



EFFECTIVENESS OF PERFORMANCE APPRAISAL SYSTEM WITH SPECIAL REFERENCE TO TAMILNADU POLICE CONSTABLES IN KANNIYAKUMARI DISTRICT

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ABSTRACT

The concept of Performance appraisal (PA) has been transformed over the time period. Performance was usually associated with the yearly appraisals which determine or assess the entire year's effort of an employee wherein numbers are used for assessment. A performance management system is not about trying to control employees, but rather to focus on improving overall performance. Performance Management System (PMS) can be a good instrument which can be comprehensively designed and executed or implemented in all sincerity. Changes can be made to improve the effectiveness of PMS and can be more effective. With any other organizational system, performance management system's effectiveness is heavily dependent upon the way it is designed and implemented and perhaps, the reason for it being one of the "most praised, criticized and debated management practices for decades.

KEY WORDS: *Performance appraisal (PA), Performance Management System (PMS) and Performance Appraisal System.*

INTRODUCTION

The performance evaluating process to evaluate the performance of the employees is as old as the origin of the business itself. The merit rating system is often confined to the immediate superior who evaluates the performance of the subordinates on certain set of parameters. The frequency of the appraisal is often once in a year. The evaluation process lead to shifting of performance appraisal process from traditional to development oriented appraisal. The performance appraisal acted as a technique to identify competences of the employee across various levels of management. Performance appraisal is the process of getting desired results from subordinates, teams and organizations, in a desired and agreed framework to achieve excellence at all levels of management. It is a planning process for the development of the competencies of the subordinates by evaluating their performance on set standards. The performance appraisal process is a three stage process including setting of goals, review of performance and development of competencies of the subordinates¹.

The performance appraisal is the procedure of evaluating human being's efficiency by way of evaluating actual efficiency with set parameters. These standards have already been explained to the workers, consequently providing feedback about their work effectiveness rank for improving their efficiency as required by the business concern. There are

various purposes of performance evaluation or uprising to identify concert of each worker at workplace, consequently to choose whether instruction is required to specific worker or to give encouragement with supplementary increment².

STATEMENT OF THE PROBLEM

Performance appraisal as an informal process has no doubt existed among employers since the time at which the first employee began working. The formal process of evaluating or appraisal is newer, growing in use since 1940. Performance appraisal includes defining responsibilities, setting expectations, providing the necessary resources, giving ongoing feedback, periodically appraising performance, and utilizing the resulting information. Uses include making human resources decisions, solving individual and organizational problems, and developing people and organizational system. The appraisal of performance is but one aspect of the broader process of performance management. Performance appraisal looks back and asks the question, "How well was the work done?" Follow-up issues might include what can be done to improve future performance. Performance management, by contrast, asks a future oriented question: "What can be done to help employees perform as effectively as possible?"

The present day problem of the nation is to enhance the quality of the performance of the staff, so their performance should be

¹ Chatterjee ,Leena.(1996).Towards an Effective Performance Appraisal System. *Decision* 23(1-4),169-178

² Lies & Zhang 2015, 'Behaviourally Anchored Rating Scales: A Review of the Literature', *Personnel Psychology*, vol. 28, no. 4.



controlled properly, monitored properly. This research will help in their development and thereby help to solve the problem of quality in the performance of police (constables). The researcher is planning to study the existing assessment system of the performance of constables and analyze it in terms of five factors of performance appraisal system³. This analysis will help to bring out the discrepancies and negative and positive aspects in the system of assessment of the performance of constables in the study area (Kanniyakumari District).

NEED OF THE STUDY

The subject of performance appraisal appears a major subject of controversy in management circles, while business leaders see the need for appraisal systems; they are frequently disappointed in them because of various challenges that derail its objectives. One of the responsibilities of management is to ensure that an organization functions effectively and efficiently. In order to achieve these goals, managers must be able to determine and assess performance levels of both an organization and its individual employees. Performance appraisal has been described as a management tool designed to encourage communications in the office, improve the quality of work produced, and promote individual accountability. This is the concept underpinning the legal requirement that all agencies evaluate employee performance. Performance appraisal as an organizational system comprising deliberate processes for determining staff accomplishments, through rating, to improve staff effectiveness Performance appraisal provides a good opportunity to formally recognize employees’ achievements and contributions to the organization, and to ensure that a clear link is established and maintained between performance and reward. Thus one of the key objectives of performance appraisal is to reward performance and address weaknesses. In other words, it provides valuable feedback and instruction to employees and gives superiors a useful framework from which to assess the subordinate’s performances⁴.

