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A Study on the Self Appraisal Technique Use as a Performance Appraisal Tool

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ABSTRACT

The paper aims at studying the significance of Self Appraisal Technique use as a Performance Appraisal Tool. The paper will deal with the self appraisal technique as a tool in the performance appraisal technique and how it impacts the employee as well as the organization. The purpose of the paper also extends to the barriers that the employee and organization face when assessing a self appraisal form and when the employee writes in the form. The paper also highlights the biasness and the duplicity that can arise during this process. The study reveal that self appraisal technique has a huge impact on the process of performance appraisal process and helps the employee is self evaluating himself and to improves his skills accordingly. The paper also reveals that employee satisfaction increases as a result of the self appraisal form and this in turn leads to greater productivity from the employee. Self appraisal also has negative sides such as employee sometimes mark them very high as a result of which organization could make a wrong assessment regarding employees and in turn could promote less capable employees.

Keywords: Employee productivity; Employee satisfaction; Performance appraisal; Self appraisal technique.

1.0 Introduction

The world has become a competitive place and every employee is striving to give their best to get promoted to higher ranks and to increase their pay scale. With the ongoing fights against covid-19 pandemic, we have seen a lot of employee losing their job and there is a lot of uncertainty about job for many employees. The employee during this time and during other times, when the situation is normal needs to maintain their productivity to have a good job performance. Employee productivity is one of the key aspects of an employee works. It decides the level of satisfaction of the employee towards his work and also the organization decision to fire him or to keep in the organization. Employee productivity is also important for the organization as it add to the organizational productivity. It is important for organization thus to review the employee's job performance on a regular basis and also the contribution of an employee towards his company. This reviewing of the employee performance is referred to as performance appraisal.

Performance appraisal is a tool to evaluate the job performance of the employee on the regular

basis. It is also known as annual review or performance review or employee appraisal that evaluates the employee's skill, growth and the achievement or if the employee lacks anything's. The companies use this process to decide the wages and bonuses of the employee and whether to terminate or to promote an employee. The performance appraisal can be done during any time of the year and can be annually, bi-annually or quarterly. The performance appraisal also helps the manager in creating a development plan for the employee seeing his overall contribution. It also help the managers to understand the amount of responsibility that need to be there for the employee and the shortcoming that the employee may help to resolve by looking at him strength and weakness. Under performance appraisal there are many ways to evaluate the employee performance such as the 360 degree, 720 degree, self appraisal, peer assessment etc. Self appraisal is self assessing your ownself.

Self appraisal is the employee's appraisal to his ownself or his own performance. It is in a way highlighting your strengths, your weakness, works that you are good at, assessing your work in the organizations, whether the employee is satisfied with

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the productivity of his ownself. This is an important tool in performance appraisal as it helps the employee to understand his own strength and weakness when he is assessing his ownself and also what kind of work he wants from his organizations. It is an important tool for his own development and it helps in improving his job performance. Self appraisal plays a greater part in his development. An employee may be unsure regarding his attributes or his work performance and a positive response from the others will give him positive attributes and if he is certain about a matter and is confident with his self then others' opinion doesn't matter in many cases. However, new opinion from his manager or colleagues does improve his skills and improve his performance in the company.

2.0 Objective

- To study the self appraisal technique used as a performance appraisal tool.
- To analyse the importance of self performance appraisal system among the employees.
- To understand the barriers for self appraisal.
- To suggest measures that would help employees in self appraisal.

3.0 Hypothesis

Null Hypothesis (H0): There is no significant relation between self appraisal technique and employee performance.

Alternative Hypothesis (H1): There is significant relation between self appraisal technique and employee performance.

4.0 Review of Literature

Idowu and Ayomikun O. (2017) in their paper "Effectiveness of Performance Appraisal System and its Effect on Employee Motivation" talks about the concept of performance appraisals and the type of performance appraisals such as 360 degree appraisals. The paper talks about how performance appraisal has an effect on the employee productivity, motivation and performance and how the performance appraisal can be used by organization towards the employee for promotion or salary hike etc.

