

PalArch's Journal of Archaeology  
of Egypt / Egyptology

TO KNOW THE EFFECTIVENESS OF PERFORMANCE APPRAISAL  
OF HOSPITAL STAFF (WITH REFERENCE TO TRUST BASED  
HOSPITAL, VADODARA)

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**ABSTRACT:**

In this competitive world, each and every healthcare organization tries to reach to the highest position, which is only possible if the human asset performance reach to the peak point. Human resource efficiency and efficacy in the healthcare sector could be measured by applying proper performance appraisal process. Here researchers have tried to find the effectiveness of performance appraisal of hospital employee and also to understand the association between gender and perception of the employees that performance appraisal improves motivation and job satisfaction.

The descriptive research process has been adopted in which the simple census sampling process has been applied to collect primary data by self -made structured questionnaire. Collection of secondary data from different sources have also been gathered and utilized to complete the research.

Entire data was gathered in an excel format after that it was shifted for analyzing to Statistical process of Social Science (SPSS) software and after finding the statistical data it was explained properly and at the end conclusion and suggestion was drawn.

**Keywords:** Performance Management, Healthcare Professional, Motivation, Job Satisfaction, Performance appraisal, Gender and Hospital morale

## INTRODUCTION:

Performance management is one of the critical instruments to expand the adequacy of 'Healthcare Professionals'. It is apparent to everybody that the staffs of medical clinics are responsible for the management about service in light of the fact that their obligations are concerned about the patient's safety and quality of hospital services. The reason for having a performance appraisal program in a nursing home is to screen the worker's performance, motivate staff and improve hospital morale.

The performance of a medical care proficient might be evaluated by the departmental supervisor and his group. It is additionally a cycle of assessing workers performance of employment regarding its necessities. Performance appraisal is a critical and methodical cycle of human asset management. Procuring data through the cycle of Performance appraisal is additionally a basis for recruitment, selections, training and development. The essential explanation behind a performance appraisal program is to screen healthcare worker's performance, inspire staff and develop hospital morale. In the hospital monitoring workers' performance needs a standard documentation, which is achieved through the concluding performance appraisal process. At the point when workers come to know that the hospital management is genuinely examine their performance and they could be compensated with the promotion and increment then constantly they will work hard. Confidence is improved when employees get acknowledgment or prize for their work. They incorporate social and behavioral approaches; for example, rating scale rating of peers, positioning or designation and result approaches, the management by objectives and objective setting. A useful appraisal program will help the hospital or nursing home in accomplishing its objectives and goals. A performance appraisal framework is required in the hospital industry as it is a service industry, where the patient is most notable individual.

## REVIEW OF LITERATURE

(Roger C, et al, 1999) conducted a study on the outcome of the performance appraisal method of belief for management: A field Quasi- experiment by means of the data for this study was gathered in a small non-union industrial firm in the plastic production located in the countryside in the Midwest. Over a period of 14 months, 3 waves of surveys were governed to 166, 170, and 193 construction workers and superintendents of the company. And to conclude that the authors achieve the outcome of the study, which specified that employees generally did not reflect on that the appraisal on condition that the precise valuation of their job performance connected to the managerial result<sup>1</sup>.

(Sophia H, et al, 2001) carried out a study

on the efficiency of performance appraisal as an instrument for progressing employee's performance in the public health sector by means of the Korle Bu teaching hospital as a case study. A wide-ranging theoretical outline for probing performance appraisal organizations was used as a scaffold for concerning the nature of the appraisal organization. The authors were lastly completed that appraisal organization loaded with major organized failures that deliver the appraisal practice fruitless and employees greatly disappointed with the organization<sup>2</sup>.

(Aileen N, 2005) conducted a study on performance appraisal of organizational staff in a tertiary organization: usage and perception. By means of the effective process taking on to the cross sectional appraise, structured closed question questionnaire, the phenomenological practice using a clarifying case study whereby auditory taped semi structured interviews were directed. And the author had finally concluded that evaluators and appraise should start training earlier to an appraisal<sup>3</sup>.

