

**THE IMPACT OF THE PERFORMANCE EVALUATION  
ON EMPLOYEES BEHAVIOUR**

**SPECIAL REFERENCE TO CHILL BRO RESORTS**

**TAJANGI,VISAKHAPATANAM -AP**

**K.SATYA CHANDRA**

**MRS.CH.NAGESWARI**

**ASSISTANT PROFESSOR**

**GODAVARI INSTITUTE OF ENGINEERING & TECHNOLOGY  
(AUTONOMOUS),**

**RAJAMAHENDRAVARAM, ANDHRA PRADESH, INDIA.**

**ABSTRACT**

Performance appraisal is the organized process of evaluating the job-related performance & skills of the employees. The most vital factor that affects the future of any organization is its employees. The main concern of every organization is to contribute positively towards the achievement of its objective. Organizational efficiency is often assimilated with managerial effectiveness. A manager human resources available through individual employees under his guidance . Hence, it is constantly required for a manager to supervise the overall performance of personnel. This paper gives an overview of the performance appraisal can make sure organizational effectiveness by guaranteeing the overall usage of system in the chill bro resorts ,Tajangi A.p . The objective is to know how effective the execution of the performance appraisal system in this company is. Execution of Appraisals has been considered as the most note worthy factor to determine personnel aspects like career advancement and legitimacy of satisfaction increment.

By adopting latest research objectives, pertained to establishing the moderating role of performance appraisal as a motivation tool as well as potential challenges and findings show the presence of significant positive outcomes when the organisation uses performance appraisal as a motivation tool. The Researcher in this study relates to the assessment of the relationship between employee performance evaluations to assess the moderate role of motivation.

### **KEYWORDS:**

*Performance appraisal system, performance effectiveness, Performance evaluation, promotion, career advancement.*

**\*K.Satya chandra,pursuing MBA Final year**

**\*\*Mrs.Ch.Nageswari,Assistant professor**

### **INTRODUCTION**

Performance appraisal is also known as employee evaluation, merit rating, employee assessment, etc. It is a systematic process of appraising an employee's current and past performance relative to his/her performance parameters. The employee's performance should be based on organizational expectations and employee's actual performance. The idea that performance evaluation improves employee's performance is not a new one but it is seen in the roots of development of mankind. Each person is motivated when he is told about his actual performance and accepts what were his/her previous mistakes. Performance appraisal process may be held annually or monthly as per needed.

Performance appraisal is a cycle to survey employee's work execution and by the large comment to an organization. It is generally called a yearly study, performance review of appraisal, or representative assessment. Performance evaluation surveys a representative aptitudes, achievements, and advancement - or insufficiency in that office. Performance evaluation is useful to get worker's presentation and to legitimize pay augmentations. They will take place at some specific time, in general yearly, half-

yearly, or quarterly. This performance evaluation technique continually tests employee proficiency. It helps them continue to remember how great they are performing. That permits recognition and amend botches rapidly Performance appraisal is a method for assessing representative directly in the labor force, generally covering both the quantifiable and the subjective elements of employment results. The execution here applies to how much the obligations that involve an individual's work performed

If you conduct a successful performance appraisal, you can get a handle on what the employee does best and identify areas that require improvement. Appraisals also come in handy for deciding how to fill new positions in the company structure with existing employees.

## **OBJECTIVES OF THE STUDY**

- To Identify the strengts and weaknesses of employees to place right men on right job.
- Toresearch Chill Bro resort's performance evaluation process
- Toknow the employees in the organization are satisfied with the evaluation process adopted by CBR.
- To measure and improve the performance of employees and increase the their future potential and value to the company.

## **SCOPE OF THE STUDY**

This study provide appraisal feedback to employees and thereby serve as reflecting mirror for personal and career development and allow the management to take effective decision against drawbacks for the well being of the employee's development to improve employee work performance as helping management to realize and use their full potential in carrying out their firms mission. This study helps to know the level of importance of appraisal system. The payroll and compensation decision, training and development needs, promotion, demotions transfer which including job analysis and

providing superior support, assistance and counseling giving strength to job performance & personal qualities of an employee in organization.

## LIMITATIONS OF THE STUDY

- Thetimeavailableforresearchwasonly35dayswhichisnotsufficientofcolleaguetomoredetails companyin theHR Department.
- The informationiscollected maynotbefactual.
- Thestudyconfinedtoperformanceappraisal.
- ItisverydifficulttodocumenttheentireinformationonHrmpactices.

