



AN IMPACT OF PRIVATE HOSPITALS APPRAISAL SYSTEM ON HEALTHCARE PROVIDER IN JAIPUR-RAJASTHAN

Dr. Sandesh Kumar Sharma ¹ | Mr. Cheidam Kumar Sharma ²

¹ Associate Professor Nims IM & CS, Nims University Jaipur.

² BE, MBA-Finance

ABSTRACT

The purpose of this study is to determine the opinion of the employees at Private hospitals, in Jaipur, regarding the performance appraisal that hospital used. Questionnaires were distributed to employees who provided the primary data for this study. There are numerous private hospitals in Jaipur but appraisal results are used by all of them explicitly to determine reward outcomes. The appraisal always motivate employee to perform better.

Proper monitoring system should be adopted to enhance the effectiveness of the existing performance appraisal system. The organization must defines clearly the standards of performance appraisal and adopt feedback of performance with appropriate monitoring on regular basis. Hospital should provide counseling after performance assessment appraisal system this is beneficial as a development tool.

Healthcare providers should check the Patient according to his/her expectation and avail the treatment according to his need that is what reliability is all about, this can be achieve when Healthcare provider are satisfied. In hospitals there is always a definite potential for improvement with that one can increase the level of patient & healthcare provider satisfaction. Hospitals of Jaipur should receive timely feedback especially on areas of deficits and this way Management of hospitals can stimulate a mechanism to improve system.

The findings show that employees of hospitals are familiar with performance appraisal system. However majority of employees felt that the method adopted for appraisal is of good quality and helps to improve the performance and also give opportunities to achieve the personal goals. The study shows that the performance appraisal has helped in increasing the performance of Private hospitals employees.

Key words: Healthcare Organization, Performance Appraisal, Appraisal System.

INTRODUCTION:

Performance appraisal systems consist of the activities conducted by an organization in anticipation of improving employee performance and as a result organizational productivity will increase. Performance management oversees organizational performance and compares present performance with organizational performance goals. The achievement of these organizational objectives depends upon the performance of the each single individual who works in the hospital. Therefore, measuring individual employee performance can prove to be a valuable performance management process for the organization.

A performance appraisal is a systematic course of action that assess the employee's performance and efficiency in relation to certain established criteria which are already been established. Other side of healthcare provider are been considered, the best example include is his / her behavior, accomplishments, potential for future enhancement. Success and failure of employees depends on many factors such as how they were motivated, by whom they were directed, how they did certain activity and what did they aspire. A highly encouraged employee can better performance than other employees. In the other words Performance management is related to the organizational outcomes.

Some applications of Appraisal are performance improvement, promotions, test validation, and more. There are lots of possible benefits of Appraisal, For example, Appraisal can help in smoothing the progress of employee management communication. There are also some potential drawbacks of Appraisal that may result in legal issues if not executed appropriately as many employees tend to be unsatisfied with the process Appraisal. Employees basically do not know what is expected and how their performance can be improved. Therefore performance management describes their past performance and future expectation with guidelines.

Appraisal can originate criteria for selection of best employee who can perform as per the need of healthcare organization and complete the required tasks on time. Appraisal can be part of guiding and monitoring employee career development. Performance Appraisal can use as

motivational tool by giving rewards to the healthcare provider/employees.

Performance Appraisal is often included in performance management systems, Appraisals of employees conducted annually/periodically the interview, feedback, counseling and developing employees, discipline, compensation and job status are the backbone of performance management/appraisal. Performance of healthcare providers decides the success or failure of hospitals and to achieve highest possible goals. Hospitals have to improve quality and set its priorities to achieve the organizational goals.

RESARCH MEHTODOLOGY

Introduction

This chapter deals with the various methods and techniques that are used to collect and analyze data of this research. The research is carried out on finding the level of motivation in the employees and the effectiveness of performance appraisal system in Private hospitals of Jaipur. For this research design, target population, types of data, sources of data, tools to be used to collect data and the sampling design are formulated.

Objective of Study:

- To study performance appraisal system.
- To understand and evaluate performance appraisal mechanism in operation.
- To evaluate the effectiveness and satisfaction level of the employees towards performance appraisal system.

