

INTRODUCTION

This report endeavours to study the Performance Management System used in Manipal Hospital, Jaipur. Established in 2104 after been taken over from the S.K. Soni Hospital, is a quaternary multispecialty hospital with 27 specialities. With their motto “Life’s on”, it envisions to be the most preferred Healthcare provider in every location that it operates. Manipal Enterprises serves the patients everyday in line with its core values of Clinical Excellence, Patient Centricity and Ethical Practices.

Similarly, to value and maximize Organizational & Individual Performance, it has Performance Management System (PMS) which is managed by the Human Resource (HR) Department of the hospital. The policy document is prepared by the Head HR (Corporate) and approved by CEO (Corporate). The current policy is version 2, effective from September 1, 2010.

RESEARCH QUESTION

What is the existing Performance Management System used in Manipal Hospital, Jaipur and what is the feedback of the employees about it.

OBJECTIVE OF THE STUDY

The overall objective was to understand the Performance Management System at Manipal Hospital, and provide feedback as given by its employees.

The specific objectives were:

- To assess if the employees received adequate explanation of what Performance Appraisal (PA) is all about and how it is to be completed.
- To understand the relevance of the Appraisal Interview of the employees with their respective managers/ supervisors.
- To identify if the employees were satisfied with the feedback of their respective manager/supervisor.
- To understand if any Training Needs/ Goals were identified during PA and the degree of agreement with the identified Training Needs/Goals and comments by their manager / supervisor.
- To justify the basis of PA (whether it should be based on Goal Settings or KPI's).

RESEARCH MEHODOLOGY:

An exploratory study which seeks to understand the Performance Management System used in Manipal Hospital, Jaipur

SAMPLE SIZE:

A total sample size of 50 Full-time on-roll employees of Manipal Hospital, Jaipur, who had completed their Performance Appraisal's for the Financial Year 2014-2015.

METHOD OF DATA COLLECTION:

PRIMARY DATA

This is collected by a Survey using a Questionnaire developed with the view of understanding the existing PMS at the Manipal Hospital.

SECONDARY DATA

This was collected by fact sheets and official website of Manipal Hospital. It was supplemented by information gathered during discussions with the respondents.

TOOLS FOR DATA COLLECTION:

Questionnaire was used as a tool to collect data.

RECOMMENDATIONS: While PMS is a 360 degree phenomenon as also given in the policy of Manipal, it seems to be more evident towards the end of the Financial Year.

Rather than focussing on the Performance Appraisal at this time of the year, an equal attention must be paid on the Goal Setting and the Quarterly Reviews performed by the manager.

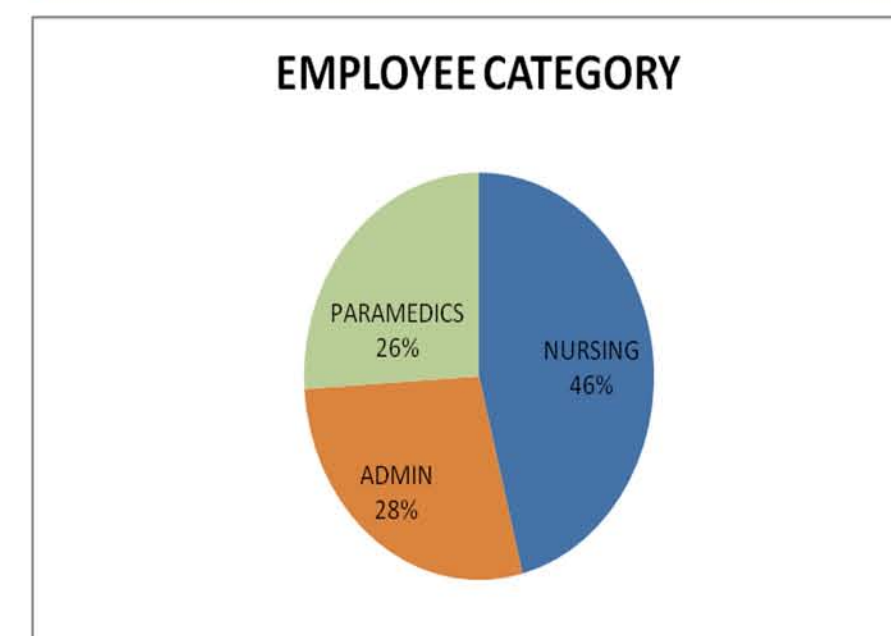
Also it should be time-bound, so that it continues to motivate the employees.

