



PROFESSIONAL APPRECIATION OF ORGANISATION: CREATING OUTSTANDING WORKERS

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Abstract

The appraisal of workers is an essential part of management that influences how efficient and committed employees are. Moreover, if this method is mostly used correctly, there are possible violations by administrators of organisations. This paper explored potential issues with assessing ranking levels in the liquor business in keeping with this context. The paper is based on Homan's Trade Theory to illustrate the idea. The paper's study of quantitative results depends on percentage estimates and frequency charts. About ninety percent of the study respondents believe the assessment method is a significant component of promotion requirements. The study showed that 86% of those polled accepted that the assessment method would affect work performance with no gender bias. 64% of the respondents claimed that administrators often used an assessment tool to witch hunt suspected rivals in the organisation. However, 71% believed that the evaluation tool is a significant consideration in the ranking of workers for annual pay evaluation.

Furthermore, 51.9 percent thought the assessment method was not being used in their organisation. It plays a vital role in workers' work engagement, and it is also used to make promotion decisions. Managers negatively used assessment methods to solve personal vendettas; this negatively impacted staff productivity. There is a need to guarantee that the assessment tool is legally performed in the organisation. That is not just exposed to the tacit judgment by administrators who may be mischievous about the tool.

Keywords: Appraisal tool; job commitment; productivity; organisational management

1. Introduction and Issue Statement

An essential consideration is that workers protect every organisation. They are a necessary component of human capital since they promote target attainment. There are hierarchies and tiers of rank at the company, and these roles are held by reasonable people who have the legitimacy of the position [1,2] The essence of this hierarchy is to split it down into smaller, specialised groups where individuals converge to carry out assignments depending on their field of expertise. It is assumed that each agency or department has a direct boss tasked with issuing instructions to their employees. The department head successfully assumes a leadership role to fulfil corporate priorities, vision, and purpose. The subordinate's manager or department leader must report crucial aspects of the subordinate's job results, reliability, personality knowledge, punctuality, social relationship and honesty and so on [3].



The given knowledge is highly significant in the details given offer background on employee reviews and how they should be achieved. The paper contains helpful and realistic advice on working with workers' knowledge and abilities. Similarly, the details would enable the management to assess the efficiency and effectiveness of the employee. The performance assessment is a central element required to assess if an individual performs effectively or poorly. Although sure that performance assessment has been utilised as a fair method in corporate management, individual administrators might have used the tool to target their perceived rivals arbitrarily. Performance appraisal is intended to evaluate workers on a defined scale of performance efficiently. It often gives positive input to employees to enable them to develop points of failure. Unfortunately, office abusers persist detrimentally using this mechanism. Nonetheless, since performance assessment affects workers' advancement and advancement, there needs to be an extra review to ensure sure the outcomes are reasonable. The main focus of this paper is on point 2.

1.1 Purpose of the paper.

The study looks into how a liquor designated organisation utilises performance evaluation and how the appraisal method impacts employee's emotions about the work. This objective will explore how appraisal tools influence employee perception and how the ratings are achieved and interpreted.

1.2.1. The nature and meaning of the document

A research report focuses on secondary qualitative data from an analysis undertaken by KPMG Research and Advisory Organization in Lagos in 2015. Secondary data used for this review was on performance appraisals. The paper reflects on enhancing work efficiency with the application of performance assessment and how it can be utilised to reduce challenges and bottlenecks.

1.3. Organisational description of the term

Performance Assessment is a tool in the hands of managers/superiors / Head of Department, which measures employees' job performance. This tool is often used for tasks and helps employees complete their duties. The scoring and ranking are by the head of the unit or department and are computed and authorised.

2. Literature Analysis

The assessment method provides for positive input from workers on the results of their jobs. By utilising those parameters for evaluation of workers, we will maintain a reasonable procedure.



However, specific barriers must be resolved in order to ensure optimum evaluation outcomes. An approach to maintaining fair assessment is by using a standard examination format for any employee. It would mean all workers are handled fairly and equally.

An assessment method may cause workers nervous when they interpret it as a problematic or derogatory task. This may be alleviated by sooner reducing the fear and tension levels. Managers can supply staff with a copy of the assessment instructions beforehand, so they have a clear sense of what to expect. Managers are vulnerable to their prejudices. Similarly, administrators may often be influenced by an employee's recent success and ignored past acts that might have taken place more recently. The issue of prejudice may be minimised by noting the employee's behaviour in the future such that individual actions can be used while judging the employee.