Research design:

The research design is descriptive in nature. The design shows the analysis of the variables relevant to the subject under study because it will focus its attention on the individual study and not the whole population of hospitals. It is based on data collected through structured questionnaire from the respondent.

The design to be adopted for the study will be based on Sample Random Sampling. The population for the study will consist of employees

in the Private hospitals.

- **Sample unit:** Private Hospitals of Jaipur Rajasthan
- **Sample Size:** 60 Employees of Private Hospitals
- **Sampling Procedure:** For the study respondent were selected on the basis of Simple random sampling.

Target Population: The study targets the staff of hospitals. Primary data was collected through a questionnaire which is the main source of data and secondary data is used to assist the evaluation. Data collected in the field is tested and results help to write a report upon completion of analysis.

Source of the data: The study requires both primary and secondary data. Primary Data is collected Through Questionnaires and Interviews. Secondary Source of data is Direct Observation, Research Articles, Books, Library and Internet; Secondary data were used to analyze the primary data in light of real world situations.

Analysis of Data: The data were analyzed with the help of statistical tools and techniques. The data presentation tools used are Bar charts, and Graphs etc.

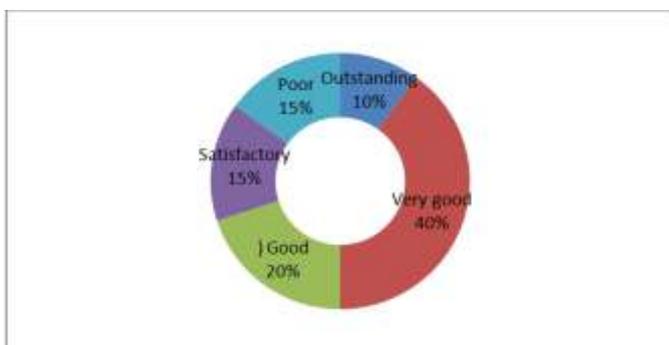
Limitation of Study:

- The study is confined to Private Hospital only.
- The interpretations and recommendations are merely applicable to the hospital.
- Sample size is restricted to 60 respondents.
- Time constraints and financial constraints.
- Some information is confidential.

DATA ANALYSIS & INTERPRETATION:

The primary data is collected with the help of questionnaire; represent many essentials findings about the performance appraisal system of private hospitals. Most of the employees are aware with the performance appraisal system of organization. They are aware of the objectives the performance appraisal system. Most of the hospitals have performance appraisal committee which oversees the overall performance of the employees and according to their performance; employees are promoted on the seniority cum merit basis. The first question which is asked from the employees is that are you aware about the performance appraisal system about 95% employees are aware about the performance appraisal system of hospitals

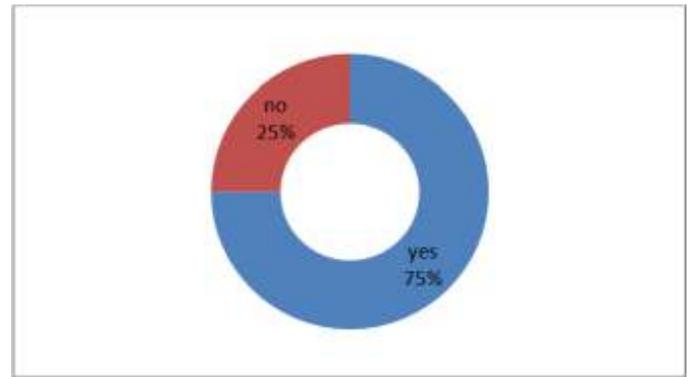
Performance appraisal system in hospitals helps to some extent identifies the training needs for employees. The question which is asked from healthcare providers is regarding the issue like career planning and succession planning a part of Hospital policy the reply from employees as shown in Pie Figure represents that 65% employees assume that company policy consists issues like career planning and succession planning, while 15% employees assume that company does not consist such kind of policies in their master policy plan and 20% employees have no idea about these issues.