## REVIEW OF LITERATURE

The history of performance appraisal ways back to the early 20th century and can be traced to Taylor's pioneering Time and Motion studies. Though a formal appraisal programme was introduced by New York City Civil Services in 1883 before WW1, it is believed to be started for the first time during WW1. Then US army chief Walter Dill Scott, kept man-to-man rating in military establishment. According to C. Heyel (1973) “performance appraisal is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which they are employed. For the purpose of administration, including.

Selection for promotions, placement, providing financial rewards and other actions which necessitate differential treatment amongst the members of a group as distinguished from actions affecting all members equally”. In the views of Wonston Oberg (1972), “Common descriptions include performance appraisal, merit rating, behavioral assessment, employee evaluation, personnel review, progress report, staff assessment, service rating and fitness report.” (Abanikanta) As per A. Monappa and M. S. Saiyadain Douglas Mc Gregor (1957)– Formal appraisal plans are designed in such a manner that they will be meeting one need

of the organization and two of the individuals. 1. Systematic judgments for supporting an increase in salary, transfers, demotions or terminations. 2. Means of informing the subordinates about their performance, and suggesting the required changes in their skills, attitudes, behaviour, or job knowledge. Clear information will be given about their position. 3. For further training, coaching and counseling these appraisals are used. (Abanikanta) Armstrong (2006)- “it is a systematic process for improving organizational performance by developing the performance of individuals and teams Further he also added on that performance appraisal allows the supervisor to grab the full potential of the employees through capacity development. Performance appraisal reveals career-growth plans; helps in identifying the training needs and helps in bringing employee goals and organizational goals together. (Armstrong, 2006) In an organization, the supervisors of any organisation have a major role in transforming the behavior of the employees which may improve it or decrease it. As per the equity theory, a feeling of uneven treatment decreases the performance and commitment among the workers. Hence fair performance appraisals should be conducted with utmost care (Fulk et al., 1985) Anup Bhurtel and Eka Raj Adhikar conducted a study with 14 supervisors of the Council for Technical Education and Vocational Training (CTEVT) of Nepal to investigate the perception of supervisors on performance appraisal in relation to employee development adopting a qualitative design The results of the study implied that supervisors interpreted the existing appraisal system in a less effective manner, and it was mostly used for promotion criteria. The appraisal could not be conducted on the non-permanent employees and the results of the permanent employees were also kept confidential. Since they failed to discuss the results they were not able to set the goals for further development. The study suggested for a comprehensive performance appraisal system which could include the developmental plans for the employee.

## METHODOLOGY

### **SOURCE OF DATA:**

The data is gathered for the present study through primary & secondary sources

#### **1.Primary Data**

Primary data is the main data that collected from employees directly by doing survey using questionnaires and other sources.

#### **2.Secondary Data:**

Secondary data is another set of data collected from company brochures, yearly reports, and different sources of company libraries.

### **DATA PROCESSING:**

The data collected from secondary and primary sources are processed systematically to evaluate the performance, to draw the meaningful inferences and conclusion. The tools used to collect the required information are the questionnaires and observation.

#### **Simpler random technique:**

Simpler random sampling is a basic sampling technique where we select a group of subjects (sample) for study from a large group (population). Each individual is selected entirely by chance and each member of the population has equal opportunities to be included in the sample.

#### **Analysis of the data:**

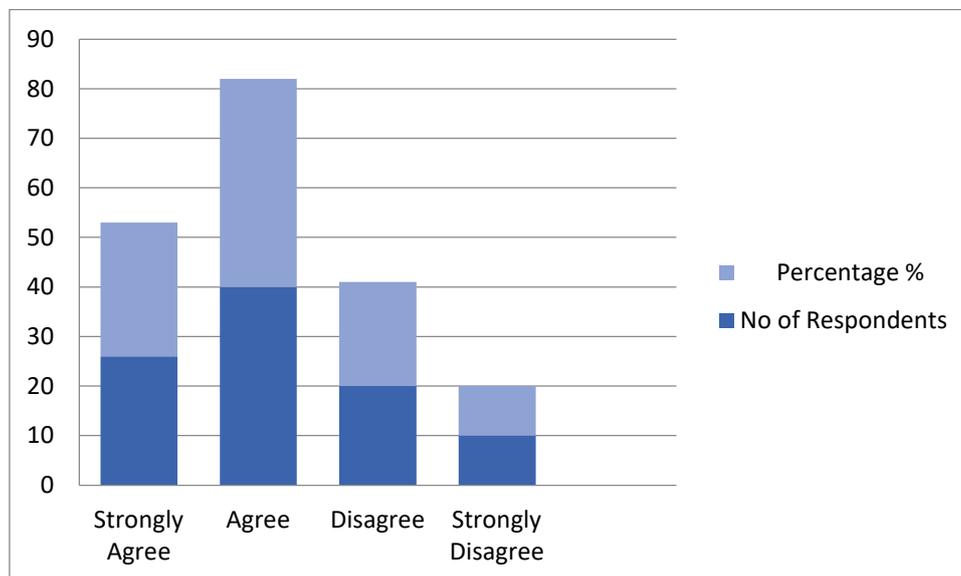
The information that was gotten by utilizing different viewpoints was deciphered and dissected. Straightforward percentile strategy has been utilized in this investigation for the examination of the information

