A STUDY ON EMPLOYEES’ PERFORMANCE APPRAISAL SYSTEMS IN THE HOSPITAL SECTOR WITH SPECIAL REFERENCE TO SRI RAMACHANDRA HOSPITAL – CHENNAI

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ABSTRACT

Performance Appraisal System (PAS) is a proper method for assessing the employee by their superior and rating of individuals by their managers at regularly an annual appraisal meeting. It is the most perfect instrument to adjust and appreciate the performance of the employee. It helps to examine the contribution and achievements of the employees towards the success of the organisational goals. There are lots of methods to measure the employee efficiency and potential, an attempt has been made in this paper to identify the Performance Appraisal systems and also to give the valuable suggestions for improvement of PAS in Sri Ramachandra Hospital at Chennai.

Keywords: Performance Appraisal System, human resources management, quality of work strength, motivation, potential and training.

I. INTRODUCTION

Performance appraisal is one of the most important part in the human resource management. The information obtained through performance appraisal is helps for appoint a person for the particular post and also to give the necessary information for existing employee for motivate and retaining a quality work strength by properly appreciating their performance. If there is no proper performance appraisal system, a human resource management system fails, and finally the total waste of the valuable human assets of a company. Every company should maintained separate system for evaluating the employees. With the help of this system that compares the performance of the employees to established standards. Estimation of job performance is shared with employees being judging through of numerous main methods of performance appraisals. An effective appraisal process helps organizations in three areas which are Evaluation and improving employee selection and training systems, checking wrongful termination and increasing real employee diversity.

Purpose of Performance Appraisal

The basic reason for the performance appraisal method is to monitor employees’ performance, stimulate the staff and improve hospital morale. In the hospital, examining employees’ performance requires regular documentation, which is accomplished through completing a performance appraisal form. Employees are conscious that the hospital is mindful of their performance and they could be appreciating with monitory and non-monitory. Morale is enhanced when employees are getting the recognition for their work. A good performance appraisal method program will leads the hospital in achieving its goals and objectives easily. Organisational training must identified and to speak about the inner talent of every employee. Through identifying these training needs, employee can perform their jobs at the maximum level and be in a superior position to address clients’, members’ and customers’ anxiety. A well-trained staff is more likely to be practical, productive and inventive, all of these things which helps to give the hospital an aggressive edge, from better customer relations to increased revenues.

Purpose of the study

Hospital industry is coming under the service oriented sector; here the patient (customer) is the treated is most valuable person. So the great importance is to give the people, therefore every employees of the hospital has to carry out their duties in a superior way then only to get the customer satisfaction. As it is important how advanced
techniques and medicines used to cure the patient, and it is also very important thing how to maintain the good relationship with the patient and their relatives. If the staff performed well automatically the customer (patient) is satisfied. A performance appraisal method is to identify the standards of the every employee.

II. LITERATURE REVIEW

ICMA (2005) declared that the employees of the hospitals of all the employees are willing to know how fit they are doing in their works, but many anxiety the meetings in which the employees performance is to be conversed. In addition to that most of the supervisors not forward looking about the evaluation sessions and in fact one of the fundamental motives why employee performance appraisal system unsuccessful or overlooked is because of providing straightforward opinion does not come obviously. Supervisors generally are also unenthusiastic to say that they are not doing satisfactory work.

Jafari et.al, (2009) revealed that the performance appraisal system is one of the important thing in human resource management, because it has an enormous cause on both the monetary, and program components of all the organization. There are lot of methods for the appraising the performance of the employees' in an organisation. It is visibly, no alternate can declare that it has an integrated approach in performance appraisal. Therefore, human resource managers should choose an appraisal method which is most efficient and effective in the organizations."

Sayantani and Niladri (2013) studied the impact of performance reward systems mainly concentrated on performance based on salary oriented, the role of resources in impelling educational outcomes and the consistency of surviving methods of judging educational performance. They founded which identify the methods of PMS in Indian and international teaching field by introducing a new model in performance management system. This model uses three forms to collect the information regarding the individual faculty from various sources that are the particular faculty, students and Head of the Department. All the details will be send to the Management for analysis and feedback.