The suggestions of the employees, who have previous experience of the PA, must be incorporated in the PMS of the coming FY. As some of them have suggested, PA should be an actual review of the employees' performance free from subjectivity and bias.

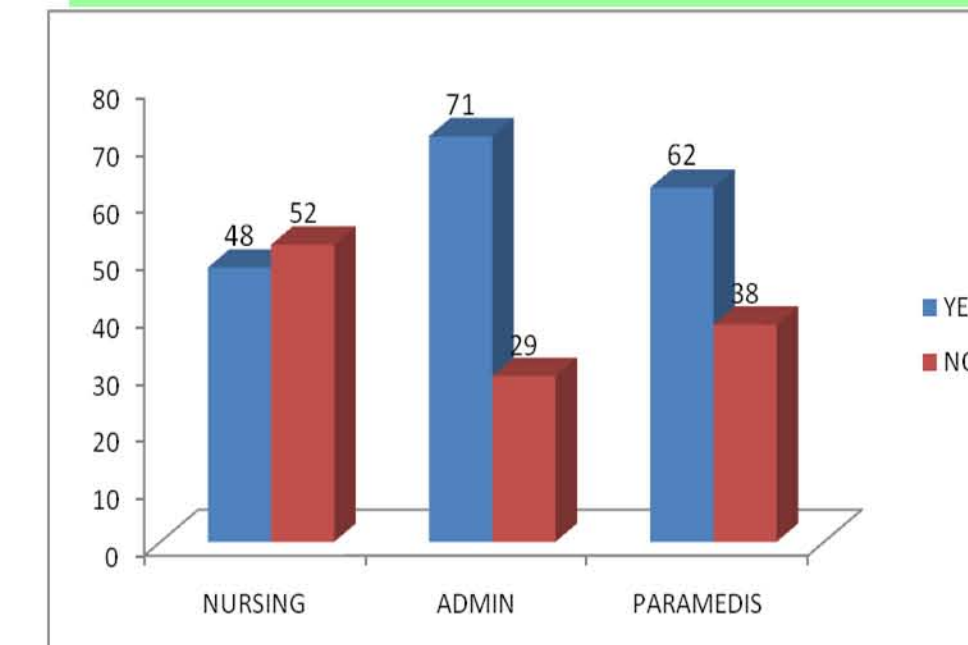
It should ensure career development of employees while they strive towards the achievement of organizational goals.

One quarter of nurses and 28% of the admin did not find any relevance of PA indicating either a mismatch of their JD's with their actual task or subjectivity errors in assessment.