(Ashraf A, et al, 2008) conducted a study on to create a joint nurse appraisal set-up to be used in hospitals performing under diverse healthcare organizations in the eastern province in the kingdom of Saudi Arabia by using the study hospitals employees changed healthcare management in the eastern province. The target population engaged hospital head nurses and nurse superintendents and the snowball sampling technique were employed to choose the panel subjects. And the authors had lastly concluded that nurse managers have persistently to evaluate the proficiency of working nurses to promise trained and safe patients care a nurse appraisal form was built concurrently with this study outcome and was planned to use in all eastern area hospitals<sup>4</sup>.

(D Castanelli, et al, 2011) carried out a study on perceptions, attitudes, and beliefs of staff anesthetists concerned with multi source response used for their performance appraisal by means of the 12 semi organized thematic interviews were conducted with staff anesthetics and their director to ascertain the perceptions of, and responses to, the MSF system, the response given, and their work context and lastly concluded that the anesthetists interviewed in this study acknowledged performance review and the role of MSF in it. Anesthetists understood unrecognized a significant feature of MSF, and viewed the process as a prospect for self-improvement<sup>5</sup>.

(Eric B, 2011) conducted studies on the effects of performance appraisal on the achievement of organizational objectives: A case study of Manhiya district hospital, Kumasi where the descriptive and descriptive methods was used. The feedback from data was collected and in conclusion, the author concluded that all hospital staffs were satisfied with performance appraisal.<sup>6</sup>

(Kumar R, et al, 2011) health care

organization development depends on the professional work force, so, they must pay concentration to their performance appraisal. performance is improved when result or expectations are defined<sup>7</sup>.

(Wiseman M, et al, 2011) performance appraisal is the methods, hence be careful of taking up a template form from another practices. Performance appraisal is a tool to perform more useful. The appraisal is summed whole of what has by now happened inclusive of hiring and managing. But there is requirement of selection method that works efficiently, a performance appraisal method that works effectively, and managers who realize how to direct and motivate other employees<sup>8</sup>.

(Danlami S, et al, 2012) carried out a study on the particular consequences of strategic performance assessment, career development and employee engagement on organizational responsibility: An experimental study based on an assessment of 14 banks in Nigeria, the study used regression analysis, correlation analysis and G - test in testing the hypothesis. And they were to finish with the conclusion that performance appraisal of organization, career planning of organization and staffs job promise and that the level of organizational assurance of staffs in the Nigerian banking services is low-slung<sup>9</sup>.

(Carol C, et al, 2013) carried out a study on clinical governance, performance appraisal and interaction and routine sprite at a New Zealand public hospital by means of the qualitative data from conferences and focus groups in which engaging 22 nurses in a single department, to make conforming whether the evident injustices impact on the effective implementation of the appraisal organization. And the authors had lastly resolute that particular argument had been causing a few sagacity of unfairness and most of these were routine. Possible solutions center on better reinforcement of the performance appraisal procedure, and more training for judges and evaluation<sup>10</sup>.

(Nasrin N, et al, 2014) carried out a study onto the investigate problems of clinical nurse performance appraisal method by means of a qualitative study. The applicants were intentionally chosen from clinical nurses working across all of the hospital units in a large metropolitan learning hospital in Tehran, Iran in 2012. Data were collected through the interview. And the authors concluded that the nurse performance appraisal scheme challenges with more than a few problems. A number of these problems are concerned with organizational context while the others are concerned structure, procedure and outcomes of the performance appraisal organization<sup>11</sup>.

(Adekanbi B, et al, 2014) carried out a study on assessing of performance management and expansion systems with balanced scorecard as a performance appraisal device at Mithatha general hospital Eastern Cape Province by

using a cross sectional review of healthcare staffs of Mthatha general hospital shown in June 2013. Data was procured with a well-structured and validated self-administered questionnaire and the authors determined that the existing performance appraisal tool does not reward excellent work performance. As a result, a new appraisal device that embraces skill development, perfectly measure job performances and reward meticulous staffs is popular in the healthcare establishment<sup>12</sup>.

