

Cover Page

**BEST PRACTICES IN PERFORMANCE MANAGEMENT AND
APPRAISAL SYSTEMS FOR HOSPITAL SUCCESS**

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfillment of the award of the degree of

Master of Business Administration (MBA)

in

Hospital and Health Management

by

AKASH KHEDKAR

Under the Supervision and Guidance of

Dr. Anoop Khanna

2023

Title Page

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DECLARATION BY STUDENT

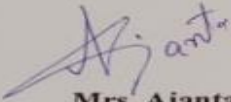
I confirm that this dissertation “**Best Practices in Performance Management and Appraisal Systems for Hospital Success**” is the Bonafede record of my original research work. I affirm that I have not submitted it to any other university or institution to obtain a degree or diploma. Any Information or ideas obtained from the work of others, whether published or unpublished work have been acknowledged with in the text.



AKASH KHEDKAR

05/06/2023

Completion Certification

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Date: - 08th June 2023		
INTERNSHIP COMPLETION CERTIFICATE		
This is to certify that Mr. Akash Khedkar has successfully undergone the Internship at Sancheti Institute for Orthopaedics & Rehabilitation. During his internship period from 1st March 2023 to 26th May 2023 he had been punctual, sincere and worked with dedication in Human Resource and actively participated in allotted work.		
For Sancheti Institute for Orthopaedics & Rehabilitation		
 Mrs. Ajanta Dey HR Head.		

Certificate from Faculty Guide and School Dean

CERTIFICATES

This is to confirm that the dissertation **Best Practices in Performance Management and Appraisal Systems for Hospital Success** is a record of the research work undertaken by **Mr. AKASH KHEDKAR** in partial fulfillment of the requirements for the award of the degree of **MBA (Hospital and Health Management)** from the IIHMR University, Jaipur under the guidance and supervision me and I can attest his approach to the study has been genuine, rigorous, and analytical.

Faculty Guide – **Dr. Anoop Khanna**
IIHMR University, Jaipur

Date- 07/06/2023

School Dean- **Col. Dr. Mahendra Kumar**
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Date- 07/06/2023

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AKASH KHEDKAR

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ABBREVIATIONS-

PERFORMANCE MANAGEMENT SYSTEM	PMS
HUMAN RESOURCES	HR
FAILS TO MEET REQUIREMENTS	FM
MEET MINIMUM REQUIREMENTS	MM
MEET REQUIREMENT	MR
MEET & EXCEED REQUIREMENT	ME
CLEARLY EXCEED REQUIREMENT	CE
OUTSTANDING	OS
BELOW AVERAGE	BA
ABOVE AVERAGE	AA
VERY GOOD	VG
GOOD	G
AVERAGE	A
PERFORMANCE IMPROVEMENT PLAN	PIP

1. INTRODUCTION-

This introduction identifies the professional and real-world terms of best practices in performance management systems and appraisal systems for hospital success. In today's responsive healthcare view, the hospital is regularly struggling for excellence and success. A crucial factor that significantly influences hospital success is the effective management of employee performance through robust performance management and appraisal systems. In these systems, a structured framework has been provided for placing expectations, improvements, and evaluating performance. For best PMS and appraisals, the hospital could optimize employee performance and can achieve the strategic goals of the various departments. The hospital is unique with its own set of challenges, so the hospital identifies and implements the best practices in its administration context.

In the professional sector like the hospital industry, the hospital needs to organize its performance management systems (PMS) and appraisal systems focusing on goals and strategies. By focusing on employee performance, objectives are directly relate to the hospital's vision and mission, so the hospital can foster direction and purpose among their employees and can promote a cohesive unified workplace for achieving success. The hospital communicates these expectations to the employees so that the importance of clear and fair performance could be considered within them in a transparent and concise manner. SMART goals provide skills for employees' performance and establish guidelines for employee evaluation. When these expectations from the employees are well-defined, employees understand what is required to upgrade them. By allowing them to give their efforts towards high-quality performance which makes a valuable contribution to the hospital's success then regular and constructive feedback helps employees to gain insights into their strengths and key areas for development, enabling them to acquire the necessary skills that make the scenario grow professionally. Training and Induction programs or sessions create opportunities for managers or HODs to guide and support employees in their career development, which ultimately enhances their skills and competencies

In the current healthcare industry hospital plays a crucial role in fostering an environment that supports employee engagement and participation in various programs. By engaging employees in such an instinct, they can surpass their regular responsibilities, which also can lead to enhancing their outcomes and the overall performance of the hospital. To achieve such a criterion, the hospital involves employees in the PMS process and promotes their active participation in goal setting, self-improvement and assessments, and performance discussions. Engaged and participating employees feel valued and connected to the hospital and then they can lead the lower turnover rates, higher job satisfaction, and positive impacts. Considering technological systems are also significant aspects for PMS and appraisal systems to perform best practices. By Leveraging digital tools and software platforms, it streamlines performance tracking, automates data collection, and facilitates consecutive feedback. Hospital embraces technology that improves the efficiency, effectiveness, and accuracy of their PMS process, empowers the employee, and enhance their performance. Transparency and fairness are important aspects of PMS and appraisal of the hospital. Employee perceives the evaluation process as transparent, fair, and unbiased. Objective criteria utilize to ensure consistency and evaluate performance. By performing transparency and fairness, the hospital maintains a culture of trust, collaboration, and accountability to the employees. The hospital creates a work atmosphere that motivates employees, enhances performance, achieves long-term success, and aims to

deliver deeper into the best practices by providing evidence-based insights and recommendations tailored to the unique context of the hospital's success for PMS and appraisal systems.

