

Measurement of Performance Commitment of Employees in Health Care Unit

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ABSTRACT:

This paper aims at measuring the performance commitment of employees working in health care industry. Which is useful to know the strength and weakness of appraisal as well as employees? The present study is based on the objectives (1) to study and analyse the employees expectations, (2) to examine and analyse which appraisal system is being mostly used in the health care unit in Visakhapatnam, (3) to analyse whether the performance appraisal system of health care unit increase the productivity of employees or not. Hence study concludes that performance appraisal system will improve the motivation and job satisfaction in employees.

KEYWORDS: Performance Appraisal, Job Satisfaction and Commitment

INTRODUCTION:

Organization's goals and objectives can be more effectively achieved by identifying, evaluating, and developing the work performance of each employee. Employees also gain from this process in the form of recognition, feedback, job-related benefits, and career guidance. In fact People vary in their aptitudes and talents. When two different persons work on the same task, there will always be some variation in the quality and output. Employee performance reviews are required to comprehend each employee's skills, knowledge, and relative value to the company. Employees are evaluated based on their performance in performance appraisals. Performance appraisals are widely used in the society. The history of performance appraisal can be dated back to the 20th century and then to the second world war when the merit rating was used for the first time. An employer evaluating their employees is a very old concept. Performance appraisals are an indispensable part of performance measurement. Performance appraisal is necessary to measure the performance of the employees and the organization to check the progress towards the desired goals and aims.

Performance appraisal is the constant practice of assessing and controlling employee behavior and human outcomes at work place.

According to Flippo, a prominent personality in the field of Human resources, "performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in the matters pertaining to his present job and his potential for a better job." Performance appraisal is a systematic way of reviewing and assessing the performance of an employee during a given period of time and planning for his future. It is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyze his achievements and evaluate his contribution towards the achievements of the overall organizational goals. By focusing the attention on performance, performance appraisal

goes to the heart of personnel management and reflects the management's interest in the progress of the employees.

1. The study has conducted in health care unit of Visakhapatnam with the objectives of To study and analyse the employees expectations about the performance appraisal system, To examine and analyse which appraisal system is being mostly used , To analyse whether the performance appraisal system of health care unit increase the productivity of employees or not. The study concludes that Modern techniques of performance appraisal should be implemented to improve the effectiveness.
2. Every employee should be provided an opportunity to express their view on performance appraisal system.
3. Self-appraisal mentioned in the PAR form of the employees should be considered by the top management.

SCOPE OF THE STUDY:

The study is conducted with respect to performance evaluation that are used in health care which is useful to know the strength and weakness of appraisal as well as employees. The study also focused on evaluation of design ,implementation, feedback, participation of the appraisal system. The scope of the study is confined to staff and executives of four departments are:

- Human resource department
- Operations department
- Marketing department
- IT department

OBJECTIVES OF THE STUDY:

The present study is based on the following objectives:

1. To study and analyse the employees expectations about the performance appraisal system in the health care unit.
2. To examine and analyse which appraisal system is being mostly used in the health care unit in Visakhapatnam.
3. To analyse whether the performance appraisal system of health care unit increase the productivity of employees or not.
4. To suggest the necessary measures to improve the quality of performance appraisal system in the health care unit.

REVIEW OF LITERATURE:

1. Mrinmoy Rabha(2023) stated the process of employee performance evaluation is a critical part of performance management. One need to understand the strengths and weaknesses of their employees to improve employee engagement. In the long run, employee performance reviews or evaluations will play a vital role in accomplishing greater success.
2. Cliff notes (2013) have reported that employee performance ought to be assessed consistently. Representatives need criticism — they need to understand their managers' opinion on their work. Regular performance evaluations not only provide feedback to employees, but also provide employees with an opportunity to correct deficiencies. Evaluations or reviews also help in making key personnel decisions, such as the following:

- Justifying promotions, transfers, and terminations
- Identifying training needs
- Providing feedback to employees on their performance
- Determining necessary pay adjustments

Most organizations use worker assessment frameworks; one such framework is known as a performance appraisal. A performance appraisal is a formal, organized framework intended to quantify the real work execution of a representative against assigned execution norms. Despite the fact that presentation examinations frameworks shift by associations, all representative assessments ought to have the accompanying three parts:

- Specific, job-related criteria against which performance can be compared
- A rating scale that lets employees know how well they're meeting the criteria
- Objective methods, forms, and procedures to determine the rating Customarily, a representative's quick supervisor leads their exhibition evaluation. In any case, a few organizations utilize different devices , like peer evaluations, self-appraisals, and even customer evaluations, for conducting this important task.