(Sippy N, et al, 2014) conducted a study of 400 employees across 5 hospitals in Kerala. They used handiness and judgment sampling technique and collected data through questionnaire and informal interviews. They concluded that it is vital to recognize and communicate performance appraisal to all employees. New methods of appraisal should be adopted. Employees who have outstanding performance should use mentors to motivate other employees<sup>13</sup>.

(Mohammad R, et al, 2015) carried a study on apparent equality of performance appraisal, endorsement prospect and nurses' turnover reason: The part of organizational obligation is by applying a cross-sectional design was taken into service to investigate the alliance in a sample of 150 full time nurses hired in a variety of private hospitals. And finally the authors were concluded that the significant harmful property of professed fairness of performance appraisal and promotion opportunity on nurses goodbye purpose and managerial assurance<sup>14</sup>.

(Kundu P, et al, 2015) carried out a study in Apollo hospital Delhi to discover the essence for performance appraisal in hospital and to initiate globally established techniques for drawing employee performance. Primary data collected through questionnaire and personal interview. He concluded that employees in Apollo hospital are satisfied with the implementation and concerned procedure<sup>15</sup>.

(Xavier J, et al, 2015) conducted a study to search out the efficacy of the performance appraisal method relate to socio-demographic factors of employees. He had taken the sample of 200 employees by random sampling method and collected data through a questionnaire. He concluded that to attain the goals of industry performance appraisal is needed. Performance appraisal is vital to develop the quality of the employee's work<sup>16</sup>.

(Nagah A, et al, 2016) carried out a study to persuade of performance appraisal fulfillment on nurse's motivation and their work outcomes in critical care and toxicology units by using the cross sectional descriptive association study amongst 323 nurses in critical care and toxicology units. And the authors had lastly concluded that nurses' satisfaction with performance appraisal had an immensely considerable positive influence on nurse's intrinsic enthusiasm and nurses work outcome<sup>17</sup>.

(Amal R, et al, 2017) carried a study staff

performance appraisal technique and its relation to their job satisfaction and empowerment: Developing a performance appraisal tool through analytical study strategy by using the systemic random sample selection of 400 staff nurses, appropriateness sampling technique was applied to choose 100 head nurses and the snowball technique was used to select the panel subjects for Delphi technique, which gave outcome that performance appraisal system is not implemented efficiently at the selected menoufyia governorate hospitals thus upsetting job satisfaction and empowerment of staff nurses<sup>18</sup>.

(Tahere M, et al, 2017) conducted a study, which compare the perceptions of managers and nursing staff towards performance appraisal. Performance appraisal is an indispensable element of healthcare organizations for the development in quality of patient care by using the descriptive, analytical and cross sectional study among 75 managers and 313 nurses in 2014 and through survey method. And the authors conceded that the perception of nurses revealed deficiencies in the process of performance appraisal. Moreover administrators had a more optimistic perception than workers towards the present model of performance appraisal<sup>19</sup>.

(Emma E, et al, 2017) carried out a study on result of performance appraisal on service delivery of the staff in public hospitals in Enugu and Imo states of Nigeria. Survey research method was adopted for data collection through the feedback form and Z- test was used. They got the result that performance appraisal has optimistic result of the staff of a public hospital in Enugu and Imo states of Nigeria<sup>20</sup>.

### **OBJECTIVE OF THE STUDY**

- i. To verify the effectiveness of performance appraisal of the hospital staff
- ii. To evaluate the association between the effectiveness of performance appraisal and gender

### **RESEARCH METHODOLOGY**

#### **Research Design**

1. Primary Data: Through questioner survey method.
2. Secondary data: Collected through various source like books, old research paper and experienced people.

