

**Summer Training at
Evy Hospital,
Mohali, Punjab**

Analysis and Effectiveness of Performance Appraisal System

**By
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**Under the guidance of
Dr. Tanjul Saxena**

**MBA Human Resource Management in Health & Hospital
2015-2017**



**The IIHMR University, Jaipur
2016**

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr. Ravleen Rattan**, student of MBA-HRM Hospital and Health from The IIHMR University, Jaipur has undergone Summer Training Project at, **Ivy Hospital, Mohali** from **1st April to 31st May, 2016**.

The candidate has successfully carried out the study designated to her during summer training and her approach to the study has been sincere, scientific and analytical. This training is in fulfillment of the course requirements.

I wish her success in all the future endeavors.



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Ref. No. : IVY-C/HR/TRG/106/2016

Date : 31st May, 2016

TO WHOM SO EVER IT MAY CONCERN

Certified that Dr. Ravleen Rattan D/o Sh. Gurmit Singh has undergone training in Human Resource Department as HR Trainee with us from 1st April, 2016 to 31st May, 2016.

We wish her all the success for her future endeavors.

For Ivy Health & Life Sciences (P) Ltd.

(Tej Singh Mann)

AGM - HR & Admin.

Acknowledgement

I, Ravleen Rattan, a student of MBA-HRM 1st batch at IIHMR Jaipur, would like to sincerely express my heartfelt gratitude to: Dr. Kanwaldeep Kaur, Medical Director, Ivy hospital Mohali, for granting me the opportunity for training. Mr. Gurtej Singh, Chairman, Ivy hospital Mohali, for granting me the opportunity for training.

Mr. Tej Singh Mann, AGM-HR, Ivy hospital Mohali, for being my mentor and project guide for the entire period of my training, for helping me improve the quality of my work and for helping me identify areas where I lack and what characteristics I must develop in myself for a future as a hospital HR for my project in the Human resource planning and audit as per NABH guidelines.

Dr. Ashok Kaushik Dean, Academic and Student Affairs, at IIHMR Jaipur, for his invaluable inputs and guidance for my projects, as they helped me to develop a line of thought for how to shape my project.

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Lastly, I would like to thank my college, IIHMR Jaipur, for providing me with an opportunity to learn from and work with the best personnel in the Hospital Industry, and for helping me gain an appreciation of where I currently stand as an **HR personnel** and how much work I would need in order to meet the quality specifications that the hospital industry seek

Ravleen Rattan
MBA HRM 1ST Year,
Batch 2015-17

Abbreviations

HRM	Human Resource Management
HR	Human Resource
Pvt	Private
Ltd	Limited
TPA	Third Party Administrator
NABH	National Board of Accreditation for Hospital and Healthcare Provider
CTVS	Cardiac Thoracic Vascular Surgeon
ENT	Ear, Nose & Throat
ICU	Intensive Care Unit
CT	Computed Tomography
NGO	Non-Government Organization
OPD	Out Patient Department

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1. OBSERVATION LEARNING

1A. Introduction

The summer training is an integral part of the course curriculum of MBA-HRM at IIHMR Jaipur. As part of the course, students at the end of their first year are required to undergo training of two months to get an in-depth exposure to the various departments in the organization, as well as take up projects as per the requirements of the organization where the students get training. What is most crucial is to build a base of knowledge about the structure and functioning of the hospital, which can be used to understand and apply concepts in the subsequent study tenure at IIHMR Jaipur.

During my summer training at Ivy Hospital Mohali (Punjab), there were numerous learning experiences in HR department. The project undertaken at the HR department, which are is:

- *REVIEW ON THE ANALYSIS AND EFFECTIVENESS OF PERFORMANCE APPRAISAL SYSTEM OF IVY HOSPITAL*

A brief report of the training of two months is presented below with the details of tasks undertaken and lessons learnt during the training.

1B. Ownership

Ivy hospital is a Pvt. Ltd company registered under shops and establishment act as ivy health and Lifesciences(P)Ltd.

Owner -Mr. Gurtej Singh

1C. Organization Profile

Ivy Group of hospitals is one of the largest tertiary care healthcare delivery network operating in Punjab. Presently, it has 5 operational Multi Super Speciality hospitals at Mohali, Khanna, Nawanshahr, Hoshiarpur & Amritsar. The Amritsar facility is the latest addition in the bouquet. It got operational in the month of April 2015. There are 3 more hospitals at Panchkula, Bathinda & Jalandhar are in pipe line. At present, the total bed capacity across all the facilities is 765; Mohali (205), Khanna (80), Nawanshahr (120), Hoshiarpur (160) & Amritsar (200). The 3 new planned hospitals would add another 450 beds (approximately) taking the total bed capacity to nearly 1200 beds.

Across the group, Ivy hospital have 25+ Super Specialty departments, 125+ Consultants, 1500+ Paramedical & Nursing Staff, 3000+ Complex Surgeries performed annually & more than 1.25 Lakh patients are being treated annually.

Ivy are empanelled with all the leading Health Insurance Companies (through their respective TPAs), 100+ Public & Private Corporate, ECHS, State Governments of Haryana & Himanchal etc.

Ivy hospital, Mohali is the flagship hospital of Ivy healthcare group. It is a 205 bed multi super specialty tertiary care hospital.

The hospital started its operations way back in 2008 and now after 8 years in operations, it is among the leading hospital in the region. It is the first hospital in Ivy group of hospitals to get NABH Accreditation.

The hospital is enjoying leadership position in the field of oncology, cardiology & cardiac surgery, nephrology, urology, critical care orthopedics, and joint replacement, trauma and neuro surgery.

It is a state-of-the art modern facility situated in a prominent location at Mohali. It has a built-up area of over 1,50,000 square feet. Right from the infrastructure to the largest medical technology acquisition, Ivy Hospital Mohali, has always kept its patients first and strived to deliver not world class but the world's best care to its patients since its inception in 2008.

Hospital Vision Statement

“To be the largest and the most respected healthcare provider in the region”

Hospital Mission Statement

“To provide honest, affordable and accessible healthcare services to all”

Values:

- Cure, care and healing
- Patient come first
- Treat each other like family
- Strive for excellence

Service Standard

The service standard at Ivy are meant to complement, not replace, the existing codes of ethics and professional responsibilities. They are intended to be used as a means to enhance the way we deliver services to our patients, our customers and our colleagues.

Core service standards:

- Accountability
- Team work
- Respect
- Compassionate care
- Empathy to the patient
- Responsiveness
- Effective communication

Scope of services:

- Anesthesiology
- Cardiology
- CTVS
- Coronary care unit
- Day care treatment Endoscopy
- Day care treatment Bronchoscopy
- Dentistry
- Dermatology
- Dialysis
- Emergency medicine
- ENT
- Gastroenterology
- General surgery
- Gynecology
- General medicine
- Intensive care unit adult
- Intensive care unit pediatric
- Intensive care unit neonatal
- Nephrology
- Neurology
- Neurosurgery
- Obstetrics

- Medical oncology
- Radiation oncology
- Ophthalmology
- Oral surgery
- Orthodontics
- Orthopedics surgery
- Plastic surgery
- Plastic surgery
- Pediatrics and neonatology
- Preventive health screening clinics
- Rehabilitation
- Respiratory medicine
- Surgical ICU
- Transplantation services
- Urology

Diagnostic services

- CT scanning
- Ultrasound
- X-ray

Laboratory services:

- Blood bank
- Blood transfusion services
- Clinical Bio-Chemistry
- Clinical microbiology & serology
- Clinical pathology
- Hematology
- Histopathology

Pharmacy

- Dispensary

Professions allied to medicine

- Ambulance
- Dietetics
- Physiotherapy

Hospital Committees:

The aim of the committees is to provide a platform for multidisciplinary teams to work together to develop a strategy for high quality care across the organization, and its periodic evaluation for continuous improvement.

1. Hospital management advisory committees
2. Quality steering committee (QSC)
3. Safety committee (SC)
4. OT committee (OTC)
5. Infection control committee (ICC) & Antibiotic committee
6. Blood transfusion committee (BTC)
7. Medical records and medical audit committee
8. Pharmacy and therapeutic committee (PTC)
9. Code blue committee (CBC)
10. Credentialing and privileging committee (CPG)

What is unique about Ivy Hospital?

- Ivy aims to provide quality health services in a caring manner, regardless of ability to pay. At the same time to be profitable so as to reinvest these profits directly in to the hospital for the state-of-the-art equipment and technology.
- Ivy realizes its social obligation towards the community, therefore is devoted to provide free and subsidized treatment to people below poverty line.
- We provide short, medium and long-range plans to handle growth which is supported by an intensive capital campaign dedicated to raising the funding necessary for its growth and development.
- Thus, Ivy hospital is a model of emerging largest healthcare in the region to treat our community with care, expertise and kindness.

Infrastructure

- At present, the total bed capacity across all the facilities is 765; Mohali (205), Khanna (80), Nawanshahr (120), Hoshiarpur (160) & Amritsar (200). The 3 new planned hospitals would add another 450 beds (approximately) taking the total bed capacity to nearly 1200 beds.
- It is a state-of-the art modern facility situated in a prominent location at Mohali. It has a built-up area of over 1,50,000 square feet, with 205 operational beds.

CORPORATE SOCIAL RESPONSIBILITY

Ivy hospital group is committed to make a difference and support long term community projects in the region namely-

- Providing free/subsidised medical treatment to the people living below poverty line and yellow card holders.
- Organizing free medical check-up camps.
- Organizing health awareness talk at schools, institutes and organizations and various other locations.
- Arranging for free/subsidized consultation & medicine distribution camps in areas with low earning or very less medical facilities.
- Organizing events in hospital and invite NGOs and self-help groups to create awareness about health and wellness.
- Providing free/subsidized medical treatment to people living below poverty line and yellow card holders.

Empanelment

Ivy is empaneled with-

- TPA
- Insurance companies
- State governments
- Private corporate
- Central government
- Defence

Quality

Policy

Quality policy of ivy is to deliver “TOTAL HEALTH CARE” to every patient.

Objectives

1. To focus on quality of patient care.
2. To improve the performance of all professionals & protect patients
3. To monitor, measure, assess and improve performance and to enhance patient satisfaction.
4. To guard, measure and improve patient safety.

5. To inculcate an excellent hygienic treatment process.
6. To involve all employees to participate in improving quality.

Ivy holds two accreditations-

- **NABH** (National Accreditation Board for Hospitals & Healthcare Providers)
NABH accreditation represents highest quality certification for hospitals in India. At present 3 out of 5 operational Ivy hospitals are part of this elite group of hospital that have received this coveted recognition. These are Ivy hospital Mohali, Nawanshahr and Khanna. The process for other two Hospital to get this accreditation is in progress.
- Ivy Hospital Mohali got his accreditation on 12th December 2011.
- **NABL** (National Accreditation Board for Testing & Calibration Laboratories)

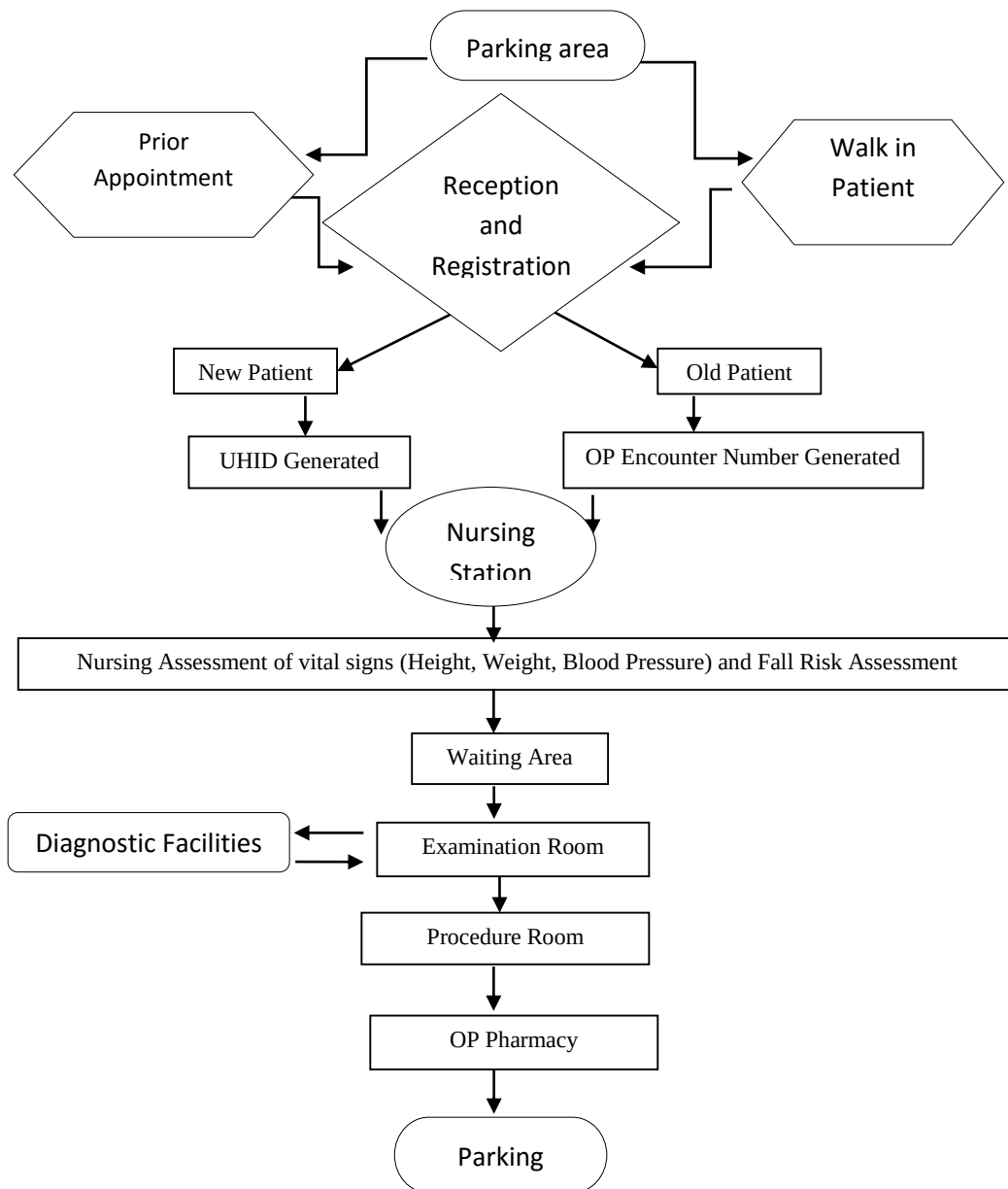
NABL is an autonomous body under the aegis of Department of Science & Technology, Government of India. Its main objective is to provide Government, Regulators and Industry with a scheme of laboratory accreditation through third-party assessment, for formally recognizing the technical competence of laboratories. The accreditation services are provided for testing, calibration and medical laboratories in accordance with International Organization for Standardization (ISO) Standards. Laboratory at **Ivy Hospital** is NABL accredited and thus, it is highly regarded both nationally and internationally as a reliable indicator of technical competence.

