# Impact of Employee Performance Appraisal System On Employee Productivity A Study of Selected of Educational Institutes

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**Abstract**

The Employee performance is the strength of organization and Employee performance has traditionally been accorded prime focus by human resource managers. As a result, a number of performance appraisal techniques have over time been devised to help establish employee„s performance. In the contemporary times, the use of performance appraisals has been extended beyond the rating of the employee„s performance to aspects such as motivation. Accordingly, by the sought to investigate effectiveness of performance appraisal systems and its effect on employee motivation.

Performance appraisal is a widely discussed concept in the field of performance management. The importance accorded to performance appraisal systems in part arises from the nature of the current business environment, which is marked by the need to achieve organisational goals as well as remain relevant in intensely competitive markets through superior employee performance. The organisations can however control how employees perform their jobs. In addition, performance management research shows that a significant number of employees tend to have the desire to perform their jobs well as part of their individual goals as well as a demonstration of loyalty towards the organisation.

**Keywords:** Performance, Appraisal, Higher Education, Institute, Employee. Services, Organization.

**Introduction**

A performance appraisal is a regular review of a worker's job performance and overall contribution to the company. Performance appraisal is used by companies to provide employees with broad feedback on their work. A performance appraisal is usually performed once a year. In fact, the world "industrial relation" has come to refer to the relationship between industrial enterprise's management and labor unions. It should include "employee relation;" regardless of whether or not a union exists in a specific unit. We all know that unions were formed because individual employees have long been abused by their employers. To be sure, the majority of organizations, big and small,are looking beyond conventional mentoring practise by building a mentoring community. A mentoring culture is one in which the organization's mentoring abilities, expertise, and skill are continually improved. Job descriptions that are well- written are an important communication resource for the company's success. Poorly written job descriptions,on the other hand, cause workplace frustration, hinder communication,and make employees feel as though they have no idea what is expected of Job specifications are written statements that outline a job's roles, tasks, requisite skills,and reporting relationship. Job descriptions are created using analytical data gathered through job review, an understanding of the competencies and skills needed to complete required tasks, and the organization's needs to deliver work. The duties of a particular position are clearly identified and spelled out in job descriptions. Working conditions, tools,supplies,expertise and skills needed,and relationships with other positions are all included in job description.

The goal of performance appraisal is to:

I. Evaluate an employee's performance over time, and so on.

II. Reduce employee dissatisfaction.

**Review of Literate**

The review's goal is to provide context for the research conducted. It is a description of what has been published on a topic by accredited scholars and researchers, and it discusses published information in the specific subject area and, at the time, within a specific time period. It is emphasized that this chapter is so important that its omission represents the avoidance or absence of a major element in research. This chapter provides a brief overview of studies on the concept of performance appraisal conducted by various scholars and experts. An attempt was also made to identify the gaps in the literature.(salleh, 2013) Fairness of performance appraisal and organizational commitment. The data was collected through primary sources by distributing questionnaires to teachers. Objective was the result to study also examined the intermediary effects of satisfaction in these two relationships. And it has been concluded that is to make performance evaluation more effective in influencing organizational commitment; satisfaction of the civil servants should be given priority, as well as a fair performance management within the organization.(Singh, 2010)

Performance appraisal practices in Indian service and manufacturing sector organizations. The data was collected through primary sources by distributing questionnaires to teachers. Objective was the result to study Performance appraisal will be positively related with employee performance in service sector organizations.