In the hospital, patient outcomes and quality of care, and the performance of hospital staff directly impact the overall reputation and performance of the hospital. Therefore, it becomes imperative for the hospital to adopt robust PMS and appraisal systems that provide a structured framework for performing expectations, evaluating performance, and providing feedback to employees.

OBJECTIVES-

- To identify and analyze key components and features for effective performance management and appraisal systems.
- To evaluate impact for clear performance expectations and standards on employee performance and hospital outcomes.

3. LITERATURE REVIEW-

A literature review on performance management systems (PMS) and appraisal systems in the Hospital is conducted to provide a theoretical foundation for the study. Existing research and scholarly articles will be examined to understand the current knowledge, identify gaps in the literature, and determine the specific areas where best practices are needed.

The literature review gives the importance of PMS and appraisal systems of hospitals' strategies and objectives. It also emphasizes the need for performance measures linked to the hospital outcomes and goals which enables employee efforts to be inconsistent with the hospital's vision and mission. Clearing performance expectations emphasizes setting clear and measurable performance expectations for the employees. The hospital communicates performance goals and objectives to employees and utilizes the SMART framework. Clear expectations provide employees with a sense of direction and help them focus on their priorities, leading to improved performance and hospital success. The literature stresses the importance of ongoing feedback and training in performance management. The Hospital should establish regular feedback mechanisms that provide constructive guidance and support to employees. This real-time feedback helps employees understand their strengths and areas for improvement, facilitating their professional growth and development.

The new essence of performance management system: A focus on 720-degree performance appraisal, Dr. Sukanta Mishra. It is rightly said that "Encouraged people achieve the best; dominated people achieve second best; neglected people achieve the least." recognition and reward at the right time are the best encouragement. From the time Human beings have evolved they have employed different methods to appraise performance starting from the traditional: "comparison method" to the modern: "720-degree appraisal method". "720-degree appraisal method" aims at monitoring, measuring, giving feedback, and encouraging the employees to achieve the goal and for the Hospital in turn.

(McCarthy and Garavan, 2001), As the employee contributes individually to improvise the performances for the hospital, an individual performances management system must be in place that helps them understand their role in achieving strategic objectives. McCarthy and Garavan (2001) suggest employees must receive constant support and feedback on their performance and have opportunities to gain more expertise in their roles through learning and development programs. They add that performance management can only be successful if each section manager truly understands how to motivate and provide adequate learning and development resources; so that each is measured by the success of their direct reports, not simply by business results. The setting that surrounds behavior, for example, what people say and do that is praised or criticized over time can also help in supporting patterns of success. The level of success a hospital experiences in applying the elements of performance management originates in the capability of its staff in serving stakeholder needs, meet objectives, and create a culture where the focus is aimed at building long-lasting habits of success.

(Hosain, 2015). The optimum effectiveness and efficiency of a firm neither depend on its financial resources nor on using the latest technology, even it, is not the best strategy, rather it is determined by the extent to how well it is using its dedicated, motivated, and efficient employees.

(Baroda et al., 2012), To be competitive, hospital need to help adapt and evolve their human resource to the highest possible extent. Because of this, first, a firm first should try to know how its people are currently performing and if there is any necessity to change. This is where 360-degree feedback is playing a vital role in its ability to provide structured, in-depth information about the current performance and the requirements of an employee in the future to enable detailed and relevant development plans to be formulated. Traditionally, the feedback used to be taken from only the immediate supervisor. Later, due to the spread of flattened structures of firms and the increasing necessity to respond to demand, the 360-degree feedback appraisal method was introduced to help employees with the information needed to deal with rapid change and to combine individual talent with hospital objectives. At present, many reputed firms around the globe fully utilize it as part of specific competencies and requirements to meet their objectives. Some of the firms have even gone further up and liked this process of performance appraisal and succession planning **(Baroda et al., 2012)**.

4. METHODOLOGY-

The methodology of this study involves qualitative and quantitative method approaches. The data were collected in collaboration with HR department staff through surveys within the hospital, one on one interviews with the employees, and analyzed via documented standards which gives an understanding of the PMS and appraisal process practices to the employees in the hospital. The data analyzed using statistical techniques and software like MS Excel and MS Word to derive meaningful insights and outcomes from the professional and real methodology to look up PMS and appraisal systems of the hospital for best practices.

4.1 Research Design:

A Descriptive research design is used to understand the state of PMS and appraisal system, by which can a collection of data is done by the approach that merges qualitative and quantitative methods. By performing this approach, the hospital gathers a wide range of data to describe and analyze the best practices of employee that support and contributes to their success.