DO YOU RATE THE OVERALL ASSESSMENT OF PERFORMANCE APPRAISAL

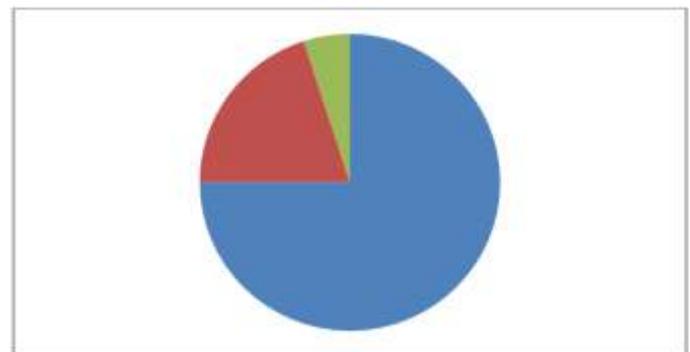
Performance appraisal system in private hospital helped the employees to improve their performance next question asked is do you think that performance Appraisal help to provide an atmosphere where all are encouraged to share one another burden. Interpretation of this question is as shown in Pie chart is about 75% employees assume that

performance appraisal system encourages sharing one another burden and only 25% say no to this question



PERFORMANCE APPRAISAL HELP TO PROVIDE AN ENCOURAGING ATMOSPHERE

In Private hospitals of Jaipur organizational performances targets are achieved by the performance appraisal system, the question which is asked is hospitals performances targets are achieved by the performance appraisal system the Pie chart shows that about 75% employees were agree strongly with this statement and the rest of the employees either agree or not decided with this statement.



TARGET OF HOSPITALS IS ACHIEVED THROUGH THE PERFORMANCE APPRAISAL

The performance appraisal system consists or linked with promotional policy. It has the issue like career planning and succession planning and it helps employees to get increment in their salary according to their performance, it acts as motivation for employees in hospital to improve their performance. Performance appraisal system of hospitals helps employees in aligning their goals this system is beneficial as a development tool.

DISCUSSION:

A number of findings emerged from this study; one of the major reasons for the utilization of performance appraisals is to improve the performance of employee. The researchers have examined how appraisal inspire the healthcare provider behavior and motivate them for improvement of organization. For instance, using a traditional social psychological framework, (Struthers, Weiner and Allred, 1998) found that whether individuals opted for consoling, reprimanding, transferring or demoting. Employee appraisal is a crucial component for any healthcare organization, employee's performance; employees' participation will improve the standards, not just satisfy but motivate the employee. Employee participation means workers self evaluation and both ways communication vertical and horizontal possess a significant role in this process.

Few studies have examined whether a similar set of relationships hold for other staff, but studies of coordination and communication have focused on healthcare providers of hospitals. Coordination between healthcare providers play a significant role for betterment, and previous researches also found that "conflict management, including communication, problem solving and leadership, combined with a patient orientation" were positively related to quality of patient

care. Quality of care should only be achieved if healthcare providers and patient are satisfied and healthcare provider are satisfied only when they are motivated now a day's one of the appraisal is one of the important factor.

(Cardy & Dobbins, 1994), there has been a great deal of research conducted to understand appraisals. (Murphy and Cleveland 1991) noted that much of this research has focused on such issues as appraisal formats and minimizing bias from raters. Murphy and Cleveland proposed that research should seek to understand how appraisal accuracy affects reactions to the appraisal. Cardy and Dobbins (1994) mirrored this sentiment and argued that such perceptual reactions to the appraisal system are clearly important to the appraisal system's operational effectiveness. The study suggest that the appraisal system if understand by the employee and share his or her consensus with management on the performance standard used by management the employee possess confidence in the accuracy of performance measurement of employee. When the organization has a method where all employees have to participate the person finds that his effort will result in accomplishing a task and that will further result into reward, he is motivated.

Reliability and performance appraisal and both are been accompanied by significant paths that is trust in appraisal model trustworthiness factors is significant. The present study was conducted in Jaipur city. Many of the employees had occasional or limited access to contact with top management. In small hospitals where no of beds is less than 100 level of contact led study respondents to assess trust differently than they would in a large organization in which contact with top management is less common. Such issues as whether significant company actions are attributed to top management and whether these actions affect the level of trust for top management should also be investigated in a larger organization.