Respondents selected by Purposive sampling yielded

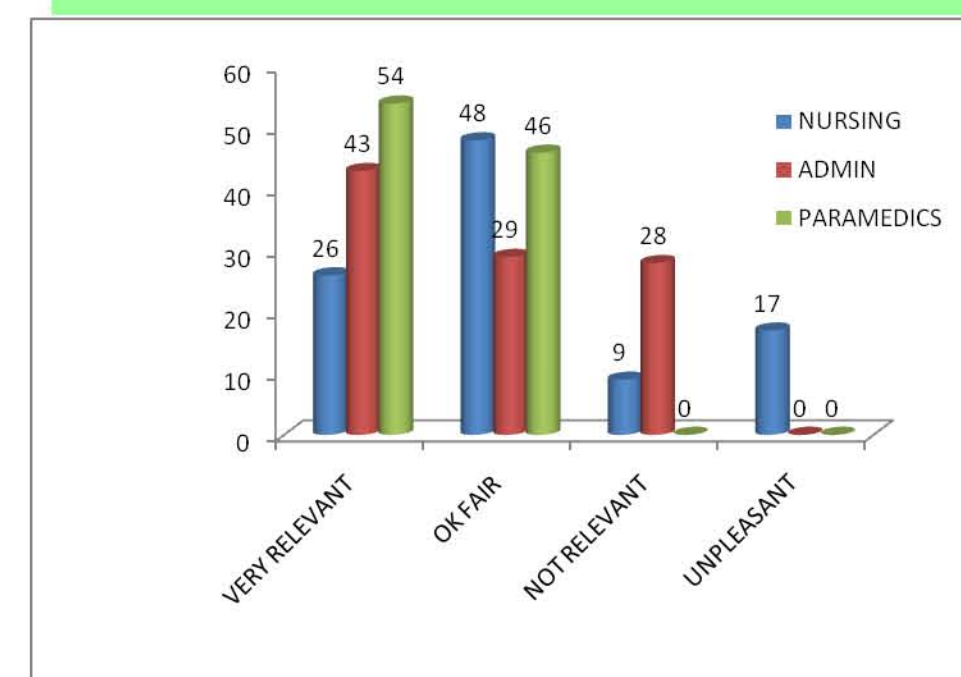


FIRST TIMER FOR APPRAISAL OR NOT



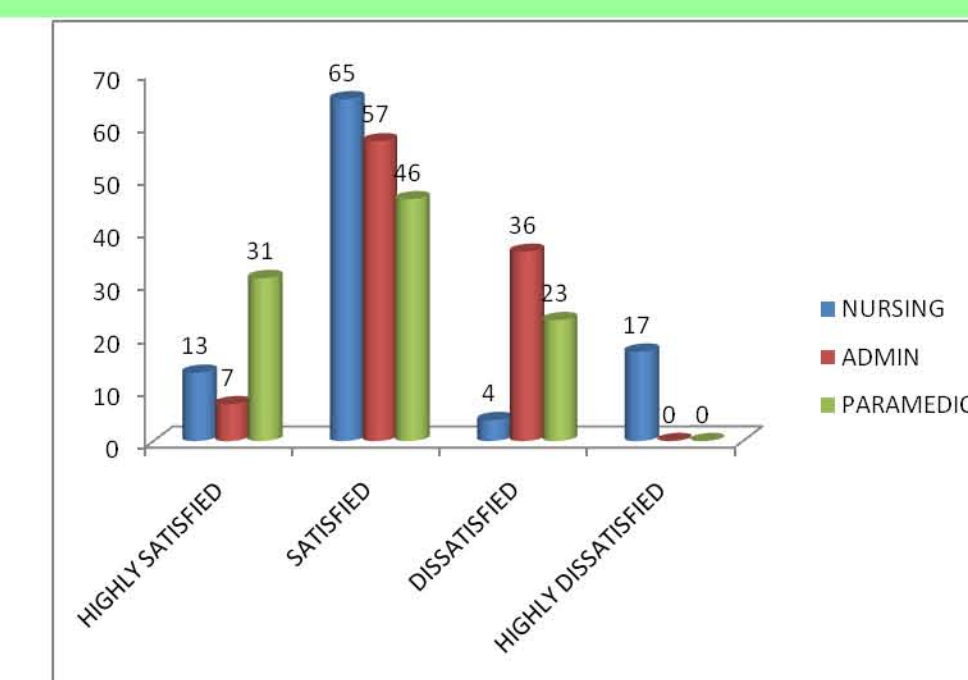
For half of the nursing staff and for more than 70% the Admin category it was their First Performance appraisal. The Paramedics category had 62% of first-timers for PA. For the newly recruits, this cycle would begin at the completion of their first year.

RELEVANCE OF APPRAISAL MEET/INTERVIEW



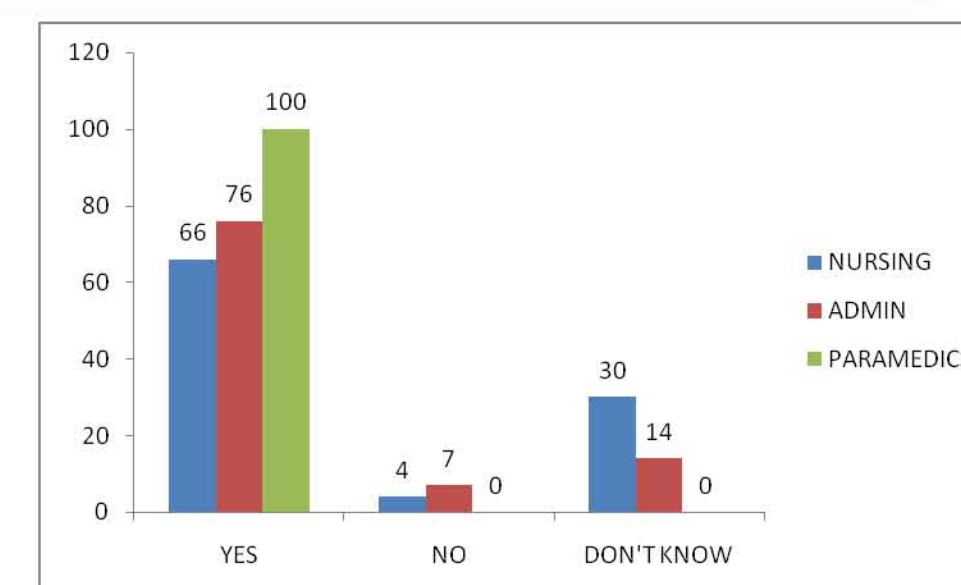
One fourths of the nurses found the Appraisal Interview very relevant, nearly half of the nurses found it to be a fair appraisal. But the sad news is that one quarter of the nurses did not find any relevance and from these some even reported the Appraisal as an unpleasant experience. More than 60% of the Admin category this was quite relevant, yet 28% of this category staff found it irrelevant. In contrast, almost 100% of the staff in the Paramedic category found it relevant and showed their trust in the Appraisal interview.

