

# Human Resources Management

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**IV & V UNIT MATERIAL**

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# Human Resources Management



**PERFORMANCE**

**Objectives**

**APPRAISAL**

**METHODS**

*Meaning*

*Process*



## MEANING

Performance appraisal is the step where the management finds out how effective it has been at hiring and placing employees .

A “Performance appraisal” is a process of evaluating an employee’s performance of a job in terms of its requirements.



# Performance Appraisal Definition

- Performance appraisal or performance review is a systematic process in which employee performance at work is evaluated in relation to the projects on which employee has worked and his contribution to the organization. It is also known as an annual review or performance review.

## DEFINITIONS

According to Newstrom, “It is the process of evaluating the performance of employees, sharing that information with them and searching for ways to improve their performance”.



**EVALUATION**

- Outstanding
- Very Good
- Satisfactory
- Marginal
- Unsatisfactory

# OBJECTIVES OF PERFORMANCE APPRAISAL

According to:

**Employee**

- concrete and tangible particulars about their work
- assessment of performance

**Organization**

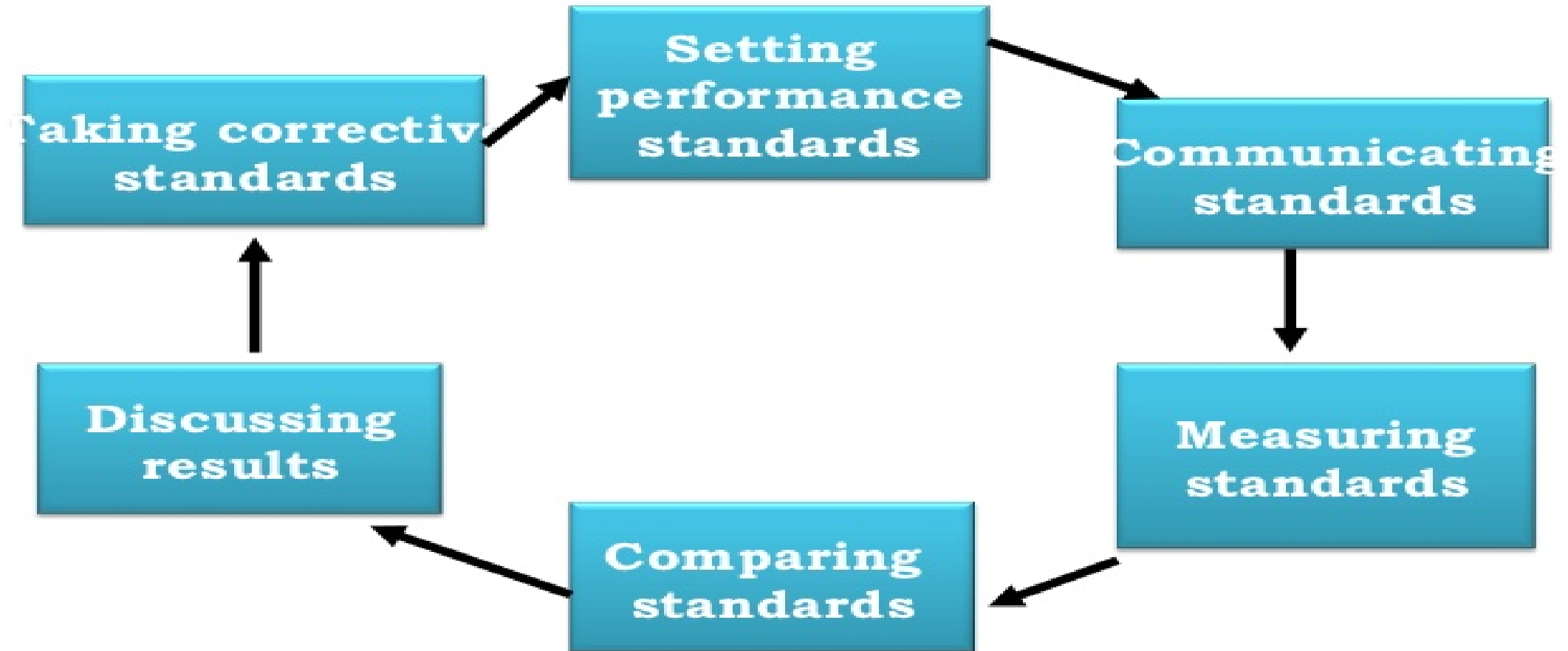
- measuring the efficiency
- maintaining organizational control.

