. The simple random sampling is used to collect data. About 150 employees were present in the hospital and by using Morgan's table, sample size is considered to be 112. For this purpose, questionnaire has been designed, making sure that the research questions do justice to what the research is trying to find and provide the direction and shape of the research. Accordingly, the survey tool is a structured questionnaire divided into two parts. The first part includes the demographic questions such as age, gender, marital status, etc. and the second part is composed of twenty-four questions that test the employee's satisfaction with performance appraisal.

IV. ANALYSIS

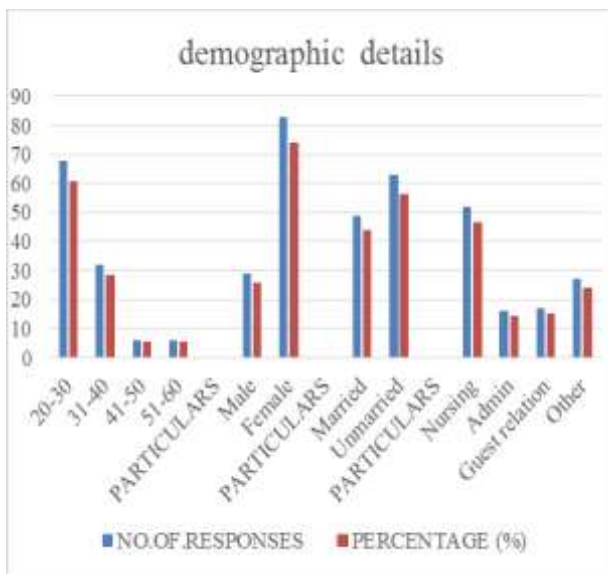


Fig. 1: Chart Showing Demographics Details:

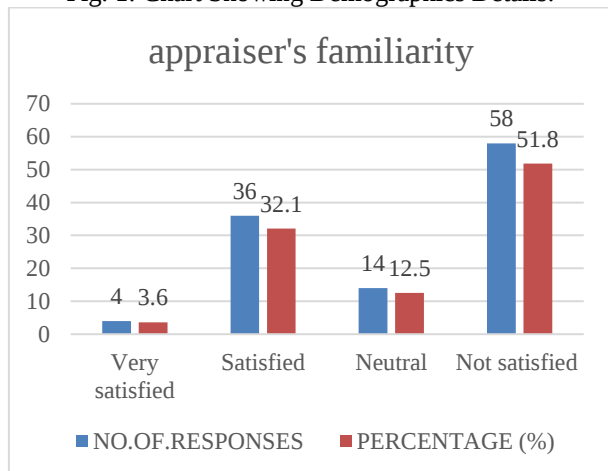


Fig 2: Chart Showing Opinion on Appraiser's Familiarity

The above chart shows that 3.6 % of the employee graded as very satisfied, 32.1% of the employee graded as satisfied, 12.5% of the employee graded as neutral and 51.8% of the employee graded as not satisfied for the question "How much you are satisfied about the appraiser's familiarity on your job responsibilities?"

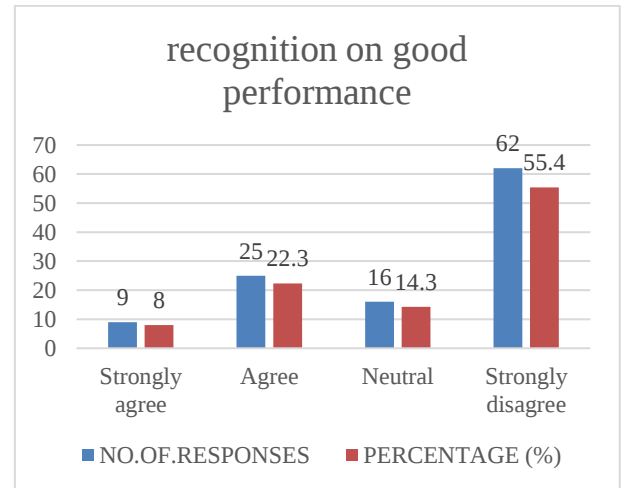


Fig 3: Chart Showing Opinion on Recognition on Good Performance

The above chart shows that 8.0% of the employee graded as strongly agree, 22.3% of the employee graded as agree, 14.3% of the employee graded as neutral and 55.4% of the employee graded as strongly disagree for the question "Do you feel that our hospital is good at providing recognition for good performance?"