#### **Study Design**

##### **1. Time Scale of data collection: 2 Months**

##### **I. Sample Description:**

The population of the study shall be healthcare professionals from

hospital. Considering the fact that all the employees in hospital eligible for the performance appraisal would compulsorily be considered for the same process, census sampling methodology was adopted.

Total 557 employees are working in the hospital. 21 employees are not given response on questionnaire. So, 536 employees were interrogated through structured questionnaire method.

## **II. Selection Criteria:**

- Inclusion Criteria: The employees undergoing performance appraisal in the hospital study interest.

The employee who would give the informed consent

- Exclusion Criteria: Unwillingness to participate, The employee who would not give the informed consent, not participate in performance appraisal process

## **III. Material or equipment for the study:**

- A structured closed ended questionnaire containing items in local/English language.
- Sufficient copies of questionnaire in local/English language.
- Sufficient copies of participants informed consent forms and information sheets in local/English language.

## **IV. Methodology:**

A descriptive cross-sectional design was applied and structured closed ended questionnaire which was filled by the employees for knowing the effectiveness of performance appraisal.

This is a descriptive study. Qualitative research has been used in this project. Researcher asked 14 types of questions and gave them the option to answer.

## **ANALYSIS**

### **Descriptive Frequencies**

#### **Gender**

Out of 536 respondents 334 (62. 3%) are male respondents and 202 (37.7%) are female respondents.

#### **Experience**

Out of 536 respondents, 62 (11.6%) respondents have less than 1 year experience, 173 (32.3%) respondents have 2-4 years' experience, 127 (23.7%) respondents have 5-7 years' experience and 174 (32.5%) respondents have more than 7 year experience in the hospital.

## Frequency Table

### 1) Does your organization operate a formal performance management system?

Out of 536 respondents, 506 (94.4%) respondents have positive response and 30 (5.6%) respondents have negative response for concerning the operation of a formal performance management system in hospital.

### 2) When performance appraisal is conducted in the organization?

Out of 536 respondents, majority respondents i.e. 398 (74.3%) have informed yearly, 99 (18.5%) respondents have told monthly, 37 (6.9%) respondents have told quarterly and 2 (0.4%) respondents informed others category properly.

### 3) What is the objective of performance appraisal?

So far as response regarding objective of performance appraisal is concerned, out of 536 respondents, 93(17.4%) respondents have informed 'increment', 207(38.6%) respondents have told 'promotion', 236(43.8%) respondents have informed 'assessing training and development needs' and 1(0.2%) respondent have chosen 'others' category.

### 4) What are the methods that are used in your organization for evaluating the performance?

In total 536 respondents out of that, 74(14%) respondents have informed 'observation techniques', majority numbers have told i.e. 414(77.2%) 'Checklist technique', 18(3.4%) respondents have informed 'task allocation' and 29(5.4%) respondents have told 'team work technique' in the organization for assessing the performance of employees.

### 5) Is there any conflict arises between employees after performance appraisal is done?

Out of 536 respondents, 22(4.1%) respondents said 'frequently', 132 (24.6%) respondents told 'often', Majority respondents told 335(62.5%) informed 'sometimes' and 47(8.8%) respondents said 'no conflict' is raised between employees after completion of performance appraisal.

### 6) What is your opinion on employee's self-appraisal?

Out of 536 respondents, 109 (20.3%) respondents opined 'highly beneficial', 214 (39.9%) respondents opined 'beneficial', 66 (12.3%) respondents informed 'not beneficial' and 147 (27.4%) respondents opined 'beneficial to a certain degree'. Therefore, majority respondent opined that self-appraisal is beneficial in the organization.

### 7) Are you satisfied with the process of appraisal of your organization?



Out of 536 respondents, 350 (65.3%) respondents are satisfied, and 186 (34.7%) respondents are not satisfied with the process of appraisal of organization. Most of the respondents are satisfied with the process of appraisal system of organization.