**Aims at:**

- Personal development
- work satisfaction
- involvement in the organization.

- mutual goals of the employees & the organization.
- growth & development
- increase harmony & enhance effectiveness

# PROCESS



# METHODS OF PERFORMANCE APPRAISAL

## Traditional Methods

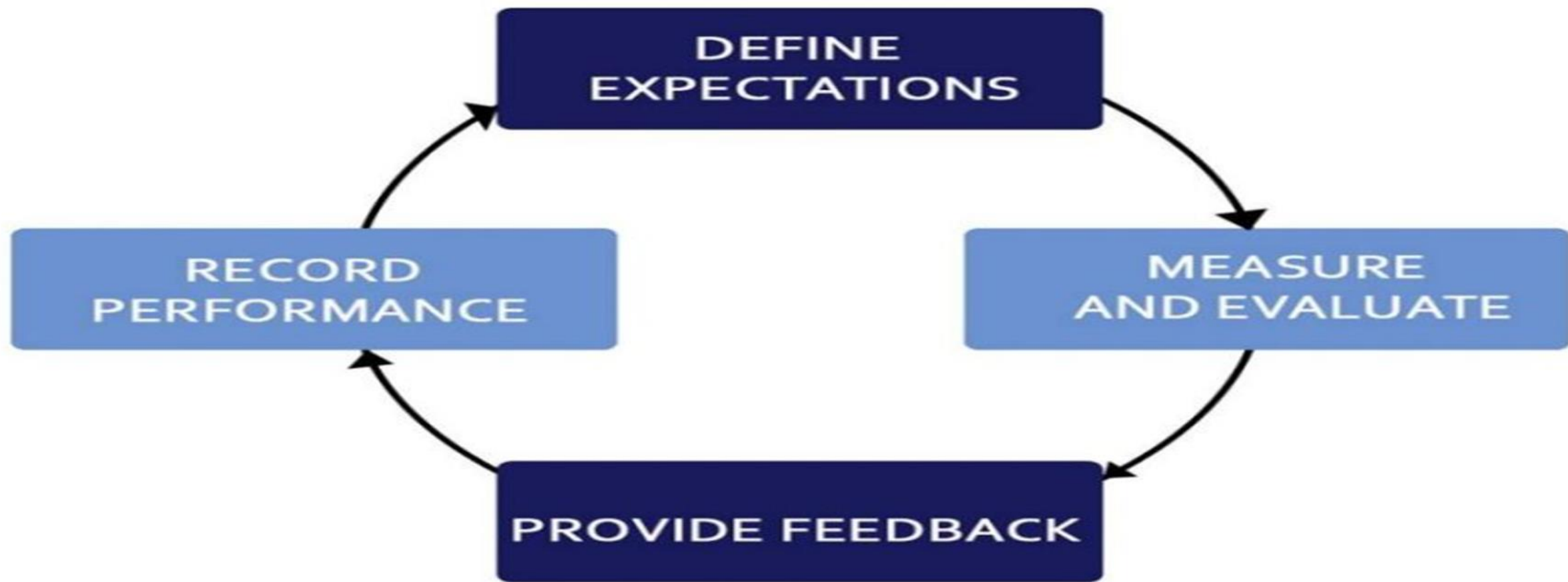
1. Paired comparison
2. Graphic Rating scales
3. Forced choice Description method
4. Forced Distribution Method
5. Checks lists
6. Free essay method
7. Critical Incidents
8. Group Appraisal
9. Field Review Method
10. Confidential Report
11. Ranking

