

On Effective Analysis of Employee Performance Appraisal System in DMI-St. Eugene University, Zambia

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Abstract

Employee performance has drawn attention by numerous human resource managers. As a result, a number of performance appraisal and its techniques have over time been devised to help establish employee's performance. In the recent times, there has been the usage of this appraisal in assessing employee's performance in most of the organizations in Zambia. Other organizations have sort to motivate their work force as a way of enhancing their performance towards goal achievement of organizational goals. This study's main objectives pertained to establishing the moderating role of performance appraisal as a motivation tool as well as potential challenges. The specific aspects of performance appraisal systems (PAS) that help improve motivation include the linking of performance to rewards; using the PAS to help set objectives and benchmarks; as well as the use of PA to help identify employee's strength and weaknesses.

Keywords: Performance Appraisal Systems, Age Discrimination and Performance Appraisal.

Introduction

In management, performance appraisal (PA) has been regarded highly to be a tool that is widely used in the evaluation and assessment of employees in an organization. This tool has brought about productivity as it exposes those individuals who are not contributing to the company and hence, they are easily gotten rid of. This evaluation tool is very pertinent in the company growth as it sorts out to bring about motivation of employees as those deserving employees are awarded for their great work.

This process in general terms has aided managers in making clear cut decisions in dealing with underperforming employees by taking action upon them. It allows a firm to be able to know their current position and where they are heading to in terms of performance as this tool allows them to estimate whether the goals will be archived or not.

Documenting performance provides a platform for pay increases and promotions. Appraisals are also paramount to help staff members in enhancing their performance.

Review of Literature

Artley, Will (2001) high performance of institutions are keen in the development of effective performance and management. Its only through this that organizations tends to have high performance thus leading to the attainment of goals for an organization. Systems are very much important in most organizations as they lead to success.

Liliane. M and Peter .M (2010) exclaimed that performance and competitiveness of organizations can only be archived through implementing perfect methods of measurement of performance. It is imperative to use key performance indicators that allows discover employees who are performing and those who are under performing.

Michael Pitt (2013) explained that Performance management is an important element to assess the performance and the quality of work from employees. This paper determined the recent and key standards and maintenance of performance management system that are normally employed in the management of organizations.

Jorge M. S, Carlos F (2010)explained that for Performance management it sums up performance appraisal system used together with human resource systems thus clustering the focus on strategic organizational operational and practices. Many institutes operate as open systems of operations.

Daniel R. Ilgen and Janet L.Favero, (1985) in their article titled, Appraisal techniques and Processes shows real understanding of organizational performance. There have been arguments that performance is psychological as in most cases employees are motivated in a quest to improve their productivity

Jan P. Muczyk and Myron Gable (1987) in their article on “ the Management of performance through a comprehensive performance appraisal system” they affirmed that the ultimum technique that is applied in most companies and this has led to performance enhancement and this technique enables organizations to be able to rectify all errors relating to employee under performance.

Herbert, G. R, &Doverspike, D (1990) performance appraisal is pertinent in the process of assessing training needs of employees. The model clearly identifies the performance errors, and considers the key causes and selects key intervention in terms of the internal and external environment.

Kenett, R. S, Waldman, D. A and Graves, S. B (1994) Key focuses on the issues associated with performance appraisal leads to total quality management because performance appraisal

may enable employees to embrace total quality in their efforts hence leading to the achievement of organizational goals.

Longenecker, C. O and L.S. Fink (1999), indication of performance appraisals are the best techniques in boosting employee motivation and this brings about competitive edge. This appraisal system brings about effectiveness throughout an organization as employees tends to do the right thing in their day to day activities.

Scope of the Study

The Performance Appraisal, significant within the scope of this study assists the University appraisal culture in related of education environment. Performance Appraisal plays a vital role in human resource management. Performance appraisal is not only a theoretical issue. Today it is strategic for all type of Universities to establish a well-defined. The Appraisal system creates a platform for identification of employee's performance in the University. The Appraisal systems are not just the promotion tools but developmental tools for the growth of the employees in the University. The main study of scope of performance appraisal system should provide better understanding of employee's responsibilities and roles, increasing organizational goals commitment etc.

Need for the Study

Any organizations success depends on its employee's performance. Hence all types of organizations should expect best performance from the employees. The organization should evaluation the employee's performance is essential. The process of performance appraisal helps the employee and the management to know the level of employee's performance compared with actual and standard level employees performance.

Objectives of the Study

- To setting performance standards with department and University goals;
- To promote the improvement of individual performance.
- To identify challenges inherent in performance appraisal system.
- To find out the benefits associated with the performance appraisal system.
- To make recommendations on how to improve on performance appraisal system

Research Methodology

Research Methodology is a way to systematically to solve the research problem. Research is an art of scientific investigation. The advanced learner's dictionaries of current English lay are down the meaning of research as, "a careful investigation (or) inquiry, especially through the search for new facts in any branch of knowledge". For this project in the research initially the researcher used descriptive research to report the factor as such happen.

Data Collection

Primary Data Collection:

Primary data was collected from the staff members of DMI St. Eugene University. Interview schedule was used to collect the primary data from the sample respondents.