Neeti and Santosh (2015) studied that employees have good knowledge of performance appraisal and have a optimistic attitude towards it as their promotion is purely based on performance appraisal and the grades help to fix augmentations. During the course of study suggestions came from the employees for the need of counselling.

Mengistu Guliti Buba (2018) conducted a study on Assessment of Performance Appraisal Practices in Ethiopian road authority in Kombolcha branch. Both qualitative and quantitative research approaches were used to gather data required for the present study from sampled employees which were selected from the total population of 55 through simple random sampling techniques. The collected data, which was gathered using questionnaire, observations and secondary documents was sorted, clarified and analyzed manually with descriptive statistics, i.e. percentages and tables in order to make valid generalization. Ultimately the research provide reasonable results that could help the management to take reasonable decision for their future activity such as employee’s performance is evaluated on regular basis or procedure; employees do not know for what purpose that the performance appraisals conducted in their organization; employee cannot know whether they are strong or weak at their performance and rate committees the error seen in this organization.

III. OBJECTIVES OF THE STUDY

- To know basis for giving promotion, transfer and termination.
- To identify the needs of training and development of the employee and to train them for meeting challenge in his current and future position.
- To identify the methods of motivation for better performance by the employees.

IV. RESEARCH METHODOLOGY

The study carried out 150 employees who are working in Sri Ramachandra hospital Chennai. In this hospital having over 1,500 beds, 114 ICU beds, 25 operating rooms, and a campus spread over 175 acres; Sri Ramachandra Medical Centre (SRMC) is one of the largest private health care facilities in South Asia. Information was collected from the hospital employees with structured questionnaires. Discussions and informal interviews with hospital officials which is first hand data. This type of data collection method which is considered come out the quality of good data.

- **Sampling Units:** Employees of Hospital and Senior Personnel
- **Sampling Technique:** Convenience
Research Instrument: Discussions and Interviews.

Hypotheses of the study

- There is no significant difference between the gender and the opinion about the Promotions and increments are based on the performance of the employees in the organisation.
- There is no significant difference between the gender and the opinion about methods of motivation for better performance of the employees in the organisation.

Limitations of the Study
As the period of the study is limited only for 60 days the data collected is very limited. The data is collected at the working hours, so that the employees were busy and they may not give the complete information. Unable to obtain proper feedback because of the limited time period and busy schedule of the employees. Unable to interact with all the employees. Problem with the confidential information.

Performance Appraisal Process in the Hospitals
The performance appraisal system forms an essential part of every employee development method in all organisation. It will reflect the quality of an organization to describe the goals and the expectations from employees. A fair and ethical performance appraisal process is essential for the company’s well-being and it plays a significant role in bringing out the best in workers. Revision of Salary is based on the performance of the employee which is the effective motivating factor and a good performance appraisal process goes a long run toward reduction of employee attrition rates.

This hospital is applying one half appraisal system, which means that all the employees are appraised by two ways, one for self and another one is superior. (Manager/ Boss). Generally this hospital follows the time duration for conduct the performance appraisal which is from six months to a year. All the successful organizations are regularly following the part of the activities which is called performance appraisal system. Those who are performing well, this system will gives positive feedback and provide rewards to employees, while at the same time retaining the employees are also are based on their performance.