And it has been concluded that is Today's employees want to know not only how they fit in with the targets of the organization for which they work but also what aspects of self-improvement are needed in their performance.(ikramullah, 2012) Purposes of performance appraisal system: A perceptual study of civil servants in district dera is mail khan Pakistan. The data was collected through primary source by distributing questionnaire to teachers. Objective was the result to the implies that appraises are not fully aware of all the purposes of PAS, with exception of a sole purpose. Support for promotion decisions. And it has been concluded that this will develop appraises' perceptions that the system is used for accomplishing specified purposes. (C. C. Yee, 2009) Performance Appraisal System using Multifactorial Evaluation Model. The data was collected through primary sources by distributing questionnaires to teacher. Objective was the result to judge the work performance of their subordinates informally and arbitrarily especially without the existence of a system of appraisal. We have developed a performance appraisal system utilizing the performance appraisal criteria from an Information and Communication Technology based company.(Daniel, 2019)

Analysis the concept of performance appraisal system on employees' development The data was collected through primary source by distributing questionnaire to teacher. Objective was the results to study identify the impacts of performance appraisal on employee's development. And it has been conclusion is the research concluded that organizations should appraise their employees often through utilized targets, accomplishments, organization goals, time management and efficiency for performance measure purposes as it would lead to increase in employee's development.

**Objective**

**Primary Objective**

- To study the impact of a performance appraisal system towards the performance of employees in terms of commitment, skills and responsibility.

**Secondary Objective**

- To study the effect of performance appraisal on employees' productivity.

- To study the significant relationship between employee satisfaction on performance appraisal system.

**Hypothesis**

The supposition for the study is grounded on the straight forward study as employee performance appraisal system in the higher education institutes and its impact on the organization performance and work-life balance of employee / teachers. The domain of the study is Rajasthan state.

Null Hypothesis:

**H0:**There is significant relationship between employee appraisal, work-life balance and organization commitment towards society.

Alternate Hypothesis:

**H0:**There is no significant relationship between employee appraisal, work-life balance and organization commitment towards society.

**Methods**

To achieve the outcome of the study and measure the edged hypothesis opinion of the teachers were collected. Opinions of the teachers were taken by the help of close loop question with some sort of demographic information from various education institutes of Rajasthan. The number of responses of the employees wasmore than 300, but after scrutiny on the basis of completeness of opinion 245 were selected to utilise for the study.

The entire the response were documented on the five point Likert scale. Therefore the opinion / response were collected with a wide range of the answers. To analysis the projected hypothesis the three key questions were taken which are directly associated with key point of hypothesis as performance appraisal system, work-life balance of employee and organizational commitment.

1.      Did you think that employee appraisal is directly connected from the employee performance?
2.      Did you agree that employee work-life balance comes through proper appraisal of employee?
3.      Commitment of organization towards society is depend on the performance of employee.

According to nature and number of questions to assess the hypothesis, it is found appropriate to apply Analysis of variance (ANOVA) test and find conclusion by the F values of the test.

**Data Analyses**

Gender Ratio: The figure of male and female in the group of teachers were 155 and 90 respectively. Here it is observed that the percentage of male is 63% and female is 37% in round.  The ration of female is lesser than the male teachers. The sum of the male and female is 245.
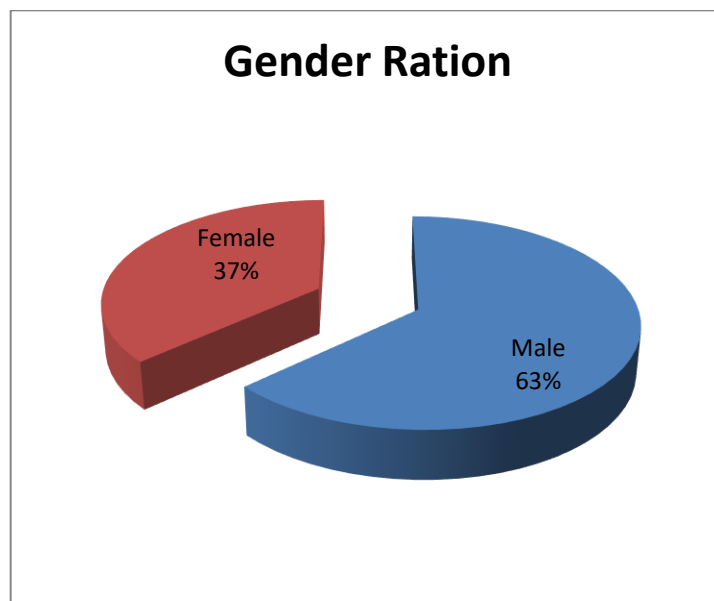