## Modern Methods

1. Assessment Center
2. Appraisal by Results or Management by Objectives
3. Human Asset Accounting
4. Behaviorally Anchored Rating scales

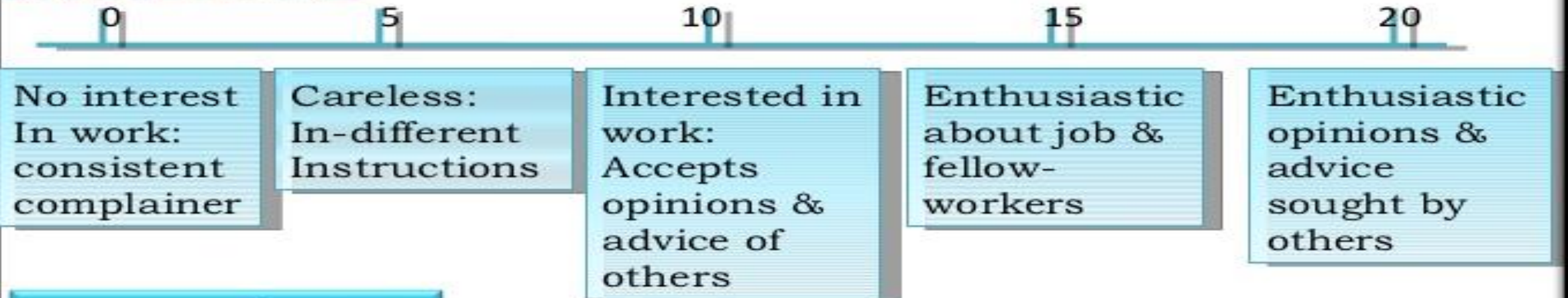


# COMPONENTS OF PERFORMANCE APPRAISAL

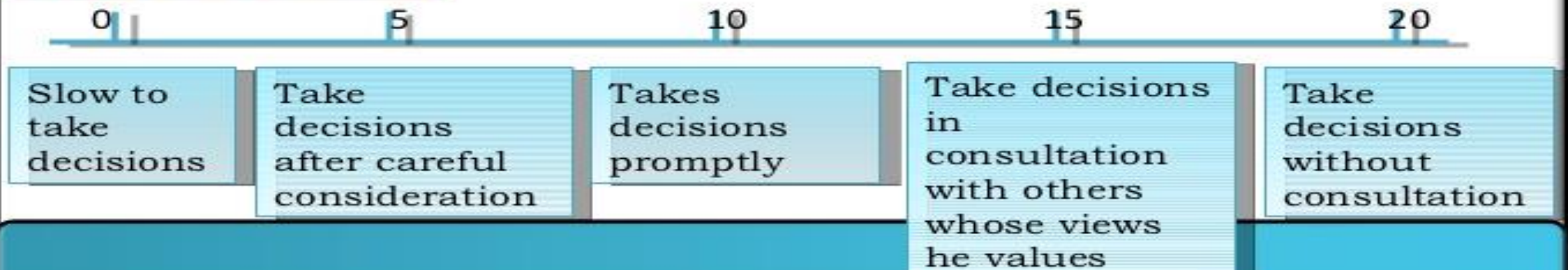


# GRAPHIC OR LINEAR RATING

## ATTITUDE



## DECISIVENESS



# ISSUES IN APPRAISAL SYSTEM

**Formal and informal**

**What methods?**

**Whose performance?**

**When to evaluate?**

**APPRAISAL  
DESIGN**

**Who are the raters?**

**What to evaluate?**

**What problems?**

**How to solve?**

# ADVANTAGES

provide a record of performance over a period of time.