1D. General Findings

An attempt is made to present general findings in the form of process flow sheets, in the order of my visit to the departments.

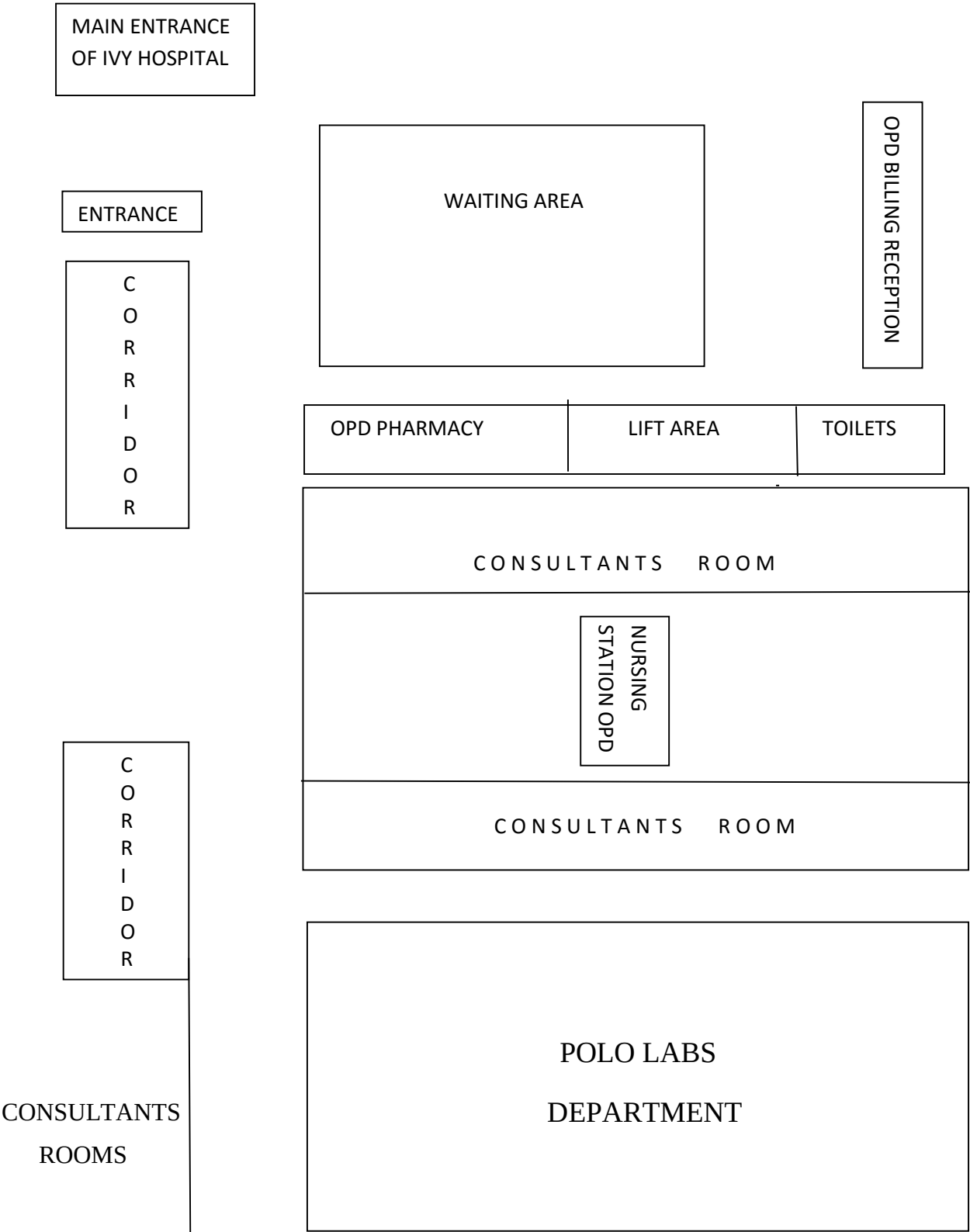
- a) **OPD:** As has been mentioned earlier in this report, it can be said that each floor of hospital has separate institute of clinical excellence. Each institute has its own OPD area as well as IPD area / day-care area wherever applicable. The general process flow that is followed in all the OPDs is as follows:

Figure 1: OPD Process Flow



The number of OPDs varies from institute to institute, but each OPD has approximately been planned in the same way. A sample layout of an OPD is as follows.

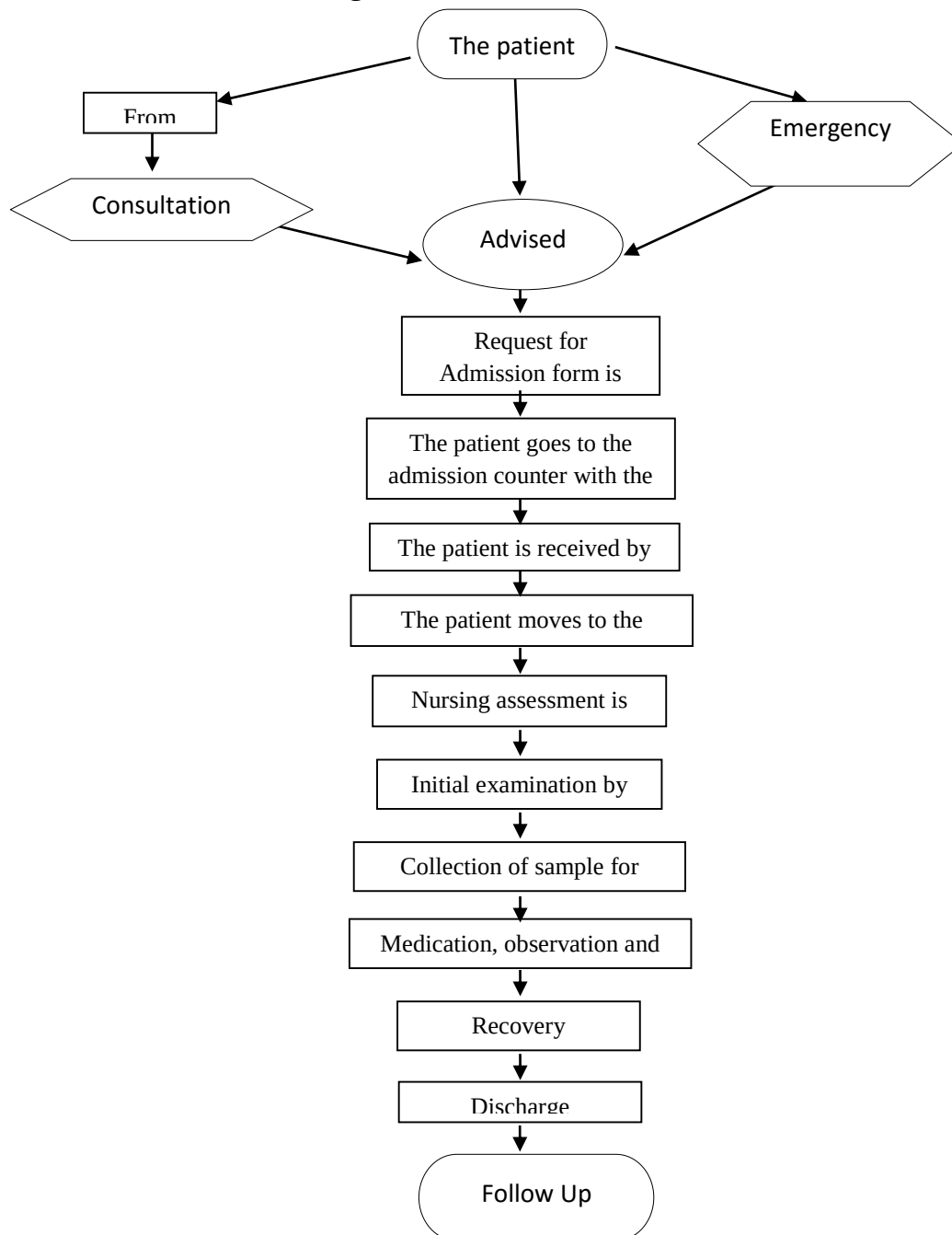
Figure 2: OPD Layout



B) In-Patient Department

Each clinical institute of Ivy has its own In-Patient Department. Thus, there is an In-Patient Department in each floor of Ivy. The IPD of Ivy hospital consist of 7 general wards, 1 HDU, 3 ICU, 1 NICU, 1 SICU, 1 Triage, 1 day-care unit. Department of obstetrics & gynaecology has a labour room. All other surgery is carried out in the main OT complex. The general process flow is as has been enumerated below in fig 3.

Figure 3: Process Flow of IPD



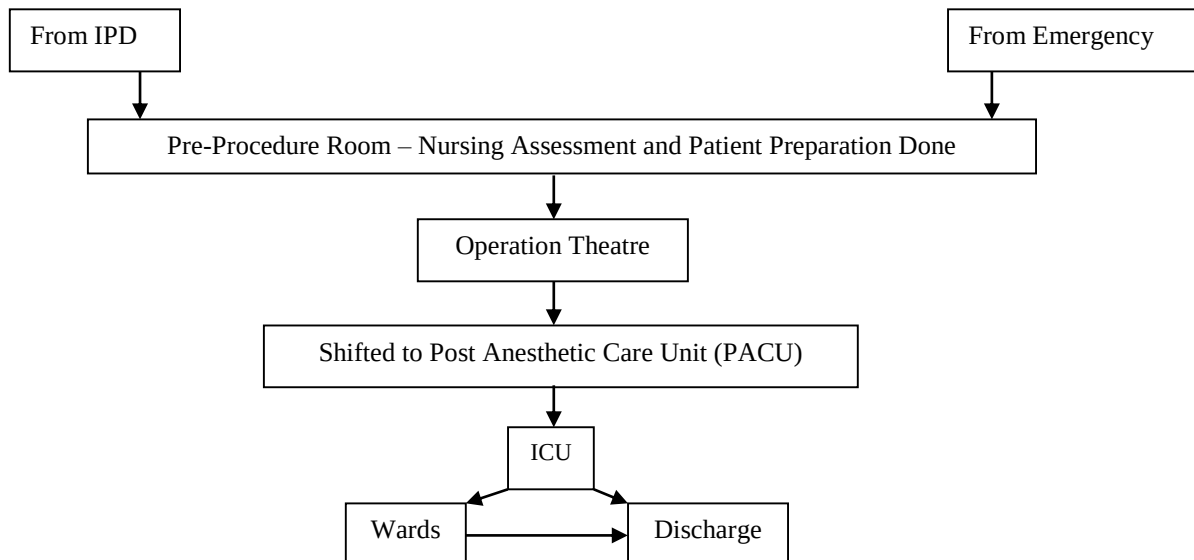
C) Operation Theatre

The OTs of Ivy Mohali are situated on the 1st & 2nd floor. There are currently 5 OTs functional. Their break up is as follows:

Sr. No	OT Number	Specialty
1.	1-4	General OTs
2.	5	Cardiac OT

Around 10-12 surgeries are performed daily. The general flow of the patient in the OT is as follows.

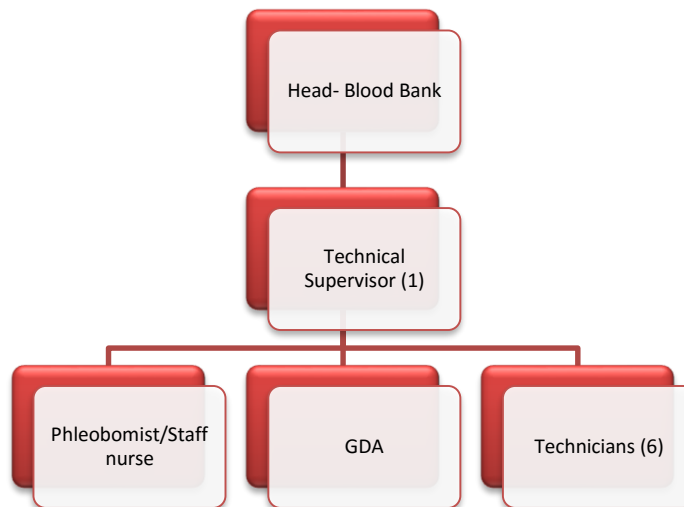
Figure 4: Process Flow in OT



D) Blood Bank

The Blood Bank of Ivy is situated on the first floor. Ivy has a policy of asking patients to arrange for a specific amount of blood before their procedures, so that there is no possibility of a situation arising where there is a shortage of blood during a procedure. The general process flow of whole blood donation in this department has been enumerated below.

