

A Comparative Analysis Between Private Sector Employees and MBA Aspirants on Performance Appraisal System

Dr. Mayuri Chaturvedi* Shaik Muntaz**

*Lecturer in Management Studies, JNTUH-Hyderabad

** Student Pursuing 5th year in Integrated Dual Degree Programme(IDP), B.Tech. & MBA with Bachelors in Mechanical Engineering (ME) and Masters in MBA with specialization in Human Resources, JNTUH College of Engineering, Hyderabad.

DOI: 10.29322/IJSRP.9.01.2019.p85109

<http://dx.doi.org/10.29322/IJSRP.9.01.2019.p85109>

Abstract- Performance Appraisal is a systematic, general and periodic process that assesses an individual's performance and productivity in relation to certain pre-established criteria and organizational objectives. Performance Appraisal indicates the level of desired performance, level of actual performance and the gap between two. This system can be implemented through personal attention, feedback, career path, employee accountability, person's level of achieving goals and reaching the targets. This paper looks at the comparative analysis between private sector employees and MBA aspirants on performance appraisal system. The data given by the students and employees is separated using Microsoft excel and then through SPSS analysis, relation between independent variables like gender, occupation and dependent variables like motivation, need of appraisal and role of appraiser is analysed. The study concludes that there is a need for performance appraisal system in the organization from both student and employee perspectives. Performance Appraisal system is helpful for improving skills of both students and employees.

Index Terms- Feedback, Employee accountability, Personal attention, Career path

I. INTRODUCTION

A major concern of every organization should be to contribute positively towards the achievement. A manager can ensure organizational effectiveness only by guaranteeing the full utilization of human resource available through individual employees under his guidance. Hence, it is always required for a manager to monitor and measure the performance of employees. A merit rating or performance appraisal or performance review is a method by which the performance of individual can be evaluated. Performance Appraisal process is incomplete without the feedback given to the individual about his/her appraisal and performance. But the way of giving as well as receiving the feedback differs from person to person and their way of handling and the outlook towards the issue.

Student evaluation is done to assess performance (skill attainment) and knowledge learned in the educational program. It helps in monitoring student progress, providing structure for students, aid them in career guidance. Employee appraisal is a

formal and at times informal and documented process of the performance of workers, professionals and other staff members of an organisation to measure the intrinsic worth and work performance of employees and encourage, motivate and reward them based on their performance.

II. OBJECTIVES

- To determine the need of performance appraisal system.
- To know how satisfied are the employees and the MBA students with the existing appraisal system.
- To know the requirement of changes in the existing appraisal system.

III. REVIEW OF LITERATURE

1. **Narayana (1997)** further believes that performance appraisal is based on the principle of management by agreement or contract rather than management by command. It can in fact play a major role of providing for an integrated and coherent range of human resource management processes which are mutually supportive and contribute as a whole for improving organisational effectiveness.
2. **Shri. Narendra Ahuja (1997)** felt that most of the Appraisal systems had become merely a routine exercise and hardly served the purpose that organization wished to achieve. In light of the same, Narendra Ahuja brought out the publication covering each aspect of the appraisal system that would have been a useful reference source for human resource professionals, organizations, appraisers and appraisees.
3. **T.R. Manoharan (2002)** has written in his article that he has noticed in many organizations that the appraisal systems are not relevant to organizational objectives, subject to personal bias and are often influenced more heavily by personality than by performance.
4. **T.V. Rao (2003)** talks about the movement or shift in performance appraisal systems in the Indian Organisations over the years in the latter half of 20th century. These organizations have enumerated some

points, which are indicators for further development in the Performance Appraisal System.

system. It is carried out through the analysis of data collected through a questionnaire. Microsoft Excel and Statistical Package for Social Sciences (SPSS) software is used for Data analysis. Sample size is 50 and the technique is random sampling technique.

IV. METHOD

This study is about the comparative analysis of private sector employees and MBA aspirants on performance appraisal

V. HYPOTHESIS

S.No.	Null Hypothesis	Alternate Hypothesis
1.	Occupation has no significant effect on Motivation	Occupation has a significant effect on Motivation
2.	Gender has no significant effect on Need of appraisal	Gender has a significant effect on Need of appraisal
3.	Gender has no significant effect on Role of the appraiser	Gender has a significant effect on Role of the appraiser

Table-1: Hypothesis table

Data presentation

	Occupation									
	MBA Student (%)					Employee (%)				
	SA	A	N	D	SD	SA	A	N	D	SD
Need of Performance appraisal in the organisation	28	18	2	0	0	30	16	2	0	6
Satisfied with the existing performance appraisal system	10	14	24	0	0	4	26	16	2	4
Need any changes in the existing appraisal system	16		12	20		18		8	26	

Table-2: Responses table

Occupation Vs Motivation:

	Motivation	Total				
		Agree	Disagree	Neutral	Strongly agree	Strongly disagree
Occupation Student	10	0	8	1	5	24
Total	10	0	8	1	5	24