Figure-1: Gender Ratio

**Analysis of Hypothesis**

To test the hypothesis which we made for the study, we are taking one way analysis of variance approach. This is according to variable / questions we are having to analysis. The result of the same will be measured by the value of "f" in respect of calculated and tabulated. Outcome of the test is as given below:
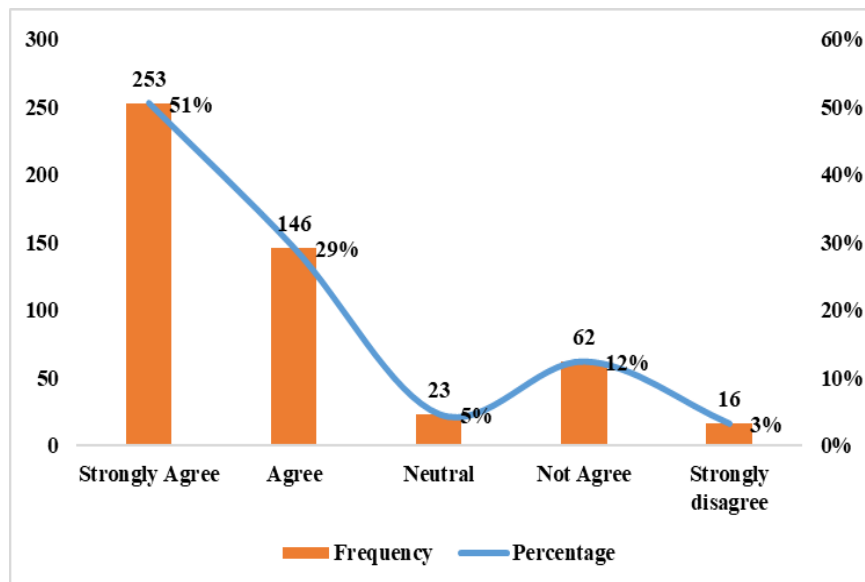


Fig: 2 Employees who exhibit proactively positive behavior contribute to organizational growth

Table: 1 I feel that I have a healthy work-life balance.

| Opinion | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 214 | 43% |
| Agree | 168 | 34% |
| Neutral | 44 | 9% |
| Not Agree | 55 | 11% |
| Strongly disagree | 19 | 4% |
| **Total** | **500** | **100%** |

A significant portion of the respondents, comprising 77%, express positive sentiments towards their work-life balance, with 43% strongly agreeing and 34% agreeing that they have a healthy equilibrium between their professional and personal lives. This suggests a generally positive perception among employees regarding the alignment between their work commitments and personal well-being. However, it's noteworthy that a combined 15%, including those who do not agree or strongly disagree, signifies a segment of the workforce experiencing challenges or dissatisfaction with their work-life balance. This finding underscores the importance for organizations to continue fostering environments that support work-life balance, address potential stressors, and explore strategies to enhance overall employee well-being. Initiatives such as flexible work arrangements, clear communication about expectations, and mental health support can contribute to cultivating a work environment that aligns with employees' expectations for a healthy work-life balance.
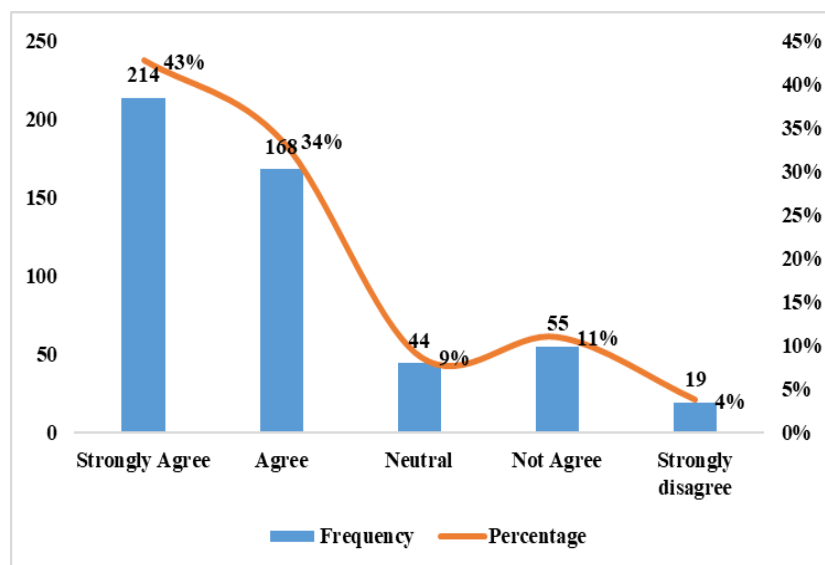
Fig: 3 I feel that I have a healthy work-life balance.