Organogram-

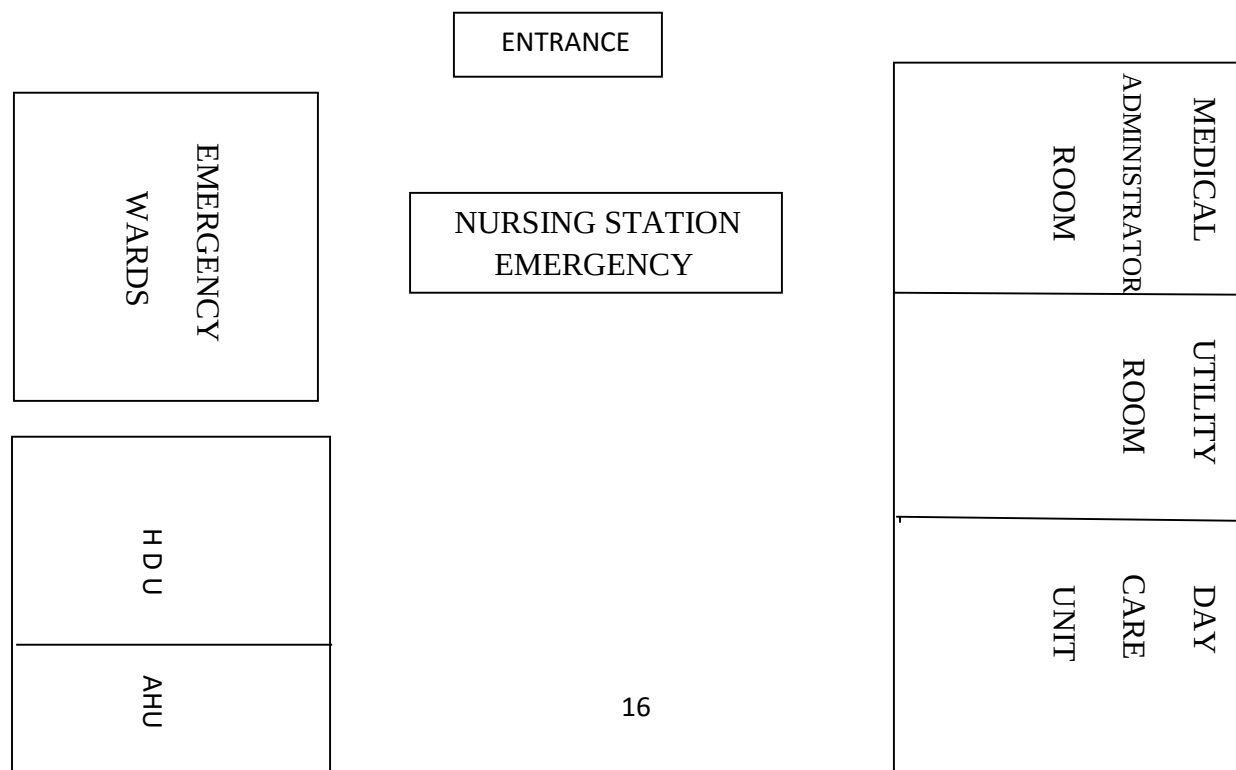


E) Emergency Department

The Emergency Department of Ivy Mohali is situated on the Ground floor, and the entrance is from a route different than the main entrance to the hospital. Emergency is a 24/7 service with round-the-clock availability of trauma team and on-call specialist. The casualty ward provides the round-the-clock medical observation to needy patients who are either sent home after initial treatment or are admitted as IPD patients depending on the need.

The rough layout of the Emergency Department is shown below in figure.

Figure5: Layout of Emergency Department



Color coding in triage- The patients coming in to the emergency department are triaged. These patients are then allotted wrist bands for color identification according to the parameters that have been enumerated below.

COLOUR	INDICATION
Red tag	Immediate – having chances of survival
Yellow tag	Observation – their condition stable for the moment and not in immediate danger of death
Green tag	Wait – reserved for the “walking wounded”
Black tag	Used for the deceased

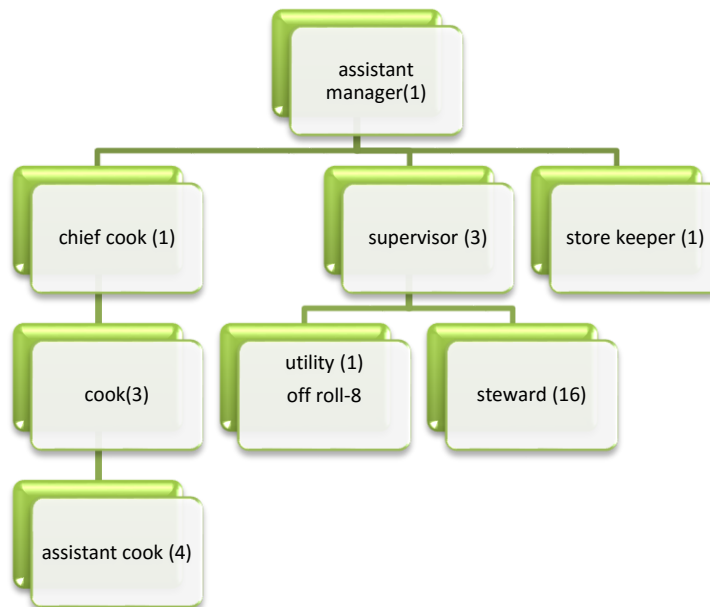
The Emergency Department of Ivy Mohali offers 24/7 ambulatory services, the details of which have been enumerated below.

Sr. No	Parameters	Details
1.	Number of Ambulances	4
2.	Types of Ambulances	• Basic life support (1) • Advanced cardiac life support (3)

F) Food and Beverages-

These offices are situated at the 3rd floor of Ivy Mohali. These departments are tasked with managing the dietary needs of the patients coming into the hospital. This task is made all the more difficult by the fact that the hospital caters to the needs of over 200 patients (beds) per day, the Food and Beverages Department of this hospital has to be able to serve close to 1000 meals per day.

Organogram-F&B



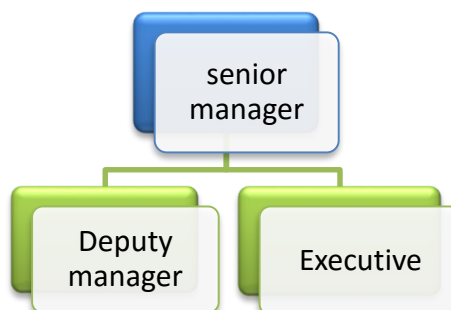
G) Quality-

The quality Department of Ivy Mohali is situated on the 3rd floor.

NABH calls for setting standards for high quality of clinical care and patient services. The aim of the ivy is to do the right things, the right way & at very first instance. Our approach is to:

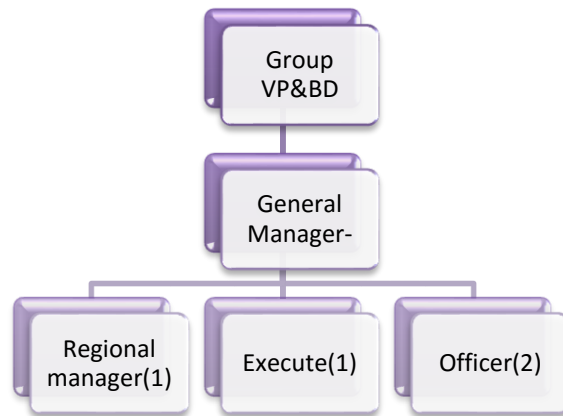
- Measure ourselves- quality indicator.
- Quality improvement
- Feedback-management review
- Following guidelines.
- Training

Organogram



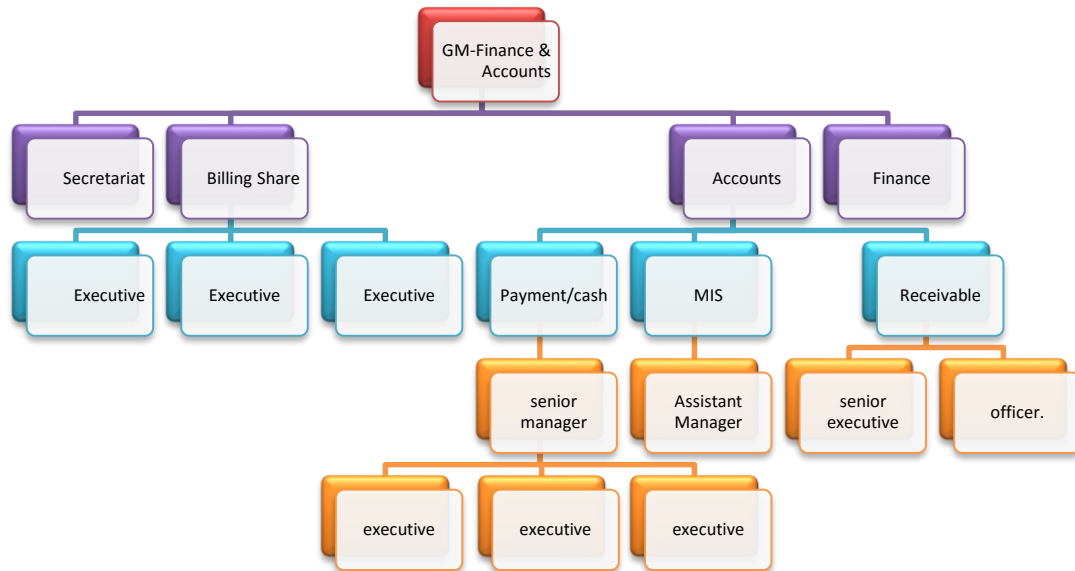
H) Marketing-

Marketing department of Ivy is situated in admin block on the 1st floor. It is responsible for implementation of hospital marketing programs, including external and internal communication, patient satisfaction monitoring, and advertising. The marketing staff of Ivy ensure the positive image for the hospital through advertising, publicity, promotions through organizing various camps and sponsoring health related events.



I) Accounts & finance:

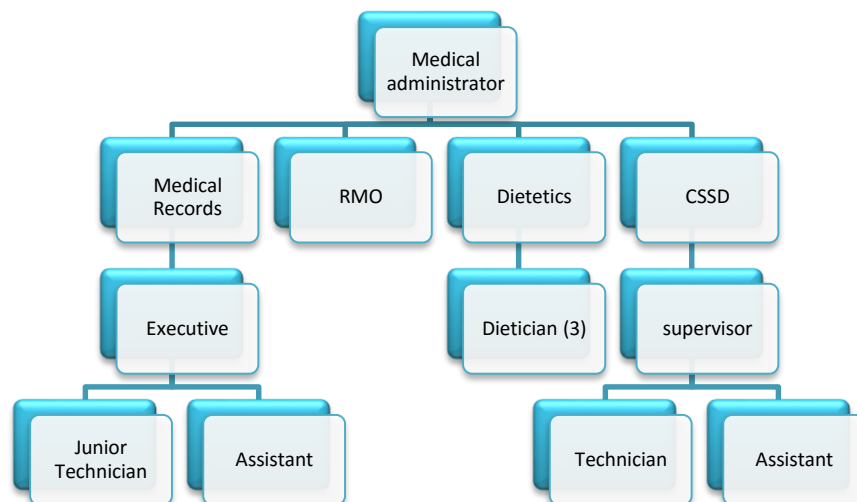
The finance department of Ivy is responsible for the monitoring and controlling of hospital finances and setting of budgets on an annual basis. In addition, it is responsible and accountable for the accuracy, validity and quality of all financial transactions and production of monthly and statutory financial statement.



`J) Medical services:

Medical services deal with different type of departments in any hospital. In Ivy hospital medical services includes- Medical records, RMO, CSSD, Dietetics.

Organogram-



K) Medical Records Department

The Medical Records Department of Ivy is situated on the 3rd floor of the hospital. This department is tasked with storing all the physical medical records generated in the hospital.

Once a medical record is received by the department, a unique reference number is generated through Microsoft Excel, and the medical record is stored according to this number. MLC records are stored in a yellow file, and the records of expired patients are stored in a red file.

The Medical Records Department maintains the records of each patient file it receives for a period of 5 years. During this period, if a certain file is requested for reference/research purposes by any department of the hospital, the clock of storage is restarted. Apart from these functions, the personnel of the Medical Records Department may also be required to attend to calls from the courts of law, with the files of any patient as and when required.

CSSD-central sterile supply department

CSSD department is situated on the lower ground floor. CSSD has a crucial function in automating the workflow in sterilization of hospital equipment's. It maintains detail records of cleaning, disinfection and sterilization. It enforces patient safety by preventing cross infection.

Dietetics

Dietetic department of Ivy is situated on the 1st floor. It makes a major contribution towards the nutritional status of patient in ivy hospital on a daily basis. It works towards the improvement of clinical, biochemical, cellular and psychological status of the patient in the face of the disease process and the side effects of various treatment.