SCOPE OF THE STUDY

1. For police department: The study is absolutely being more beneficial for the police departments as each department is ridden by performance appraisal system. This study is

SAMPLE SIZE

Table 1
Distribution on Sample unit in Kanniyakumari district

Sl.no	Divisions	No of police stations	Number of Constables			Total
			Head	G-I	G-II	
1.	Kanniyakumari Sub Division	7	30	69	89	188
2.	Nagercoil Sub Division	7	21	51	68	140
3.	Thuckalay Sub Division	13	34	76	83	193
4.	Colachel Sub Division	10	24	51	69	144
	Total	37	109	247	309	665

Source: Primary Data

³ Prasetya, Arik & Kato, Masanori 2011, ‘A critical examination of performance appraisals’, *The Journal for Quality and Participation*, vol. 30, no. 1, pp. 20-25.

providing the results drawn from the feedback from the constables of the selected police departments under the study related to the applicability and implementation of performance appraisal practices. This will further help the department to improve their efficiency and performance for future growth and also guide how the constables can be satisfied in the competitive edge.

2. For constables: This study results in a detailed pros and cons of performance appraisal system at workplace. It is also define the main measures performance of the constables in diverse workplace. This study serves best performance appraisal practices for constables at workplace in the police department.

3. For Academicians, Researchers and Students: The research provides frequent information related to the study to the academicians, researchers and students who are interested in the performance appraisal practices for higher performance of the constables in police department.

OBJECTIVES

To study the effectiveness of performance appraisal system (perception, attitude, level of satisfaction, performance) in Tamilnadu Police Constables in Kanniyakumari district.

RESEARCH METHODOLOGY

- ✓ Sample size - 665 respondents,
- ✓ Respondents - Constables
- ✓ Sampling Method - Stratified sampling method,
- ✓ Sample Plan - Interview schedule (Primary Data)
- ✓ Sample Unit – 4 divisions.
- ✓ Study area – Kanniyakumari district
- ✓ Data analysis - SPSS (IBM 25.0)

LIMITATIONS

- The study is confined to the respondents (Constables) in police departments of Kanniyakumari district only.
- The study is individual member oriented and factors selected are personal in character.
- The primary data were collected through interview schedule method which is subjected to recall bias.

⁴ Ali, MH & Opatha, HHDNP, 2008, ‘Performance appraisal system and business performance: An Empirical study in Sri Lankan apparel industry’, *Sri Lankan Journal of Human Resource Management*, vol. 1, no. 2.



Table 2
Distribution on Sample unit and Sample size taken for the study

Sl.no	Police stations	Divisions	Constables			Total
			Head	GI	GII	
1.	Kanniyakumari P.S	Kanniyakumari Sub Division	10	15	22	
	South Thamaraiikulam P.S		7	14	18	
	Suchindirum P.S		5	17	19	
	Anjugramam P.S		3	9	11	
	Rajakkamangalam P.S		2	8	10	
	Eathamozhy P.S		1	3	5	
	AWPS, Kanniyakumari District		2	3	4	
	Total		30	69	89	
2.	Kottar P.S	Nagercoil Sub Division	9	15	24	
	Vadasery P.S		4	10	14	
	Aralvaimozhy P.S		2	9	14	
	Bhoothapandy P.S		1	7	9	
	Nesamony Nager P.S		2	4	4	
	Asaripallam P.S		1	3	2	
	AWPS, Nagercoil		2	3	1	
	Total		21	51	68	
3.	Thuckalay P.S	Thuckalay Sub Division	3	9	9	
	Kottiyode P.S.		3	8	9	
	Kaliyakkavilai P.S		3	7	8	
	Palugal P.S		4	9	7	
	Arumanai P.S		3	2	5	
	Kadayalumoodu P.S		3	6	6	
	Arukani P.S		2	9	6	
	Kulasekharam P.S		2	8	8	
	Petchiparai P.S		2	3	4	
	Thiruvattar P.S		2	5	5	
	Kuzhithurai P.S		2	4	6	
	Keeriparai P.S		3	3	8	
	AWPS, Kuzhithurai		2	3	2	
	Total		34	76	83	
4.	Manavalakuricy P.S	Colachel Sub Division	6	8	11	
	Vellichanthai P.S		4	9	8	
	Mondaicadu P.S		3	9	9	
	Eraniel P.S		2	6	9	
	Colachel P.S		1	2	5	
	Karungal P.S		2	3	6	
	Puthukadai P.S		1	3	5	
	Kollencode P.S		2	3	5	
	Nithiravilai P.S		1	4	6	
	AWPS, Colachel		2	4	5	
	Total		24	51	69	
Total :					665	