Table: 2 The organization supports initiatives that promote work-life balance.

| Opinion | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 245 | 49% |
| Agree | 150 | 30% |
| Neutral | 31 | 6% |
| Not Agree | 58 | 12% |
| Strongly disagree | 16 | 3% |
| **Total** | **500** | **100%** |

A generally positive perception among respondents regarding the organization's commitment to promoting work-life balance. A significant majority, comprising 79%, indicated positive sentiments, with 49% strongly agreeing and 30% agreeing that the organization supports initiatives aimed at fostering a healthy work-life balance. This suggests that a substantial portion of the workforce acknowledges and appreciates the organization's efforts in creating an environment that values the well-being of its employees. However, the existence of a combined 21%, including those who are neutral, do not agree, or strongly disagree, signifies a notable segment with varying perspectives on the organization's commitment to work-life balance. These findings emphasize the importance of continuous communication and adaptation of policies to meet the diverse needs of employees, ensuring that the organization remains responsive to the evolving expectations surrounding work-life harmony. Addressing concerns and promoting awareness about available initiatives can contribute to strengthening the organization's reputation as a supportive and employee-centric workplace.
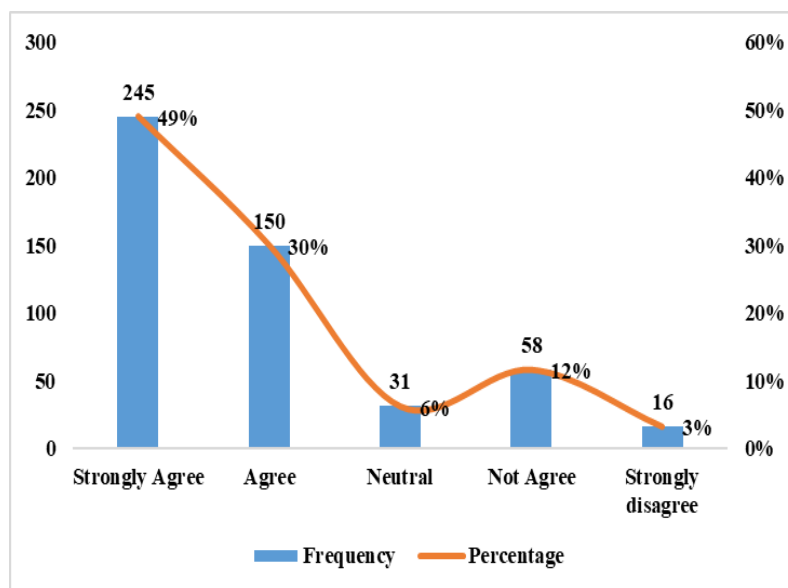
Fig: 4 The organization supports initiatives that promote work-life balance.