2. SPECIFIC PROJECT LEARNING:

Under the esteemed guidance of Mr. Tej singh mann AGM-HR. I, got the opportunity to make observational learning in human resource department as stated under:

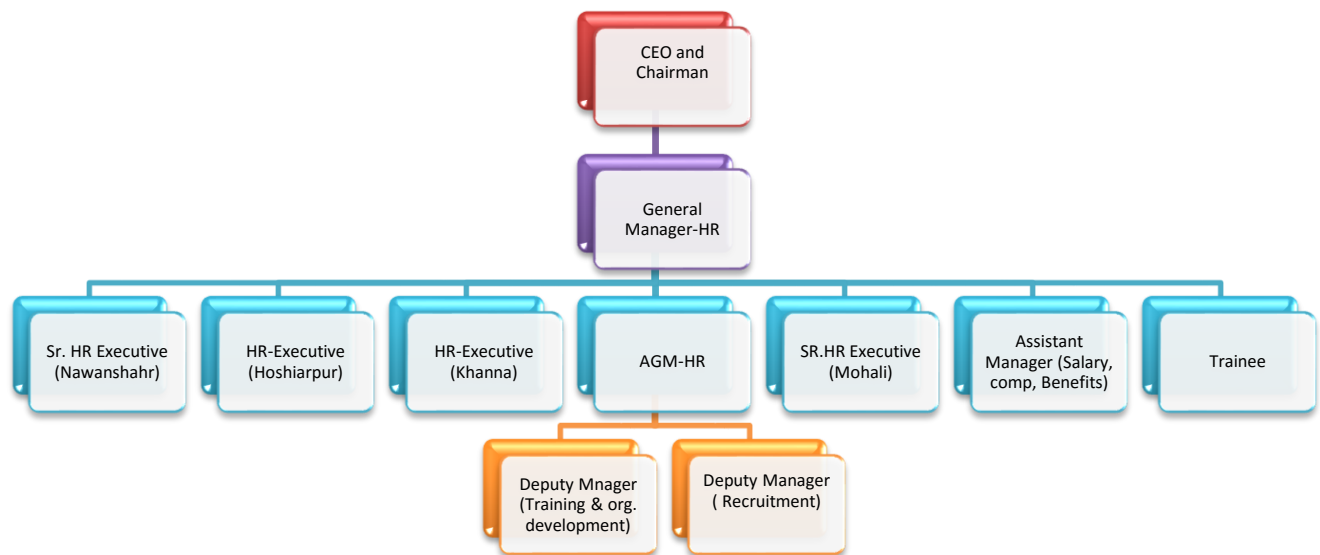
HR DEPARTMENT-

- The HR department of Ivy Mohali is situated on the 1st floor in the admin block. HR department is to build and upgrade competencies by providing learning opportunities and challenges in the job, and provide job contentment through empowerment, accountability and responsibility.
- An organization is built and strengthened only through a prudent human resource policy. At Ivy hospital the basic philosophy governing its human resource policy is the need to be competitive through individual, team and organization excellence

- We like to promote a work environment where human values like integrity, truthfulness and self-esteem are allowed to develop side by side with professional competence, sense of responsibility and team spirit. To realize the strategic objective of being recognized as a socially responsible corporate citizen, we have identified the following instruments and practices to facilitate Human Resource Development in the Group.
- **Organization Structure** – Corporate Organization and organization structure is evolved.
- **Recruitment/ Selection from within** – Recruitment is done as per the organization structure. Endeavour is to recruit people only at induction level and giving preference to the existing employees for the higher positions. Vacancies at managerial levels have to be filled up by selection from within as far as possible. Direct recruitment at the managerial levels and to other strategic positions is resorted due to non-availability of specific talent in house.
- **Organization Building** – Young professionals from various streams have to be recruited and groomed in order to develop a talent pool for future requirements of the Group.
- **Performance Appraisal** – Objectives of performance appraisal system are to provide direction to the activities of employees, make objective evaluation of the achievement of employees, improve performance and develop capabilities, identify promotion potential, provide basis for compensation review, create and sustain a culture of participative management.
- **Professional Development** - Employees not having professional qualifications are encouraged to acquire relevant professional qualifications. Career development plans are made for those responding in this direction.
- **Career Development/ Succession Planning** – Employees exhibiting high potential for growth are sponsored for training programmes in-house and outside the Company. Lot of investment is done for career development of such employees and succession planning for strategic positions.
- **Job Rotation** – As a measure of development, the employees are provided cross-functional job rotation opportunities.
- **Training** – We provide in house and out house trainings to our employees.
- **Recreation** – Birthday celebrations, sports and other cultural programmes are organized periodically for recreation activities.

- **Welfare** - Besides employees, Company also promotes wellbeing and development of their families as well.

ORGANOGRAM-



HR ROLES AND RESPONSIBILITES

Head HR

- Conduct and ensure that all new joiners undergo induction training.
- Management of attendance records.
- Identifying the training and development need within the organization.
- Keeping Induction manual/training material up to date.
- Designing and developing training and development programs based on both the organization's and the individual's needs.
- Ensuring that statutory training requirements are met.
- Planning the training title.
- Make training plan monthly quarterly.
- Amending and revising programs as necessary, in order to adapt to the changes that occur in the work environment.

- Organize training plan approved.
- Evaluating the training and development programs.
- Documenting the project for the nursing academy.
- Estimate the resources and participants needed to achieve project goals.
- Determine and assess need for additional staff and make the appropriate recruitments if necessary during project cycle.
- Manpower Planning.
- Manpower Budgeting.
- Staff Welfare.
- Management and supervision of the job responsibilities and job specifications.
- Ensuring that the manpower requisition forms are filled.
- Recruitment, Counseling of the employees as per the directions of the management.
- Overall management and responsibility of security and transport and trainings.
- New policies Employee Handbook. Leave Book. Leave Card.
- KRA's Incentive scheme for the nurses-mentoring.

Asst. Manager HR-Operation

- Salary, Payable Days
- Time office / Attendance System
- Extra duty payment, Overtime time
- Liaoning with inter departments
- Employee State Insurance & Provident Form
- Solving day to day requirements of employees
- Grievance handling
- Arrangement of bouquet / gift
- Booking of seminar room
- Management of Hospital Insurances
- Civil surgeon office, Public notary, Civil courts
- Inter Department Correspondence
- Preparing and sending mails
- Preparation of seminar room

- Counseling of employees
- Agreement and MOU
- Circulars
- MOU with Labor Contractors
- Liaoning with ESI /PF Officials

Asst. Manager HR- Recruitment

- Recruitment, selection and placement of the staff Lead the planning and interviewing for all open positions
- Develop a pool of qualified candidates in advance
- Build contacts for recruiting qualified candidates
- Assist in performing reference checks for candidates recruited
- Ensuring that the JD's for all positions are available
- Assist in designing the KRA's
- Performance management and improvement
- Employee services and counseling
- Employee Welfare
- Assisting with employee relations
- Compensation and benefits administration and recordkeeping
- Assisting in employee files and the HR filing system

Executive - HR

- Joining Formalities
- Assisting in Checking References
- Providing ID Cards
- Maintaining Personal Files
- Bank Account / ESI Formalities
- Assisting in HR Induction
- Preparing & Maintaining MIS
- Maintaining Exit Interview Forms

FUNCTIONS

By and large the human resources department has four major areas of responsibilities: Employment, Compensation, Benefit administration and Labor relations. A myriad of specialized function branch from these four major areas. Some of them are:

Recruitment

The department receives applications/bio-data, screens, interviews, administer tests where necessary, and refer potential candidates to hiring managers or heads of departments.

Training & Development and induction

Ensures training of all the employees of the hospital in specified policies. New employees receive orientation to the hospital, their departments and their jobs by their HOD'S and induction will be done by HR-Manager

Wages and Salary Administration

This consists of development of individual job descriptions, positions are evaluated using a pre-determined group of factors such as education, skill and experience needed, responsibilities of the job, working conditions, etc. salary scales are fixed using a point value. The department is responsible for establishing and maintaining an equitable and competitive salary program that will help in attracting and retaining competent employees.

Benefits Administration

In addition to compensation, hospital employees receive fringe benefits in the form of hospitalization benefits, contributions to provident fund, gratuity and retirement benefits, travel allowance, etc. The department administers these benefits.

- Conducts or organizes training and in-service programs.
- Keeps complete personnel files of all employees in addition to master employee files, employee history record, master personnel policy file, termination information file, evaluation file etc.
- Maintain organizational charts and staffing patterns and develops procedures to control absenteeism, turnover and sick leaves.
- Prepares manpower planning and develops personnel policies for approval by the management or governing board.

3. PROJECT ON

REVIEW ON THE ANALYSIS AND EFFECTIVENESS OF PERFORMANCE APPRAISAL SYSTEM OF IVY HOSPITAL

3.1 INTRODUCTION

People are the greatest possessions of an organisation. Organisations attain new imperious heights through the invaluable contribution from their workforces. Consequently, performance management at the individual employee level is essential for the survival and success of the organisation. (1)

Performance management is the process of identifying, measuring, managing, and developing the performance of the human resources in an organization, whereas performance appraisal is a fragment of performance management system. An effective performance management must focus on retreating the errors, which occur during this appraisal process. The main purpose of performance management is to augment the work performance of employees and organizational performance as a whole to the maximum level.

A formal definition of performance appraisal is the systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development. In the organizational context, performance appraisal is a systematic evaluation of personnel by supervisors or others familiar with their performance (L.M. Prasad). A successful performance appraisal process should validate a change in both the rating of employee's performance and aspects of the work environment that impact upon work performance. Performance appraisals may increase employee's commitment and satisfaction (Wiese and Buckley, 1998). (2)

One of the fundamental factors for bringing about an effective performance management program is often one of the most overlooked. All too often supervisor will mistakenly focus all of his or her resources entirely on rating and ranking the personnel, dolling out promotions or laying off personnel as need be. While these steps are an essential element of performance management, they fall short in the long run and leading to encryption of errors in performance appraisal system. This ultimately leads to higher employee turnover and makes it difficult for an organization to retain top quality talent. Personnel want to work hard and develop their careers, but they must be given the correct incentive. By making the company's improved productivity a

shared goal between the employer and the employee, then positive results will be achieved on both sides. Looking into the need of accurate performance appraisal in the organization and to determine the performance appraisal errors affecting the work performances negatively, this study is done to know the perception of the employees for the effectiveness of existing system of Performance Appraisal in IVY, and to make recommendations necessary for improving the effectiveness of performance appraisal system in the organization.

3.2 LITERATURE REVIEW

This study reviews the scholarly literature on nature of performance appraisal, sources of performance ratings and the factors that influence manager to use the performance appraisal. There are two parts that must consist to create a good performance appraisal which are performance evaluation and to work upon the errors in performance appraisal system so as to avoid the bias in the appraisal system. In addition, the literature reviews about the method of performance appraisal is effective as motivators to increase the employee performance are discussed.

Obviously, the main purpose of performance appraisal is to judge the relative worth or ability of an individual employee in performing his or her task (Saiyadin, 1998). If objectively done, appraisal can help to identify a poor worker from a better one. Nearly two decades ago, Taylor and Zawacki (1976) published the first of two articles that documented trends in performance appraisal usage among U.S. organizations. When comparing the results of two surveys taken five years apart, the authors noted a remarkable shift away from what they called collaborative approaches (e.g., MBO, BARS) and toward the more traditional performance appraisal techniques (graphic rating scales). Accordingly, managers tended to be more satisfied with the objective traditional approaches, whereas their subordinates seemed to prefer the developmental collaborative methods. Bernardin and Klatt (1985) noted that small firms tended to rely heavily on trait-based approaches, while larger firms relied on a combination of trait, behavioral, and results-based techniques. They noted that one in five organizations did not give employees the opportunity to review the performance appraisal results.

A good performance appraisal should consist of two parts. The first part is the performance Evaluations effectiveness and the second part is to reduce the errors in appraisal system. Thomas and Bretz (1994) report that performance information is most likely to be used for employee development or to administer merit pay. They identified the main developmental uses

as improving work performance, communicating expectations, determining employee potential and aiding employee counseling. Other common administrative uses included promotions, layoffs, transfers, terminations, and validations of hiring decisions. It is important that the appraiser (usually the employee's supervisor) be well-informed and credible. Appraisers should feel comfortable with the techniques of appraisal, and should be knowledgeable about the employee's job and performance. When these conditions exist, employees are more likely to view the appraisal process as accurate and fair. They also express more acceptance of the appraiser's feedback and a greater willingness to change. (Bannister,1986)

Research studies show that employees are likely to feel more satisfied with their appraisal result if they have the chance to talk freely and discuss their performance. Research studies show that employees are likely to feel more satisfied with their appraisal result if they have the chance to talk freely and discuss their performance. It is also more likely that such employees will be better able to meet future performance goals. (e.g., Nemeroff & Wexley,1979). Employees are also more likely to feel that the appraisal process is fair if they are given a chance to talk about their performance. This especially so when they are permitted to challenge and appeal against their evaluation. (Greenberg,1986).

It is unavoidable to make appraisal biases when the rates and raters are human beings (Bakan and Kellerolu, 2003), and affect is irrevocable during the process. Perhaps it is impossible for manager to set aside their feelings when participating performance appraisal. In order to minimize the errors, recent studies suggested that raters must be aware of the system very well and organizations should provide rater training for their managers (Keown and Janine, 2001; Noonan and Sulsky, 2001; Roch and O'Sullivan, 2003).

There are three key reasons why every organization should give performance reviews:
(Performance Appraisal, 2006)

- Performance appraisals help employees become better employees by providing feedback about their weaknesses and strengths.
- Performance appraisal measurement can help determine employee compensation, training needs and promotion.
- Performance appraisals can protect organizations against legal cases when countering to claims of illegal activities.

As reported in a recent study (Pulakos, 2004), only ten percent of the employees believe that their firm's performance appraisal helps them to improve performance. Errors in performance appraisal continue to be of interest because of the impact that perceptions of unfairness have on employees, work groups, and organizations.

3.3 CONCEPTUAL FRAMEWORK

A performance appraisal is a part of managing and supervising career development of the personnel. It is the process of obtaining, scrutinizing, and recording information about the relative worth of the workforce to the organization.

The aims of a performance appraisal are to:

- Give employees feedback on their performance.
- Identify employee training needs.
- Document standards used to allocate organizational rewards.
- Form a basis for personnel decisions: salary increases, promotions, disciplinary actions, bonuses, etc.
- Facilitate communication between employee and employer
- Validate the selection criteria process of the organization.
- To improve performance through counseling, educating.