Secondary Data

The relevant secondary data were collected from the records and publications of various sources. Like Universities, Government sources, Foundations, Media, including telecast, print and Internet, Trade, business and expert affiliations, Corporate filing and Commercial information administrations,

Research Instrument

Questionnaire

The researcher decided to adopt structured questionnaire to collect the relevant data. This method of data collection is quite popular, particularly in case of big enquiries. It is being adopted by private individuals, research workers, private and public organizations and even by governments.

Statistical Tools

The researcher has used mainly statistical tools to analysis the data and draw Interpretation.

SPSS Analysis

In this project SPSS test was used. This is an analysis of technique which analyzed the stated data in the project. It analysis the assumed data and calculated in the study. The SPSS test is an important test amongst the several tests of significant developed by statistical.

Weighted Average Method

The primary data (collected through interview schedule) have been analyzed with the help of tables. Simple percentage method has been used for the tabulation of primary data that is a data analysis has been formulated, prepared using tables. For the fulfillment of objectives of research study schedule is prepared. Instrument used for data analysis are tables, graphs, pie-carts, and percentages.

Limitations of the Study

- This study was conducted in DMI group of institutions only so it may not applicable to other higher educational institutions in Zambia.

- The study is conducted in Zambia so the results may not suitable DMI group institutions running in other countries.
- The data given by the respondents regarding the expectations from management, problems faced by them, promotion policies and payments etc. it may not be accurate and right as the respondents fear to reveal truth or real opinion to others.

Findings

- It is found that (62%) most important gender among the respondents is male. So it shows that majority of the employees that are working at DMI group of institution are male.
- The most of the respondents are ranging 21-30 age and they are (44%). The lowest range is 41.51 and 51 and above that (16%).
- The highest qualification is post-graduate that is (52%) and the lowest qualification is grade 12 that is (2%).
- Most of the respondents are married that is 56% and there is only one respondent who is divorced\separated.
- Most of the respondent has work experience of 1 to 5 years. It shows that most of the employees from DMI St. Eugene University have less number of work experience.
- Most of the respondents have not yet visited other countries. It reveals
- Most of the respondents have worked for two organizations or more.
- Most of the respondents are getting monthly salary of kwacha 5000-10000 that is (70%) and a few are getting 15000 and above that is (6%).
- Most of the respondents are single earners in the family.
- The monthly expenditure of kwacha 5000- 10000 is the highest by the respondents.
- Most of the responded are assistant lecturers that is (52%) and the smallest is 6% of office administration staff.
- The study indicates that 70% of the respondents agree with the formal performance appraisal system in the service, 30% do not fully concur with government interventions in ensuring faculty satisfaction with the services provided by the institution.
- Most of the respondents indicate they agree that formal performance appraisal system function fairly\equitably.
- Most of the respondents (70%) agree that they receive constructive feedback from the head throughout year.
- The study indicates that (66%) of the respondents agree that the head appraises the work done throughout the year, (34%) do not fully agree.
- The study indicates that 80% of the respondents agree that the appraisal system help reduce grievances among employees, 20% do not agree.
- Most of the respondents said yes (92%) that the appraisal system help improve personal skills and few that is (8%) disagree.
- The study indicates that (92%) of the respondents agree that the appraisal system help identify the strength and weaknesses of the employees (8%) do not agree.

- The study indicates that (84%) of the respondents agree organizational target achieved through performance appraisal, (16%) do not fully concur organizational target achieved through performance appraisal.
- The study shows that (78%) of the respondents agree with faculty that performance appraisal goals realistic were achievable and measurable through performance appraisal, (22%) do not fully concur with that performance appraisal goals were realistic, achievable and measurable through performance appraisal.
- The respondents who agreed to be satisfied with the performance appraisal are more than who disagree.
- The respondents who answered motive behind performance appraisal most indicated through training to develop their skills. The last one respondent's id through demotion and for name sake.
- The study indicates that most of the respondents were due to employer satisfaction represented by (30%), all of the above were second represented by (28%) of the respondents; innovative and creative ideas and others were third represented by (18%) and the lowest were increased result/ outcome of (6%).
- The most respondents do not know if there will continue will their career with the organization.
- The study shows that (66%) satisfied that the working environment in the institution was normal only (44%) found the working environment to be relaxed.
- The respondents who are neutral have (34%) which is highest for the management play favorite for some employees.
- The study shows that (64%) agree that they Have opportunities to learn, grew and develop by the institution, and the final one (46%) strongly agreeHave opportunities to learn, grew and develop by the institution.
- The most respondents agree that job promotion fairs and objectives and few strongly agree.

Recommendations

- Management should clearly define roles and responsibilities of the employees.
- Management should ensure that the workload is aligned with employee capabilities and resources.
- Management should also give recognition awards to the employees for their hard work and time management.
- Communication Skills can be improved in the institution conducting workshops or seminars or organizational communication.

Conclusion

Performance Appraisal Management System is widely used in most institutions not just in Zambia but world over. There has been a number of changes in many organizations and this

can be seen in the way organizations have adopted technology and adopted different management system. It is important to manage the performance of employees so that those who contribute massively to the growth of the organization are taken good care of through motivation. This is normally done by using key methods like the performance appraisal system that will measure the performance of employees.

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