Table: 3 My workload allows me to manage both work and personal responsibilities effectively.

| Opinion | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 256 | 51% |
| Agree | 169 | 34% |
| Neutral | 2 | 0% |
| Not Agree | 50 | 10% |
| Strongly disagree | 23 | 5% |
| **Total** | **500** | **100%** |

A positive perception among respondents regarding the manageability of their workload in balancing professional and personal responsibilities. A significant majority, constituting 85%, expressed agreement, with 51% strongly agreeing and 34% agreeing that their workload allows them to effectively manage both work and personal commitments. This suggests a prevalent sense of satisfaction among employees concerning the balance between job demands and personal life responsibilities. However, the existence of a combined 15%, including those who do not agree, strongly disagree, or are neutral, indicates that there are individuals who may face challenges in effectively managing their workload in relation to personal responsibilities. This finding underscores the importance of organizations regularly assessing and adjusting workloads, implementing flexible scheduling options, and providing resources to support employees in maintaining a healthy work-life balance. Addressing these concerns can contribute to overall employee well-being and satisfaction within the workplace.
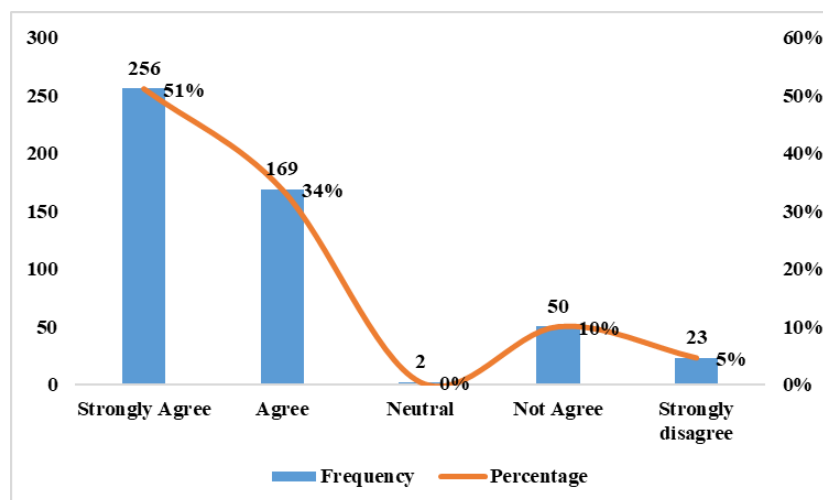
Fig: 5 My workload allows me to manage both work and personal responsibilities effectively.

The critical study conducted on the impact of employee behavior on organizational growth in selected education institutes in Rajasthan provides valuable insights into the perceptions and attitudes of employees regarding various aspects of workplace dynamics. The comprehensive analysis covered in this research aimed to explore the interplay between employee behavior, organizational culture, and the potential for growth within the educational sector. The findings not only shed light on the current state of employee perceptions but also offer significant implications for organizational strategies and interventions. One of the key findings of the study is the overwhelming consensus among respondents regarding the influence of positive employee behavior on organizational growth. A majority, comprising 80%, strongly agree or agree that employees who exhibit proactively positive behavior contribute significantly to the growth of the organization. This underscores the importance of cultivating a positive workplace culture that fosters proactive and positive behaviors among employees. Organizations can leverage this understanding to implement initiatives that recognize and reward positive behavior, creating an environment conducive to collaboration, innovation, and sustained growth. Moreover, the research revealed a high level of satisfaction among employees regarding their co-workers. A significant 81% expressed contentment with their colleagues, citing them as supportive and talented. This positive dynamic within teams is crucial for fostering collaboration and productivity, aligning with the notion that positive employee behavior enhances team effectiveness. Organizations can build upon this positive sentiment by encouraging teamwork, providing platforms for knowledge sharing, and implementing initiatives that strengthen interpersonal relationships among employees. The study also delved into the perceptions of employees regarding their role in organizational development. A noteworthy 77% believe that their role is crucial in fostering a positive organizational culture. This finding underscores the significance of individual contributions to shaping the overall workplace environment. Organizations can capitalize on this insight by empowering employees, providing leadership opportunities, and encouraging behaviors that align with the desired cultural values. In doing so, they can create a more engaged and committed workforce, driving positive organizational outcomes.