WHAT DO WE EVALUATE?

Performance Appraisal System is used to evaluate the overall performance of the employee based on their traits, behavior and outcome of their responsibilities. This process may vary depending upon the purpose of the appraisal and the level of the employee in an organization.

WHO WILL EVALUATE?

Performance ratings play such an important role in performance evaluation in an organization.

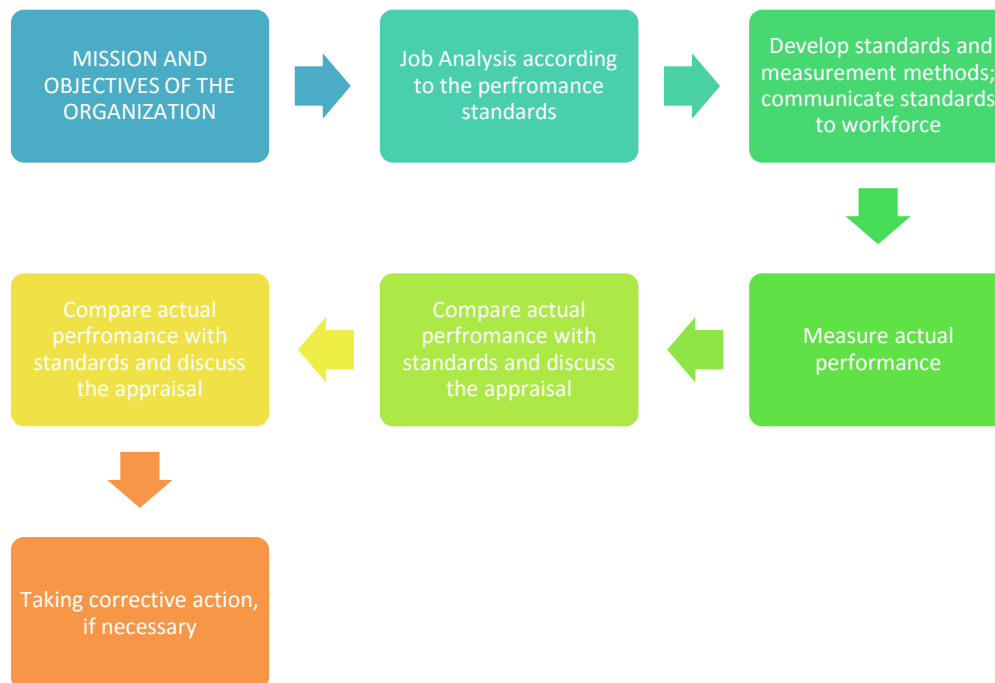
The appraiser is the person who has thorough knowledge of the job contents to be appraised. The appraiser should be efficient enough to make judgements without any biases. According to Jacobs (1986), in the majority cases, it is immediate supervisors who rate the performance or direct reports. However, performance appraisal can also be carried out by workers, peers, subordinates and the worker himself.

WHEN TO APPRAISE?

Informal appraisals are conducted whenever the managers feel feasible it is necessary. However, the systematic appraisals are carried out either in six months or annually according to the policy of the organization.

PROCESS OF PERFORMANCE APPRAISAL SYSTEM

Performance appraisal system is a planned process carried out in accordance to the mission and objective of the organization. A general overview of the process is as follows:



METHODS OF PERFORMANCE APPRAISAL

Supervisor appraisal

Most performance appraisal is performed by supervisors. Supervisor performance appraisals are so common because supervisors are usually quite conversant about the job prerequisite, are often in a position to provide rewards for effective performance. (3)

Self-appraisals

Self-appraisals of performance have been used by many companies, usually in unification with

supervisor appraisals. Self-appraisal tends to be more lenient and focus more on effort exerted rather than on performance accomplishment (Wohlers, Hall & London, 1993). Self appraisals of performance are also useful in encouraging workers to be more committed to performance-related goals (Riggio & Cole, 1992).

Peer appraisals

Although the tangible use of peer ratings of performance is fairly rare, evidence indicates that there is good agreement between performance ratings made by peers and those made by supervisors. This makes sense because both supervisors and peers have opportunity to directly observe workers on the job. With the increased emphasis on coordinated work teams, peer appraisals of performance may be greater importance now and in the future.

Critical Incident Technique

Under this method, the manager prepares lists of statements of very effective and ineffective behavior of an employee. These critical incidents or events represent the outstanding or poor behavior of employees or the job. The manager maintains logs of each employee, whereby he periodically records critical incidents of the worker's behavior. At the end of the rating period, these recorded critical incidents are used in the evaluation of the worker's performance.

Graphic Rating Scale

Under this method, a variety of traits may be used in these types of rating devices, the most common being the quantity and quality of work. The rating scales can also be adapted by including traits the company considers important for effectiveness on the job.

Behaviorally Anchored Rating Scale(BARS)

This is the latest innovation in the performance appraisal system. It is the combination of the rating scale and critical incident techniques of employee performance evaluation. The critical incidents serve as anchor statements on the scale and the rating from usually contains six to eight specifically defined performance dimensions.

Forced Choice Method

The primary purpose of forced choice method is to correct the tendency of a rater to give a consistently high or low rating to all the employees. This method was developed to eliminate basis and preponderance of high rating that might occur in some organizations.

Management by Objectives (MOB)

MBO requires the management to set specific measurable goals with each employee and then periodically discuss the latter's progress towards these goals. This technique emphasis participatively set goals (that are agree upon by the superior and the employee) that are tangible, verifiable and measurable. MBO focuses attention on what must be accomplished goals rather than how it is to be accomplished. It is, thus, kind of goal setting and appraisal performance involving six steps:

- Set the organisational goal
- Set departmental goal
- Discuss departmental goal
- Define expected results
- Performance reviews
- Provide feedback

Ranking Method

The ranking of an employee in a work group is done against that of another employee. The relative position of each employee is expressed in terms of his numerical rank. It may also be done by ranking a person on his job performance against member of competitive group.

ERRORS IN PERFORMANCE APPRAISAL SYSTEM

There are numerous studies in the literature, which aim to determine the errors faced during the performance appraisal process. (4) Few are as under:

Halo Effect: Halo effect is that the evaluator assesses an employee more than his current status in all areas by taking into consideration his achievement on one specific area. However, the employee may actually not be so successful in all other areas (Can et al, 2001: 173). In the

literature, it is also called as aura effect (Erdoğan and Beyaz, 2002: 70) or dominant feature effect (Fındıkçı, 2001: 304).

Rigidity Error: Rigidity is that the evaluator assesses the performances of employees with fewer points than they deserve. This may occur due to such reasons as the self-ego and rigid personality of the evaluator. Appraisal may be wrong if evaluator takes one or some of the criteria into consideration and ignores others.

Average Tendency Error: Average tendency is that the evaluator gives average points for the performance of most employees. The presence of such an evaluator, who does not trust his ability to make a judgment; avoids reactions or hesitates to give lower points, leads to this error. Such a tendency makes the decision making process harder for performance assessment. This is also called as central tendency error or standard measurement error in the literature (Helvacı, 2002: 161).

Stereotyping: Stereotyping is mentally classifying a person into an affinity group, and then identifying the person as having the same assumed characteristics as the group. By generalizing behavior on the basis on such blurred image, the rater grossly overestimates or underestimates the person's performance.

Similarity Error: This error occurs when raters evaluate subordinates that they consider more similar to themselves as better employees, and subordinates that they consider different from themselves as poorer employees. We can avoid similarity error by embracing diversity and objectively evaluating individual employees based on their actual performance, even if they are different from us and don't do things the same way that we do.

Recency Error: In this, the rater gives greater weightage to recent occurrences than earlier performances. So, some raters only see the rate's latest behavior regardless of employee's actual performance. We can avoid the recency error by evaluating the employee based on the entire assessment period, commonly 6–12 months. Using the critical incidents method really helps our recall and assessment of the entire period more objectively.

Leniency Error: Depending on rater's own mental makeup at the time of appraisal, raters may be rated very strictly or very leniently. Appraisers generally find evaluation others difficult,

especially where negative ratings have to be given. The leniency error can render an appraisal system ineffective.

3.4 PERFORMANCE APPRAISAL SYSTEM AT IVY HOSPITAL APPRAISAL SYSTEM

Performance appraisal is the process of evaluating the performance of the employees during a defined period of time with the aim of ascertaining their suitability for the job, potential for growth as well as determining the training need.

APPRAISAL PERIOD:

Appraisal period will be financial year, from 1st April to 31st March every year.

SCOPE

- All employees of Hospital those have completed minimum of 6 months with the organization as on 31st March of that year will be covered in this policy.
- Appraisal is done by departmental heads in discussion with employee.
- All the employees are made aware of the appraisal system at the time of joining and induction.
- Performance is evaluated based on the pre-determined criteria. An appraisal form is available which is uniformly used for the appraisal of all the employees. *Refer to Appraisal form*
- Appraisal system is used as a tool for further improvement. Based on the appraisal training requirements and training needs are identified. Training is planned and executed accordingly.

PROCESS:

1. Budgeting- Budgeting for Appraisal / increment is done by HR department in consultation with departmental heads and finalized with the management.
2. Appraisal form distribution- Appraisal forms are distributed through HODs to all the departments along with the list of employees due for appraisal.
3. Self-appraisal by the employee- There is a provision for self-appraisal by the employee. Employee does the self-appraisal and return the form to HOD.
4. Appraisal by HOD- HOD finalize and fill the appraisal form after discussion with concerned employee.
5. Submission of appraisal form in HR- Each departmental HODs submit the appraisal forms within stipulated time period for further evaluation.

6. Moderation of Evaluation of Appraisal form- HR prepares a consolidated report of all appraisal forms due for increment and/or promotions. Financial implications due to appraisal is discussed by Chairman/MD/COO.

7. Finalization of appraisal- Appraisals done are finalized and compiled by HR. Increment papers of all appraise are prepared.

8. Issuing of Increment letters- All the HODs are handed over with the increment letter of the employees, which are further handed over to employee by respective HODs.

3.5 OBJECTIVES OF THE RESEARCH

The main Objectives of the research are as follows:

- To study the existing Performance Appraisal System being undertaken at Ivy Hospital.
- To know the perception of the employees for the effectiveness of existing system of Performance Appraisal.
- To study the working environment of Ivy Hospital.
- To analysis the performance appraisal system of the entire organisation along with the inter-department analysis.

3.6 RESEARCH METHODOLOGY

a. Study the effectiveness of performance appraisal system.

Type and Nature of Research: - The present study is Descriptive and Quantitative in nature.

Sampling Procedure:

Sampling frame for: Employees of Ivy, Sampling unit Executives of various departments in Ivy.

Sample size:

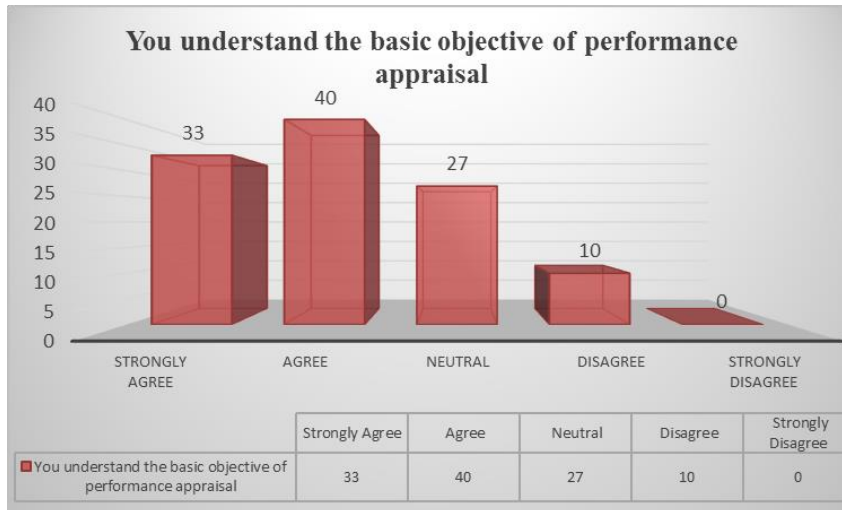
The sample size chosen was 110.

Sampling method

Various Executives were selected from different departments on convenience basis under the convenience sampling method. Therefore, convenience sampling is done. The sample chosen was non-probability sample.

3.7 DATA ANALYSIS AND INTERPRETATION

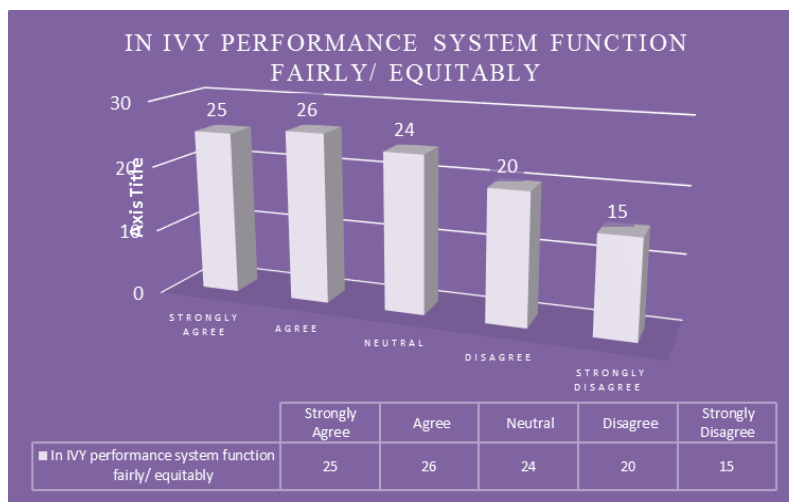
3.7.1



Interpretation:

Above findings represents that, most of the respondents at Ivy understands the basic objective of performance appraisal which is clearly depicted by the percentage of strongly agree (33%) and agree (40%), whereas only 10% of the respondents disagree with the statement and 27% don't show concern regarding the appraisal system. The result was further evaluated by interviewing 73% (strongly agree and agree) of the respondents with two main basic objective of performance appraisal system.