The furthest down-the-line way to deal with execution assessment is the utilization of 360-degree input. The 360-degree criticism examination gives execution input from the round trip of day to day contacts that a representative might have. This strategy for performance appraisal squeezes well into associations that have presented groups, representative contributions, and TQM programs.

3. Ashima Aggarwal, Gour Sundar Mitra Thakur (2013) conducted a study on the methods of performance appraisal. After the research, the authors came to the conclusion that determining whether one methodology is better than another is challenging because it relies on the nature and size of the organisation. Every methodology has its own pros and cons.
4. 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.
5. Douglas Mc Gregor (1957)- Formal appraisal plans are planned in such a way that they will address one need of the organization and two of the people. 1. Deliberate decisions for supporting a pay raise, moves, downgrades or terminations. 2. Method for illuminating the subordinates about their presentation, and proposing the necessary changes in their abilities, perspectives, conduct, or occupation information. Clear information will be given about their position. 3. For further training, coaching and counseling these appraisals are used.

METHODOLOGY OF THE STUDY:

After the objective of the study has been clearly stated, the next step in formal research project is to determine the source from which the data is required to be collected. The data collection is an interesting aspect of the study.

DATA COLLECTION:

The data for the purpose to study was collected from the two sources.

- Primary Data

➤ Secondary data

a) Primary Data:

The primary data are those, which are collected freshly and for the first time, from the employees directly. It is collected through the following methods.

It includes collection of first hand information from the response who are concerning with the Public hospitals . It can be viewed as survey. Here the researcher has collected the primary data by means of questionnaire, which are specially designed to collect the necessary information. All honesty efforts have been made to eliminate biasness by segregating the extreme responses, loaded personnel opinion etc.

- Questionnaire
- Interview
- Observation

b) Secondary Data:

The Secondary Data are those which have already been collected by someone or else which have been passed through statistical process. Sources of secondary data can be categorized into 2 broad categories named published and unpublished statistics. Various sources are available namely books, magazines etc. and also collected from various files, records and journals.

➤ **Selection of Sample:**

A sample survey is conducted to collect the data needed for the study. The technique of random sampling was used for administering the questionnaire.

- **Population Size** :448 employees.
- **Sample Size**:120
- **Sampling Technique** : Random sampling. The target group of this study was executives and staff belonging to different departments.

C) Research Instruments:

- The structural questionnaire with multiple choices.
- The data collected from the survey has been tabulated and analyzed. The data is represented graphically by using bar charts for easy understandability.

DISCUSSION:

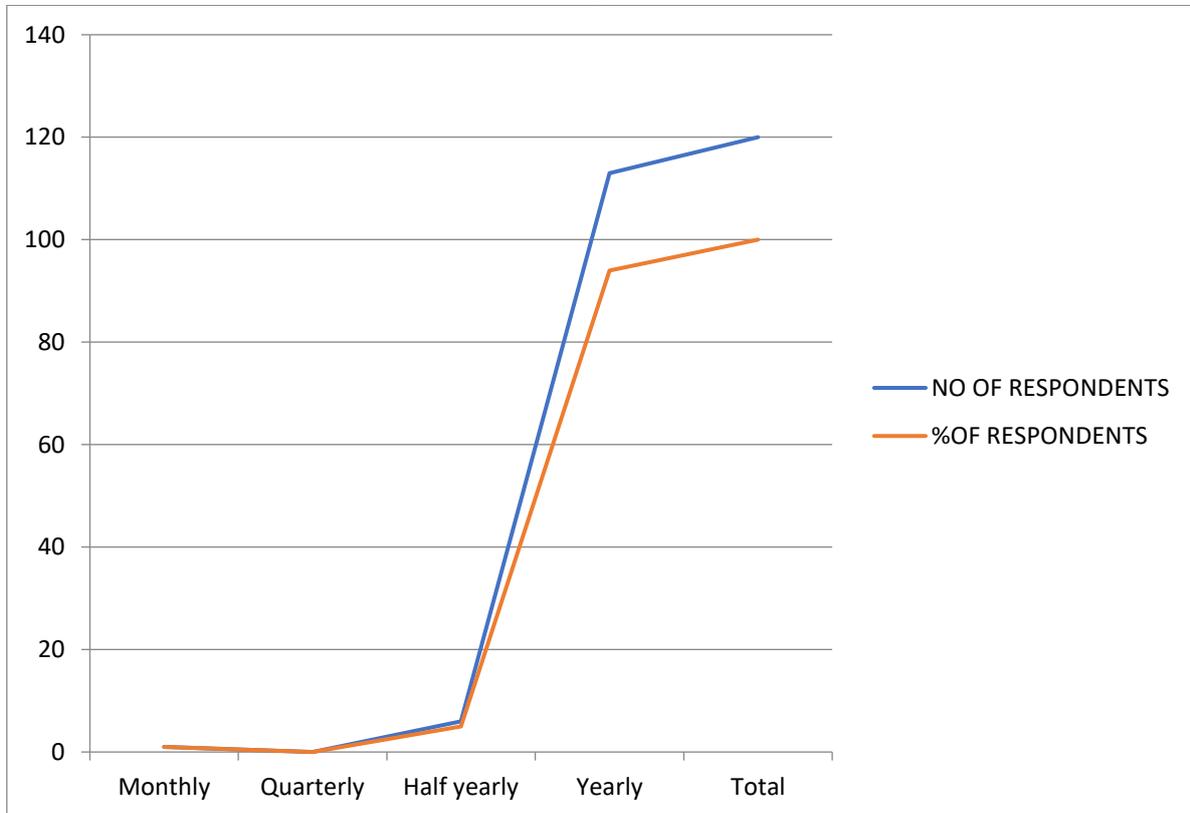
In this method, a questionnaire is sent to the employee of the organization with a request to answer the questions and return the questionnaire. The questionnaire consists of a number of questions printed or typed in a definite order. The employees have to answer the questions on their own. This method of data collection has been chosen due to low cost, it is free bias of the interviewer and respondents have adequate time. The analysis is carried out with the opinions of respondents collected towards each sub dimension on a 5-point scale; (1) Strongly Agree (2) Agree (3) Neutral (4) Dissagree (5) and Strongly Disagree, allocating weights in terms of percentages

1. Frequency of performance appraisal done in the organizations

TABLE-1

S.NO	OPINION	NO OF RESPONDENTS	%OF RESPONDENTS
1	Monthly	1	1
2	Quarterly	0	0
3	Half yearly	6	5
4	Yearly	113	94
	Total	120	100

Graph 1:



Interpretation: From the above table, out of 120 respondents, 1% monthly, 5% half year and 94% yearly on the statement that the how frequently performance appraisal done in the organization.

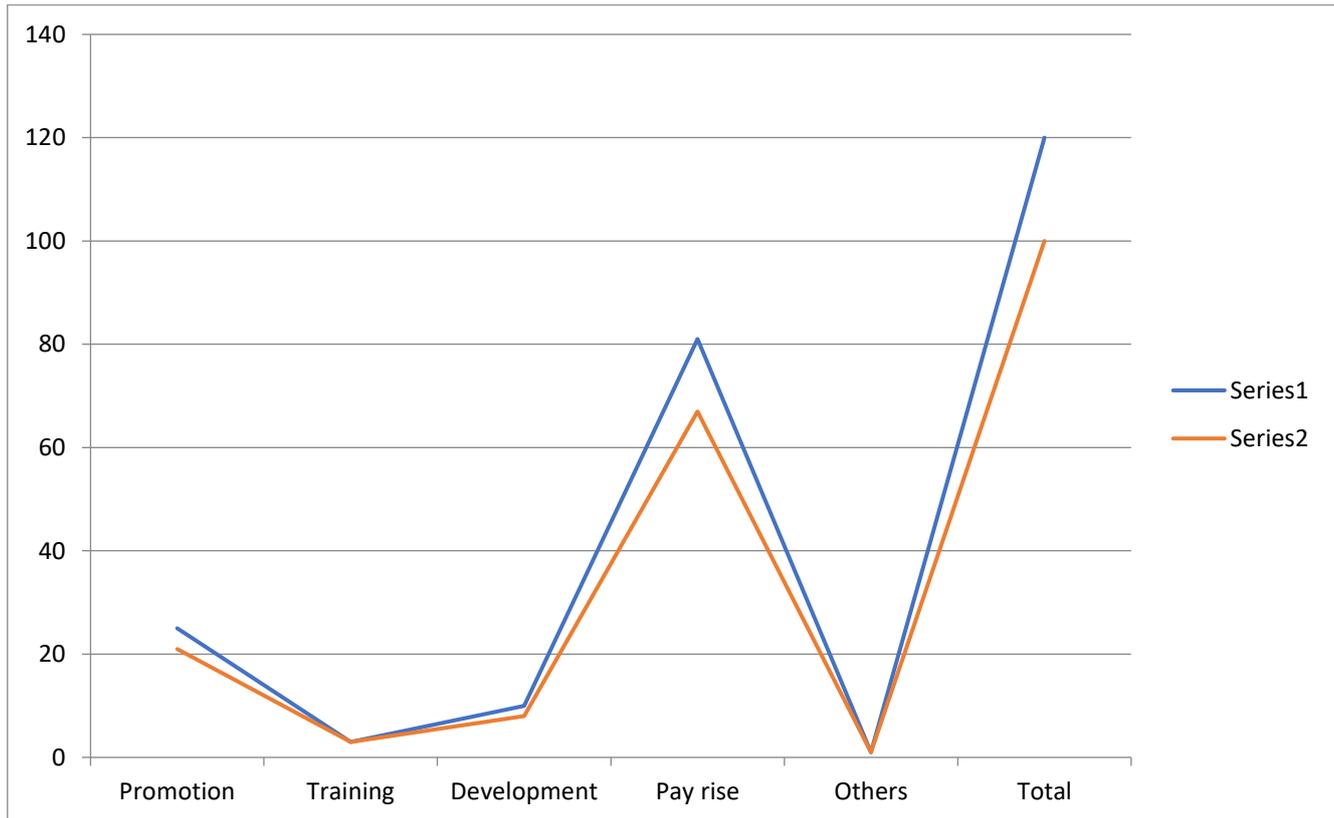
2.Objective/Purpose of performance appraisal