Source: Primary Data



ANALYSIS OF DATA

Profile of respondents

Table 3
Distribution on profile of respondents (majority)

Sl.no	Particulars	Variables	Frequency	Percentage
1.	Age	26-30 years	255	38
2.	Gender	Male	468	70
3.	Marital status	Unmarried	501	75
4.	Educational qualification	Under graduates	406	61
5.	Salary per month	Rs. 15,001 – 25,000	283	43
6.	Years of service	5-10	282	43

Source: Primary Data

Related information

Table 4
Distribution on related informations (majority)

Sl.no	Particulars	Variable	No. of respondents	Percentage
1	Promotion	Nil	386	58
2	Medal & awards	No	484	73
3	Assessment	Yes	665	100
4	Appraisal period	Annually	465	70
5	Appraisal method	Ranking method	279	42
6	Appraisal system	Self-assessment system	413	62
7	Responsible for appraisal	Higher authority	346	52
8	Information on performance appraisal	In the meeting	459	69
9	Responsible for fixing performance appraisal	The department	446	67

Source: Primary Data

ANALYSIS ON TESTING OF HYPOTHESIS

Ho1: There is no significant relationship between demographic profile of respondents and level of satisfaction towards performance appraisal.

Ho2: There is no significant relationship between related information of respondents and attitude towards performance appraisal.

Table 5
Distribution on Chi-square @ 5% level of significance

Sl.no	Independent variables	Dependent variables	Sig value	Chi-square value	d.f	Result
1.	Age	Level of satisfaction towards performance appraisal	.035	40.113	45	Significant
	Gender		.003	16.919	15	Significant
	Marital status		.000	16.919	15	Significant
	Educational qualification		.000	50.998	30	Significant
	Salary per month		.000	28.869	60	Significant
	Year of experience		.003	40.113	30	Significant
2.	Promotion	Attitude towards performance appraisal	.002	40.113	57	Significant
	Medal & awards		.004	16.919	19	Significant
	Assessment		.005	21.026	19	Significant
	Appraisal period		.001	12.592	57	Significant
	Appraisal method		.004	79.490	57	Significant
	Appraisal system		.000	79.490	57	Significant
	Responsible for appraisal		.000	28.869	15	Significant
	Information on performance appraisal		.000	50.998	60	Significant
	Responsible for fixing performance appraisal		.003	100.425	38	Significant

Source: Computed Data

Ho3: There is a no significant association between demographic profile of respondents and Perception on performance appraisal.



Table 6
Distribution on ANOVA test [@ 5% level of significance]

Dependent	Independent	P-Value	Result
Perception towards performance appraisal	Age	0.003	Associated
	Gender	0.000	
	Marital status	0.001	
	Education qualification	0.003	
	Grade	0.003	
	Salary per month	0.001	
	Year of service	0.002	

Source: Computed Data

Ho4: There is significant relation between performance and perception-appraisal & perception-appraisal system.

Table 7

Performance and perception on performance appraisal & perception on performance appraisal system – Correlation

Sl.no	Dependent variables	Factors – Perception	
		Performance Appraisal	Performance Appraisal System
1	PM – 1	0.472	0.167
2	PM – 2	0.449	0.260
3	PM – 3	0.412	0.232
4	PM – 4	0.409	0.171
5	PM – 5	0.312	0.209
6	PM – 6	0.425	0.180
7	PM – 7	0.400	0.198
8	PM – 8	0.435	0.078
9	PM – 9	0.423	0.001

Source: Computed data

NB: significance @ 1% level of significance

Variables	PM	PPA	PPAS
PM	1.000	0.003	0.001
PPA		1.000	0.003
PPAS			1.000

Ho5: There is no association within the factors of Performance measures.

Table 8

Opinion on Performance measures – Factor analysis

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9
F1	1.000								
F2	.987	1.000							
F3	.996	.983	1.000						
F4	.995	.980	.998	1.000					
F5	.990	.994	.991	.987	1.000				
F6	.992	.977	.994	.993	.988	1.000			
F7	.984	.990	.984	.979	.996	.987	1.000		
F8	.993	.763	.991	.987	.998	.763	.776	1.000	
F9	.994	.994	.993	.977	.994	.990	.994	.776	1.000

Source: Computed Data

FINDINGS OF THE STUDY

➤ **Chi-square:** For testing chi-square statistics for demographic profile of respondents and level of satisfaction towards performance appraisal p value is associated with alpha level, as the p value is less than the designated alpha level (0.05), the null hypothesis is rejected and the alternative hypothesis [H_a: There is significant relations between demographic profile of respondents and level of satisfaction towards performance

appraisal] is accepted. It is concluded that there is a significant relationship between demographic profile of respondents and level of satisfaction towards performance appraisal.