SATISFACTION WITH THE FEEDBACK OF THE RESPECTIVE MANAGERS



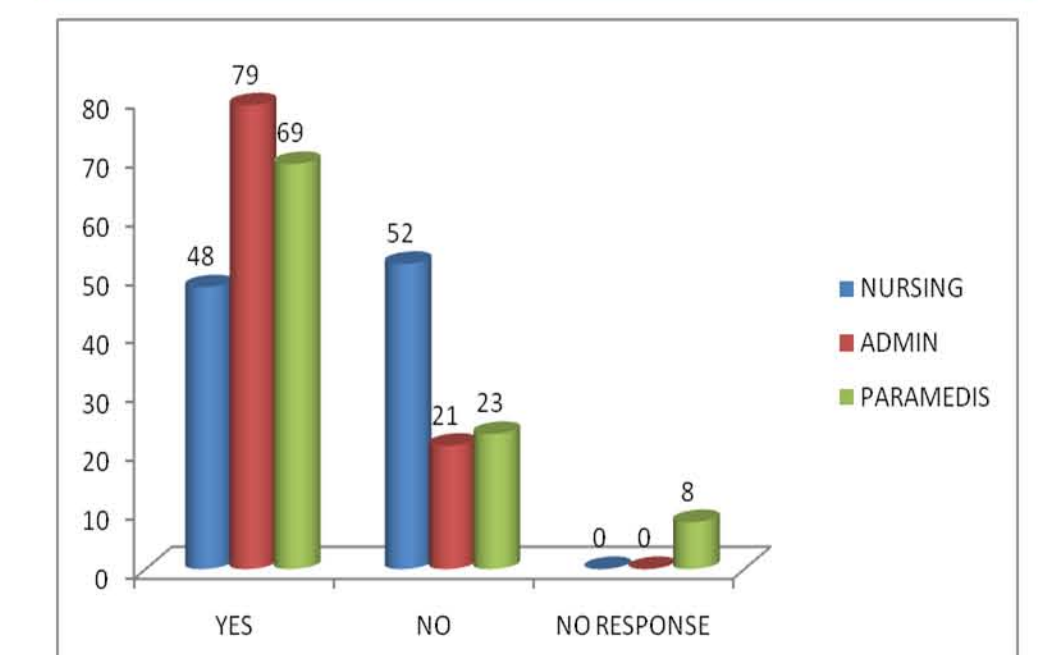
The highest level of satisfaction with the feedback of their respective managers was seen in the Paramedics and around 17 % of the Nurses did find it highly dissatisfactory. Having said this, 65% of Nurses did find it satisfactory on the above rating scale with 36% of the Admin staff rating it as dissatisfactory.

