

## Performance Appraisal as an Employee Evaluation Tool in an Organization like the Integrity Commission of Guyana

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### **Abstract**

*To evaluate an employee is a management task and a tool that is constantly used is Performance Appraisal. The business dictionary.com define Performance Appraisal in three parts that is, it is the process where managers/consultant 1) examines and evaluates an employee's work behavior by comparing it with present standards, 2) documents the results of the comparison, and 3) uses the results to provide feedback to the employee to show where improvements are needed and why. An efficient and effective organization will constantly performed evaluation on its employees to measure their work performance on the job. An organization must understand that Performance Appraisal is not the only tool to measure an employee performance. Employees' evaluation is an assessment/ review of an employee job performance. Performance Appraisal is a formal/objective assessment of an employee's job performance. This Performance Appraisal at the Integrity Commission is an evaluation tool that will identify employees that are performing from the one that is not. An organization Performance Appraisal must have a clear purpose and measurable objective. The most common errors in the evaluation process are the halo and horn effect or a poorly designed Performance Appraisal. To overcome these errors, manager/supervisors should have discussions with the employees when designing the Performance Appraisal so that their goals and objective can also be incorporated with the position goals and objectives. The Performance Appraisal is presented as an evaluation tool used at the Integrity Commission in Guyana. The Commission had taken into consideration Milan Fekete research in which he said that Van and Dan den Berglie (2004) said that organizational performance is "the measurement and reporting system/ tools that qualifies the degree to which managers achieve their objectives". At the Office of the Integrity Commission evaluation of employee is done every six (6) months using the Performance Appraisal to see whether an employee was performing on the job in order to be eligible for the payment of his/her gratuity, to identify areas that need training. In designing the Performance Appraisal for the Integrity Commission, it adopted the following questions poses by Milan in his research to make it an effective evaluation tool:*

- 1. Who should design the evaluation process?*
- 2. Who should evaluate whom?*
- 3. Who should review the evaluation results?*
- 4. How these results could be exploited?*

*In adopting these questions the performance appraisal as an evaluation tool at the Integrity Commission was a success.*

**Keywords:** *Employees Evaluation, Performance Appraisal.*

### **1. Introduction**

Evaluating an employee is a full time management task. The Integrity Commission as an efficient and effective organization will constantly performed evaluation on its employees to measure their work performance on the job. In other words every organization practices some form of evaluation to achieve the specified objectives. This organization Performance Appraisal

tool to measure employee performance is a very critical area in that managers will be able to tell if their employees are performing and also how the organization is performing. Whether it is on the right track to achieve its goals and objectives or if the organization have to adjust its objectives. Also an employee will be able to tell at what level he or she is performing and/or if additional training is required. A tool that is constantly used is Performance Appraisal. An organization must understand that Performance Appraisal is not the only tool to measure an employee performance. Employees' evaluation is an assessment/ review of an employee job performance. Performance Appraisal is a formal/objective assessment of an employee's job performance. According to Armstrong (2006) Performance Management is a systematic process for improving organization by developing the performance of individuals and teams. A performance evaluation form have measurable goals and objective in each area of a job/ position and this evaluation is mostly conducted on a six (6) month period especially in the Government Ministries and Agencies like the Office of the Integrity Commission. At the Office of the Integrity Commission evaluation of employee is done every six (6) months using the Performance Appraisal to see whether an employee was performing on the job in order to be eligible for the payment of his/her gratuity. This Performance Appraisal at the Commission will identify employees that are performing from the one that is not.

## **2. Performance Appraisal at Organizations like the Office of the Integrity Commission**

### **2.1 Purpose of Performing Appraisal**

1. Payment of gratuity and vacation allowance.
2. Identify areas where employees needs training and enable career development.
3. Provides data for promotion, transfers, layoffs and even demotion.

### **2.2 Objectives of Performance Appraisal**

1. Assist employee to overcome their weakness, improve his/her strengths so as to improve his/her performance.
2. Have constant feedback and guidance from managers to an employee working under him.
3. Contribute to the growth & development of an employee by helping him/her in realistic goal setting.
4. Creating a desirable culture & tradition in the org.
5. Employees are identified for the purpose of motivating, training and developing them.
6. Gather factual information about employees.

A Performance Appraisal has several designs in which an organization can choose from and can design it to suit the needs of the organization. An organization must also take into consideration the different errors that can occurred when conducting their evaluation using the performance appraisal especially when it is poorly designed and the halo and horn effects. At the Integrity Commission, the approach that is adopted is more of a result centered approach and was designed based on the characteristics of the Job and not the holder of the Job.