**8) Do you think performance appraisal improves motivation and job satisfaction?**

Out of 536 respondents, 383 (71.5%) respondents have informed that performance appraisal improves motivation and job satisfaction and 153 (28.5%) respondents are not agreed. Therefore, majority of the respondents think performance appraisal improves motivation and job satisfaction.

**9) Is the top level management partial in performance appraisal?**

Out of 536 respondents, majority of the respondents i.e. 407 (75.9%) informed that top level management is not partial in performance appraisal. All employees are equal in the organization and all employees participate in performance appraisal.

**10) Do you think that performance appraisal helps to change behaviour of employees?**

Out of 536 respondents, most of the respondents i.e. 426 (79.5%) have agreed that performance appraisal helps to change behaviour of employee's and only 110 (20.5%) respondents have not agreed.

**11) Do you think that performance appraisal help to provide an atmosphere where all are encouraged to share one another burden?**

Out of 536 respondents, majority of the respondents i.e. 410 (76.5%) have told that **performance appraisal help to provide an atmosphere where all are encouraged to share one another burden** and only 26 (23.5%) respondents have not agreed with that.

**12) Do you think performance appraisal helps people set and achieve meaningful goals?**

Out of 536 respondents, 415 (77.4%) respondents have positive response and 121(22.6%) respondents have negative response in that regards. Therefore, Most of the respondents think performance appraisal helps people set and achieve meaningful goals.

**13) Do you think performance appraisal provide positive criticism in a friendly and positive manner?**

Out of 536 respondents, 402 (75%) respondents have opined that 'performance appraisal provides positive criticism in a friendly and positive manner 'and 134 (25%) respondents have not supported that opinion. Most of the respondents think performance appraisal provides positive criticism in a friendly and positive manner.

**14) Do you think that performance of employees improve after**

### process of performance appraisal?

Out of 536 respondents, majority of the respondents i.e. 426 (79.5%) have informed that performance of employees improve after process of performance appraisal.

**Cross table**

		Experience				Total
		< 1 Year	2-4 Years	5-7 Years	> 7 Years	
Gender	Male	43	102	83	106	334
	Female	19	71	44	68	202
Total		62	173	127	174	536

This table shows that out of 536 respondents, 334 males among which 43 (less than 1 year), 102 (2-4 years), 83 (5-7 years) and 106 (more than 7 years) and 202 females among which 19 (less than 1 year), 71 (2-4 years), 44 (5-7 years) and 68 (more than 7 years) experience.

1) Does your organization operate a formal performance management system?				Total
Yes			No	
Gender	Male	321	13	334
	Female	185	17	202
Total		506	30	536

The table shows that out of 536 respondents, 334 are males among which 321 have said 'Yes' and out of 202 female, 185 agreed that organization operates a formal performance management system. Out of 536 respondents only 30 male and female respondents give negative response that organization does not operate a formal performance management system.

2) When performance appraisal is appraised in the organization?						Total
		Monthly	Quarterly	Yearly	Others	
Gender	Male	77	19	237	1	334
	Female	22	18	161	1	202
Total		99	37	398	2	536

This table shows that out of 536 respondents, 334 males among which 77 (monthly), 19 (quarterly), 237 (yearly) and 1 (others) and 202 females among which 22 (monthly), 18 (quarterly), 161 (yearly) and 1 (others) have informed that performance appraisal is made in the organization. Majority of the male and female respondents have opined that performance appraisal is appraised yearly in the organization.

3) What is the objective of performance appraisal?

Increment			Promotion	Assessing training & development needs	Others	Total
Gender	Male	49	138	146	1	334
	Female	44	69	89	0	202
Total		93	207	235	1	536

This table shows that out of 536 respondents, 334 males among which 49 (increment), 138 (promotion), 146 (assessing training and development needs) and 1 (others) and 202 females among which 44 (increment), 69 (promotion) and 89 (assessing training and development needs yearly) have informed the objective of performance appraisal.

