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Performance appraisal system at airports authority of India, Lucknow

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Abstract

The problem which is faced by the Airports Authority of India (AAI) has been that current performance appraisal system does not support the objective of desired organizational direction. The objective of the research is to test the problems associated with performance appraisals and finding out proven and suitable methodologies which will lead to a process that should be more convincing, fair and impartial and which supports desired organizational goals.

Keywords: Performance, Development, Organization, Appraisal, Motivation.

Introduction

Performance appraisal deals with all the methods used to evaluate personalities, contributions & capability of groups in any organization. Performance appraisal is a progressive process to obtain important information for making rational and objective decisions on employees. In other words, performance appraisal is the process of assessment of the individual in accordance to his performance on the job and his capacity to develop into something better in future.

The essentials of an effective performance system are as follows

Record: The process of continuously writing and recording the performance. It also helps the evaluators in creating evidence and the base of their ratings.

Parameters/Goals: The parameters that had been set for performance appraisal should be very clear, easy to understand, achievable, motivating, results-focused, time bounded and measurable.

Format: The format for appraisal must be simple, clear, considerable and objective. Lengthy and complicated formats consume times, very hard to understand, and do not evoke or draw out much helpful information.

Basis of a Performance System

Performance system should be interconnected with the organization's principles, analysis of performance and potential for development, and to fulfill the needs of both the individual and the organization, help construct a clean environment, rewards linked to accomplishment, gather information for personnel development and for career planning, associating appropriate person matching task etc.

A Performance System Should Be

Performance system should be related with the organization's principles admission, judgment of performance as well as capability for development, look after the requirement of both the individual and the organization, help construct a clean environment, recognition linked to achievements, secure information for personnel development and career planning, placing right person at right place etc.

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Performance Appraisal System Helps How: Performance appraisal system helps in interpreting role and lucidity of an employee's functions, give a clear information of personal strengths and weaknesses in accordance of expected roles and functions, identify need of an employee development, establish balance between the employee and the supervisor, enhance communication, gives employee an opportunity for self-reflection and individual goal setting, help an employee in understanding the culture, and organizational norms and values. It helps develop an identity and dedication to the organization and lead an employee to higher-level positions in the hierarchy and helps in a variety of personnel decisions.

Followings should keep in the mind for effective "Performance Appraisal" in AAI

During effective Performance appraisal in AAI following steps should kept in the mind:

1. Decide what performance data to collect.
2. Decide who conducts the appraisal.
3. Decide on a rating philosophy.
4. Overcome rating shortage.
5. Creating rating instrument.
6. Provide useful information to employees.

Objectives of the Research

- To find out if Performance Appraisal System affect employees' motivation or not?
- To see if the system affect more a specific category of employees?
- Interpretation of employee towards the performance appraisal system at the AAI?
- How employees of AAI regard feedback?
- Does the trust put on the appraiser influences the employees' motivation?

Literature Review - The purpose of literature review is to establish the base for a research. Performance appraisal is most widely used methods for measuring the worth of employee performance. The triumph of performance appraisal depends on how much effect its implementation has. Performance appraisal hangs down on how many the employees have known about the performance appraisal system and how positively they are driven towards their system.

Eichel and Bender (1984) [1] stated that it can also be called as the ankle of management. Leaders of many public organizations said that a performance appraisal system should be focused toward employee or it should be employee oriented, a lack of importance is given to a process planned to assist the employee in attaining both personal and organizational goals.

Schneier and Beatty as cited in Patterson (1987) said it as a process that associate and develops human performance and also evaluate it.

Brumbrach (1988) said the relation between action and consequences is known as performance. Behaviors shown by a performer and conversion of that performance from an idea to an act are performance. Performance is the output of physical and mental effort applied to do any task.

Cascio (1998) [2] said performance appraisal as a method to improve employee's work ability by helping them understand and use their full capability in accomplishing the organization's missions and to supply information to employees and managers for use in making work related

decisions. Further he said effective performance appraisal system is an exercise in monitoring and judgment, a feedback process and an organizational intervention. It is a measurement process as well as an acute emotional process. Above all, Cascio said, it is not an accurate process that makes effective use of it differently in every organization regardless of industry.

Armstrong (2000) stated that managers need to handle capability of employees and achievements while managing performance.

To find out if performance has been attained, standards have to be developed to appraise the achievements and set up on a firm basis at which it has been accomplished. Performance should be about the decision and steps taken with present information at any existing situation.

Grote (2002) [12] describes performance appraisal as a tool that is being used for evaluation of quality of an employee performance.

Noe et al. (2006) [13] define performance management as "the process of ensuring that employees' activities and results are in harmony with the organization's goals". The concept of performance management has helped a lot in the development HRM in recent years.

Research Methodology Of The Study - Literature review and available secondary data from various sources has been used to develop this research paper. A sample of employees of AAI Lucknow was taken for the purpose of study. Secondary sources were referred to get the basic culture & working pattern of AAI. All the required information was collected from the - In-house journals, Magazines, Reference books other related sources as web sites of AAI and other web sources.

Findings and Suggestions - On the basis of study, following finding and suggestions are submitted for remedies of AAI management:-

- The performance appraisal should be done on need base only, in order to lead a stable life by employees.
- Efforts should be made in such a way that each employee get required appraisal during his service life.
- Promotions should be strictly linked with performance appraisal, for increased satisfaction of deserving employees.
- Performance appraisal system should affect motivation of employees directly.
- Every employee should be provided proper feedback after performance appraisal.

Conclusion - Performance Appraisal is normally based on past behavior and so provides an opportunity to reflect on previous performance of the employees. But to be successful it should also be used as a base for development and improvement plans and to reach at an agreement about what is to be done in the future to enhance the effectiveness. Performance Appraisal is often the core pillar of performance management in public organization to keep the employee highly motivated.

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