### **2.3 Successful Performance Appraisal Evaluation.**

1. Top management needs to review their job description and set specific goals and objective measures base on the job description.
2. Proper training of the evaluator - managers/supervisors conducting these evaluations must be properly trained to do so. It is sometimes better to have an independent person or agency to conduct these evaluations so as to avoid biases. Biases/ favoritism will

- always be a problem in Performance Appraisal since the organization is a social network and everyone knows each other.
3. Performance Appraisal should be conducted at different periods or at a time the employees do not expect evaluation to be conducted. This will give a manager the true performance of an employee performance.
  4. Cover the entire evaluating process and period and not just a recent performance.
  5. Managers should have discussions with the employees when designing the Performance Appraisal so that their goals and objective can also be incorporated with the position goals and objectives. Before conducting the evaluation process began, the manager/ supervisor must discuss the Performance Appraisal, after completion again a discussion must take place about whether the employee agree with the evaluation process or if there is any area of concern.
  6. Managers/ supervisors with employees together must set the goals and objective for the next evaluation period. This will give the employee a chance to be heard and have a say in his or her performance evaluation process.
  7. Employers can request employees to conduct their own Performance Appraisal since they will know more about the task they perform. This is called self evaluation.
  8. Get feedback from colleagues who are working closely with the evaluated employee, that is, use the 360 degree feedback.
  9. Spend more time on the positive aspect of employee's performance than on the negative aspects.
  10. Avoid horns and halo effect

#### **2.4 Performance Appraisal as an evaluation tool use at the Office of the Integrity Commission**

The Performance Appraisal is presented as an evaluation tool used at the Office of the Integrity Commission in Guyana. The Performance Appraisal is used by Commission to inform employees of their expected performance and also to provide employees with feedback especially areas that needs training. The Commission had taken into consideration Milan Fekete research in which he said that Van and Dan den Berglie (2004) said that organizational performance is "the measurement and reporting system/ tools that qualifies the degree to which managers achieve their objectives". It also stated that the two roles employees' evaluation plays in the organization making administrative decisions employees (compensation, promotion, dismissal, downsizing, layoff) and rectifying and planning employees growth opportunities (identifying strength areas for growth, coach, develop career). Milan further stated that when developing an employee evaluation system, management should think about these questions which also adopted by the Office of the Integrity Commission when developing their Performance Appraisal:-

1. Who should design the evaluation process? Whether the Secretary/ C.E.O of the Commission, the Commission board member or the employees themselves.
2. Who should evaluate whom? The board members, the Secretary/ C.E.O or the employees themselves.
3. Who should review the evaluation results? The Secretary/ C.E.O or the board members.
4. How these results could be exploited? Use the information at the Commission for promotions, sent on training, revise the organization goals and objectives if current one is not reached, use in the payment of gratuity and vocation allowance.

The Commission further went on to ask how often these evaluations should take place, once or twice per year.

The Performance Appraisal used at the Commission consist of a covering section page which covers the employees' personal data and leave record and time section. The other section covers the following areas:

- Section 1- Review of previously agreed objectives
- Section 2- Performance requirement
- Section 3- Overall performance assessment
- Section 4- Assessment of training and development needs
- Section 5- Assessment of potential
- Section 6- Objectives for the next review period
- Section 7- Reporting officers' comments
- Section 8- Job holders' comments
- Section 9- Commission/ reviewing officers' comments

The five criteria used to describe the levels of achievement as keys is listed below and is given a weight score from 1-5. Key is:

- 5- Superior performance
- 4- Effective performance
- 3- Good performance
- 2- Performance requires improvement
- 1- Unsatisfactory performance

This performance evaluation is done every 6 months of the employees' contractual period. It should be mentioned that this evaluation is done during this period to:

Constantly remind employees of what is expected of them in their work environment.

1. Provides information to the employee when making an employment decision (eg) for promotion, demotion, layoff, pay raise such as payment of gratuity and vacation allowance,
2. Empowering and motivation employees to do their best on the job or increase employees effectiveness.
3. Determine the gap between employee actual performance and organization expected performance.
4. Identifying skills for training and development.

### **3. Conclusion**

Employees' evaluation is an important to employers in that you can identify a performing worker from one that is not. Designing and adopting the right evaluation tool can achieve this purpose. One tool that can be used is the Performance Appraisal. In adopting Milan points, the evaluation process at the Office of the Integrity Commission, designing and using the Performance Appraisal was a success.

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## **5. References**

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