4) What are the methods that are used in your organization for evaluating the performance?						Total
		Observation	Checklist	Task allocation	Team work	
Gender	Male	43	263	12	16	334
	Female	32	151	6	13	202
Total		75	414	18	29	536

This table shows that out of 536 respondents, 334 males among which 43 (observation), 268 (checklist), 12 (task allocation) and 16 (team work) and 202 females among which 32 (observation), 151 (checklist), 6 (task allocation) and 13 (team work) have informed about the techniques that are used in organization for assessing the performance.

5) Is there any conflict arises between employees after performance appraisal done?						Total
		Frequently	Often	Sometimes	Never	
Gender	Male	12	83	219	20	334
	Female	10	49	116	27	202
Total		22	132	335	47	536

This table shows that out of 536 respondents, 334 males among which 12 (frequently), 83 (often), 219 (sometimes) and 20 (never) and 202 females among which 10 (frequently), 49 (often), 116 (sometimes) and 27 (never) concerning any conflict aroused between employees after performance appraisal is done.

6) What is your opinion on employee's self-appraisal?						Total
		Highly beneficial	Beneficial	Not beneficial	Beneficial to a certain degree	
Gender	Male	57	154	38	85	334
	Female	52	60	28	62	202

Total	109	214	66	147	536
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This table shows that out of 536 respondents, 334 males among which 57 (highly beneficial), 154 (beneficial), 38 (not beneficial) and 85 (beneficial to a certain degree) have informed and 202 females among which 52 (highly beneficial), 60 (beneficial), 28 (not beneficial) and 62 (beneficial to a certain degree) have opined about employees self-appraisal.

7) Are you satisfied with the process of appraisal of your organization?				Total
		Yes	No	
Gender	Male	228	106	334
	Female	122	80	202
Total		350	186	536

The table shows that out of 536 respondents, 334 are males among which 228 and 202 females among which 122 are satisfied with the process of appraisal of organization. Out of 536 respondents only 186 male and female respondents are not satisfied with the process of appraisal of the organization.

8) Do you think that performance appraisal develop motivation and job satisfaction?				Total
		Yes	No	
Gender	Male	262	72	334
	Female	121	81	202
Total		383	153	536

The table shows that 536 respondents in total, 334 are males among which 262 and 202 females among which 121 agreed that performance appraisal improves motivation and job satisfaction. Out of 536 respondents only 153 male and female respondents have not agreed that performance appraisal improves motivation and job satisfaction.

### Chi-Square Tests

**H0:** No association between perception of employees and gender that performance appraisal improves motivation and job satisfaction

**H1:** Association between perception of employees and gender that performance appraisal improves motivation and job satisfaction

Value	Df		Asymptotic Significance (2- sided)	Exact Sig. (2- sided)	Exact Sig.
Pearson Chi-Square	21.217 <sup>a</sup>	1	.000		
Continuity Correction	20.318	1	.000		
Likelihood Ratio	20.835	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	21.178	1	.000		

N of Valid Cases	536				
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The chi square test association shows that p value is less than 0.05, so the null hypothesis is rejected. That means association between gender and perception of employees that performance appraisal improves motivation and job satisfaction.

9) Is the top level management biased in performance appraisal?				Total
		Yes	No	
Gender	Male	74	260	334
	Female	55	147	202
Total		129	407	536

The table shows that out of 536 respondents, 334 are males among which 74 and 202 females among which 55 agreed that top level management is biased attitude in performance appraisal. Out of 536 respondents, majority of i.e. 407 male and female respondents are believed that top level management is not partial in performance appraisal.

10) Do you think performance appraisal helps to change behaviour of employees?				Total
		Yes	No	
Gender	Male	272	62	334
	Female	154	48	202
Total		426	110	536

The table shows that out of 536 respondents, 334 are males among which 272 and 202 females among which 154 agreed that performance appraisal helps to change the behaviour of employees. Out of 536 respondents only 110 male and female respondents are not believed that performance appraisal helps to change behaviour of employees.