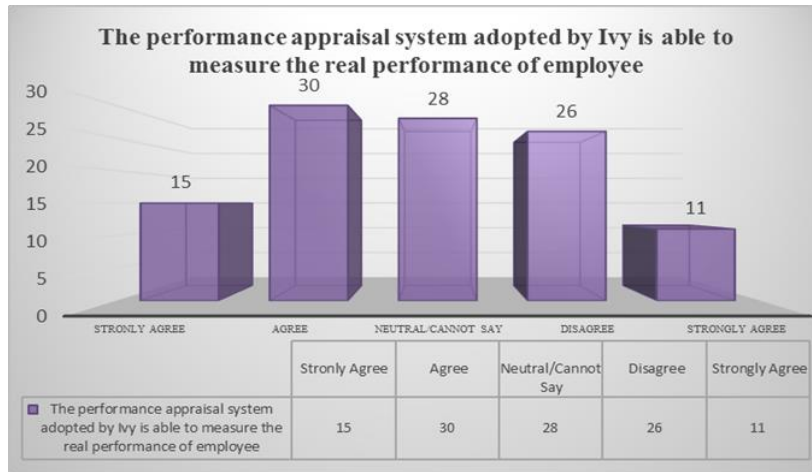
3.7.2.



Interpretation:

The analysis shows the mixed opinion of the employees regarding the equitable appraisal system at Ivy. Although majority of the respondents strongly agree (25%) and agree (26%) with the system but 20% & 15% of the respondents hold a different opinion i.e. disagree & strongly disagree respectively.

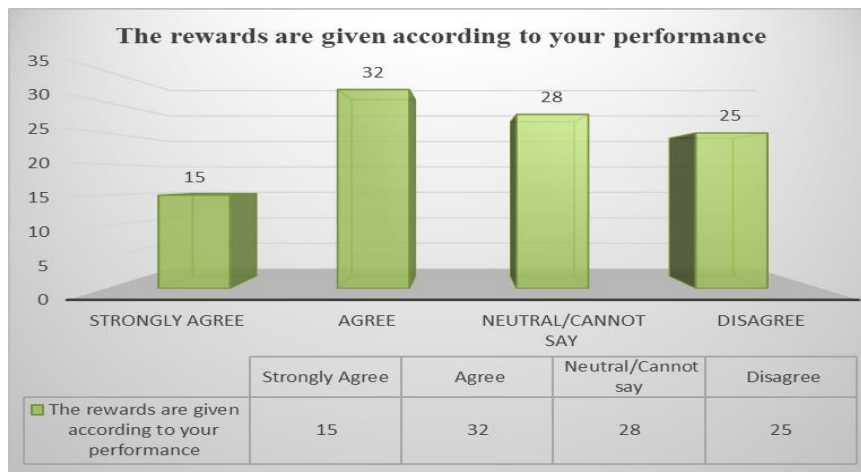
3.7.3



Interpretation:

The analysis represents that although most of the personnel at Ivy are satisfied with the format of the performance appraisal system. But 28% of the employees are still at the stage where they cannot formulate their opinion and 26% of them disagree with the system.

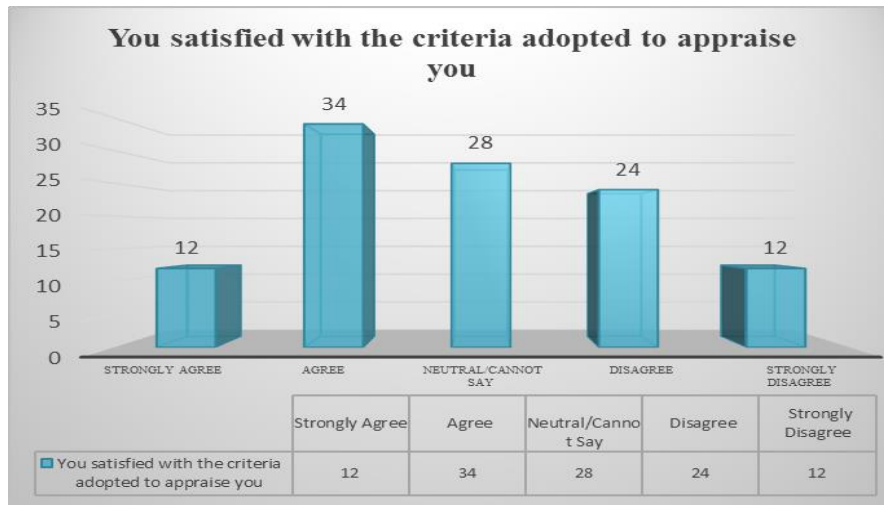
3.7.4



Interpretation:

The result regarding the rewards, shows that although 32% of the participants are satisfied with the rewards given to them, 28% participants have a neutral opinion i.e. they are neither satisfied nor completely dissatisfied with the reward system that prevails in Ivy.

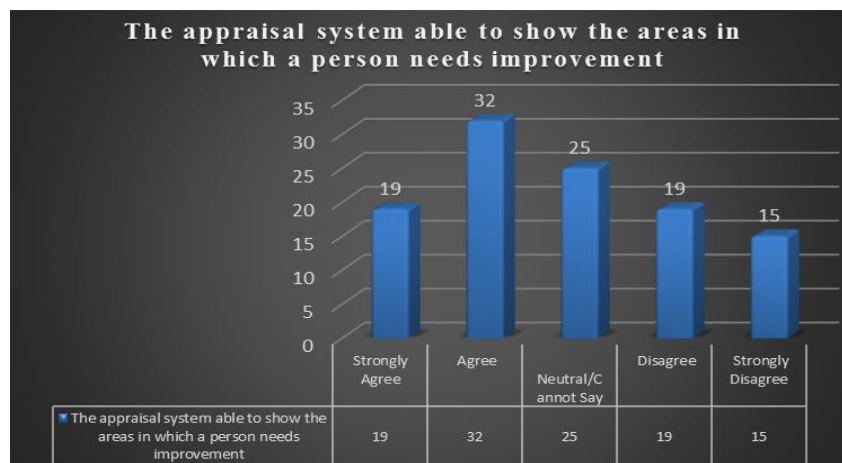
3.7.5.



Interpretation:

From the above result, majority of the respondents (34%) agreed with the criteria adopted by Ivy to appraise. Higher percentage (28%) were not able to formulate their opinion upon the fact that they are satisfied with the criteria adopted by Ivy to appraise. Although a good percentage of (24%) respondents disagree with the standard of the embraced by the Ivy.

3.7.6

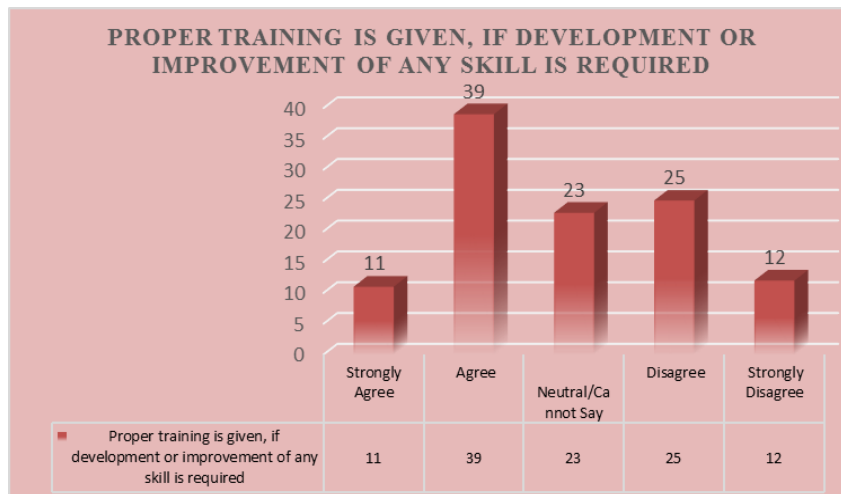


Interpretation:

The analysis reveals that a higher percentage of participants (32%) thinks that the appraisal system able to shows the area in which personnel needs improvement, whereas 25% of the participants do not show any concern whether the appraisal system illustrates

the area of improvement or not. This analysis also shows that equal number of the participants (19%) strongly agree with the statement and also disagree with the statement.

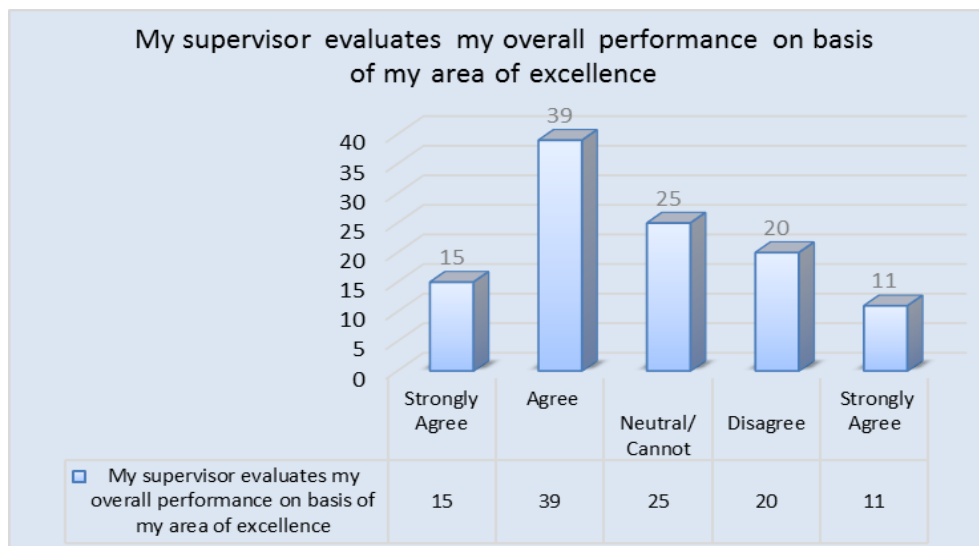
3.7.7



Interpretation:

The result of the study shows that 25% and 12% of the responders disagree & strongly disagree respectively with fact that proper training is provided in the area of improvement. Although a higher percentage (39%) are satisfied with the trainings provided.

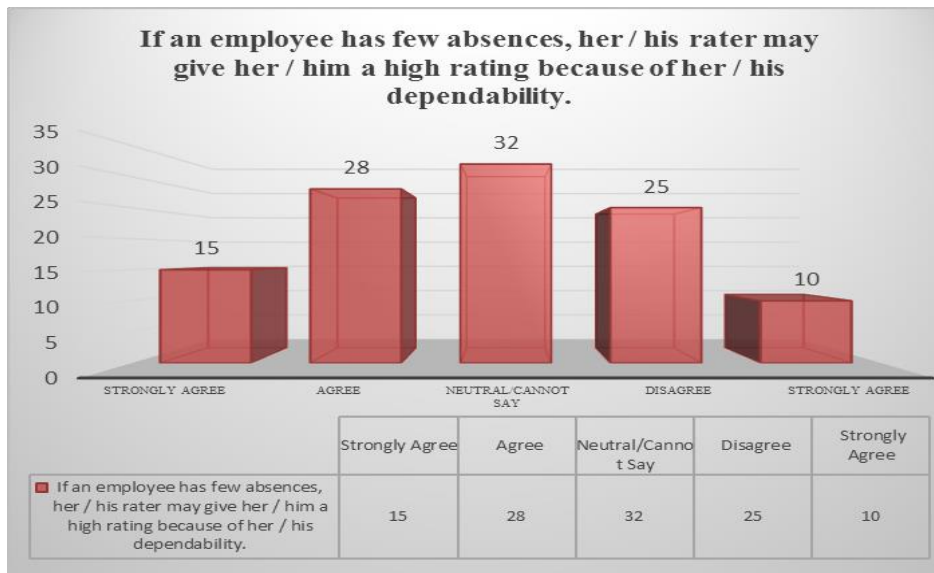
3.7.8



Interpretation:

This analysis tells about the error in performance appraisal- **Halo Effect** as high number of the respondents agree with the statement that their supervisor evaluates their performance on the basis of the area of excellence.

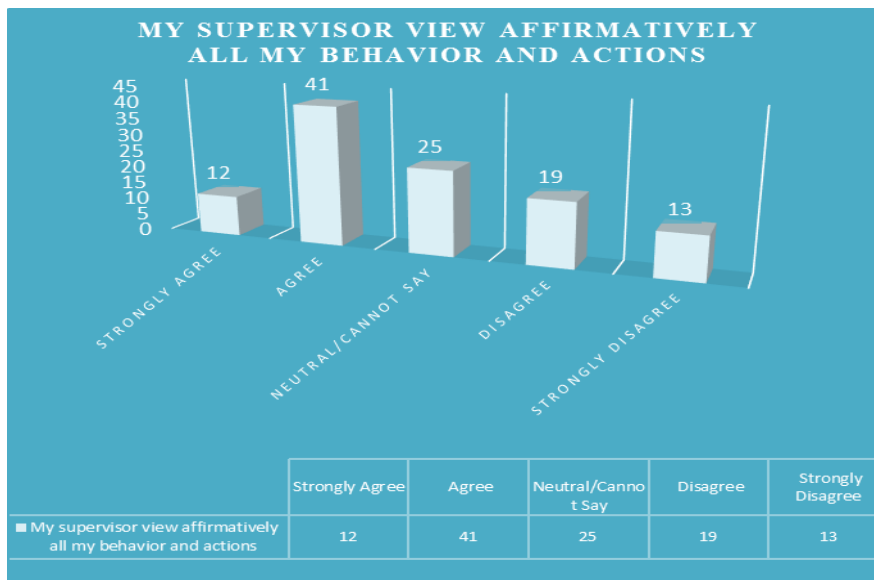
3.7.9



Interpretation:

This study also reveals the **Halo Effect** error exists in the organisation with 28% of the participants agree to the statement. Although high number of the respondents were not able to formulate their opinion regarding it (32%) who gave neutral rating.