Enhancing the employee performance by identifying opportunities like growth of bonus, increase in pay, employee growth and promotion are important initiative of hospitals appraisal approach. Level of trust between the employee and supervisor is the most important forecaster of appraisal system. The hospital should try to avoid employee resistance; The human resource department should attempt to obtain the maximum agreement of employees in respect of needs and objectives and purpose of the systems. Hospital should reveal packages for employee who perform better this will motivate the employees. Performance appraisal should done at proper span of time and also by the person who has the expertise in this field. An effective monitoring system should be implemented. All and all Performance appraisal system is s beneficial for development of hospital.

CONCLUSION:

Performance appraisal system is according to the dynamic environment of the hospital industry. In the recent scenario the hospital industry is fast growing and diversified field in which the effective performance appraisal provides the ways to achieve the goals of hospital. It seems that the organization is genuinely interested in improving the efficiency and utility of performance appraisal system to succeed in today's dynamic environment.

The performance appraisal system in private hospitals helps employees to improve their performance .it also motivates employees to achieve their personal goals. This hospital proves that a major amount of work towards developing an effective and efficient performance appraisal system has not been accomplished to the fullest. Now a day's hospital identifies the training needs for the weak employees and motivates the employees to improve their performance. Appraisal is the process which is used to encourage the employees and preparing employees for big activities. The system motivates the employees to achieve the desire objectives of Hospitals.

REFERENCE:

1. Antonioni, D., & Park, H. 2001. The relationship between rater affect and three sources of 360-degree feedback ratings. *Journal of Management*, 27(4): 479–495.
2. Atkins, P. W. B., & Wood, R. E. 2002. Self-versus others' ratings as predictors of assessment center ratings: Validation evidence for 360-degree feedback programs. *Personnel Psychology*, 55(4):

871–904.

3. Barr, M. A., & Raju, N. S. 2003. IRT-based assessments of rater effects in multiple-source feedback instruments. *Organizational Research Methods*, 6(1): 15–43.
4. Forgas, J. P., & George, J. M. (2001). Affective influences on judgments and behavior in organizations: An information processing perspective. *Organizational behavior and human decision processes*, 86(1), 3-34.
5. Struthers, C. W., Weiner, B., & Allred, K. (1998). Effects of causal attributions on personnel decisions: A social motivation perspective. *Basic and Applied Social Psychology*, 20(2), 155-166.
6. Cardy, R. L., & Dobbins, G. H. (1994). Performance appraisal: The influence of liking on cognition. *Advances in managerial cognition and organizational information processing*, 5, 115-140.
7. Murphy, K. R., & Cleveland, J. N. (1991). Performance appraisal: An organizational perspective. Allyn & Bacon.
8. Cardy, R. L., & Dobbins, G. H. (1994). Performance appraisal: The influence of liking on cognition. *Advances in managerial cognition and organizational information processing*, 5, 115-140.
9. Boswell, W. R., & Boudreau, J. W. 2002. Separating the developmental and evaluative performance appraisal uses. *Journal of Business & Psychology*, 16(3): 391–412.
10. Brett, J. F., & Atwater, L. E. 2001. 360 degrees feedback: Accuracy, reactions, and perceptions of usefulness. *Journal of Applied Psychology*, 86(5): 930.
11. Flood AB. The impact of organisational and managerial factors on the quality of care in health care organisations. *Med Care Rev* 1994;51:381–429.
12. Millenson ML. Pay for performance: the best worst choice. *Qual Saf Health Care* 2004;13:323-4.
13. Chassin MR. Achieving and sustaining improved quality: lessons from New York State and cardiac surgery. *Health Aff (Millwood)* 2002;21(4):40-51.
14. Hibbard JH, Stockard J, Tusler M. Hospital performance reports: impact on quality, market share, and reputation. *Health Aff (Millwood)* 2005;24:1150-60.