4.2 Data Collection:

1. Data Analysis:

Gather quantitative and qualitative data with departmental staff through the surveys and analyzed it using the software. And through the interviews, the analysis of documents was recorded and analyzed to identify gaps and underlying designs. By combining the quantitative and qualitative approach methods, we aim to gain an understanding of the systems and improvements needed.

a) Surveys:

The surveys enable to gain insights into how the hospital's PMS and appraisal process works and functions. We conducted a questionnaire for the survey among the employees, which includes HODs, Managers, Supervisors, Nursing Staff, and Front Office staff. The survey was mainly focused on data about different aspects of PMS and appraisal, including goal setting, training, feedback, evaluation, and technological integration.

b) Interviews:

Interviews were conducted with individual employees within the hospital. The interviewer's panel included HR Managers, Department Heads, Incharges, or Supervisors. These interviews directly engage in the process of PMS and appraisal. Through these interviews, we were able to collect qualitative insights into their expectations, perceptions, challenges, and experiences.

c) Document Analysis:

For document analysis, developed an understanding of performance within the hospital, analyzed PMS and appraisal policies, guidelines, reports, and files of the employees so that we can identify any existing gaps or areas that would benefit from the implementation of best practices and become assured about their employment.

2. **Ethical Considerations:**

These are followed through the process of research. From the participants, ensuring their voluntary participation and confidentiality, informed consent was collected. Anonymity is maintained in reporting the findings, and data security measures are implemented to protect sensitive information.

3. **Limitations:**

The study acknowledges possible limitations, such as the unspecified of findings to the hospital, as the research focuses on a specific sample. Additionally, biases in self-reporting and recall may affect the accuracy of responses in surveys and interviews. Efforts are made to reduce these limitations through accurate data collection and analysis techniques.

3.3 RESEARCH QUESTION:

- What role does employee engagement and participation play in the success of performance management systems?

3.4 HYPOTHESIS:

Implementing best practices in performance management systems (PMS) and appraisal systems leads to increased hospital success. There is no significant relationship between the implementation of best practices in PMS and appraisal systems and hospital success.

This hypothesis should be formulated based on existing literature and theories in the field and can serve as a starting point, but they may need to be redefined or modified based on the specific focus of the research and the data.

3.5 METHODS:

Design of Study: Cross Sectional study

Settings: Focuses on the Sancheti Hospital, Pune to examine its performance management and appraisal systems and explore the practices, challenges, and outcomes within the Hospital.

3.6 Study population

▪ **Inclusion criteria:**

- i. The employees recently joined the hospital.
- ii. Experienced staff within the Hospital.
- iii. Contract based Housekeeping staff within the Hospital
- iv. Employees who have not completed the required period as per hospital norms.
- v. Probation period or notice period employees.

▪ **Exclusion criteria:**

- i. Who does not meet the inclusion criteria.
- ii. Who does not provide complete data on the study variables or who has missing data that cannot be imputed?

3.7 Study tools:

- Surveys:

- List items obtaining to performance management practices, employee perceptions, satisfaction, and hospital outcomes.
- Interviews:
 - Conduct structured interviews with the Hospital's HR managers or employees.
 - Use interview guidelines to maintain consistency. Ask specific questions to increase the chance of getting the interview right.
 - Ask questions to obtain deeper insight and rich qualitative data.

3.8 Duration of study: 2 Months

3.9 Sample size: 100-200 Employees

3.10 Sampling technique: Random Sampling

3.11 Data collection procedure:

3.12 Employees could be asked to complete surveys or questionnaires to collect data on their demographic characteristics, knowledge and attitudes towards management, and their experiences. Surveys and questionnaires could be administered in person, online, or via mail.

3.13 Operational definitions:

A set of established strategies and processes that effectively measure, assess, and enhance employee performance aligning with hospital goals and leading to improved individual and hospital outcomes.

3.14 DATA ANALYSIS PLAN:

Descriptive statistics, Content Analysis

Softwares:

MS Excel, MS Word, Payroll, and Spine HR

3.15 ETHICAL CONSIDERATIONS:

- Informed consent.
- Confidentiality and Anonymity
- Consent for Data Use
- Minimize Risk and harm
- Voluntary Participation.

ANALYSIS AND FINDINGS-

o OBJECTIVES-

objective 1. To identify and analyze key components and features for effective performance management and appraisal systems.

- The Hospital manages an employee Performance Management System (PMS) through a combination of performance evaluations, goal/target setting, feedback mechanisms, and professional development opportunities. There are various and common techniques used by hospital to manage employee performance:

- **Performance Management Systems:**

Many hospital use PMS software or systems to structure the performance management process. These systems enable HODs, Managers, Supervisors, Incharges, and employees to set goals, track progress, provide feedback, and document performance-related discussions. They also facilitate the generation of reports and analytics to assess overall performance trends.

- **Performance Evaluations:**

Hospital conduct periodic performance evaluations to assess employees' job performance. These evaluations may include feedback from HODs, Managers, Supervisors, Incharges, patient satisfaction surveys, and performance measures specific to the employee's role.

- **Goal/Target Setting:**

Hospital administration works with employees to measure achievable, relevant, specific, and measurable goals. These goals allow employees to focus on areas that contribute to their professional growth and overall hospital performance.

