



PERFORMANCE APPRAISAL SATISFACTION OF IT SECTOR EMPLOYEES

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Introduction

Performance appraisal is a well-established way of providing milestones, feedback, guidance and monitoring for staff (Weightman, 1999). Performance appraisal is an important part of performance management, it is only one tool amongst a range of tools that can be used to manage performance (Fombrun, et. al., 1984). It is highlighting the fact that because performance appraisals are usually carried out by the line managers, rather than HR professionals, it is important that they understand their role in the process and have the right skills to conduct them effectively.

Milkovich and Wigdor (1991) stated that the performance appraisal aims to accurately assess the effectiveness of an individual's job performance, as well as improve organizational performance systems. It is impossible to standardize the context within which the appraisal takes place, or indeed the people who are appraising or being appraised, further compounding the reasons behind the derision that performance appraisal often received.

Research Problem

The study was conducted in the IT sector employees worked in Chennai, Tamilnadu. Performance appraisal process it is a mandatory requirement for the IT sector employees. The IT companies have significantly different missions and work processes and different classifications of employees. The measurement of the performance appraisal system to this point has been the determination of the rate of usage of the system.

Objective of the Study

To analyse the employees satisfaction towards the last performance review system.

Research Methodology

The purpose of this research is to examine the employees satisfaction towards their last performance. This research is conducted at IT industry employees worked in Chennai region. Employee satisfaction with last performance rating, satisfaction with last performance review and satisfaction with their supervisor are the variables considered to measure the employees satisfaction with last performance appraisal. Hence, this study uses a descriptive research approach. Samples of 440 employees are surveyed through snow ball sampling techniques. The collected data are analyzed with descriptive statistics.

Results and Discussion

Table 1: Satisfaction with last Performance Rating

Performance Rating	Mean	Std. Dev
I am satisfied with the performance rating I received for the most recent rating period	3.51	1.06
My most recent performance rating was fair	3.54	1.50
My most recent performance rating reflected how I did on the job	3.14	1.54
The performance rating I received was pretty accurate	3.59	1.48

Table-1 portrays the employees opinion towards their last performance rating. Last performance rating is analyzed with five statements. Further, mean and standard deviation values are calculated. Mean values ranges from 3.59 3.14. From the mean values, it is inferred that the employees highly rated that the performance rating they received was pretty accurate (3.59), their most recent performance rating was fair (3.54), they are satisfied with the performance rating they received for the most recent rating period (3.51) and their most recent performance rating reflected how they did on their job (3.14).

It is found that the employees are satisfied with their last performance rating. However, they are not much satisfied with the most recent performance rating reflected how they did the job.



Table 2: Satisfaction with last Performance Review

Performance review	Mean	Std. Dev
Overall, I think the PPR system is fair	3.59	1.16
I am satisfied with the way the PPR system is used to set my performance expectations for each rating period	3.77	1.48
I am satisfied with the way the PPR system is used to evaluate and rate my performance	3.97	1.40
I think my department should change the way they evaluate and rate job performance	3.57	1.486
I think the PPR process is a waste of time	3.60	1.16
I would want to participate in the PPR even if it were not required	3.71	1.46
The PPR process has helped me to improve my job performance	3.11	1.54

Table-2 portrays the employees opinion towards their last performance planning and review process. Performance review process is analysed with seven statements. Further, mean and standard deviation values are calculated. Mean values ranges from 3.97 to 3.11. From the mean values, employees highly rated that they are satisfied with the way the PPR system is used to evaluate and rate their performance (3.97), they are satisfied with the way the Performance review system is used to set their performance expectations for each rating period (3.77), they want to participate in the Performance review even if it were not required (3.71), they think the Performance review process is a waste of time (3.60), overall, they think the Performance review system is fair (3.59) and they think their department should change the way they evaluate and rate their job performance (3.57) and the Performance review process has helped them to improve their job performance (3.11). It is found that the employees are having better opinion with the last performance planning and review process. However, the employees felt that the Performance review process does not help them much to improve their job performance.

Table 3: Satisfaction with your supervisor

Satisfaction with supervisor	Mean	Std. Dev
I am satisfied with the amount of support and guidance I receive from my supervisor	3.42	1.64
Overall, I am satisfied with the quality of supervision I receive at work from rater	3.51	1.54
All in all, I have a good supervisor	3.59	1.46
I would give my supervisor a positive rating	3.57	1.48
My supervisor takes the PPR process seriously	3.68	1.47

Table -3 portrays the employees opinion towards their reaction towards their supervisor. Employee satisfaction with their supervisor is analyzed with five statements. Further, mean and standard deviation values are calculated. Mean values ranges from 3.59 to 3.42. From the mean values, it is noted that the employees highly rated that their supervisor takes the Performance review process seriously (3.68), followed by, they have a good supervisor (3.59), they said that their supervisor given a positive rating (3.57), Overall, they are satisfied with the quality of supervision they received at work from their rater (3.51) and they are satisfied with the amount of support and guidance they get from their supervisor (3.42). It is found that they are satisfied with their supervisor in the last performance rating. However, they are not much satisfied with the support and guidance they received from their supervisor.

Recommendation

The Performance Review process should help the employees to improve their job performance among them. The employees are not much satisfied with the support given by supervisor, so the supervisor should provide much support and guidance to the employees. The employees are lacking with their leadership skills hence the organization should frequently conduct leadership training programme to the employees to improve their leadership skills.

Conclusion

The aim of the study is to analyses the satisfaction of last performance appraisal in the IT sector. To achieve the aim, the researcher studied literatures of the related issues extensively and conducted survey questionnaire among the employees of IT sectors in Chennai. The employees are satisfied with last performance rating. Fairness of performance appraisal and satisfaction of last performance rating are having positive effect on employees. The adequate performance of employees based on performance appraisal policy will result in improvement in employee performance. Feedback, particularly on



interpersonal between supervisor and subordinate basis found to be useful and highly effective in motivating employees to improve their performance. It can also be concluded that, promotion and salary increment of the employees may be greatly influenced by properly organized and executed performance appraisal policy. In addition, it can improve communication and the quality of working life and make employees feel that they are valued by the organization.

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