11) Do you think that performance appraisal help to provide an atmosphere where all are encouraged to share one another burden?				Total
		Yes	No	
Gender	Male	269	65	334
	Female	141	61	202
Total		410	126	536

The table shows that out of 536 respondents, 334 are males among which 269 and 202 females among which 141 agreed that performance appraisal helps to provide an atmosphere where all are encouraged to share one another burden. Out of 536 respondents 126 male and female respondents are not believed that performance appraisal is help to provide an atmosphere where all are encouraged to share one another burden.

12) Do you think performance appraisal helps people set	
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and achieve meaningful goal?				Total
Yes			No	
Gender	Male	268	66	334
	Female	147	55	202
Total		415	121	536

The table shows that out of 536 respondents, 334 are males among which 268 and 202 females among which 147 agreed that performance appraisal helps people set and achieve meaningful goal. Out of 536 respondents only 121 male and female respondents are not believed that performance appraisal helps people set and achieve meaningful goal.

13) Do you believe that performance appraisal provide positive criticism in a friendly and positive manner?				Total
		Yes	No	
Gender	Male	265	69	334
	Female	137	65	202
Total		402	134	536

The table shows that 536 respondents in total, 334 are males among which 265 and 202 females among which 137 agreed that performance appraisal provide positive criticism in a friendly and positive manner. Out of 536 respondents only 134 male and female respondents are not believed that performance appraisal provide positive criticism in a friendly and positive manner.

14) Do you think that performance of employees improve after process of performance appraisal?				Total
		Yes	No	
Gender	Male	274	60	334
	Female	152	50	202
Total		426	110	536

The table shows that out of 536 respondents, 334 are males among which 274 and 202 females among which 152 agreed that performance of employees improves after performance appraisal process. Out of 536 respondents only 110 male and female respondents are not believed that performance of employees improves after performance appraisal process.

### Cross table finding

Out of 536 respondents, 334 males among which 43 (less than 1 year), 102 (2-4 years), 83 (5- 7 years) and 106 (more than 7 years), and 202 females among which 19 (less than 1 year), 71(2-4 years), 44 (5-7 years) and 68 (more than 7 years) experience in the organization.

More positive response is given by males than female that organization operates a formal performance appraisal.

Out of 536 respondents, 334 males among which 77 (monthly), 19 (quarterly), 237 (yearly) and 1 (others) and 202 females among which 22 (monthly), 18 (quarterly), 161 (yearly) and 1 (others) performance appraisal made in the organization. Both male and female respondents performance appraisal is made yearly in the organization. Performance appraisal is made yearly in the organization.

Out of 536 respondents, 334 males among which 49 (increment), 138 (promotion), 146 (assessing training and development needs) and 1 (others) and 202 females among which 44 (increment), 69 (promotion) and 89 (assessing training and development needs yearly) is the objective of performance appraisal.

Out of 536 respondents, 334 males among which 43 (observation), 268 (checklist), 12 (task allocation) and 16 (team work) and 202 females among which 32 (observation), 151 (checklist), 6 (task allocation) and 13 (team work) are the techniques that are used in organization for assessing the performance.

Out of 536 respondents, 334 males among which 12 (frequently), 83 (often), 219 (sometimes) and 20 (never) and 202 females among which 10 (frequently), 49 (often), 116 (sometimes) and 27 (never) there any conflict is arise between employees after performance appraisal is done.

Out of 536 respondents, 334 males among which 57 (highly beneficial), 154 (beneficial), 38 (not beneficial) and 85 (beneficial to a certain degree) and 202 females among which 52 (highly beneficial), 60 (beneficial), 28 (not beneficial) and 62 (beneficial to a certain degree) is opinion of employees self-appraisal.

Out of 536 respondents, 334 are males among which 228 and 202 females among which 122 are satisfied with the process of appraisal of organization. Out of 536 respondents only 186 male and female respondents are not satisfied with the process of appraisal of organization.