## DATA INTREPRETATION

**TABLE:-1**

Opinion Performance appraisal is made with respect to performance of the job potential for development

| Opinions          | No of Respondents | Percentage % |
|-------------------|-------------------|--------------|
| Strongly Agree    | 26                | 27           |
| Agree             | 40                | 42           |
| Disagree          | 20                | 21           |
| Strongly Disagree | 10                | 10           |
| <b>Total</b>      | <b>96</b>         | <b>100</b>   |



### Interpretation:

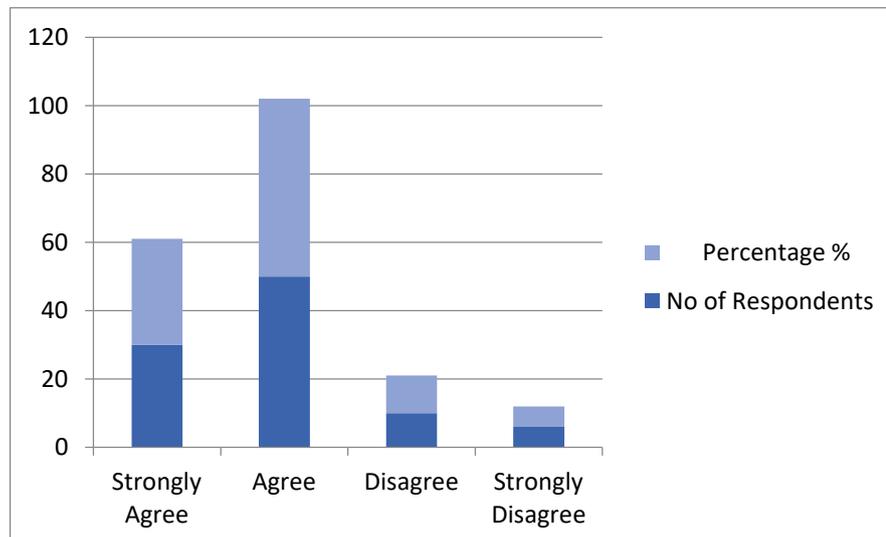
Table shows that the opinion of the respondents about the emphasis is laid on individual job performance and accomplishments rather than on overall department, it showed that more number of respondents are agree 42% agree,

27% of the respondents agreed strongly, 21% of respondents told they disagree but 10% of the respondents expressed their strong disagreement.

**TABLE :2**

Improvement of Job satisfaction and motivation with the help of performance appriasal.

| Opinions          | No of Respondents | Percentage % |
|-------------------|-------------------|--------------|
| Strongly Agree    | 30                | 31           |
| Agree             | 50                | 52           |
| Disagree          | 10                | 11           |
| Strongly Disagree | 6                 | 6            |
| <b>Total</b>      | <b>96</b>         | <b>100</b>   |