- **Feedback and Training:**

Regular feedback is essential for managing employee performance. The Hospital encourages Managers, Incharges, or Supervisors to provide constructive feedback and training to employees, highlight the strengths, and identification of areas for improvement. These feedbacks help to the employees for understanding their performance requirements and make necessary adjustments.

- **Performance Improvement Plans (PIPs):**

In cases where an employee's performance Fails to Meet Requirements (FM), the hospital may implement performance improvement plans. PIPs outline specific actions and timelines for the employee to improve their performance. These plans include additional training, mentoring, or supervision to support the employee in Meeting the Requirements (MR).

- **Training and Development:**

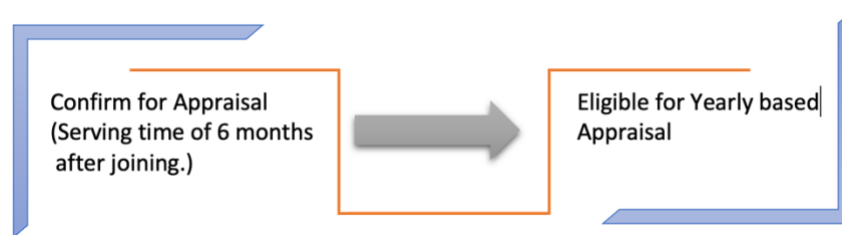
A Hospital invest in training and development programs to enhance employees' skills and knowledge. These programs may include workshops, seminars, and conferences. By offering continuous learning opportunities, hospital encourage employees to stay updated with the latest medical advancements and best practices.

- **Recognition and Rewards:**

Recognizing and rewarding performance is an important factor for performing employee performance. The Hospital may have programs in place to acknowledge and appreciate employees who consistently demonstrate the work. Rewards can include financial incentives, certificates, public recognition, or career advancement opportunities like Promotion.

- ❑ The Appraisal System used in Sancheti Hospital is tracked by the Incharges, Managers, or Supervisors, and an appraisal is done by the Head of the Departments.

The Process of Appraisal of new employees contains the following-



- **Confirmation Appraisal:-** Confirmation Appraisal is done after completing period of 6 months. The performance of employees is evaluated by the standard procedure of the hospital. The evaluation is evaluated by the following Qualitative parameters-

- 1.– BA (Below Average)
- 2.–A (Average)
- 3.– G (Good)
- 4.– VG (Very Good)
- 5.– OS (Outstanding)

The performance of the employee during this period decides whether the employee will be appraised, or the time period will extend more.

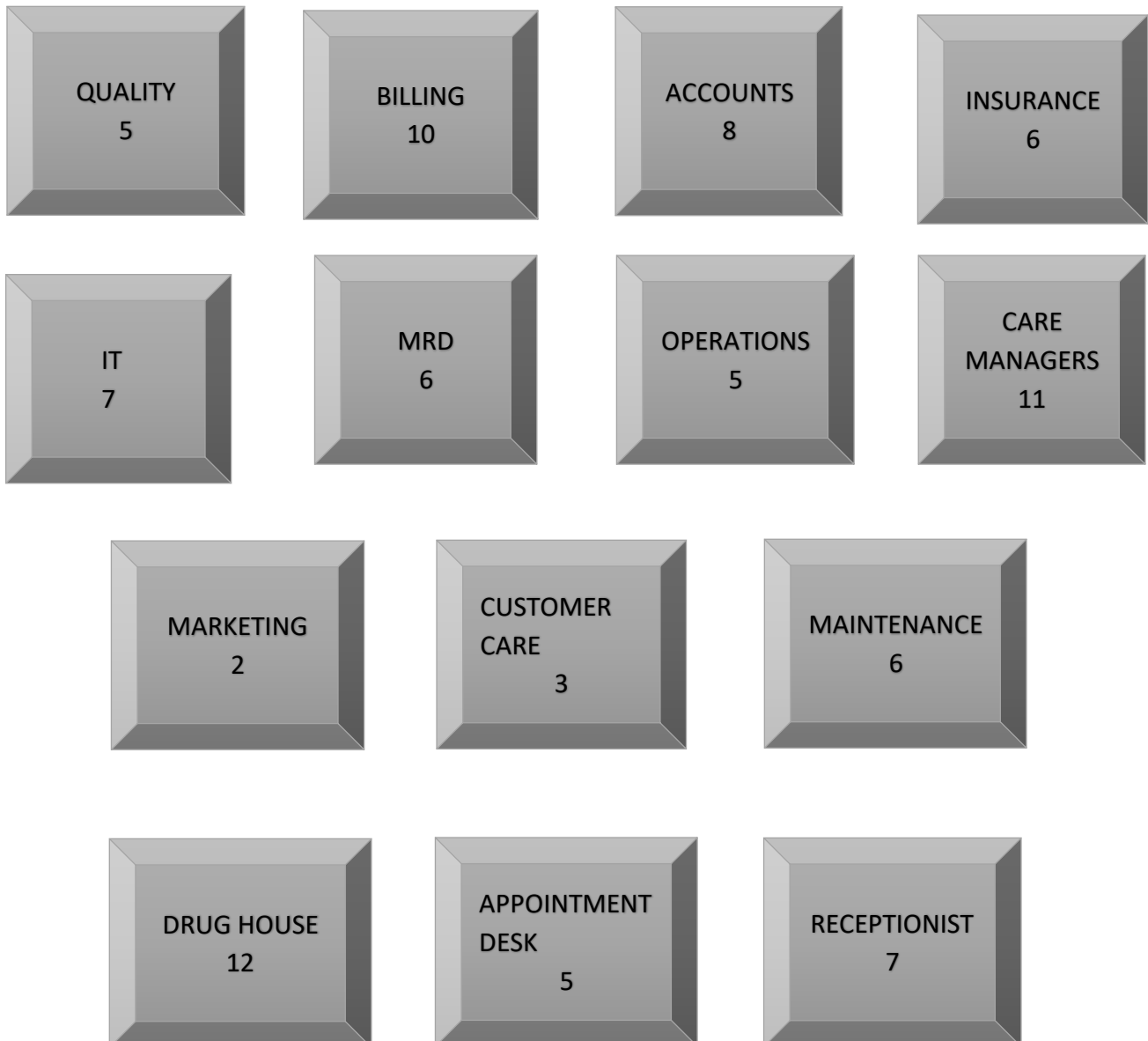
- **Final Appraisal:-** After confirmation appraisal, the performance of the employee is evaluated with the regular system as per hospital norms. These evaluations were done on the Quantitative parameters-