CRITERIA FOR PERFORMANCE APPRAISAL- GOAL SETTING/KPI'S OR NOT



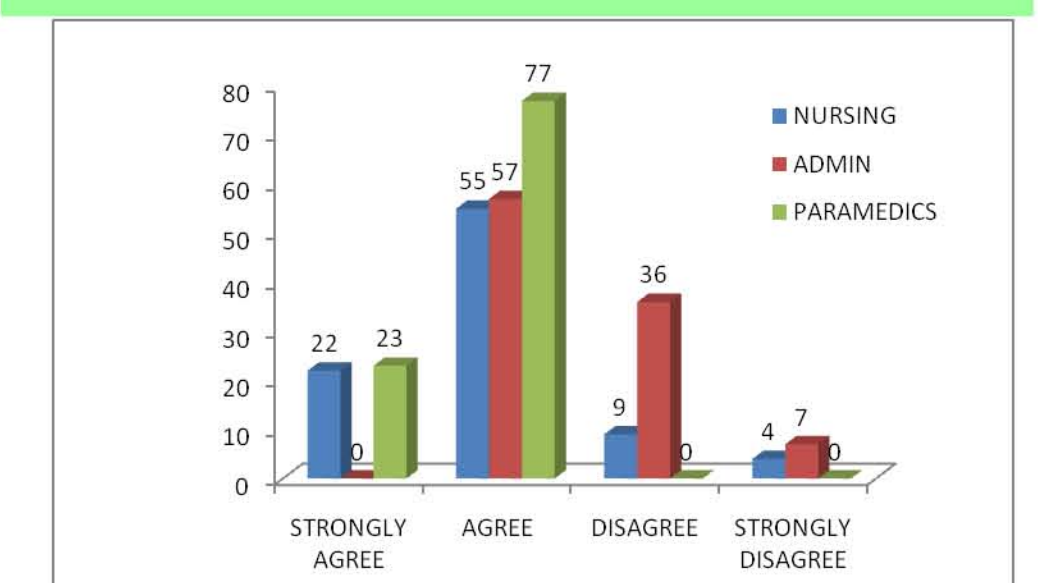
All Paramedics, three quarters of the Admin and sixty five percent of the Nurses agreed that the criteria for PA should be Goal/KPI's. 30% of the Nurses and almost a half of this from the Admin category responded that they did not know about this

ADEQUATE EXPLANATION OF WHAT PA IS ALL ABOUT



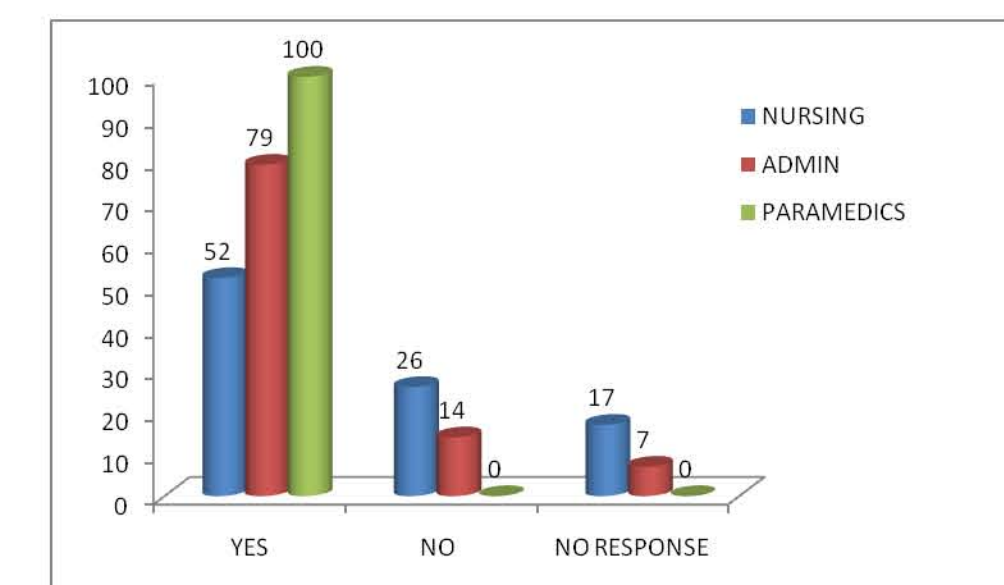
Nearly half of the nurses, 80% of the Admin staff and 70% of the paramedics received adequate explanation of the PA. Some 8% of the Paramedics, however, chose not to respond to this question, while close to 70% did receive adequate explanation for it.

EMPLOYEE AGREEMENT WITH THE IDENTIFIED TRAINING NEEDS



The Paramedics showed no disagreement on the training needs identified by their respective manager/supervisor. On the rating scale shown above the Nurses showed strong agreement with 22%and zero percent of Admin. 36% Paramedics disagreed to the identified training needs while 7% showed strong disagreement as did the 4% of nurses.

AWARENESS ABOUT EMPLOYEES' GOAL/KPI'S FOR THE COMING FY



This is not surprising to see that while the Paramedics were in total agreement with their Identified training Needs, they were all aware of it at the same time for the coming FY (2015-2016). While 26% of the Admin did not know their Training Needs, 7% of them chose not to respond to this question. More than half of the Nurses were aware of their identified Training Needs, a quarter of them were not and around 15% of the nurses did not respond to this question.