



AN IMPACT OF PERFORMANCE APPRAISAL ON PERFORMANCE OF MEDICAL PROFESSIONALS IN INDIA

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Abstract

The present competitive environment, organizations have to ensure peak performance of their employees continuously in order to compete the market place, effectively and objectively. An attempt was made to achieve through employee performance appraisal which was more concerned with telling employees where they lacked in their performance. Performance appraisal is the step where the management finds out how effective it has been at hiring and placing employees. If any problems are identified, steps are taken with the employee and to remedy them. The performance of an employee is influenced with various factors. It is a descriptive type of research, simple random sampling was adopted, and self-prepared, structured questionnaire with the five point scale was used to collect the primary data.

Key words

Performance Appraisal, Performance management, Employee appraisal, Human Resource

Introduction

Proper management of human resources is critical in providing a high quality of health care. There is a need to refocus on human resources management in health care and more research is needed to develop new policies. Effective human resources management strategies are greatly needed to achieve better outcomes in health care in Hospital Organizations.

Human resources in health sector reform also seek to improve the quality of services to satisfy patients. Hospitals are the social systems, which combine science, people and technology and are formed on the basis of mutual interests. Human resources have been described as "The heart of the health system in any country".

Literature Review

Y. Benazir & V. Devi Priya (2014) in their study on the HRD Climate and its Influence on the Performance among the Employees focussed on the organization's success that is determined as much by the skill and motivation of its members, full contribution to their potentials, to achieve the goals of the organization, and thereby ensuring optimization of human resources.



Rosman Md. Y., Shah F.A. ,Hussain J. and Hussain (2013) focussed on the role of Human Resource Management in healthcare sector and challenges . Results present that HR department plays the role of an administrative expert in RMI. The major internal factors include workload, top management interference, management style and organizational culture which negatively effect motivation, performance and morale of the employees. While small labour market, undue interference of government and other higher authorities and trade unions are the external factors that affect the role of HR department in RMI.

Riaz, et. al (2012) is to establish the relationship between Employee's Performance and HR practices inthe developing countries like Pakistan. Few studies have been conducted to examine the relationship between employee's performance and HR practices in the developing countries. The core aim of our study is to investigate relationship between employee's performance and three Human Resource practices (Performance Evaluation, Promotion and Compensation) among hospital employees in Pakistan. The outcomes of this paper shows the positive association between promotion practices and compensation practices with employee performance but employee performance are not significantly associated with performance.

According to the study of Zainal and Nasurdin (2011), the impact of HRM practices on organization performance is dependent on how HRM practices affect employees' skills, abilities, and motivation as well as organizational structure. The impact of HRM practices on employees' skills and abilities are portrayed in recruitment, selection ,and training.

Objective

The objective of the study is to know the impact of performance appraisal on the performance of medical professionals.

Hypothesis

H₀₁: There is no significant impact of Performance Appraisal on the Performance of Medical Professionals.

H₀₂: There is a significant impact of Performance Appraisal on the Performance of Medical Professionals.

Research Methodology

The study is descriptive is nature. Correlation an regression are used to test the hypotheses.

Results and Discussions

TABLE: Descriptive Statistics on Performance Appraisal & Performance of Medical Professionals

	Mean	Std. Deviation	N
Performance of Medical Professionals	25.2050	4.88032	400
Performance Appraisal	19.1625	5.60398	400

TABLE :Correlations on Performance Appraisal & Performance of Medical Professionals

		Performance of Medical Professionals	Performance Appraisal
Pearson Correlation	Performance of Medical Professionals	1.000	.800
	Performance Appraisal	.800	1.000
Sig. (1-tailed)	Performance of Medical Professionals	.	.000
	Performance Appraisal	.000	.
N	Performance of Medical Professionals	400	400
	Performance Appraisal	400	400

Above table shows the correlations and it is evident from this table that Pearson's correlation coefficient between Performance Appraisal and Performance of Medical Professionals is 0.800 which is significant since the significant value (p- value) 0.000 is less than 0.05. Therefore, we may conclude that there is significant association between Performance Appraisal and Performance of Medical Professionals. Furthermore, since the value of correlation coefficient r suggests a strong positive correlation, we can use a regression analysis to Model the relationship between the variables.

TABLE :Model Summary^b on Performance Appraisal & Performance of Medical Professionals

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.800 ^a	.639	.638	2.93497	.639	705.222	1	398	.000

a. Predictors: (Constant), Performance Appraisal

b. Dependent Variable: Performance of Medical Professionals

TABLE : ANOVA^a on Performance Appraisal & Performance of Medical Professionals

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6074.804	1	6074.804	705.222	.000 ^b
Residual	3428.386	398	8.614		
Total	9503.190	399			