Table No:2

S.NO	OPINION	NO OF RESPONDENTS	%OF RESPONDENTS
1	Promotion	25	21
2	Training	3	3

3	Development	10	8
4	Pay rise	81	67
5	Others	1	1
	Total	120	100

Graph:2



Interpretation:From the above table, out of 120 respondents, 21% promotion, 3% training, 8% development, 67% pay rise and others 1% on the statement that the what is the objective/purpose of performance appraisal.

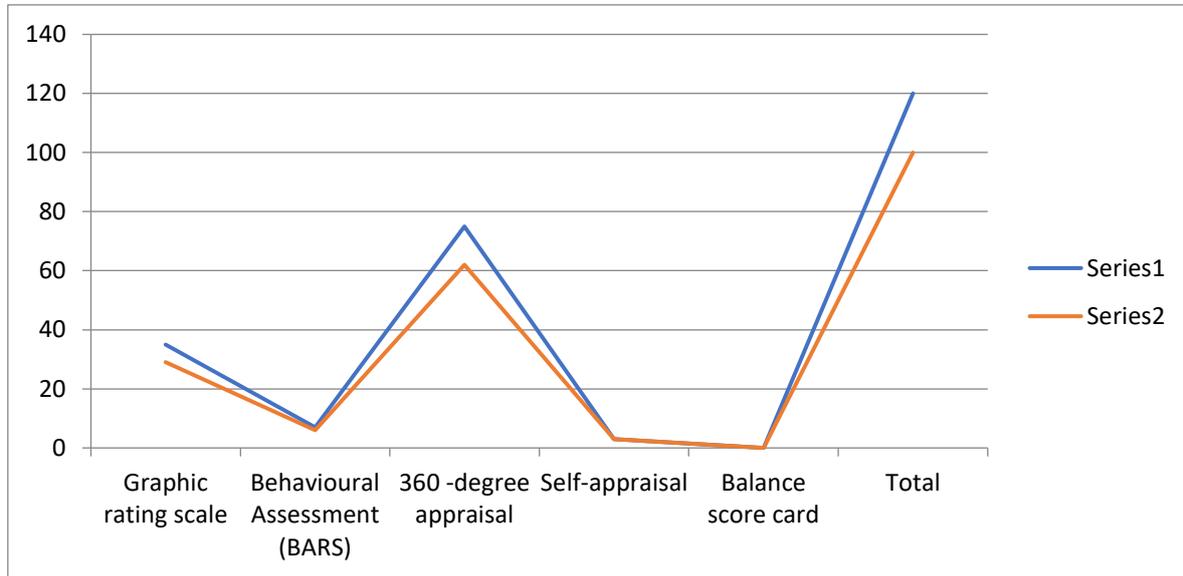
3.Methods of performance appraisal form a part of your system?