Analysis of Data and Findings
General the data has been analysed in numerous way which involves a number of closely related operations that are performed with the purpose of summarizing the collected data and organizing them in such a manner that answer the research questions.
The above table reveals that, out of the total 150 sample respondents, 87 respondents are female and rest of them are male, further it is understood that more than four fifth of the respondents are in the age category between 31 and 58. While education qualification of the sample respondents 69 respondents are fulfilling the technical qualification, 47 respondents completed in under graduate, 12 respondents having post-graduation and 22 respondents have qualified with professional category and more than three fourth of the sample respondents are working in the same organization for more than 10 years.
TABLE 2: CLASSIFICATION OF THE RESPONDENTS BASED ON THEIR GENDER AND THE OPINION ABOUT THE STATEMENT OF PROMOTIONS AND INCREMENTS ARE BASED ON THE PERFORMANCE OF THE EMPLOYEES

<table>
<thead>
<tr>
<th>S.No</th>
<th>OPINION</th>
<th>NO. OF RESPONDENTS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>MALE</td>
<td>FEMALE</td>
</tr>
<tr>
<td>1.</td>
<td>Strongly Agree</td>
<td>12 (19.05)</td>
<td>21 (24.14)</td>
</tr>
<tr>
<td>2.</td>
<td>Agree</td>
<td>30 (47.62)</td>
<td>51 (58.62)</td>
</tr>
<tr>
<td>3.</td>
<td>Neutral</td>
<td>15 (23.81)</td>
<td>12 (13.79)</td>
</tr>
<tr>
<td>4.</td>
<td>Disagree</td>
<td>3 (4.76)</td>
<td>3 (3.45)</td>
</tr>
<tr>
<td>5.</td>
<td>Strongly Disagree</td>
<td>3 (4.76)</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>63 (100.00)</td>
<td>87 (100.00)</td>
</tr>
</tbody>
</table>

Source: Primary data

Table no shows that the sample respondents are classified on the basis of their gender and opinion about the promotions and transfer are based on the performance appraisal in the organisation. Out of the total 150 respondents, 63 respondents are falling under the male category, of which 30 and 12 respondents are coming under the agreed and strongly agreed category respectively, 15 respondents registered their opinion is neutral, equal three respondents registered their opinion is disagreed and strongly disagreed the statement.

Out of the total respondents 87 are in the female group, of which 51 and 21 respondents are coming under the agreed and strongly agreed category respectively, 12 respondents registered their opinion is neutral, only three respondents are disagreed and no one is in the category of strongly disagreed the statement.

More number of female respondents are agreed and strongly agreed in the statement of promotions and transfer are based on the performance appraisal system.

**Null hypothesis (H₀):** There is no significant difference between the gender and the opinion about the Promotions and increments are based on the performance of the employees in the organisation.

**Formula**

\[ x^2 = \sum \frac{(O - E)^2}{E} \]

*O* is the Observed Frequency

*E* is the Expected Frequency

<table>
<thead>
<tr>
<th>O</th>
<th>E</th>
<th>(O - E)</th>
<th>(O - E)^2</th>
<th>(O - E)^2/E</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>13.86</td>
<td>-1.86</td>
<td>3.46</td>
<td>0.25</td>
</tr>
<tr>
<td>30</td>
<td>34.02</td>
<td>-4.02</td>
<td>16.16</td>
<td>0.48</td>
</tr>
<tr>
<td>15</td>
<td>11.34</td>
<td>3.66</td>
<td>13.40</td>
<td>1.18</td>
</tr>
<tr>
<td>3</td>
<td>2.52</td>
<td>0.48</td>
<td>0.23</td>
<td>0.09</td>
</tr>
<tr>
<td>3</td>
<td>1.26</td>
<td>1.74</td>
<td>3.03</td>
<td>2.40</td>
</tr>
<tr>
<td>21</td>
<td>19.14</td>
<td>1.86</td>
<td>3.46</td>
<td>0.18</td>
</tr>
<tr>
<td>51</td>
<td>46.98</td>
<td>4.02</td>
<td>16.16</td>
<td>0.34</td>
</tr>
<tr>
<td>12</td>
<td>15.66</td>
<td>-3.66</td>
<td>13.40</td>
<td>0.86</td>
</tr>
<tr>
<td>3</td>
<td>3.48</td>
<td>-0.48</td>
<td>0.23</td>
<td>0.07</td>
</tr>
<tr>
<td>0</td>
<td>1.74</td>
<td>-1.74</td>
<td>3.03</td>
<td>1.74</td>
</tr>
</tbody>
</table>

TOTAL 7.59

**Degrees of freedom**
Degrees of freedom at 5% level of significant the table value is 9.49
Calculated value = 7.59

**INFERENCES**

Calculated value is less than table value, so the null hypothesis is accepted. Hence there is no significant difference between the gender and the opinion about the Promotions and increments are based on the performance of the employees in the organisation.

