

EMPLOYEE PERFORMANCE MANAGEMENT APPRAISAL AND ITS RELEVANCE WITHIN ORGANIZATIONS

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Abstract:

In human resource management, employee performance appraisal is a core activity, which determines how efficiently employees achieve the objectives and tasks to be achieved at the job they occupy. Performance appraisal system should be constructive and forward-looking.

Key words: *managing performance, evaluation, tasks, professional performance, evaluation system etc.*

JEL classification: *M ; M12; M51 ; M54*

Performance management is a concept stating that in performance appraisal it is necessary to evaluate the results of the actual work as well as to perform an analysis of the employee-manager tandem behavior, behavior that led to certain results.

In human resource management, employee performance appraisal is a core activity, which determines how efficiently employees achieve their objectives and the extent to which they accomplish the tasks associated to the job they occupy.

Employee performance appraisal means assessing the physical, intellectual, professional and managerial potential and comparing them with the objectives and requirements to be met. On the other hand, we can also talk about performance appraisal in terms of employee contribution for the purpose of organizational development.

Thus, the performance appraisal process means:

- ❖ application of appraisal procedures is part of the company policy
- ❖ procedures are standardized, meaning they were thoroughly structured
- ❖ only accurate, clear, representative information is being used
- ❖ information is acquired in relation to the hierarchical scale
- ❖ the final goal of employee behavior appraisal is organization appraisal.

The performance appraisal system should be constructive and forward-looking.

When we talk about performance in fact we are referring to goal achievement. For profit organizations, such performance is associated to the profit achieved, and for nonprofit organizations, it is associated to the degree of satisfaction.

Professional performance appraisal stands for the process by which one establishes the way and the extent to which the employee fulfills the duties and responsibilities assigned to his position, as compared to previously set standards and then communicates the results to the employees. The performance appraisal system applies to the entire range of employees, from specialists, managers down to subordinates in order to assign salaries or compensations, for personnel development or for some administrative decisions.

Models of performance appraisal are few and before 1970 they were focused on identifying the factors that influence evaluation results.

Among these models, it is important to mention the *general criteria model*, structured by Cambell, Dunnette, Lawler and Weick in 1970. It is an important model

because it distinguishes between motivation, ability and performance, considering that situational variables may influence professional performance and organizational results.

But in 1973 James suggests the *integrated criteria model* which integrates the multiple model and the general criteria model. This model led to the development of other models of performance appraisal application.

Also in 1973, T. DeCotis and A. Petit created the *performance appraisal model*, based on the determinatives of performance accuracy. The model is different from the others by various characteristics: evaluation accuracy is determined by the assessor's motivation, highlighting of personal norms and abilities according to which evaluation is made and performing a differentiation between the assessor's abilities to interpret the assessed individual's behavior.

Murphy and Cleveland's model (1995) is called the *model of the 4 performance appraisal competencies*, and it refers to the evaluation context, performance assessment, performance rating and manipulation of collected data.

The evaluation context influences the assessment, rating and use of the data collected. It plays an important part for the success or failure of evaluation and it should be structured according to a scientific bases being used within well-defined contexts.

Performance assessment is part of the performance appraisal process. Appraisal refers to the public statements regarding the performance of an employee subjected to the process of appraisal. The assessment depends on the assessor's ability to understand and his appraisal experience. It is based upon their theories regarding people, work, organization and slightly concerning organization norms and researches.

Performance rating refers to the grade granted by the assessor which conveys a message to all those who wish to analyze the evaluation chart:

- organizational norms support the highlighting of differences between employees based on their performances
- assessors perceive the existence of a powerful ration between the grades they assign and the particular results of the employees
- assessors should be certain that results are based on current performances

It is already well known that a **performance appraisal system** is highly important within an organization but its degree of success or failure is equally important. The method and means of appraisal used during the evaluation process are extremely important, however the assessor is of an utmost importance. We can discuss the success or failure of such a process from the viewpoint of the assessor's attitude. Also, regardless of the method, attitudes or means, unless the manager shows interest in a process of employee evaluation, result appraisal will not be final and representative.

For an effective evaluation, variables describing performance in a certain work activity should be established: environment variables and task oriented variables. Environment factors strictly refer to the place where the appraisal takes place. A proper space is recommended, in terms of aspect and atmosphere of action seriousness. For such a task, it is necessary to reserve the necessary time for an uninterrupted evaluation and under no circumstance, should this action take place during breaks.

Conclusions:

Employee performance appraisal within an organization proves the degree of accomplishment of the tasks specific to the position they occupy in relation to criteria set, to evaluation standards and to methods being used. The appraisal system may be influenced by the way that result communication occurs.

In order to implement an efficient performance appraisal system, the objectives of the system must be set in accordance to the organization objectives. The purpose of evaluation in general is to improve performance at work, but it also applies to salary

calculation for each employee based on merits, promotion decisions, motivating employees, assessment of potential employees or identification of training needs.

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