Out of 536 respondents, 334 are males among which 262 and 202 females among which 121 agrees that performance appraisal improves motivation and job satisfaction. Out of 536 respondents only 153 male and female respondents are not think performance appraisal improves motivation and job satisfaction.

Out of 536 respondents, 334 are males among which 74 and 202 females among which 55 agrees that top level management is partial in performance appraisal. Out of 536 respondents only 407 male and female respondents are believed that top level management is not biased in performance appraisal.

Out of 536 respondents, 334 are males among which 272 and 202 females among which 154 agrees that performance appraisal is helps to change behaviour of employees. Out of 536 respondents only 110 male and female respondents are not believed that performance appraisal is helps to change behaviour of employees.

Out of 536 respondents, 334 are males among which 269 and 202 females among which 141 agrees that performance appraisal is help to provide an atmosphere where all are encouraged to share one another burden. Out of 536 respondents 126 male and female respondents are not believed that performance appraisal is help to provide an atmosphere where all are encouraged to share one another burden.

Out of 536 respondents, 334 are males among which 268 and 202 females among which 147 agrees that performance appraisal helps people set and achieve meaningful goal. Out of 536 respondents only 121 male and female respondents do not believe that performance appraisal helps people to set and achieve meaningful goal.

Out of 536 respondents, 334 are males among which 265 and 202 females among which 137 agrees that performance appraisal is provide positive criticism in a friendly and positive manner. Out of 536 respondents only 134 male and female respondents do not believe that performance appraisal provides positive criticism in a friendly and positive manner.

Out of 536 respondents, 334 are males among which 274 and 202 females among which 152 agrees that performance of employees is improve after process of performance appraisal. Out of 536 respondents only 110 male and female respondents are not believed that performance of employees is improve after process of performance appraisal.

**Chi square test finding: The chi square test association shows that p value is less than 0.05 so, null hypotheses is rejected. That means association between gender and perception of employees that performance appraisal improves motivation and job satisfaction.**

## CONCLUSION

In this research, it is found that hospital experience of major numbers of staff is between 2-4 and more than 7 years. Most of the staff believes that organization operates a formal performance management system in hospitals and performance appraisal is conducted in yearly mode.

They also believe that objective of the performance appraisal is assessing 'training and development needs' and they use a checklist technique for assessing performance of employees in the organization. Major numbers of staff are on opinion that self-appraisal is beneficial in the performance appraisal process.

Few staffs think that performance appraisal helps to 'change behavior of employees'. And performance appraisal helps to provide an atmosphere where all are encouraged to share one another burden. It also helps people set and achieve meaningful goals. Staffs think that performance appraisal provide positive criticism in a friendly and positive manner. It has also been informed by the employee that performance of



employees is improved appraising the performance.

Staffs believe that top level management does not have biased attitude in performance appraisal. All employees are equal in the organization and almost all employees participate in the performance appraisal process. Hospital staffs are satisfied with the process of appraisal system of organization and also believe that performance appraisal improves motivation and job satisfaction.

Some respondents are not satisfied because they believe that self-appraisal is not beneficial for employees and accordingly self-appraisal mismatch between the employees' performance and their appraisal. Top level management is biased for some employees in appraising the performance. Staffs believe that a conflict is not reduced because of the poor communication during formal feedback sessions and work burden is also not properly adjusted between employees.

## **SUGGESTION**

It is needed to conduct training sessions of workers about their career development.

Ensure to provide break to the workers to express openly about their keenness to develop career and also to understand their need to develop their career.

Self appraisal is one of the significant criteria to understand employee's accomplishment and their limitations also. So, they should be given an opportunity to enlist their progress and deficiency time and again. They should also be given the opportunity to discuss honestly with experts to reduce their deficiency for better performance.

If an organization perusing the aforesaid process, it will help employees to improve their skills and knowledge and will also inspire them to work efficiently and effectively in the organization to get promotion and growth.

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