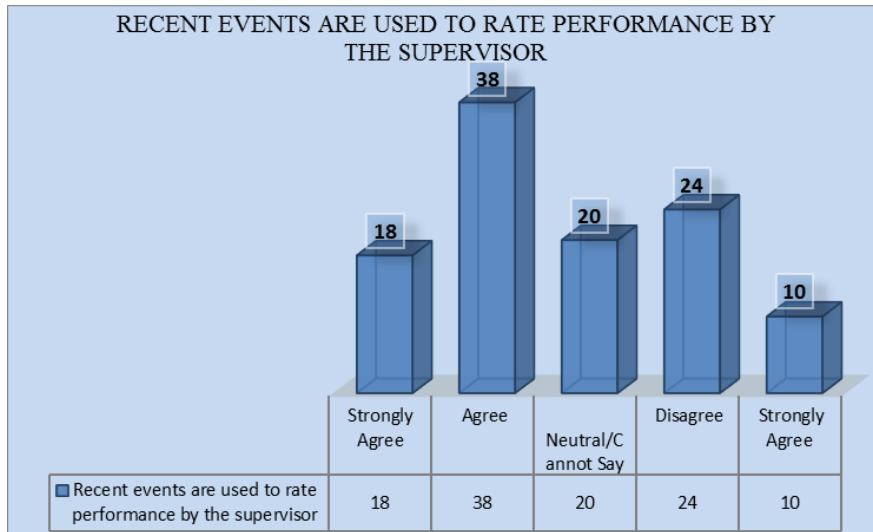
3.7.10



Interpretation:

The above analysis reveal that 41% of the participants agree that their supervisor strongly view their behaviour and action, which is another aspect of **Halo Effect**. Whereas 25% of them have neutral say over the account.

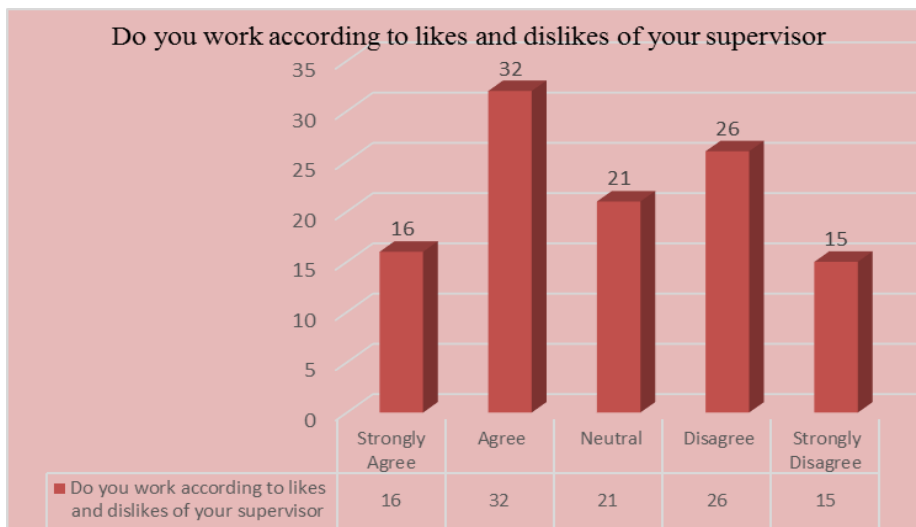
3.7.11



Interpretation:

This report shows that 38% of the respondents agree that their supervisor use recent events to rate their performances thus representing **Recency Error** in the appraisal system. Although a good enough account of respondents do disagree (24%) with the statement.

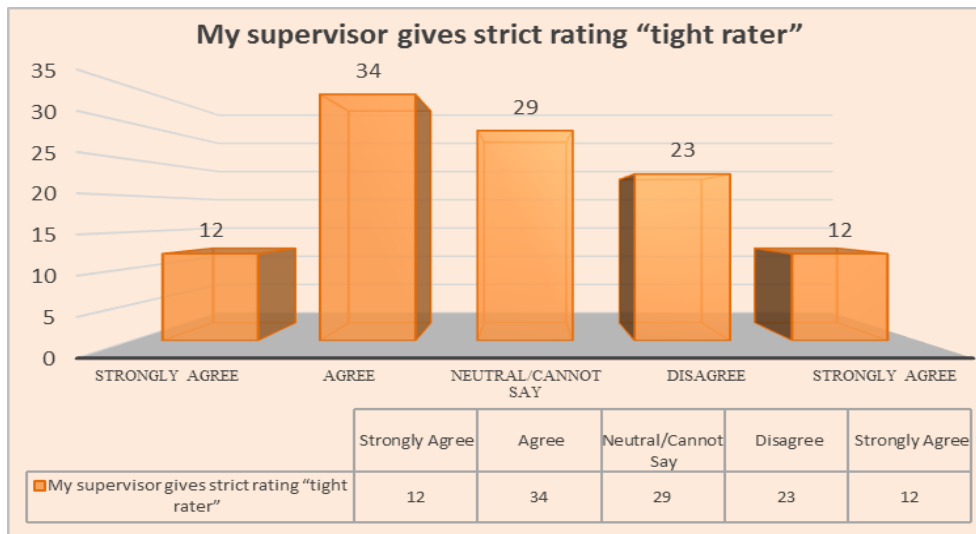
3.7.12



Interpretation:

The above analysis concludes that **Similarity Error** prevails in Ivy as 32% and 16% of the participants agree and strongly agree that they work according to the requirements of their supervisors. At the same time 26% of the participants disapprove of this statement.

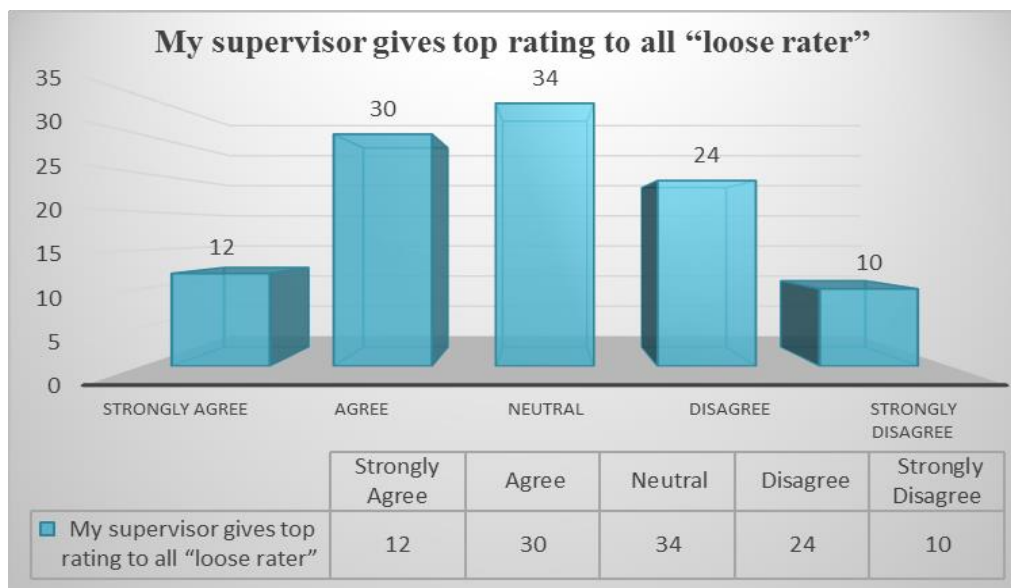
3.7.13



Interpretation:

The above results show a mixed opinion regarding their ratters i.e. 34% of the responders agree that their rater gives tight rating to them, whereas 29% of responders are not able to frame their decision and 23% of them disagree that they are appraised by tight raters. Thus revealing the **Leniency Error**.

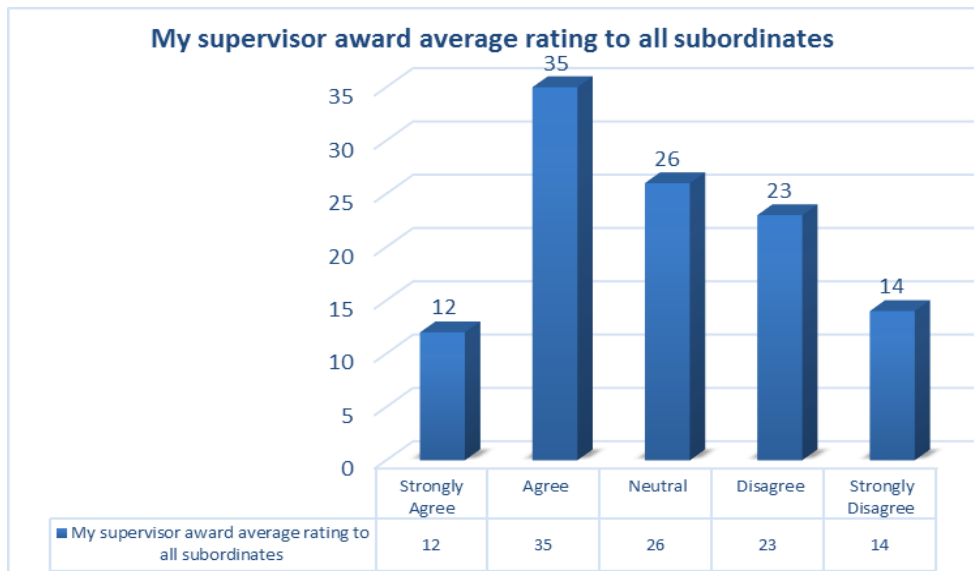
3.7.14



Interpretation:

This analysis reveals that 30% of the interviewee agree that they are appraised by loose rater, where 34% of the them have still not reached to a stage to give their verdict about it and 24% of them disagree with the statement. Thus depicting **Leniency Error** in Ivy appraisal system.

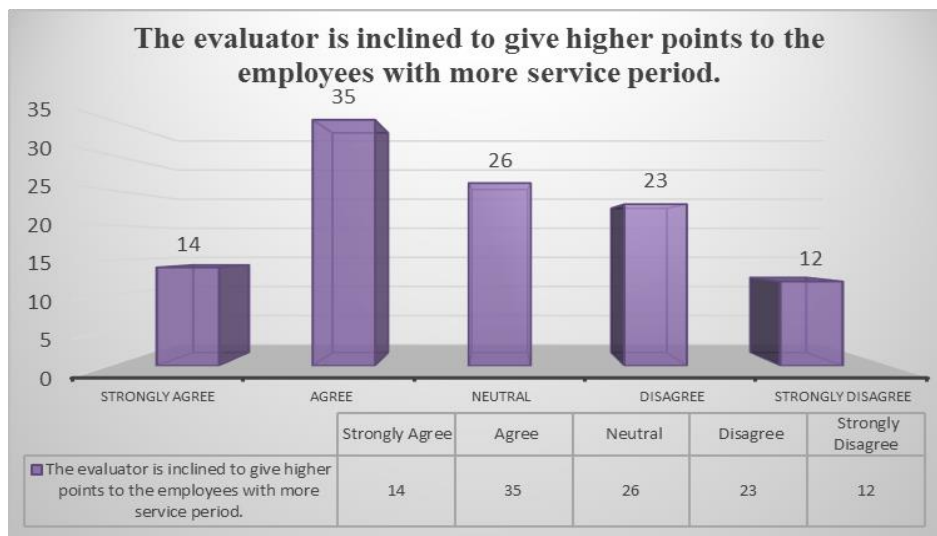
3.7.15



Interpretation:

The above result depicts that in Ivy appraisal system there is presence of **Central Tendency Error** as 35% of the participants agree that their supervisor gives average rating to all. Although 23% of them disagree with the statement and 26% of them shows lesser amount of concern about it.

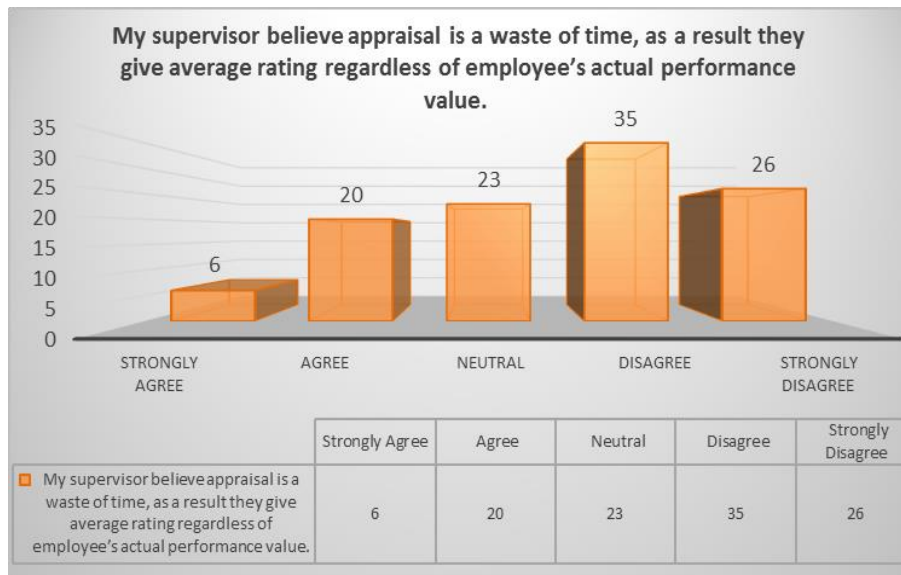
3.7.16



Interpretation:

Above result shows that the evaluator has a bias tendency as he rates high to those who have longer service period (35%). A higher percentage of 26% have impersonal opinion regarding this.