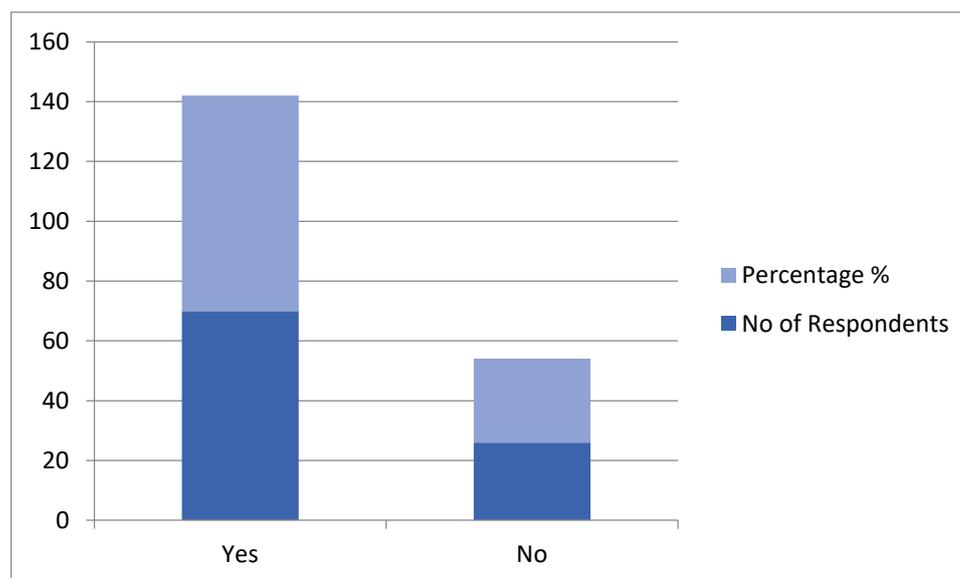
### INTERPRETATION:

It is understood from the above study that 52 percent of employees believe that performance appraisal increases job satisfaction and morale, led by 31 percent strongly agree and 11 percent are disagree and 6 percent strongly disagree

**TABLE 3:**

Improvement of Performance of Employees after performance appraisal cycle.

| Opinions | No of Respondents | Percentage % |
|----------|-------------------|--------------|
| Yes      | 70                | 72           |
| No       | 26                | 28           |
| Total    | 96                | 100          |

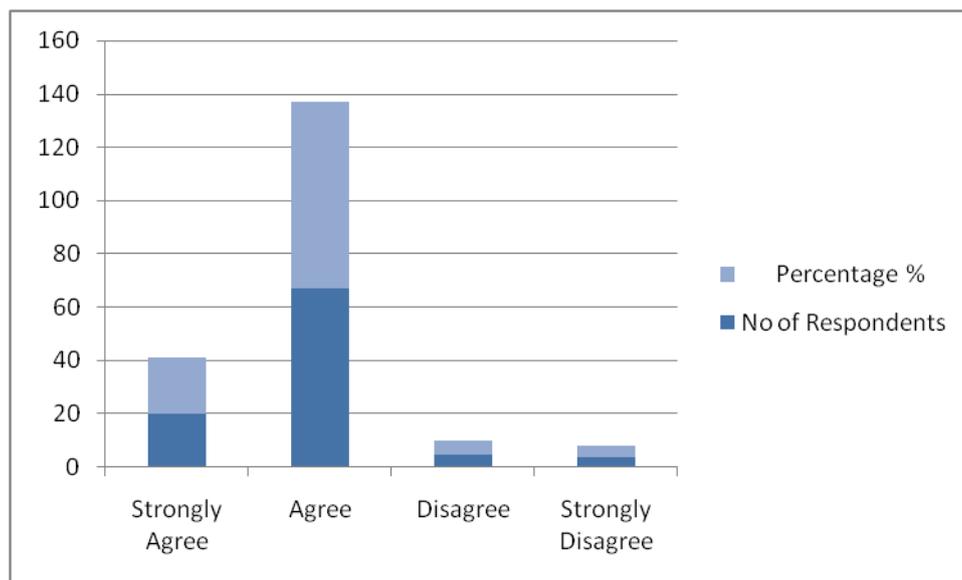
**INTERPRETATION:**

From the above graph , it is understood that 72 percent of respondents say the employee's output improves after the performance assessment process, and 28 percent claim no.

**TABLE 4 :**

Creation of employee potential after performance appraisal.

| <b>Opinions</b>   | <b>No of Respondents</b> | <b>Percentage %</b> |
|-------------------|--------------------------|---------------------|
| Strongly Agree    | 20                       | 21                  |
| Agree             | 67                       | 70                  |
| Disagree          | 5                        | 5                   |
| Strongly Disagree | 4                        | 4                   |
| <b>Total</b>      | <b>96</b>                | <b>100</b>          |