- **FM-** Fail to Meet Requirements,
- **MM-** Meet Minimum Requirement,
- **MR-** Meet Requirement,
- **ME-** Meet & Exceed Requirement, and
- **CE-** Clear Exceed Requirement.

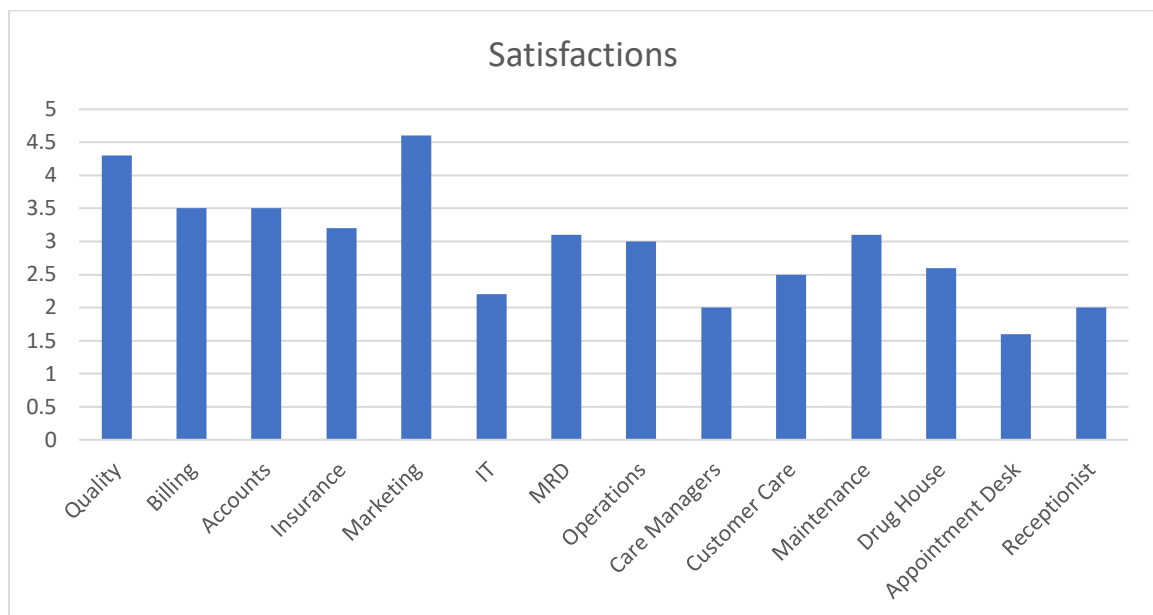
objective 2. To evaluate impact for clear performance expectations and standards on employee performance.

For this objective study, Questionnaires were assessed for the Nursing Staff. The surveys are done for non-medical staff and Employees.