Since an individual performed outstanding work, he/she was accepted at the evaluation conference. Nevertheless, the company does not have enough funds to compensate workers with a substantial salary increase adequately. When workers believe their contributions are unappreciated, they begin to disengage, resulting in decreased morale and a sense of being undervalued. Managers can concentrate on places that require enhancement during the assessment but forget to recommend possible ways to better themselves. Based on our previous study, the employee can believe that the assessment's object is to find out just what is wrong with the employee. If there are some deficiencies, the boss must consult with the employee to identify opportunities to boost his efficiency. [1] Quality assessment is besieged by a multitude of variables which can be defined.

2.1 Alleged Unfairness

In a better future, benefits will contribute to increased efficiency, effort, and results attributable to strengthened encouragement. The natural environment, though, does not necessarily stick to rewards' expected results. This is an interventionist approach focused on priorities. People become deeply sensitised to justice questions and face some difficulties when a method is viewed as unequal. It is necessary to shape workgroups and build team rewards. When benefits are dependent on the success of a company, the employee's self-esteem, anxiety, work satisfaction improve, and group members' appreciation for the employee.

2.2 Unfair Criticism

In your article, it is important to stop being too negative. Praise and support are essential to workers' success. Without good-will investments, the bank cannot allow a withdrawal. Only constructive and prompt input can be provided in an atmosphere of compassion and listening. Ideally, affirmations are not intended to be performed during general success evaluations. Employees should be mindful of any inquiries they get from their bosses about any matter



during the year. Once having become conscious of the challenges of performance reviews, managers can feel greater trust and a more favourable, enriching and efficient work climate.

2.3 Academic Assessment Issues

Administration

The organisation is dedicated to retaining energetic, inspired, and actively involved employees. Often employers design elaborate performance control programs that only pay attention to one portion of employee performance. As per [11], several of the considerations to be addressed in appraising gold are listed below. Schedule an opportunity to speak with the latest hire to clarify the work's essence and what you are accountable for. Failure to take specific initial measures may result in problems at the close of an introductory phase or year-end assessment. The first few weeks of employment are essential for a new employee the deal you agreed earlier is solidified, and you may keep the new employee to the performance level.

2.4 Transparency

A widespread criticism for performance appraisals is that administrators are inattentive or neglect coordination and leadership skills. Regardless of the possible results of a performance assessment, workers want to know that they have exceeded employer expectations—they will assume that their performance ranking may result in a salary raise or merely want to know if they are working up to standard. Frustration with the appraisal method triggers unhappy workers who ultimately contribute to discontent with their boss. Make sure to keep administrators responsible and have prompt staff success appraisals.

2.5 Have Reviews

Companies who get daily input from managers are high performers in the workplace. Workers feel confident regarding employers that are sincerely appreciative of employee contributions, even though it is only an informal "thanks for your hard work." Through supervisors and administrators who appreciate the value of input, you will sustain a workforce inspired to attain strong job efficiency. Reviewing just the most current successes appears to reflect on just a fraction of a business's achievements. Without using a monitoring system, measuring an employee's achievements includes a component of their year.

2.6 The Best Procedure

It is crucial to provide a performance assessment method right for one's business size and job climate. The wrong sort of performance assessment may be detrimental to an individual, and they will try anything they can to stop the appraisal phase. Managers with a smaller workforce



might profit from a less organised, more interactive appraisal method. In contrast, those with a more excellent workforce may benefit from a more standardised one in which salary rises are predetermined.

What is your purpose?

Inform workers on how the company engages in workforce growth opportunities Performance reviews are not meant to be punitive. Instead, the aim is to recognise strengths, identify shortcomings, and focus on striking the best compromise between them. In a recent essay in "Public Personnel Management," contributor Gary Roberts advises that managers have the meaning of success assessment in mind while giving input. Train the bosses and subordinates on integrity while performing success reviews and reward teammates for their achievements.

2.7 Theoretical Structure

This paper hinged on the notion of trade-in George Homans' theory. Homans' version of exchange theory relies on the premise that an obsession forms behaviour for costs and incentives. Homans was interested in demonstrating the relationship between one individual and another. The person-other link discussed in the article was stated as an illustration of social exchanges. This principle is best clarified by the theory set forward by the promoter. Homans (1974) claimed in his plan for success:

If the incentive for a particular behaviour rises, an individual is more inclined to do the action again. People would be more inclined to accept others' guidance because they are praised in the past for being supportive. Someone who offers much helpful guidance in the past is more inclined to call for it in the future. Similarly, whether they have often been praised with acceptance in the past [14], the other party would be more likely to offer advice and provide it more often. Therefore, it is fair to assume that if an assessment technique is contaminated by racism and discrimination, it would not be perceived as advantageous to superiors. This is primarily because it just helps to compensate employee poorly. Subsequently, there is a risk that there is little or little collaboration between workers and management to become dedicated to the organisational target effectively. That is because staff can take guidance from their boss and collaborate to complete better-growing efficiency. Nevertheless, if the boss is biased towards an evaluation process, staff are unable to participate.

