

A TECHNIQUES OF PAST & FUTURE ORIENTED OF PERFORMANCE APPRAISALS

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ABSTRACT

Once the employee has been selected, trained & motivated, he is then appraised for his performance. Performance appraisal is the step where the management finds out how effective it has been at placing employee. If any problems are identified steps are taken to communicate with the employee & to remedy them. Performance appraisal is essential to understand & improve the employee's Performance through HRD. It was viewed that Performance appraisal was useful to decide upon employee promotion, transfer, salary determination & the like but the recent development in HRM indicate that Performance appraisal is the basis for employee development. Performance appraisal indicates the level of desired Performance & the gap between these two, this gap should be bridged through HRM techniques like training, executive development etc.

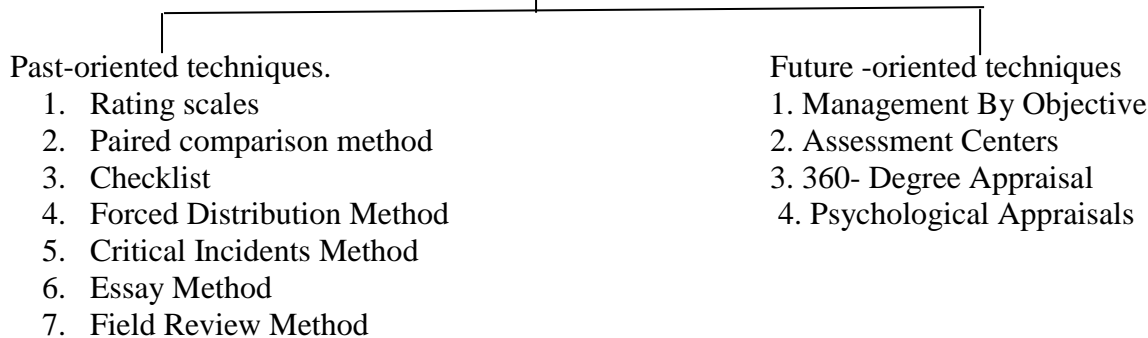
INTRODUCTION:

"A Performance appraisal is a process of evaluating an employee's Performance of a job in terms of its requirements."

OBJECTIVE OF STUDY

1. To Study of past oriented techniques.
2. To Study of Future oriented techniques.
3. To study the importance of performance appraisals.

Techniques of appraisals



Past oriented techniques

1. **Rating scales:-** Rating scales consist of several numerical scales representing job related performance criterions such as dependability, initiative, output, attitude etc. each scales ranges from excellent to poor. Rating method can be relatively easy & inexpensive, but its reliability & validity may be open doubt.
2. **Paired comparison method:-** this method is relatively simple, under this method the appraiser rank the employees by comparing one employee with all other employee in the group one at a time these number yield the rank order of the entire group.
3. **Checklist:-** under this method checklist of statements of traits of employee in the form of yes or no based questions is prepared. Here the rater only does the reporting or checking and HR department does the actual assessment. Advantages – absence of personal biases because of forced choice.

4. **Forced Distribution Method:-** here employees are clustered around a high point on a rating scale. Rater is compelled to distribute the employees on all points on all points on the scale. It is assumed that the performance is conformed to normal distribution.
5. **Critical Incidents Method:-** the approach is focused on certain critical behaviors of employee that makes all the difference in the performance. Supervisors as and when they occur record such incidents.
6. **Essay Method:-** Essay method is the simplest one among various appraisal methods available. In this method the rater writes a narrative description on an employee's strengths, weaknesses, past performance, potential and suggestions for improvement.
7. **Field Review Method:-** Under this method a trainer employee from the personnel department interview line supervisors to evaluate their respective subordinates. the appraiser is fully equipped with definite test questions, usually memorized in advance, which he puts to the supervisor.

Future-oriented techniques:-

1. **Management by Objective:-** Management by objectives is far more than just an appraisal process. Many people consider it as a fundamental way of managing, in which periodic appraisal is just a part. It strongly reinforces the importance of making possible the subordinate's active participation in the decisions that affect him directly. Means management by objectives and the performance is rated against the achievement of objectives stated by the management.
2. **Psychological Appraisals:-** These appraisals are more directed to assess employees potential for future performance rather than the past one. it is done in the form of in-depth interviews, psychological tests, and discussion with supervisors and review of other evaluations. It is more focused on employees emotional, intellectual, and motivational and other personal characteristics affecting his performance. This approach is costly and may be useful for bright young members who may have considerable potential. However quality of these appraisals largely depend upon the skill of psychologists who perform the evaluation.
3. **Assessment Centers:-** Assessment centers are mainly used for evaluating or supervisory potential. An assessment centre is a centre location where managers come together to participate in well-designed simulated exercises. They are assessed by senior managers supplemented by the psychologists and the HR specialists for two-three days. Assessee is asked to participate in basket exercises, work groups, simulation, and role playing which are essential for successful performance of actual job.
4. **360-Degree Feedback:-** it is a technique which is systematic collection of performance data on an individual group, derived from a number of stakeholders like immediate supervisors, team members, customers, peers and self. In fact anyone who has useful information on how an employee does a job may be one of the appraisers. This technique is highly useful in terms of broader perspective, greater self-development and multi-source feedback is useful. 360-degree appraisals are useful to measure inter-personal skills, customer satisfaction and team building skills.

CONCLUSION :-

Future-oriented techniques are very effective now a day's. but in past past oriented techniques were useful. Performance appraisals is important of all types of job. Evaluations are based on actual job behaviors,



ratings are supported by descriptions, feedback is easy, reduces recency biases, chances of subordinate improvement are high. Performance the tests may be written or an actual presentation of skills. Tests must be reliable and validated to be useful.

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