➤ For testing chi-square statistics for related information of respondents and attitude towards performance appraisal p value is associated with alpha level, as the p value is less than the designated alpha level (0.05), the null hypothesis is rejected and the alternative hypothesis [H_a: There is



significant relations between related information of respondents and attitude towards performance appraisal] is accepted. It is concluded that there is a significant relationship between related information of respondents and attitude towards performance appraisal.

- **ANOVA:** The significance value of the statistics based on comparison mean was less than the designated alpha level (0.05), thus the null hypothesis was rejected and the alternative hypothesis [H_a : There is significant association between demographic profile of respondents and Perception on performance appraisal] was accepted. It was concluded that there is a significant association between There is a no significant association between demographic profile of respondents and Perception on performance appraisal.
- **Correlation:** The Correlation statistics -Kendall and Pearson Correlation for Performance and perception on performance appraisal & perception on performance appraisal system it indicates positive relationship with each variables. The correlation between PM and PPA was 0.003, PM and PPAS was 0.001 and between PPA and PPAS was 0.003, here the values are less than the designated alpha level (0.05) hence the result of Pearson and Kendall correlation shows high positive correlation i.e. a perfect positive linear reliability is found between the factors, therefore the null hypothesis was rejected and the alternative hypothesis [H_a : There is significant relation between Performance and perception on performance appraisal & perception on performance appraisal system] was accepted.
- **Factor analysis:** For the purpose of analysis the variables are coded as (F1 to F9), F1: Output, F2: Quality, F3: Punctuality, F4: Job knowledge, F5: Initiative, F6: Teamwork, F7: Resourcefulness, F8: Honesty and F10: Leadership. From the loading it was concluded that there is positive loading at 0.05 level of significance for all the factors, the main diagonal (1.000) indicates the variable perfectly correlated with itself, it was also evident that almost all the values are factor loaded > 0.65 which implies a strong association between the variables.

Other Findings

- Performance appraisals adjust the individual performances to the progressive targets and moreover review their performance. The system must be established on a significant regard for people and see that laborers are the hugest resource. However, the most significant ramifications are that the input of workers about it must be investigated critically.
- Performance appraisal should be treated as “Psychological Development Tool” for employees. It bridges the gap between the appraisers and appraise.

SUGGESTIONS

- ❖ Grade 1 police constables are wanted to increase because they are lower than numbers are employed in the department. It will help to increase their performance and responsibilities and then it will automatically improve the outcome of the police constables.

- ❖ Grade 2 police constables are not awarded for any rewards and medal. If the department provide some rewards to the police constables to motivate their job performance appraisal.
- ❖ Nowadays, records are maintained in systemised basis. So the department should more concentrate to provide training about computer knowledge. It will help to maintain the record easily and faster. And also improve the performance appraisal system.
- ❖ Generally male bachelors should not have quarter's facility. Due to that many of the employees are travelled for long distance. This will create some uncomfortable feelings in their working place and lacking in their performance. If Government will provide quarters to bachelors, they put hard work to achieve the organisation goals. Then it will automatically increase their performance and helpful to appraise their performance system in effective manner.
- ❖ New model of performance appraisal system to improve the appraisal system effectively. Feedback of the employees is more important to improve the appraisal system. So, I suggested you to get the feedback about the performance appraisal from the employees. It clearly shows the performance appraisal system will be effective or not.
- ❖ Proper training sections should also be providing at the work place for understanding performance appraisal system.

CONCLUSION

The present study concludes that the performance appraisal system that was traditionally followed by the police department is 70% effective and at the same time this system was having some lacking to arrive at their employee strength and weakness. According to the present performance appraisal system, the employees are satisfied with the results showing that 30% of the responses are ineffective in the performance appraisal system. For the reason is feedback was not collected from the employees and also the appraisal method result was not shown to the employees. For that gap, the new performance appraisal system was having a universal feedback approach to rectify the ineffectiveness of the performance appraisal system.

The new system for finding the strength and weaknesses of the employees from the results helps the management to deliver the rewards to the strengthened employee and to organizing some training to the low performed employees. The new system of the universal feedback approach in the performance appraisal system helped to found the effectiveness of the performance appraisal system and it was carried out by the management in a transparent manner. From this universal feedback approach involving all the employees of an organization, it helps to improve the level of employee engagement with their respective fields. Through this process, the level of performance may be increased.



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