However, the research also highlights areas that warrant attention and improvement. For instance, a notable 15% of respondents expressed disagreement or strong disagreement with the idea that employees actively contribute to identifying areas for organizational improvement. This indicates a potential gap in employee engagement in organizational development initiatives. Organizations can address this by fostering a culture of continuous improvement, where employees feel empowered to share their insights and suggestions for enhancing organizational processes. Furthermore, the study revealed that 16% of respondents do not feel that their suggestions for organizational development are adequately valued. This signals a need for organizations to reassess their communication and recognition strategies to ensure that employee contributions are acknowledged and appreciated. Recognizing and valuing employee input can contribute to a positive work environment and enhance overall job satisfaction.

**ANOVA**

|  | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Between Groups | 73.551 | 33 | 2.229 | 10.695 | .000 |
| Within Groups | 97.118 | 466 | .208 |  |  |
| Total | 170.670 | 499 |  |  |  |

The analysis of variance (ANOVA) results for hypothesis Ho7, examining the significance of the importance of employee behavior in developing a healthy environment in educational organizations, indicates a statistically significant difference between groups. The between-groups sum of squares is 73.551, with 33 degrees of freedom, resulting in a mean square of 2.229. The within-groups sum of squares is 97.118, with 466 degrees of freedom, yielding a mean square of 0.208. The F-statistic, calculated as the ratio of between-groups variance to within-groups variance, is 10.695, and the associated p-value is less than 0.001 ($p < 0.001$). This suggests that the variation in employee behavior among different groups is not due to random chance alone. Therefore, we reject the null hypothesis (Ho7) and accept the alternative hypothesis (Ha7), indicating that there is a significant importance of employee behavior in fostering a healthy environment in educational organizations. These findings emphasize the crucial role of employee behavior in shaping the overall organizational climate within educational institutions, highlighting the need for attention to and cultivation of positive behaviors to create and sustain a healthy and conducive work environment.

**Result and Discussion**

1.      Consideration of Doctoral/Masters Accomplishments: A significant portion of respondents, comprising 70.4%, agree that it is necessary to consider the number of doctoral/masters accomplished under the supervision of faculty in the performance appraisal method. This indicates a recognition of the importance of academic achievements and mentorship in evaluating faculty performance. However, there is a notable 20.4% who either express neutrality or disagreement, suggesting a diversity of opinions on the relevance of academic accomplishments in the appraisal process.

2.      Inclusion of Publications in Performance Appraisal: The majority of respondents, totalling 72.6%, agree that faculty publications, including chapters, books, and journals, should be included in the performance appraisal method. This strong agreement reflects the belief that scholarly contributions play a significant role in assessing faculty performance. The 21.4% who express neutrality or disagreement may indicate differing perspectives on the weightage of publications in the appraisal process.

3.      Consideration of Projects/Research Consultancy in Appraisals: A substantial majority, comprising 74.6% of respondents, agrees that it would be useful to consider projects and research consultancy in performance appraisals. This reflects a collective belief in the importance of applied research and practical contributions in evaluating faculty performance. The 14.6% expressing neutrality or disagreement suggests some variability in opinions regarding the relevance of projects and consultancy in the appraisal process.

**Conclusion**

The study underscores the role of job satisfaction in influencing the organizational commitment of faculty members in higher educational institutions. Through a linear regression analysis, it is established that job satisfaction significantly impacts organizational commitment. The implications of these findings emphasize the importance of incorporating factors contributing to job satisfaction into the formulation of policies and procedures within educational institutions. The management should be attentive to these factors to enhance faculty satisfaction and, subsequently, organizational

commitment. The study recommends the development and implementation of strategies aligned with identified factors to elevate job satisfaction among faculty members.

The research highlights that while overall job satisfaction is not uniformly high among faculty members, there exists a considerable level of organizational commitment. Therefore, interventions aimed at enhancing job satisfaction are crucial for fostering a positive work environment. The identification of key dimensions influencing faculty satisfaction provides a targeted approach for management to address specific areas for improvement.

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