

PERFORMANCE APPRAISAL PROCESS

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ABSTRACT: Performance appraisal its self is the periodic assessment of an employee's job performance as measured by the competency expectations set out by the supervisor and organization at large. The success of every institution depends on the quality and commitment to fits human resources. This process enables the employees to become efficient and effective and performance appraisal should be carried out from time to time to check on the performance and any deviations in an Organization. It is believed that this appraisal should be conducted at a convenient time when the employees and the employer is not too busy and the employees should be informed in advance to make them to prepare. They can be given forms to fill and then submit to their appraiser and each detail on the form can be looked at by the employer while gives scores of performances.

KEYWORDS: PERFORMANCE APPRAISAL PROCESS

Introduction

Performance appraisal is the systematic evaluation of employee's behavior in the workplace which includes employees job performance and his potential for growth and development. Performance appraisal involves the identification, measurement and Management of human performance in organisations."

Importance of performance appraisal

It helps both employees and managers in identifying areas for improvement and this helps in inspiring the employees and it helps the managers in promoting the staff, transfers and rewarding employees as well.

Employees attendance, punctuality, management, novelty and originality, Problem solving, attention to details are all the examples of performance appraisal etc.

Performance appraisal process

According to Edwin B Flippo(1980), "Performance appraisal process is a systematic, periodic and so far as humanly possible, an impartial rating of an employee's excellence in matters pertaining to his present job and to his potentialities for a better job.

Preparation: This involves establishing the performance standards. These standards explain how well a job should be performed. Preparation of all materials and recording of performance to be used such as agreed tasks, achievements, reports, appraisal forms etc.

Standards of performance should be communicated and they should be comprehended. The appraisee should be told of the convenient time and venue and the reason and the kind of appraisal that he or she will be subjected to. Doing so will help the appraisee to source for information

Venue and Layout

An appraiser has to ensure that the suitable venue is conducive including the suitable time. The venue should be private and free from interruptions. This will give room to be more flexible.

The seating and layout are important as far as preparations are concerned. As an appraiser, one must create a relaxed environment preferably a conference room with a meeting table and easy chairs. This will contribute a big influence on the mindsets of the appraisee.

Measure the actual performance

The appraisee needs some bit of relaxation.

You need to start with a positive statement and oral communication is very necessary. Try to be friendly as this will create a conducive atmosphere to the appraisee.

The actual performance is measured on the basis of evidence available from let say personal observation, statistical reports, oral reports and written reports.

Measurement of performance:

Graphic rating scale uses sequential numbers such as 1 to 5 or 1 to 10 to rate an employee's relative performance in specific areas.

360 degrees feedback: This evaluates an employee using feedback collected from employee's circle of influence e.g. Managers, peers, subordinates, etc. Measure the actual performance(cont'd)

MBO:

Superiors and Subordinates look for the resources required, identify plans and they communicate their goals and targets during a certain period of time. After setting the targets, the employers and employees discuss the development made and look at how to accomplish them and the employees are judged by their results.

Assessment Centers: This was introduced in 1930 by the Germany Army. It enables employees to get a clear picture of how others observe them and the impact it has on their performance. Compare actual performance with standards.

Discuss and Review the appraisal with the staff

At this point, the results of the appraisal are discussed with the employees which helps the employees to understand their strength and weakness. This appraisal improves on the performance of the employees and they can work together.

Beginning of corrective action is what follows when it is necessary. The areas of improvement are identified and then the measures to correct or improve the performance are identified and initiated. A manager should make a follow-up the meeting with the necessary copies and confirmation, and ensure that documents are filed and copied to relevant departments.

Conclusion:

Assessing the performance of employees is very important in every organisations irrespective of size as it helps the employees to improve on their performance and thus enabling the them to become effective and efficient. The employer calls one on an and talks to every employee stressing his or her areas of strength and where there is need for the improvement.

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