3. Methodology

This paper builds on secondary evidence from a previous analysis of the Coca-Cola corporation. Quantitative results collected demonstrate the performance assessment tool's usefulness in the workplace. Inferences were produced to fulfil the goal set for this paper to evaluate data better and view it.

Table 1. Distribution of respondents' views by performance evaluation technique in organisation

Availability of performance evaluation	Frequency N=150	Percentage (100%)
Not available	5	3.3
Available	145	96.7
Performance evaluation determines promotion for staff		
It is true	146	97.3
It is not true	4	2.7
Performance evaluation determines job commitment/performance		
Agreed	129	86.0
Disagreed	21	14.0
Managers use performance evaluation appropriately		
Agreed	40	26.7
Disagreed	110	73.3
Performance evaluation provides for objective appraisal		
Agreed	46	30.7
Disagreed	104	69.3
Managers use performance evaluation as witch hunt		
Agreed	96	64.0
Disagreed	23	15.3
Not sure	31	20.7
Employees rating on the job has impact on annual salary packages		
Rating on the job is linked to salary package	107	71.3
Rating on the job is not linked to salary package	43	28.7
Perception of performance evaluation technique		
Negative	82	54.7
Positive	68	45.3

Source: KPMG 2015, Survey of Employees in Coca-Cola Company Lagos

4. Data Results

The details given in the table above show some of the emotions workers have about their performance appraisals. Most respondents suggested that success assessment is practised throughout the organisation. Of those polled, 96.7% indicated the availability of an assessment method for measuring employee results. The study's findings indicate that 97.3% of respondents agree that performance assessment decides advancement, while 2.7% stated otherwise. Any hints may be taken from the passage. In specific organisations, workers can be rewarded exclusively based on performance ratings. However, individual selective managers could probably impair the distribution of promotions to others who are not in the successful promotion record book. Resultantly, this promotes low standards of work dedication and morale. The argument above is validated in the data above, indicating that 86% of respondents agreed that performance assessment governs work satisfaction. So some workers could quit if they believe like they have been wrongly judged and prejudiced by biased bosses. This generally causes difficulties, which may be financially harmful for an organisation, especially when professional



work is arduous to substitute. The table indicates that over two-thirds of respondents deny that administrators sufficiently utilise performance assessment. While most managers agree that performance assessment is sufficient, respondents in the table perceive that most managers are biased and concealing, when it comes to performance appraisal. The employees' experience in the table was close to the observation of Ajileye which also indicated an improper usage of the assessment method. [15] The discovery in Ajileye [3] that bosses and subordinates often manipulate performance appraisals as a crude way to avenge personal pains or avenge close associates' pains. This measurement instrument thus creates a dishonest evaluation since it is not scientifically assessed. These data also indicate that just 69 percent of respondents claimed that the assessment method was objective. This hints that the evaluation tool is prejudiced and selective in its evaluations. Additionally, 64% of respondents showed in the map that administrators use performance assessment as an "invasion of privacy." Even if 15.3% deny that performance assessment software exists as a witch hunt, this does not erase the fact that most respondents describe the method as a means to discipline workers whose faces are hated by superiors. In the data, 71.3 percent of those respondents indicated that salary raise is proportional to performance reviews. This ensures that a rise in pay, benefits, pension and rewards are more possible through a raise. It addresses the significance of the assessment process employed in the organisation and how it impacts company morale, staff loyalty, and employee retention. A plurality of respondents (54.7%) reported unfavourable views of success assessment methodology, while most (45.3%) expressed positive perceptions. In general, most workers have a significant concern that their supervisors can use the evaluation mechanism to target employees arbitrarily and without adequate excuse.

5. Summary and Guidelines

Performance assessment is a crucial element for assessing an employee's performance. It is standard practice in many organisations to use evaluation methods like pay packages and bonuses to assess job advancement, salary, and rewards. Administrators sometimes use the evaluation method to concentrate on potential rivals, and its objectivity is often skewed. Most notably, assessment techniques are meant to act as a competitive benefit for management to enhance results. However, individual managers gain gratification from misusing assessment and productivity as personal property forms to frustrate subordinates. Those tools assess the advancement of employees and appreciation for a job well done. Consequently, workers who believe like they have been handled poorly by prejudiced employers are less inclined to remain at the job. This presents a considerable expense to a company owing to the challenge of recruiting an accomplished expert. Therefore, this paper outlines several valuable tips as to how to enhance the usage of assessment. i. Managers can closely screen quality assessment since it is impartial and benefits from rigorous ethical criteria. i. Things in the assessment tool do not mistakenly imply that workers are not competent or successful at their work. i. Performance assessment should be conducted twice a year, and it should allow space for follow up and recognise bias where appropriate.



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