Performance Appraisal at BSNL Lucknow: A Study on Existing Appraisal and its Limitation

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ABSTRACT

Purpose - The purpose of this paper is to know about the existing system of Performance Appraisal, its awareness amongst the employees and its effectiveness in “BSNL LKO”.

Design/methodology/approach – The paper is based on the results of a well structured questionnaire administered to 65 employees of BSNL LKO, the employees falling in the category of supervisors and above. A close ended questionnaire was sent to them out of which 50 could be collected back duly completed. The questionnaires were analyzed through graph.

Findings – Through the analysed responses of the employees it could be found out that Performance Appraisal System in BSNL is not transparent, though the Appraisers are usually unbiased. Greater weight age is given to the recent performances. Although, there are fixed standards to evaluate the performance but those are not clear due to the subjectivity of the topic. Most of the employees want that 360° feedback system should be introduced.

Research limitations/implications – Due to time constraint and hectic schedule of BSNL employees sometimes it was difficult to interact with them. The respondents were reluctant while filling questionnaire, although they answered the question but the response was not very satisfactory. BSNL is a large Organization and more detailed study could have been done by having large sample size. Employees delayed in submitting the feedback form so it effected the time in compiling and analyzing data for findings and suggestions. Some information could not be revealed due to its highly confidential nature.

Originality/value:-so many studies have been conducted to identify the satisfaction level of employees regarding performance appraisal throughout the country. My study is unique as it is focusing on BSNL (Bharat Sanchar Nigam Ltd) Lucknow region the capital city of Uttar Pradesh.

Keywords---- Performance appraisal and satisfaction, 360 degree appraisal.

Paper type -- Research paper

I. INTRODUCTION

Organizations are run and steered by people. It is through people that goals are set and objectives realized. The performance of an organization is thus dependent upon the sum total of the performance of its members. Performance Appraisal system Provides management an opportunity to recall as well as feedback to people as to how they are doing so that they can correct their mistake and acquire new skill.

“Performance Appraisal is a formal, structured system of measuring and evaluating an employee’s job, related behaviours and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society all benefit.”

II. LITERATURE REVIEW

i) Dr Kanchan Bhatia and Prof Prashant Jain in their research, “A study of performance appraisal and organizational effectiveness in terms of individual and organizational basis (2012)” explain that---

“Performance Appraisal may be defined as a structured formal Interaction between a subordinate and supervisor, that usually take the form of periodic interview (annual or semiannual), in which the work performance of the subordinate is examined and discussed, with a view of Identifying weakness and strengths as well as opportunities for improvement and skill development.

ii) Niklos’ define Performance as, “The outcome of behavior, Behavior is individual activity where outcomes of behavior are the way in which the behaving individual environment is somehow different as a result of his or her behavior. It is the systematic evaluation of the individual with respect to his or her Performance on the job and his or her potential for development.”

iii) Dulewicz (1989, Performance appraisal and counselling) says "There is a basic human tendency to make judgments about those one is working with, as well as about oneself. Appraisal it seems, is both inevitable and universal. In the absence of a carefully structured system of appraisal people tend to judge the work
Performance of others, including subordinates, naturally, informally and arbitrarily. The human inclination to judge can create serious motivational, ethical and legal problems in the work place without a structured appraisal system, there is little chance of ensuring that the judgment made will be lawful, fair, defensible and accurate.


III. EXISTING PERFORMANCE APPRAISAL PROGRAMME IN BSNL

The performance appraisal programme is a grading system basically conducted in two stages. In the first stage appraisal is done by immediate supervisor and in the second stage self-appraisal system exists, where employee is asked to analyze his strength and weakness. The appraisal form is an important document, which is kept confidential. It provides basic and vital inputs for assessing the performance of an officer and for his/her future advancement in his/her career. The reporting officer in the beginning of the year set quantitative/Physical/Financial targets in consultation with each of the officer with respect to whom he is required to report upon. Performance appraisal is a joint exercise between the officer reported upon and the reporting officer. The targets are set at the commencement of the reporting year i.e. April, in the case of All India service officers. In case of an officer taking up a new assignment in the middle of the reporting year such targets are set at time of assumption of the new assignment.

The targets are clearly known and understood by both the officers concerned. Although Performance appraisal is a year-end exercise, in order that it is a tool for human resource development, the reporting officer and the officer reported upon, are meeting during the course of the year at regular intervals to review the performance and to take necessary corrective steps. Self appraisal forms include question such as - Academic and professional achievement during the year.

- The training course attended during the course or there.
- Brief Resume of the work done by the officer during.
- Specification of quantitative/physical/financial targets including degree obtained book/assets published etc. parting officers need also be mentioned the year/period
- A separate secret code is recorded and followed up. A copy of the note is sent together with the confidential report to the next superior officer who will ensure that the follow up action is taken expeditiously. Where it is not possible either to certify the integrity or to record the secret note the reporting officers states either that he had not watched the officer’s work for sufficient time from a definite judgment or he has heard nothing against the officer as the case may be.

IV. RESEARCH METHODOLOGY

4.1 Objective
- To know about the existing system of Performance Appraisal in “BSNL LKO”
- To study the awareness of the employees regarding the appraisal system.
- To evaluate the effectiveness of appraisal system.
- To know the satisfaction of the employees, with the appraisal system followed in BSNL.

