

# **Research Paper on \_ Evaluation of Performance Appraisal of employees in Hospitals with specific reference to Rajkot city**

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## **ABSTRACTS**

*A performance appraisal, or performance review, is a formal interaction between an employee and her manager. This is when the performance of the employee is assessed and discussed in thorough detail, with the manager communicating the weaknesses and strengths observed in the employee and also identifying opportunities for the employee to develop professionally. Job performance is a central issue in the psychology of work and occupations. In many ways it has often been argued that the main goal of an occupational psychologist is to improve job performance. Performance appraisal is a term applied to a variety of processes that involve the assessment and development of an individual and their performance at work. Performance Appraisals is the assessment of individual's performance in a systematic way. It is a developmental tool used for all round development of the employee and the organization. The performance is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility and health. Assessment should be confined to past as well as potential performance also. The objective of this paper is to understand the employees view about performance appraisal, to identify employees' satisfaction towards current appraisal system and to identify the impact of performance appraisal on their work.*

**KEY WORDS:** Hospitals, Employees, Performance Appraisal, Rajkot

## **1.INTRODUCTION**

Health is an important factor in the formation of human resources development which will play a vital role in improving the qualities of human beings, who are the active agents of economic development. So any measure of development achievement in a nation must affect the state of personal wealth in the nation. Better wealth would contribute to improving the economic status of the poor and for expanding total output. This demands sound management of a hospital. Therefore in this chapter the researcher has made an attempt to discuss about the meaning of hospital and hospital management, evolution of hospitals, changing concept of hospital, role of hospital administrator, functions of hospital management, hospital services and to present a picture of number of public hospitals and beds in India.

According to the World Health organization, Health is a "State of complete physical, mental and social well being and not merely the absence of disease or deformity" .One of the fundamental rights of every human being without distinction of race, religion, political belief, etc. is the enjoyment of the highest attainable standard of health. But, owing to a variety of factors like lack of health consciousness, low per capita income, lack of adequate education, on availability of proper sanitary condition and safe drinking water, unhealthy social taboos etc., the health status of the average Indian remains dissatisfactory. It has been the endeavor of successive Government in India to improve the situation. This is especially so after the Independence. The National Health Policy which was approved by the Parliament and announced by the Government in 1983 marked a beginning to the Quest for equity in health expressed as WHO's goal of " Health For All " by the year 2000 A.D. . To achieve this goal massive inputs with restructuring of the organization setup and management has been achieved incurring huge amounts of revenue expenditure as well as capital expenditure financed from various sources- Central Government, State Government and externally aided projects. In views of this currently there have been many emphases on analytical study of hospital management pattern of health care expenditure and determination of costs of service. As the present research study is on a managerial appraisal of public hospital in Gujarat (Located at district head quarter), in this chapter the researcher has tried to present theoretical aspects of Hospital Management. Hospital first came into existence prior to 1000 B.C.

A performance appraisal is a systematic general and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as organizational citizenship behavior, accomplishments, potential for future improvement, strengths and weaknesses, etc

Performance appraisal (PA) was a term once associated with a rather basic process involving a line manager completing an annual report on a subordinate's performance and (usually, but not always) discussing it with him or her in an appraisal interview. Whilst this description still applies in a number of organizations, it does not in many others. PA has become a general heading for a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards. It sometimes becomes a part of a wider approach to integrating human resource management strategies known as performance management (PM).

As Williams (1998) points out, there are at least three different models of performance management: performance management as a system for managing organizational performance; performance management as a system for managing employee performance; performance management as a system for integrating the management of organizational and employee performance.

PA plays an important, if varying, role in all of them. Performance appraisal (PA) was a term once associated with a rather basic process involving a line manager completing an annual report on a subordinate's performance and (usually, but not always) discussing it with him or her in an appraisal interview. Whilst this description still applies in a number of organizations, it does not in many others. PA has become a general heading for a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards. It sometimes becomes a part of a wider approach to integrating human resource management strategies known as performance management (PM). As Williams (1998) points out, there are at least three different models of performance management: performance management as a system for managing organizational performance; performance management as a system for managing employee performance; performance management as a system for integrating the management of organizational and employee performance. PA plays an important, if varying, role in all of them. Performance appraisal (PA) was a term once associated with a rather basic process involving a line manager completing an annual report on a subordinate's performance and (usually, but not always) discussing it with him or her in an appraisal interview. Whilst this description still applies in a number of organizations, it does not in many others. PA has become a general heading for a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards. It sometimes becomes a part of a wider approach to integrating human resource management strategies known as performance management (PM). As Williams (1998) points out, there are at least three different models of performance management: performance management as a system for managing organizational performance; performance management as a system for managing employee performance; performance management as a system for integrating the management of organizational and employee performance. PA plays an important, if varying, role in all of them.

### **3. RESEARCH OBJECTIVES**

- To understand how the performance appraisal implemented by Hospitals.
- To understand the employees view about performance appraisal.
- To identify employees satisfaction towards current appraisal system.
- To identify the impact of performance appraisal.

### **4. RESEARCH METHODOLOGY**

#### **Descriptive Research:-**

In this research it deals with descriptive research type. It includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present.