Table-3: Crosstabulation of responses of MBA Students

		Motivation					Total
		Agree	Disagree	Neutral	Strongly agree	Strongly disagree	
Occupation	Analyst	1	0	0	0	0	1
	Employee	2	0	0	0	0	2
	Engineer	1	1	0	2	2	6
	Programmer	1	0	0	0	0	1
	Software	2	1	0	2	1	6
	Manager	2	0	0	0	0	2
	Marketing assistant	1	0	0	2	0	3
	Software developer	0	2	0	0	0	2
	Hardware	0	1	0	0	0	1
	Trainee	0	0	2	0	0	2
Total		9	5	2	5	3	26

Table-4: Crosstabulation of Responses of employees

Gender Vs Need of appraisal:

		Need of appraisal			Total
		Agree	Neutral	Strongly Agree	
Gender	FEMALE	5	0	5	10
	MALE	4	1	9	14
Total		9	1	14	24

Table-5: Crosstabulation of Responses of MBA Students

		Need of appraisal				Total
		Agree	Neutral	Strongly Agree	Strongly Disagree	
Gender	FEMALE	5	0	5	3	13
	MALE	3	1	9	0	13
Total		8	1	14	3	26

Table-6: Crosstabulation of Responses of employees

Gender Vs Role of appraiser:

Crosstabulation

		Role of the appraiser			Total
		Both	Helper	Judge	
Gender	FEMALE	8	0	2	10
	MALE	10	3	1	14
Total		18	3	3	24

Table-7: Crosstabulation of Responses of MBA Students

Crosstabulation

Count

		Role of the appraiser			Total
		Both	Helper	Judge	
Gender	FEMALE	7	5	1	13
	MALE	8	4	1	13
Total		15	9	2	26

Table-8: Crosstabulation of Responses of employees

	Pearson's Value	Chi-square	Accepted(>0.05) or Rejected(<0.05)	
			MBA Student	Employee
Occupation Vs Motivation	0.829	0.293	Null hypothesis is Accepted	Null hypothesis is Accepted
Gender Vs Need of appraisal	0.442	0.130	Null hypothesis is Accepted	Null hypothesis is Accepted
Gender Vs Role of appraiser	0.226	0.915	Null hypothesis is Accepted	Null hypothesis is Accepted

Table-9: Hypothesis summary table

VI. FINDINGS

- It is observed that 46% of all the employees and 46% of all the MBA Students need performance appraisal.
- 30% of all the employees and 24% of all the MBA Students are satisfied with the existing appraisal.
- 16% of the MBA Students want changes in the existing appraisal system in their organisation. 18% of the employees want changes in the existing appraisal system in their organisation.
- Occupation has no significant effect on motivation in case of employee. Occupation has no significant effect on motivation in case of MBA student also.
- Gender has no significant effect on need for appraisal in case of MBA student. Gender has no significant effect on need for appraisal in case of employee also.
- Gender has no significant effect on role of appraiser in case of MBA student. Gender has no significant effect on role of appraiser in case of employee also.

VII. LIMITATIONS

- There might be an ambiguity in the data given by the respondents because the data was collected through online survey and also might be because of confidentiality of the data.
- Time limitation.

VIII. SUGGESTIONS

- Both the students and employees should identify a variety of appraisal methods.
- From students and employees' perspective, communication should be improved in the organization to prevent failure of appraisal system.

IX. SCOPE

Performance Management system has undergone a lot of changes in the late 20th century for changing effort to performance. In this changing scenario, few practices like periodical ratings, genuine appraisals etc., have become more important and can be redesigned for successful implementation of the new approach.

X. CONCLUSION

There is a need for performance appraisal system in the organization from both student and employee perspectives. The organization should make attempts to conduct periodical ratings and rectify the gaps that have crept into the appraisal system so that it can become a powerful tool to improve performance.

Performance Appraisal program would be designed in such a way that the appraiser would be able to analyze the contribution of the employee to the organization periodically and all the employees who have been performing well would be rewarded suitably either by an increase in the salary or a promotion.

REFERENCES

- [1] Herman Aguinis, 2009. 2nd Edition. Performance Management, Dorling Kindersley India Pvt. Ltd.
- [2] <https://bizfluent.com/about-5412960-objectives-scope-performance-appraisal.html>.26 September 2017.
- [3] Salaman, Graeme; 2nd Edition. 2005. Strategic Human Resource Management: Theory and Practice. Sage Publications Ltd.
- [4] Narayan (1997), Does your appraisal system work? Indian Management, 44(5), 18 – 30.
- [5] Narendra Ahuja (1997), 'Performance Appraisal System – Plan: Design: Implement', Pro-man Publication and Concepts, Panaji, Goa.
- [6] T.R. Manoharan (2002), "Employee Performance Appraisal Using Data Envelopment Analysis: A Case Study," Research & Practice in Human Resource Management, 17(1), 17-34.
- [7] T.V. Rao (2003), Performance Appraisal: Theory and Practice, Vikas, Delhi.

AUTHORS

First Author – Dr. Mayuri Chaturvedi, Faculty in Management Studies, Department of Humanities and Social Sciences (H & SS), JNTUH College of Engineering, Hyderabad, Telangana, email-id: mayuri.iitk@gmail.com

Second Author – Shaik Muntaz, student pursuing 5th year in Integrated Dual Degree Programme(IDP), B.Tech. & MBA with Bachelors in Mechanical Engineering (ME) and Masters in MBA with specialization in Human Resources, JNTUH College of Engineering, Hyderabad. Telangana, email-id: shaikmuntaz222@gmail.com