SUB-OBJECTIVE
- Are the present performance appraisal is sufficient enough to analyse the ability of a company?
- To see the difference between the theoretical knowledge & practical knowledge.

4.2 RESEARCH DESIGN
Descriptive research

4.3 RESEARCH INSTRUMENT
Structured Questionnaire

4.4 SAMPLING PLAN
i) Sample Method: Non-Probability Sampling (Convenience Sampling)
ii) Sample Size: 50
iii) Sample Unit: Employees
iv) Sample area: Bharat Sanchar Nigam Limited LKO

4.5 SAMPLING DESIGN
Convenience sampling

4.6 SOURCE OF DATA
a) Primary Data: Structured Questionnaire.
b) Secondary Data: Journals, Internet, Company Data, etc.

The details of the methodology adopted are presented below:

4.7. RESPONDENTS
In all 65 questionnaires were given to employee of 12 questions falling in the category of supervisors and above. Out of which 50 could be collected back duly completed.

V. ANALYSIS AND INTERPRETATION
Q1. Individual feedback should be provided after the appraisal.
Responses

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>87%</td>
<td>13%</td>
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Q2. The management helps provide an atmosphere where all are encouraged for teamwork and comradeship.
Responses

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
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<tbody>
<tr>
<td></td>
<td>69%</td>
<td>31%</td>
</tr>
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</table>

Q3. My Superior appreciates me when I do a good job.
Responses

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>86%</td>
<td>14%</td>
</tr>
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</table>
Q.4 My appraiser knows my personality, talents and potentials.
Responses

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your</td>
<td>- 87%</td>
<td>13%</td>
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</table>

Q.5 Rater has the ability and courage to give constructive criticism in a friendly, firm and positive manner.
Responses

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your</td>
<td>- 67%</td>
<td>33%</td>
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Q.6 The employees are provided with the opportunity to respond to the feedback of the appraisal.
Responses

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
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<tbody>
<tr>
<td>Your</td>
<td>- 37%</td>
<td>63%</td>
</tr>
</tbody>
</table>
Q.7 Are you rated on your competencies- Knowledge, skills, and attributes?
Responses

YES - 72%
NO - 28%

Q.8 There should be some incentives based on the individual and group performance?
Responses

YES - 88%
NO - 12%

Q.9 Are you provided with genuine feedbacks?
Responses

YES - 27%
NO - 73%
Q.10 Do you find appraisal counselling beneficial for future developments?

Responses

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<tr>
<th></th>
<th>YES - 77%</th>
<th>NO - 23%</th>
</tr>
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</table>

Q11. Do you think management take a serious note of training requirements shown in the appraisal?

Responses

<table>
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<tr>
<th></th>
<th>YES - 38%</th>
<th>NO - 62%</th>
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</table>

Q.12 Do you want the system of 360° degree appraisal in which you can appraise your superior?

Responses

<table>
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<th></th>
<th>YES - 73%</th>
<th>NO - 27%</th>
</tr>
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</table>
VI. FINDINGS

- Performance Appraisal System in BSNL is not transparent.
- Appraisers are usually unbiased.
- Employees are not able to know their actual position after the appraisal.
- The management is serious about the appraisal process.
- The appraisal process provides them an opportunity for development and growth.
- Greater weightage is given to the recent performances.
- There are fixed standards to evaluate the performance but those are not clear due to the subjectivity of the topic.
- Raters know how to conduct the appraisal.
- Superior-subordinate relations are good. Superior helps them set and achieve meaningful goals. This makes the environment amiable and congenial.
- Performance appraisal sheet is lucid and easy to understand and fill.
- The system being not so transparent, employees are unable to identify the performance gaps in order to prepare for the future.
- Individual feedback is not provided.
- Most of the raters have the ability to give constructive criticism in a friendly, firm and positive manner.
- Employees don’t have the opportunity to respond to the appraisal result.
- Majority of people want that there should be some incentives based on performance.
- Management doesn’t bother much about the training requirements mentioned in the appraisal sheet.
- Most of the employees want that 360° feedback system should be introduced.

VII. CONCLUSION

The performance appraisal system of BSNL is of good quality. With the introduction of new e-PAR system, the PMS system is refined further.

VIII. SUGGESTION

- The system should be made more transparent by spreading awareness among employees about the appraisal system.
- Employee should be shown appraisal results.
- The appraiser and appraisee should sit together and then the appraiser should rate the appraisee for his performance and should state the reason for the same.
- Performance appraisal system should not be under any influence of personal biasness.
- Raters should consider the specific requirements of the people to do the job. They should help them out by providing necessary skill set to do the job more efficiently. They should set the goals as per the potential and calibre of the individual.

IX. LIMITATIONS

- Due to time constraint and hectic schedule of BSNL employees sometimes it was difficult to interact with employees.
- Organization being very large an effort was made to do the tasks effectively and efficiently but more detailed study could have been done by having large sample size.
- Employees delayed in submitting the feedback form so it affected the time in compiling and analyzing data for findings and suggestions.
- Many questions were responded as “Cannot Say” due to the subjectivity of the topic and some information was not revealed due to certain reasons like being confidential in nature.

REFERENCES