3.7.17



Interpretation:

This analysis reveals that majority of the respondents 35% disagree with this statement, hence depicting that **Central Tendency Error** doesn't prevail in this context of Ivy appraisal system.

3.7.18

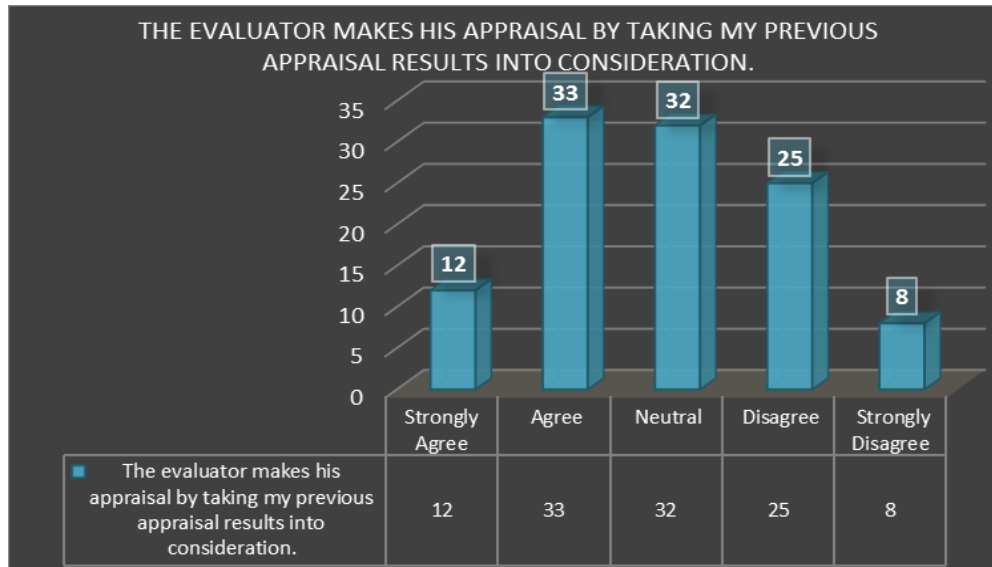


Interpretation:

The result gives mixed picture of the situation where 29% of the employees agree that appraiser focuses on their personal characteristics, 26% of them have no clear idea about

the situation and 27% disagree with it. Hence **Stereotyping Error** do exist but to a little extent.

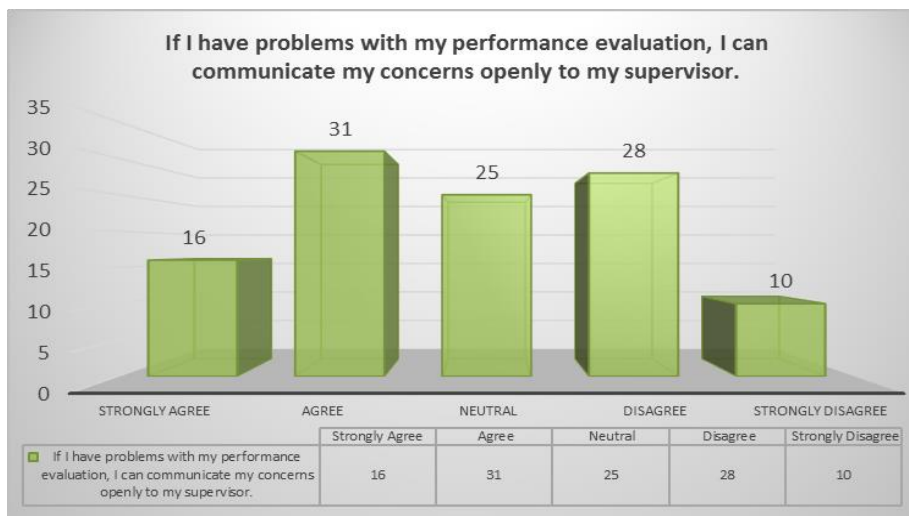
3.7.19



Interpretation:

The above analysis depicts that 33% of the responders agree that their previous appraisal is also taken into consideration. Although a higher percentage of 32% have not able to frame their decision about it and 25% of them disagree of the statement.

3.7.20

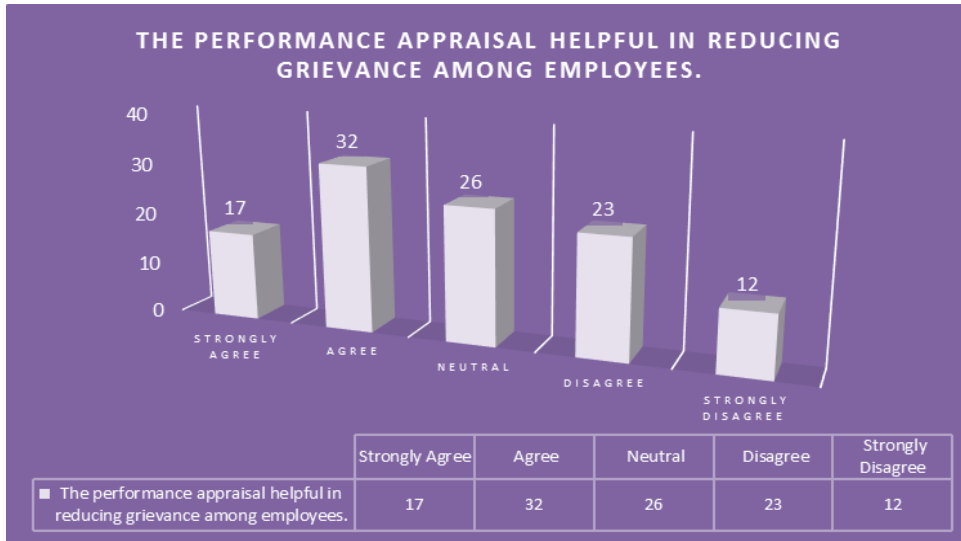


Interpretation:

The following analysis reveals that 31% of the participants agree that they can share their concern regarding performance evaluation with their supervisor, whereas 28% of them

disagree depicting that they are not comfortable in expressing their concern, and 25% are not concerned about the statement.

3.7.21



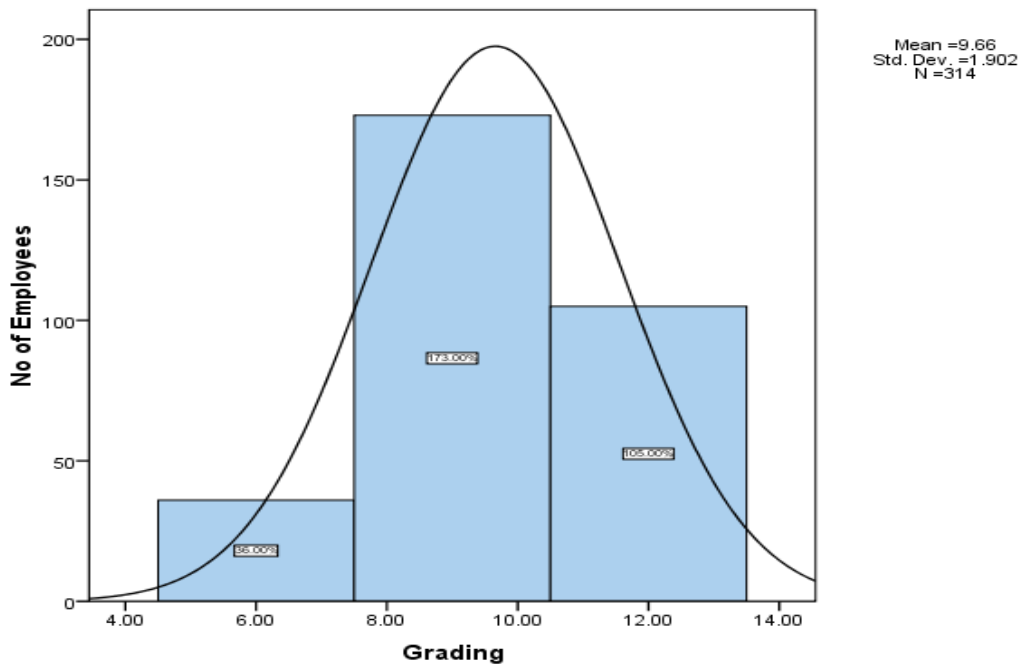
Interpretation:

The above result shows that 32% of the interviewees agree that the grievances can be reduced with appraisal system but at the same time 23% of them disagree with this testimonial and 26% of them are neutral about this

Bell Curve in Performance Appraisal System:

The Bell Curve appraisal system is better known as the Forced Ranking Appraisal Systems of an organisation's employees. Forced ranking has been defined as "a workforce management tool based on the premise that in order to develop and thrive, a company must identify its best and worst performers, then nurture the former and rehabilitate and/ or discard the latter". The entire workforce is segregated as the top performers, medium performers and the poor performers.

BELL CURVE OF PERFORMANCE APPRAISAL



Interpretation

The above graph represents distribution of the entire workforce into 3 categories i.e. A, B, C respectively. The count of A grade employees is 11.4%, these employees either need training or are at the point of termination. Majority of the employees fall into B grade (55%) which indicate they are liable for decent amount of increment and are working above expectations. The C grade employees (33.4%) are in line for promotions.

4. FINDINGS OF THE RESEARCH

1. Majority of the employees understands the basic objective and need of the performance appraisal system.
2. The performance appraisal system followed by the organization is effective as majority of the employees are satisfied and have given positive responses.
3. It has been evident from the responses of the employees that the system followed in the organization has helped them in identifying their strengths and weakness.
4. Performance appraisal system followed in Ivy has motivated employees to perform better.
5. Although the performance appraisal system is effective at Ivy still there are many errors which exists in appraisal system, thus increasing the scope of bias.

6. The system adopted in the Ivy has helped the employees to integrate individual goals with that the organization and hence lead them to perform better.
7. The employees to a certain extent are satisfied with the training being provided in the area of improvement.
8. The performance appraisal system followed by Ivy has been successful in finding out the weaker parts of their employees and has been successful in reducing their grievances to some extent.
9. The system has definitely motivated employees to co-operate and work in team. The overall interpretation of the data shows that the employees were satisfied with the existing system of Performance Appraisal except for few errors which came into limelight.

5. LIMITATION OF THE STUDY

There were some limitations found during the research:

- Low rate of return of duly filled in questionnaires.
- Abstruse replies and omissions of certain questions; interpretation Abstruse replies was difficult.
- Many employees did not take it kindly enough to fill up the questionnaire as it brings the disturbance during their work.
- It was quite a time consuming process.

6. CONCLUSION

All the results observed and achieved during this research clearly indicate the importance and need of performance appraisal in the organisation. The study reveals that the employees perform their duties well and performance appraisal continuously, motivate the employees to achieve their goals indirectly helping the organization to achieve its goals. People differ in their abilities and their aptitudes. There is always some difference between the quality and quantity if the same work on the same job is done by the different people. Therefore, performance management and performance appraisal is necessary to understand each employee's abilities, competencies and relative merit and worth for the organization. Performance appraisal rates the employees in terms of their performance. Hence, the employee's in the organization become the biggest assets to be

taken care of, Employees ability and inability, strengths and weakness etc. has to be evaluated and appraised periodically. Performance appraisal is one such management tool which gives unbiased answers to management questions.

7. SUGGESTIONS

- The performance appraisal report must be done genuinely and should not be based on biased.
- Performance of the employees should be evaluated taking all the aspects into consideration and should not be restricted to only one criteria.
- Performance appraisal is not a one-time affair, for better results the organization should do the appraisals in frequent intervals.
- Rating employees based on personal preferences, likes, dislikes must be avoided so that employees gain confidence on the system of appraisal and are motivated to work hard and provide results.

8. RECOMMENDATIONS

- Training programs should be conducted for executives for enrichment of knowledge.
- Should be 100% transparent and performance based.
- Timeframe for completion of targets should be increased.
- Survey should be conducted regularly to keep a watch on the bias so that the appraisal system works effectively and efficiently.

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10. ANNEXURE

QUESTIONNAIRE:

<u>STATEMENT</u>	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>NEUTRAL/ CANNOT SAY</u>	<u>DISAGREE</u>	<u>STRONGLY AGREE</u>
You understand the basic objective of performance appraisal					
In IVY performance system function fairly/ equitably					
The performance appraisal system adopted by Ivy is able to measure the real performance of employee					
The rewards are given according to your performance					
You satisfied with the criteria adopted to appraise you					
The appraisal system able to show the areas in which a person needs improvement					
Proper training is given, if development or improvement of any skill is required					

My supervisor evaluates my overall performance on basis of my area of excellence (Halo Effect)					
If an employee has few absences, her / his rater may give her / him a high rating because of her / his dependability. (Halo Effect)					
My supervisor view affirmatively all my behavior and actions (Halo Effect)					
Recent events are used to rate performance by the supervisor (Recency error)					
Do you work according to likes and dislikes of your supervisor (Similarity Error)					
My supervisor gives strict rating “tight rater” (Leniency Error)					
My supervisor gives top rating to all “loose rater” (Leniency Error)					
My supervisor award average rating to all subordinates (Central Tendency Error)					
The evaluator is inclined to give higher points to the employees with more service period.					
My supervisor believe appraisal is a waste of time, as a result they give average rating regardless of employee’s actual performance value. (Central Tendency Error)					

My supervisor rate according to the personal characteristics of the employees (Stereotyping Error)					
The evaluator makes his appraisal by taking my previous appraisal results into consideration.					
If I have problems with my performance evaluation, I can communicate my concerns openly to my supervisor.					
The performance appraisal helpful in reducing grievance among employees.					