Table No:3

S.NO	OPINION	NO OF RESPONDENTS	%OF RESPONDENTS
1	Graphic rating scale	35	29
2	Behavioural Assessment (BARS)	7	6
3	360 -degree appraisal	75	62
4	Self-appraisal	3	3
5	Balance score card	0	0

Total	120	100
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GRAPH-3



Interpretation: From the above table, out of 120 respondents, 29% Graphic rating scale, 6% Behavioural Assessment (BARS), 62% 360-degree appraisal and 3% self-appraisal on the statement that the which method of the performance appraisal form a part of your system in the organization.

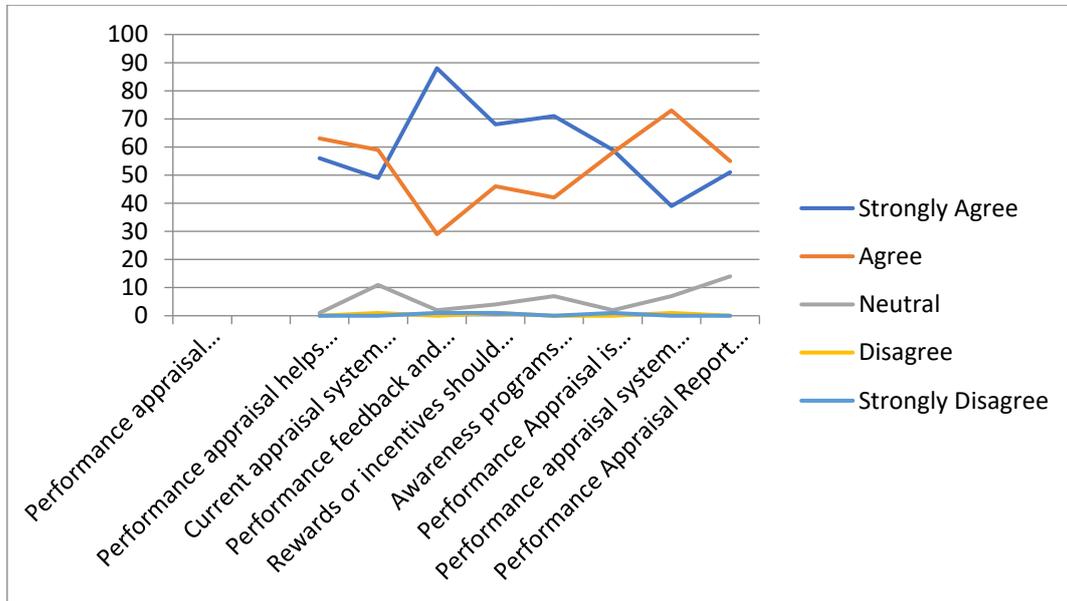
4.Perceptions of employee’s regarding performance appraisal in the organization.

Table No.4:

	1	2	3	4	5
Performance appraisal improves motivation and job satisfaction	72	41	6	1	0
Performance appraisal helps to change the behaviour of the employees	56	63	1	0	0
Current appraisal system easily applicable in the organization	49	59	11	1	0
Performance feedback and counselling are important	88	29	2	0	1
Rewards or incentives should be linked with Performance of employee	68	46	4	1	1
Awareness programs regarding performance appraisal system should be conducted periodically	71	42	7	0	0
Performance Appraisal is based on Individual performance	59	58	2	0	1
Performance appraisal system helps in identifying the strengths and weakness of the executives	39	73	7	1	0
Performance Appraisal Report (PAR) in your organization is based on objective assessment and	51	55	14	0	0

adequate information (rather than recent performance and favouritism)					
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Graph:4



Interpretation:

Job satisfaction is an individual's emotional response to his or her current job condition, while motivation is the driving force to pursue and satisfy one's needs .From the above table, out of 120 respondents, 60% strongly agreed, 34% agreed, 5% neutral and 1% disagreed on the statement that the performance appraisal identifies performance problems to improve employee productivity and motivation. Peers or co-workers often know the job of the individual employee better than the supervisor does and they are more directly affected by the employee's actions, either positive or negative.