o Total Non-Medical Employees- 93

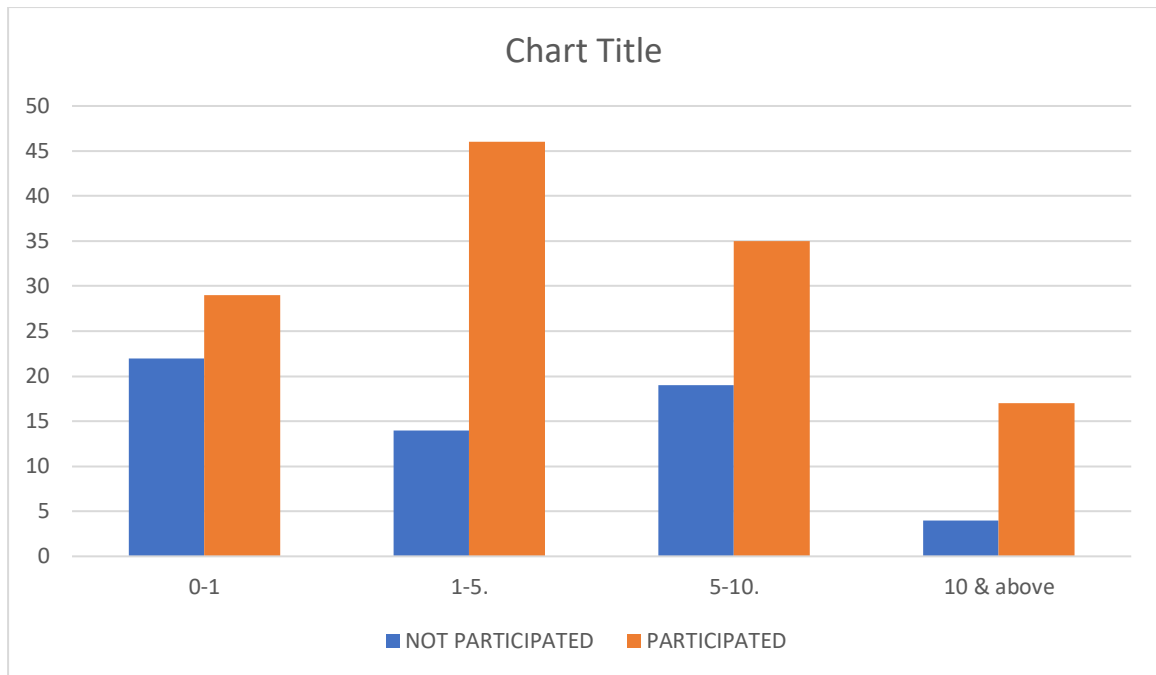


- Department-wise satisfaction level on performance and Appraisal



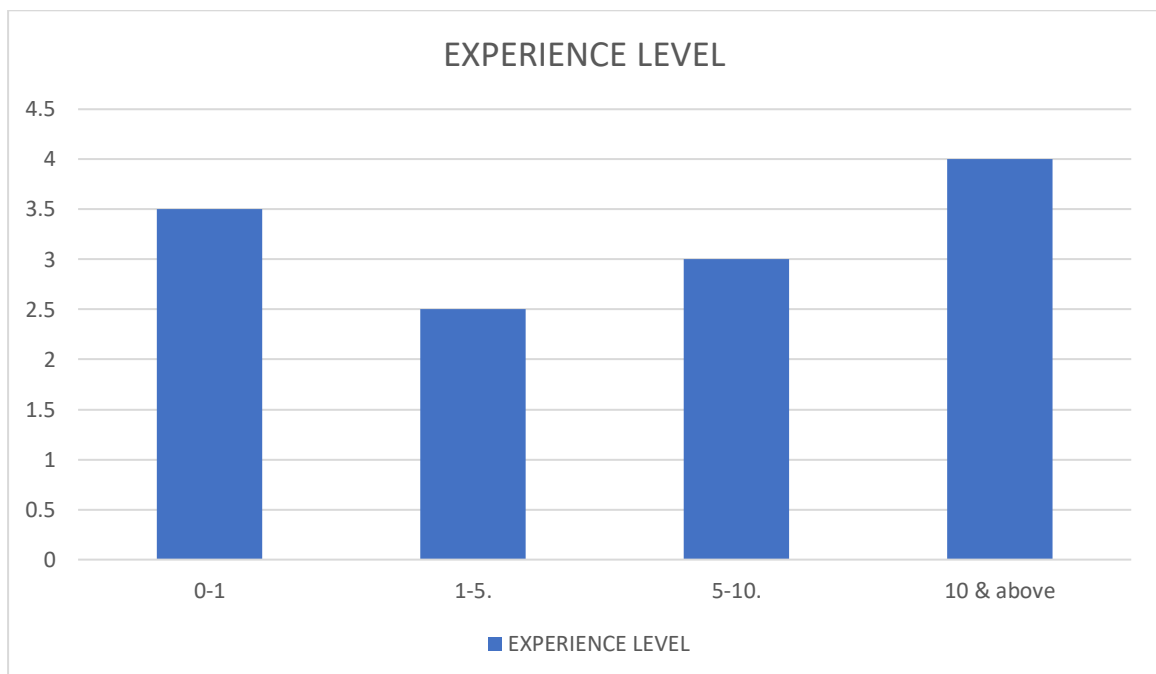
- The more non-satisfied Departments are IT, Care Managers, Appointment Desk, and Receptionist.
- The more satisfied department is Marketing Department
- Insurance, Accounts, Billing dept, MRD, Operations, and Maintenance department are average satisfied with PMS and Appraisal.
- The Drug House Department is on a Neutral level with PMS and Appraisal.

- Total Nursing Staff Working in Hospital- 186
- Total Nursing staff participated in PMS and Appraisal- 127



- The total Nursing staff who participated in the PMS and Appraisal was 127 of which 29 staff were participated out of 0 to 1 yr. of experience.
- The total staff between experience 1 to 10 yr. was 81 in which 46 employees were between 1 to 5 yr. experienced and 35 employees were between 5 to 10 yr. experience.
- The total staff who participated above 10 yr. the experience was 17.