#### **Sampling Method:-**

In this research convenient sampling method is used to collect the primary data by using questionnaire.

#### **Sample Size:-**

The total sample size is 100 for this study.

#### **Data Collection Method:-**

There are two types of data collection: Primary Source of Data and Secondary Source of Data.

#### **Research Technique**

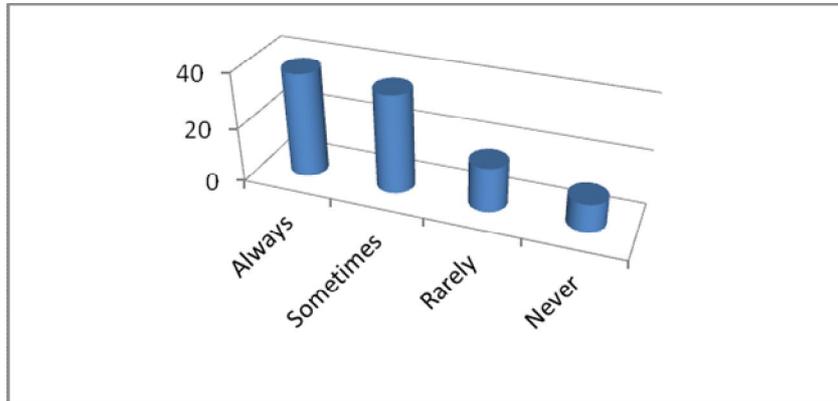
In this project, the data were collected through structured questionnaire.

#### **Population:-**

In this research the employees working in Hospitals of Rajkot were taken as population.

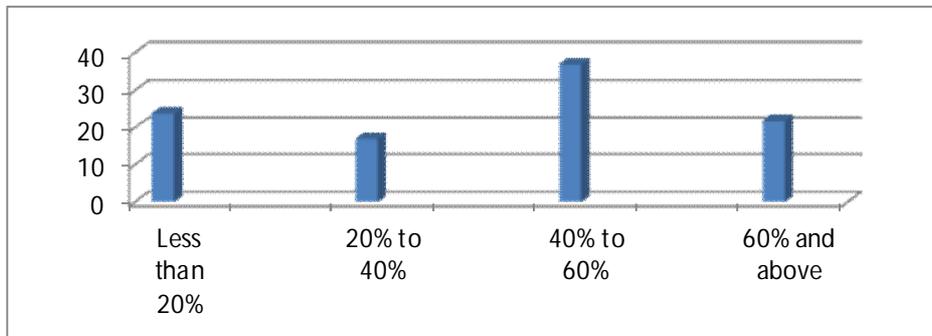
**5.DATA ANALYSIS**

(1) Do you think performance appraisal improves motivation and job satisfaction?



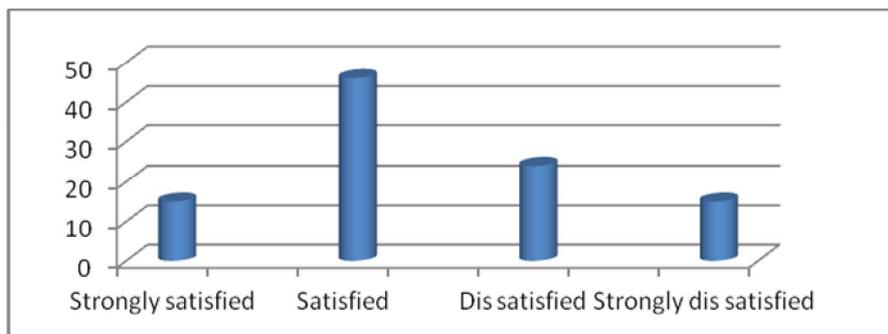
**CHART -1**

(2) What % of improvement is there in your performance after performance appraisal?



**CHART -2**

(3) Are you satisfied with existing appraisal system?



**CHART-3**

**6.INTERPRETATION**

**CHART-1** The survey report shows that out of 100 employees 38% of employees think that performance appraisal always improve motivation and job satisfaction.

**CHART -2** Out of 100 employees 37% of employees say that because of performance appraisal 40% to 60% improvement in their performance.

**CHART -3** 46% of employee satisfied and 15% of employees strongly satisfied with existing appraisal system.

**7.FINDINGS**

An employee does not get any increment in salary after performance appraisal. More than 30% of employees believe that performance appraisal does not help to encourage sharing one another burden. Performance appraisal sometimes

works because it can sometimes change behaviour of employee. Most of the employees are aware about the parameter on which performance is evaluated.

## **8.CONCLUSION**

Performance Appraisal ultimately upgrades not only the Performance and job satisfaction of employees but also of the organization. It has rightly been said, employee development And Their Performance is the key to organizational development. Organizations must have employees who are able to quickly adapt to an ever changing world market. Performance Appraisal is helpful to improve employees effectiveness and because of this they get improvement in their salary, and designation. It is also for organization as a tool of motivation. And it is also use full to development of employees.

Summarily, performance appraisal impact on employee performance has not only improved the wellbeing of organizations, but also improves the employees' skills and ability to do a best performance for organization.

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