Performance Counseling refers to the help provided by a manager to his/ her subordinates in objectively analyzing their performance. It attempts to help the employee in: Understanding strengths and weaknesses. Improving his/ her professional and interpersonal competence by giving him feedback about his/ her behaviour , this is noted and an analysis is conducted from the analysis 73% strongly agreed, 24% agreed, 2% neutral and 1% strongly disagreed on the statement that the performance feedback and counselling are important. 59% of respondents have agreed that current appraisal system can easily applicable in the organization. 73% strongly agreed, 24% agreed, 2% neutral and 1% strongly disagreed on the statement that the performance feedback and counselling are important. 57% strongly agreed, 38% agreed, 3% neutral, 1% disagreed and 1% strongly disagreed on the statement that the rewards or incentives should be linked with the performance of employee. 43% strongly agreed, 46% agreed and 11% neutral on the statement that Performance Appraisal Report (PAR) in their organization is based on objective assessment and adequate information.

FINDINGS

The following are the findings of the present study on “MEASUREMENT OF PERFORMANCE COMMITMENT OF EMPLOYEES IN HEALTH CARE UNIT”.

- In the study (53%) people agreed that the performance appraisal system helps to change the behaviour of the employees.

- In the study (92%) of employees are agreed that the organization is giving feedback at the end of the year.
- (60%) of employees strongly agreed that the performance appraisal improves motivation and job satisfaction of the employees.
- It can be observed that majority (41%) of employees are strongly agreed that the current appraisal system is applicable in the organization.
- (57%) of employees felt that rewards or incentives should be linked with the performance of employee.
- In the study (73%) employees strongly agreed that the performance feedback and counselling are important.
- (59%) of respondents strongly agreed that awareness programs regarding performance appraisal system should be conducted periodically
- (49%) of respondents strongly agreed that Performance Appraisal is based On Individual performance.
- (61%) of respondents agreed that Performance appraisal system helps in identifying the strengths and weakness of the executives.
- (94%) of employees said that yearly performance appraisal done in the organization.
- In the study (67%) of employees stated that the main objective/purpose of the performance appraisal is pay rise.
- (62%) of the respondents agreed that 360-degree appraisal is their appraisal system .
- (43%) of employees felt that role of the performance evaluation in training is very important.
- In the study (46%) of employees said that, Performance Appraisal Report (PAR) in the organization is based on objective assessment and adequate information.
- (63%) of respondents felt very important that the results of the performance appraisal should be discussed with employee.

SUGGESTIONS

It would be better if health care unit adopts the following points in order to make the performance appraisal more effective.

- Appreciation for good performance and proper guidance for improvement is a must.
- Appraisal linked to promotions and increments will motivate the employee towards work culture.
- As the appraisal is directly linked to promotions or career progressions of an employee there should be transparency in discussing the appraisal report.
- Financial benefit or loss should be minimized.
- Corrections by reducing effect of incentives on PAR grade.
- Superior should assess the individual as per his / her contribution.
- Awareness program should be conducted frequently and the content should be in brief.
- The employee should be involved in setting work targets.
- Promotions should be based on performance rather than seniority or any other bias.
- The appraisal system should facilitate career growth and learning of employees.
- Modern techniques of performance appraisal should be implemented to improve the effectiveness.

- Every employee should be provided an opportunity to express their view on performance appraisal system.
- Self-appraisal mentioned in the PAR form of the employees should be considered by the top management.

CONCLUSION

Performance appraisal is an essential management technique, which seeks to increase an employee's performance in order to get more productivity through goal setting and also provide a rational basis of various managerial decisions pertaining to human resources of the organization.

Performance Appraisal forms an integral part of any system, but the approach varies from company to company. The hospital provides treatment for blood, cervical, breast, gastric and throat cancers. Hospital staff maintains greater attention and sound relationship with patients and their relatives. They give excellent support to them. Nursing staff treat the patients as friends.

The hospital has research institute in which research about cancer causes and how to cure it is the main task.

The hospital evolved its own mission statement 'to provide quality medical care at affordable price, delivered with compassion, concern and care through team spirit and development.

Coming to the role of HR department, the HR Manager performs his functions in coordination with his superior Head HR and subordinates Assistant HR's, HR Executives and Trainee's. The HR manager supervises training and development programs. The HR manager works with all the departments and see that the organizational goals are achieved with utmost job satisfaction of all the employees.

In simple terms the performance appraisal may be understood as the assessment of an individual performance in systematic way the performance being measured against such factors as job knowledge, quality and quantity of output, initiative leadership abilities, supervision, cooperation, judgment and versatility.

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