O Satisfaction Level of Nursing Staff-



- The most Unsatisfied Nursing Staff is between experience 1 to 5 Yrs., where found that between 5 to 10 yrs. of experience staff are average satisfied with the PMS and Appraisal System.
- The Freshers or experienced up to 1 yr. staffs are much more satisfied than other experienced Nursing staff.
- The experienced level above 10 yrs. are highly satisfied than other nursing staff.

RESEARCH QUE-

□ What role does employee engagement and participation play in the success of performance management systems?

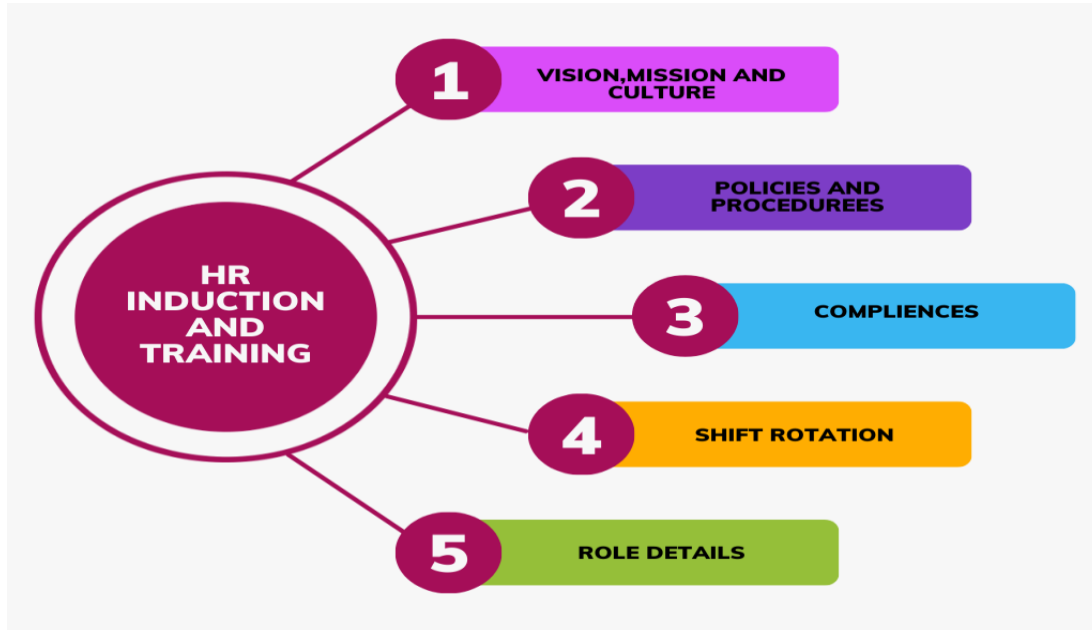
- For the PMS in the Hospital, Employee engagement is done through several things such as Induction and training programs every month for those who joined recently to the hospital, and the festivals and programs arranged by the Director of the Hospital or Board Members.
- The Director of the Hospital arranges small meetings every 15 days with every Department Head and any one Employee of that department for discussion, conversation, feedback, concerns, or any innovative idea for the hospital.

•
The Participation of departments and employees of each include.-

DEPARTMENTS	EMPLOYEE COUNT
◦ IPD & OPD	2 HOD & 4 Employee
◦ NURSING	1 OD, 2-Nursing Manager, WARD In charges & 3-4 Employee
◦ QUALITY	1-HOD, & 2- employee
◦ BILLING AND INSURANCE	HOD'S of Dept
◦ ACCOUNTS	HOD and 1 Employee
◦ SECURITY	HOD and Security Incharge
◦ HOUSEKEEPING(HK)	HK Manager & HK Incharge
◦ Human Resources(HR)	HOD, 1 Employee in HR operations and 1 in Payroll
◦ RESEARCH	Research Incharge
◦ MARKETING	Whole Marketing Team
◦ OPERATIONS	HOD and Managers

□ Monthly Induction and Training Programme-

Induction is the process done by the HR dept of the hospital performs an introduction session so that they can introduce newly or freshly joined employees and support them in their new roles, responsibilities, and working environment.



The Induction session in Sancheti Hospital is held in 3rd week of every month. The Induction Program is Led by the HR operations person and that will run a full-day training program for 2-3 days in 3rd week of every month.