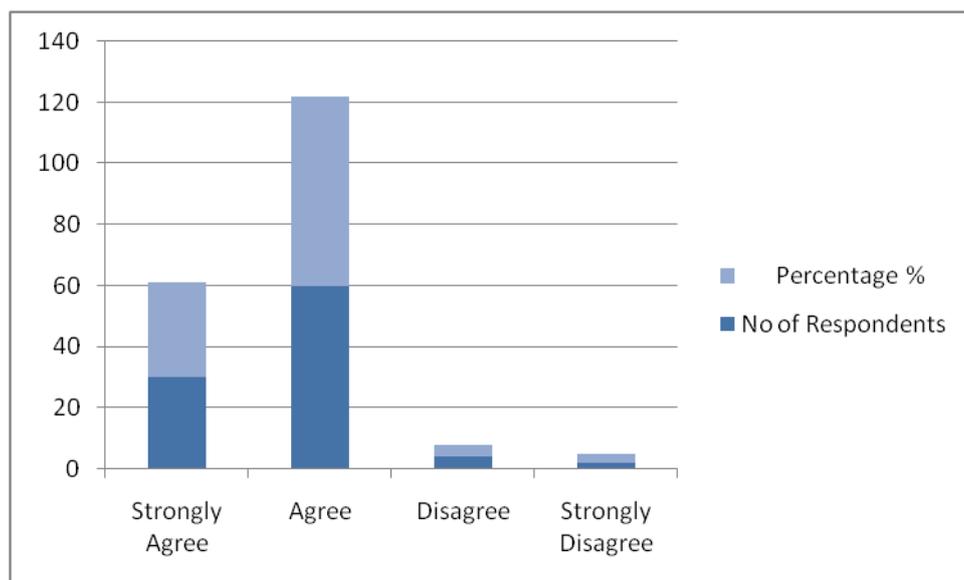
**Interpretation:**

From the above study, It recognized that 70 percent employees accept that performance evaluation is essential to employee potential growth and 21 percent of respondents strongly agree that performance assessment is critical to employee potential formation and 5 percent are disagree and 4 percent are strongly disagree.

**Table5:**

Necessity of Performance evaluation with in the organization.

| <b>Opinions</b>   | <b>No of Respondents</b> | <b>Percentage %</b> |
|-------------------|--------------------------|---------------------|
| Strongly Agree    | 30                       | 31                  |
| Agree             | 60                       | 62                  |
| Disagree          | 4                        | 4                   |
| Strongly Disagree | 2                        | 3                   |
| <b>Total</b>      | <b>96</b>                | <b>100</b>          |



### Interpretation:

It is known from the above graph that 62 percent of respondents agree that the performance assessment program is necessary for the organization, 31 percent of respondents strongly agree, and 4 percent are disagree and 3 percent strongly disagree. Therefore, most respondents believe the organization.

## **FINDINGS**

- The performance appraisal system of the organisation is planned and defined effectively.
- Performance appraisal ranks the employees as per their performance.
- The data reveals that the company within performance appraisal system determines suitability for promotion to next grade.
- Based on the information gathered, the performance Appraisal is used as a tool to monitor the contribution of individual to the organization.
- According to the analysis of obtained data the performance of individual employees performance is recognized by the proper rewards.

## **SUGGESTIONS**

- In most of the cases it is seen that the employees are unaware of the performance appraisal system, so the organization has to take measures to educate its employees about its benefits.
- Performance appraisal has to be made only after the concerned employees are provided with requisite resources to successfully complete the job assignment.
- Performance appraisal procedures have to be maintained more transparent.
- 360 degree appraisal technique, which is recently followed by many organizations, has to be given some consideration for better appraisal.
- Formality of relationship in the organization has to be improved to improve the employee's performance.
- More opportunities should be provided by expressing their ideas and plans to implement their level of performance.

## **CONCLUSIONS**

From the research done on performance appraisal system of the organization it has been found out that the system is successfully helping the organization to improve the performance of the employees as well as it is also helping in the development of the future career goals

It has been found out that the employees are satisfied with superiors' behavior in marking them understand their mistakes form the appraisal done on their performance.

Majority of them have also agreed that the appraisal system is also helping them to develop their career goals. There is no negative feedback found from the employees' side, on the maintenance of the performance appraisal system of the organization.

There were very less amount the people who were against this but most of them have agreed the appraisal system is helping them to know about their strengths and weakness and it is also helping them to overcome those mistakes.

The appraisal system is not only helping the organization for increasing the performance standards of the employees but also is helping in building up their confidence & performance level to complete globally. The company is having its branches throughout the world where it is performing globally. The performance appraisal system is also helping the organization to reach the organization objectives and strategies.

This system has not only proved to reach the organization goals and objectives it has also given a clear picture for the employees to know their priorities, how, they should reach them too.

This appraisal system has also proved for the manager to help the subordinates in realizing their talents and in making effective use of their talents in order to apply them in the work and improve their performance standards.

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