Can be motivational with the support of a good reward and compensation

provide an opportunity for a manager to meet & discuss performance

Provide an opportunity for an employee to discuss issues and to clarify expectations

Provide the employee with feedback about their performance

# DISADVANTAGES

If not done appropriately, can be a negative experience.

very time consuming, especially for a manager

subject to rater errors & biases.

If not done right can be a complete waste of time.

Can be stressful for all involved

# **Grievances Meaning & Definition**

- A grievance is a feeling of discontent or dissatisfaction or distress or suffering among workers. When employees feel that injustice has been done to them it becomes a grievance.
- “Any dissatisfaction or feeling of injustice in connection with one’s employment situation that is brought to the notice of the management.” -Beach

# Some Definitions of Grievances

- 1. A grievance is a formal dispute between an employee & management on the conditions of employment.
- 2. Grievances are complaints that have been formally registered in accordance with the grievance procedure.
- 3. A grievance is any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the attention of the management.

# Features of Grievances

- 1. Discontent or Dissatisfaction.
- 2. Dissatisfaction must arise out of employment & not due to personal reasons.
- 3. The discontentment can arise out of real or imaginary reasons.
- 4. The discontent may be voiced or unvoiced but it must expression in some form.
- 5. Broadly speaking a grievance is noticeable & traceable to real or perceived non-fulfillment of one's expectations.



# REASONS FOR GRIEVANCES

- 1. ECONOMIC.
- 2. WORK ENVIRONMENT.
- 3. SUPERVISION.
- 4. WORK GROUP.
- 5. MISCELLANEOUS.

# EFFECT OF GRIEVANCES

- 1. **On Production** : Low quality of production , Low productivity , Increase in wastage , Increase in cost of production
- 2. **On Employees** : Increased absenteeism , Reduction in level of commitment , Increase in accidents , Reduced level of employee morale.
- 3. **On Managers** : Strained superior – subordinate relations , Need for increased supervision/control & follow up Increase in unrest ,thereby machinery to maintain industrial peace.

## BENEFITS OF GRIEVANCE HANDLING PROCEDURES

- 1. It encourages employees to raise concerns without fear of reprisal.
- 2. It provides a fair & speedy means of dealing of grievances.
- 3. It prevents minor disagreements developing into more serious disputes.
- 4. It saves employer's time & money as solutions are found for workplace problems.
- 5. It helps build in organisational climate based on openness and trust.

## OBJECTIVES OF GRIEVANCE HANDLING PROCEDURES

- 1. To enable employee to air his/her grievance.
- 2. To clarify the nature of grievance.
- 3. To investigate the reasons of dissatisfaction.
- 4. To obtain where possible a speedy resolution to the problem.
- 5. To take appropriate actions & ensure that the promises are kept.
- 6. To inform the employee his /her right to voice the grievance & take it to next stage of the procedure.

## KEY FEATURES OF A GOOD GRIEVANCE HANDLING PROCEDURE

- 1. FAIRNESS.
- 2. FACILITIES FOR REPRESENTATION.
- 3. PROCEDURAL STEPS.
- 4. PROMPTNESS.

## DISCOVERY OF GRIEVANCES

- a) Observation.
- b) Grievance procedure.
- c) Gripe Boxes.
- d) Open Door Policy.
- e) Exit Interview.
- f) Opinion Survey.

## ESSENTIAL PREREQUISITES OF A GRIEVANCE REDRESSAL PROCEDURE

- 1. Conformity with statutory provisions.
- 2. Unambiguous.
- 3. Simplicity.
- 4. Promptness.
- 5. Training.
- 6. Follow up.

## STEPS IN GRIEVANCE REDRESSAL PROCEDURE

- 1. Identify grievance at the earliest.
- 2. Define the grievance correctly.
- 3. Collect data.
- 4. Prompt Redressal.
- 5. Implement and follow up.



THANK



you