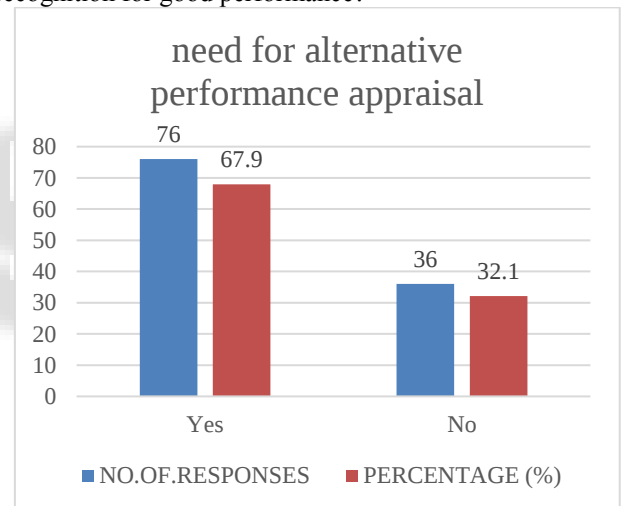


Fig 4: Chart Showing Opinion on Need for Alternative Performance Appraisal

The above chart shows that 67.9% of the employee graded as Yes and 32.1% of the employee graded as No for the question "Do you prefer alternative performance appraisal system rather than self-performance appraisal?"

		performance criteria used in the appraisal form does not actually measure my real performance	Overall, how much will you grade to your existing performance appraisal form
performance criteria used in the appraisal form does	Pearson Correlation	1	-.707
	Sig. (2-tailed)		.000

not actually measure my real performance	N	112	112
Overall, how much will you grade to your existing performance appraisal form	Pearson Correlation	-.707	1
	Sig. (2-tailed)	.000	
	N	112	112

Table 1: Showing the Relationship between Form Measure Actual Performance and Overall Grade for Performance Appraisal

- Null hypothesis (H0): There is no relationship between performance criteria used in the appraisal form and overall grade in the existing performance appraisal form.
- Alternative hypothesis (H1): There is a relationship between performance criteria used in the appraisal form and overall grade in the existing performance appraisal form

The above table interprets that since the Pearson correlation value is -0.707 there exists a negative correlation between the performance criteria used in the appraisal form and the overall grade of the existing performance appraisal form. Here the significant value is 0.000. Hence, an alternative hypothesis (H1) is considered. Therefore, it can be proved that there is a negative correlation between performance criteria used in the appraisal form and overall grade in the existing performance appraisal form.

V. FINDINGS & RECOMMENDATION

A. Major Findings

- 1) As per the findings 3.6 % of the employee graded as very satisfied, 32.1% of the employee graded as satisfied, 12.5% of the employee graded as neutral and 51.8% of the employee graded as not satisfied for the question "How much you are satisfied about the appraiser's familiarity on your job responsibilities?"
- 2) As per the findings 8.0% of the employee graded as strongly agree, 22.3% of the employee graded as agree, 14.3% of the employee graded as neutral and 55.4% of the employee graded as strongly disagree for the question "Do you feel that our hospital is good at providing recognition for good performance?"
- 3) As per the findings 67.9% of the employee graded as Yes and 32.1% of the employee graded as No for the question "Do you prefer alternative performance appraisal system rather than self-performance appraisal?"
- 4) As per the findings table interprets that since the Pearson correlation value is -0.707 there exists a negative correlation between the performance criteria used in the appraisal form and the overall grade of the existing performance appraisal form. Here the significant value is 0.000. Hence, an alternative hypothesis (H1) is considered. Therefore, it can be proved that there is a negative correlation between performance criteria used

in the appraisal form and overall grade in the existing performance appraisal form.

B. The Recommendations Includes:

- 1) The hospital should help the employees to achieve personal goals by providing enough resources and opportunities.
- 2) They should award a good performance as soon as it is recognized.
- 3) The person who assesses the employee's performance should be familiar with the duties and responsibilities of the employee.
- 4) The form that assesses the employee's performance should have a separate area to share their feedback regarding the performance appraisal.
- 5) Alternative performance appraisal methods can be used.
- 6) The results of the performance appraisal should be delivered personally to the particular employee.

CONCLUSION

A performance appraisal system in a healthcare organization is considered as an overall review of employees' work performance and their contribution to the organization. Human Resources takes this as a great responsibility in assessing the employee's performance in their working environment. In this study, the researcher has determined to find out whether the employees are satisfied with the hospitals' appraisal system and to find out the output of the appraisal system. The study shows that there are a lot of drawbacks to the performance appraisal system. The employee's response to the researcher's question made it clear that human resource personnel's contribution to the appraisal system needs to be improved. For the better outcome from this healthcare organization's staff, this system needs to be reviewed and revised further.

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