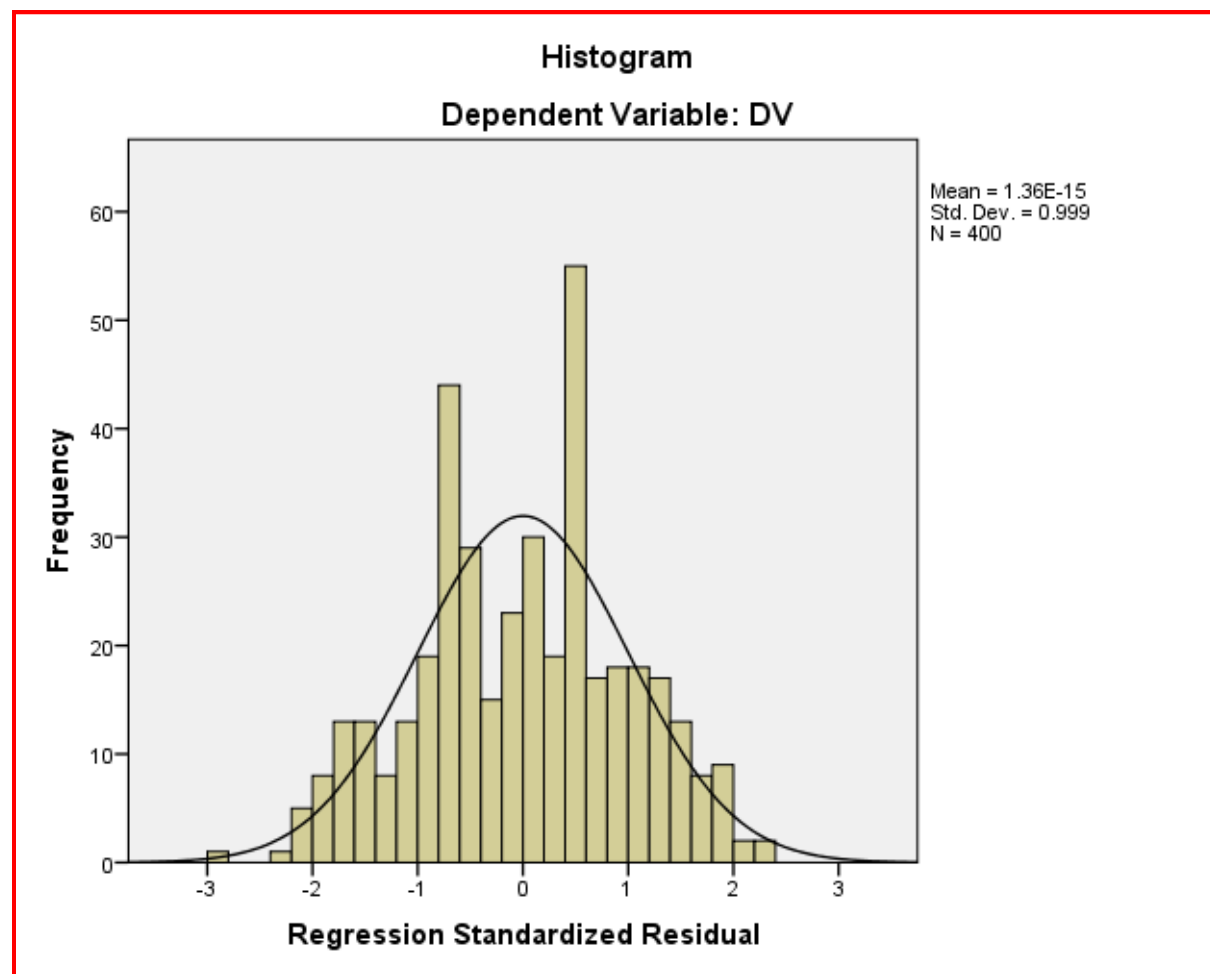
a. Dependent Variable: Performance of Medical Professionals

b. Predictors: (Constant), Performance Appraisal

TABLE Coefficients^a on Performance Appraisal & Performance of Medical Professionals

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1 (Constant)	11.863	.523		22.664	.000	10.834	12.892
Performance Appraisal	.696	.026	.800	26.556	.000	.645	.748

a. Dependent Variable: Performance of Medical Professionals

**FIGURE 5.8****Histogram on Performance Appraisal & Performance of Medical Professionals**

Over all model summary shows the value of multiple correlation coefficient $R=0.800$, it is the linear correlation coefficient between observed and model predicted values of the dependent variable, Its large value indicates a strong relationship. R^2 , the coefficient of determination is the squared value of the multiple correlation coefficients. Adjusted $R^2=0.638$, R^2 change is also 0.639 and these values are significant which shows that overall strength of association is noteworthy. The coefficient of determination R^2 is 0.639; therefore, 63.9% of the variation in Performance of Medical Professionals is explained by Performance Appraisal.

ANOVA is used to exhibit model's ability to explain any variation in the dependent variable. ANOVA table exhibits that the hypothesis that all model coefficients are 0 is rejected at 1% as well as 5% level of significance which means that the model coefficients differ significantly



from zero. In other words we can say that there exists enough evidence to conclude that slope of population regression line is not zero and hence, Performance Appraisal is useful as predictor of Performance of Medical Professionals.

From the table of ANOVA, it has been revealed that the calculated F value (705.222) is greater than the tabulated value at .000 significant levels; it means that null hypothesis is not supported. The normal probability plot is obtained to test the assumption about the normality of residuals and it appears that the residuals are approximately normally distributed. Thus the assumptions for regression analysis appear to be met.

Conclusion

It has been seen from previous studies that HRD practices can influence behaviour, attitude, motivation, commitment, job involvement and job satisfaction of the employees through teamwork, reward and recognition, working environment, training and development, compensation, good supervision, leadership etc.. This would produce better performance and better patient care from the part of the medical professionals, thus enhancing hospital effectiveness.

Thus the findings of this study would be of immense help to both academicians and hospital administrators since it reveals the analysis of HRD practices in public and private hospitals through various dimensions.

RECOMMENDATIONS

- * Atmospheres promoting HRD should be developed, e.g., decentralization, recruitment of hospital directors through their achievements in management rather than through achievements in medical services, merit system for career development.
- * Development of the hospital can be a learning model for HRD in the public organization. Technical support from central HRD and research institutes are required for further development and application of the model.
- * In order to motivate personnel to dedicate their hands, heads and hearts for the organization, an atmosphere of a learning organization needs to be developed. Wisdom will be developed through team activities.



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