RESULT-

- The study on best practices in performance management and appraisal systems for Sancheti Hospital revealed several key findings like Employee Development and Engagement, Induction, and Training
- The findings are results that most of the Employees and staff are not satisfied including IT, Care Managers, Appointment Desk, and Receptionists with the appraisal and PMS
- Employees were not satisfied by the reality that the performance tracking is done by their Supervisors, Managers, or Incharges and appraisals made by HOD.
- As the supervisors do not have that much experience in giving such responsibilities to them, so the experienced staff are unsatisfied and not happy with the tracking of their performance done by the supervisor.
- In the Drug House dept, some employees were freshers, so their views were on neutral.
- The most Satisfied Department is Marketing Department due to their work satisfaction and the performance tracked by the HOD is valuable and accurate.
- On the other hand, Insurance, Accounts, Billing, MRD, Operations, and Maintenance departments are average satisfied with PMS and Appraisal
- In some instincts, the Nursing staff is not satisfied with the Incharge decision to change their ward to a different one.
- Most unsatisfied people were those who joined and were experienced between 0 to 5 yr. They were the employees who saw a drastic change in Management after Sancheti Hospital New Building Construction had started. So they were having kind of workload. Their perception was that new employees should not work more than their shifts, but hospital expects to do so.
- The results indicated that hospital that align their performance management systems with their hospital strategy tend to experience higher levels of success. By ensuring that performance goals and metrics are in line with the hospital's overall objectives, employees are better able to contribute to the hospital's success.
- The study highlighted the importance of investing in employee development and training. Hospital that prioritize ongoing professional development programs reported higher levels of employee satisfaction, retention, and performance. Findings suggested that involving employees in the performance management process positively impacts hospital success. Engaged employees who have a voice in goal-setting, performance discussions, and decision-making feel more connected to the hospital's mission and are more likely to contribute their best efforts.

DISCUSSION-

The findings of this study strongly support the idea that effective performance management and appraisal systems are vital for the success of the hospital. The study identifies several best practices that the hospital implements to achieve its performance and organizational goals.

One important practice is performing the PMS with the hospital's overall strategy and goals. This ensures that individual employee performance objectives directly participate in the hospital's mission and vision, which gives employees a clear sense of purpose.

This emphasizes the significance of feedback and training. Regular and constructive feedback helps employees to understand strengths and key factors for their self-improvisation. Also, these enable it to gain employment development, and skills and make valuable contributions to the hospitals' success. Invest in employee development through training and induction programs, this directly supports their professional growth. Following NABH standards, and quality indicators the hospital is then able to meet the highest standards of care and strives for improvement. Engaging employees in essential practices tend to go above and beyond their responsibilities. It leads to better outcomes and creates a positive work environment that involves participation, collaboration, and recognition and involves the employees in decision-making that foster ownership and commitment to the hospital. The study also acknowledges the technological aspects of improving performance which uses technological tools such as performance tracking systems or data analytics to streamline the processes and provide valuable insights and facilitate informed decision-making.

The study also underscores the value of an integrated approach to PMS. By arranging strategic goal setting, performance measurement, regular feedback, employee development, and engagement initiatives, the hospital continues a culture of regular improvements and drives success within the departments. However, the implementation of such things requires careful planning and allocation of resources and support from hospital administrators and leaders. Their successful implementation involves crucial adoption in promoting and facilitating these practices of PMS and appraisal systems. The study highlights the need for an evaluation to avail the long-term planning of these requirements of practices on hospital outcomes, appraisal, and PMS. Also highlights the value of challenges and barriers that the hospital or departments of the hospital may face while implementing these practices or systems. This can provide valuable insights for improvement and optimization.

The findings and discussion of this study give the crucial role that best practices in PMS and appraisal systems play in ensuring the success of the hospital. By implementing these practices, the hospital can improve employee performance, and the quality of patient care, and also achieve sustainable success.

RECOMMENDATIONS-

Invest in development programs that enhance employees' skills, knowledge, and competencies. Providing opportunities for professional growth improves performance and demonstrates the hospital's commitment to employee development which encourages retention.

Design a broad performance appraisal process that evaluates employees' performance based on objective criteria and measurable outcomes. Ensure that the process is fair, clear, and consistent across all departments, and provide clear guidelines to managers for conducting appraisals.

Leverage technology tools and software to streamline performance management and appraisal processes. Utilize performance management software that enables easy goal tracking, performance documentation, and data analysis. This can enhance efficiency, accuracy, and data-driven decision-making.

Provide leadership training to managers and supervisors to equip them with the necessary skills to manage and appraise employee performance effectively. Strong leadership support is essential for creating a performance-driven culture and ensuring the success of performance management initiatives.

CONCLUSION-

In conclusion, the Implementation of best practices, and a well-designed and effectively execute PMS continues to work on employee engagement, productivity, and hospital performance. By providing performance goals of the hospital's strategic objectives, continuous feedback, and training, giving more time to employee development, and improvising technological software, the hospital can create a culture of excellence and achieve success. The literature review, research findings, and analysis emphasize the importance of PMS and appraisal systems which sets goal setting, feedback, and recognition. By focusing on these practices the hospital leverages the experience of improvement of employee performance and outcomes. The implementation of such practices requires careful planning, involvement, evaluation, and allocation of resources and support from hospital administrators and leaders, and HR professionals need to focus on developing and supporting initiatives. Regular monitoring, feedback, and adjustments are important for the effectiveness and relevance of appraisal and PMS. The research implicates the need for the hospital to look at and improve its PMS and appraisal systems. Finally, if the hospital is successful to implement the best practices within every department, the hospital can grow a high-performance culture, enhance patient care, able to develop skills and requirements of employees, and can achieve long-term success for the hospital.

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