**TABLE3: CLASSIFICATION OF THE RESPONDENTS BASED ON THEIR GENDER AND THE OPINION ABOUT THE STATEMENT OF MOTIVATION HELPS TO BETTER PERFORMANCE BY THE EMPLOYEES**

<table>
<thead>
<tr>
<th>S.NO</th>
<th>OPINION</th>
<th>MALE</th>
<th>FEMALE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Strongly Agree</td>
<td>14 (22.22)</td>
<td>19 (21.84)</td>
<td>33 (22.00)</td>
</tr>
<tr>
<td>2.</td>
<td>Agree</td>
<td>41 (65.08)</td>
<td>61 (70.12)</td>
<td>102 (68.00)</td>
</tr>
<tr>
<td>3.</td>
<td>Neutral</td>
<td>3 (4.76)</td>
<td>6 (6.90)</td>
<td>09 (6.00)</td>
</tr>
<tr>
<td>4.</td>
<td>Disagree</td>
<td>5 (7.94)</td>
<td>1 (1.14)</td>
<td>06 (4.00)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>63 (100.00)</td>
<td>87 (100.00)</td>
<td>150 (100.00)</td>
</tr>
</tbody>
</table>

Source: Primary data

Table no shows that the sample respondents are classified on the basis of their gender and opinion about the motivation helps to better performance by the employees in the organisation. Out of the total 150 respondents, 63 respondents are falling under the male category, of which 41 and 14 respondents are coming under the agreed and strongly agreed category respectively, three respondents registered their opinion is neutral, five respondents registered their opinion is disagreed.

Out of the total respondents 87 are in the female group, of which 61 and 19 respondents are coming under the agreed and strongly agreed category respectively, six respondents registered their opinion is neutral, only one respondent is disagreed and no one is in the category of strongly disagreed in both gender category.

More number of female respondents are agreed and strongly agreed in the statement of motivation helps to better performance by the employees in the organisation.

**Null hypothesis (H0):** There is no significant difference between the gender and the opinion about the methods of motivation helps to better performance by the employees in the organisation.

**Formula**

\[
x^2 = \sum \frac{(O - E)^2}{E}
\]

*O* is the Observed Frequency

*E* is the Expected Frequency

<table>
<thead>
<tr>
<th>O</th>
<th>E</th>
<th>(O - E)</th>
<th>(O - E)^2</th>
<th>(O - E)^2/E</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>13.86</td>
<td>0.14</td>
<td>0.02</td>
<td>0.00</td>
</tr>
</tbody>
</table>
Degrees of freedom
= (R-1) (C-1)
= (4-1) (2-1)
= 3

Degrees of freedom at 5% level of significant the table value is 7.82

Calculated value = 4.62

Inference
Calculated value is less than table value, so the null hypothesis is accepted. Hence there is no significant difference between the gender and the opinion about the methods of motivation helps to better performance by the employees in the organisation.

Recommendations
- Performance appraisal should be transparent, periodical and improve the efficiency of the employees.
- Every employee should understood the performance appraisal system followed by the companies.
- Feedback collected from all the employees regarding the appraisal system of the company. This will help them to improve on their weaker areas.
- Company will increase the employees training program and these sessions should be made interactive.
- The performance appraisal results should not be kept secret. The appraisal results must be communicated to the employee.

V. CONCLUSION

Performance appraisal should not be supposed just as a fixed action but it is importance should be standard and communicated to all the down line employees in the organisation. It should be create awareness about the vision and mission goal of the hospital, new appraisal system should be adopted. Outstanding performer should be nominated as a mentor for other employees who would motivate others to perform better.

REFERENCE