Heidi Kromrei (2015) in his paper "Enhancing the Annual Performance Appraisal Process: Reducing Biases and Engaging Employees through Self-Assessment" talks about the performance appraisal process and the effectiveness of it. The paper discusses about the self appraisal process and how it improves the employee performance. The paper lastly talks about the barrier that organization faces when they evaluate on the basis of self appraisal form and the employees' problem when they fill the form.

Osabiya Babatunde Joseph (2014) in his paper "Effectiveness of Performance Appraisal as a Tool to Measure Employee Productivity in Organizations" talks about the effectiveness of performance appraisals as a means to employee productivity and also discusses about the different types of performance appraisals such as self appraisals and peer appraisals and the functions of performance appraisals and organizational productivity.

Rani Ramaswamy and D.S. Chaubey (2014) in their paper "Self Performance Appraisal and its Effectiveness in Performance Management: An Empirical Study in Saudi Arabia" discusses about the self appraisal technique and how it benefits the employees in increasing their productivity and their work satisfaction. The paper highlights that employees get motivated by self appraisal technique and also they get to know what they expect from the job and their expectation about themselves.

Jiing-Lih Farh et al (2007) in their paper "An Empirical Investigation of Self-Appraisal Based Performance Evaluation" talks about the self appraisal technique and the impact on the technique on the employees and in their productivity. Also through this study self appraisal in performance based evaluations was studied by the researcher.

Janice S. Miller and Robert L. Cardy (2000) in their paper "Self-Monitoring and Performance Appraisal: Rating Outcomes in Project Teams" discusses about the self appraisal theory and how it is effective and the relation between the self appraisal and performance appraisal technique and about performance appraisal technique.

Donald J. Campbell and Cynthia Lee (1998) in their paper "Self-Appraisal in Performance Evaluation: Development versus Evaluation" discusses about the self appraisal technique in improving job performance and self appraisal

technique as a process. The paper also talks about self appraisal and supervisory appraisal process and how self appraisal helps as a development tool.

Ted H. Shore et al (1998) in his paper “Effects of Self-Appraisal Information, Appraisal Purpose, And Feedback Target on Performance Appraisal Rating” discusses about the effect of three factors in performance appraisal i.e. self appraisal, appraisal purpose and the feedback target. A significant relation was found out between feedback target and appraisal purpose and employee performed higher in the self assessment when they had favorable subordinates.

Teresa A. Grossi and William L. Heward (1998) in their paper “Using Self-evaluation to Improve the Work Productivity of Trainees in a Communitybased Restaurant Training Program” discusses about the self evaluation in the Restaurant of Trainees and how they self evaluate themselves and how they improve their abilities by self assessing their works and productivity. Their work productivity increased by self assessing their ownself.

Stephen C. Jones and David J. Schneider (1968) in their paper “Certainty of Self-Appraisal and Reactions to Evaluations from Others” talks about the how a person when he knows has low self appraisal tends to gain more approval information and the respondents more certain of their low self approval. The paper discussed about the respondents certainty in self appraisals when they get from others both positive and negative view and what they tend to do.

5.0 Employee Attitude towards Self Appraisal

A self appraisal technique is the new and viable way which makes the personal appraisal method more effective. This is getting prevalent in the workplace as it doesn't minimize the sense of control of an employee (traditional reviews which does). The employee sees self appraisal technique as an opportunity to correct themselves. By assessing their own self they can understand their pro and cons and this in turn help them to act accordingly. Instead of the manager pointing the employee strength and weakness, Self appraisal helps in getting an introspective point of view too. The employees' familiarity with his workplace, with his work also gets access through this technique. The employees through this process get a sense of confident from

their organization as they feel their opinion count through this process and also help them in evaluating themselves. The participation creates more employee accountability.

The self appraisal technique has positive approach only. The employees in this process can get clarity of their goals and organization could understand their employee goal and what the employee are expecting from their work. The employee and manager relationship also gets better through this process. By pointing out their own weakness, the manager could discuss with their employees later on in this topic. This in turn keeps a healthy work life and regular follow up with the manager, the professional relationship improves and a sense value in the mind of the employees' works and in the process the organization strategic mission gets accomplished. However, some of the employees also feel that self appraisal leads to increase in work and paper and add up to the long process of performance appraisal process. The employees may get tired through this long process sometimes.

Studies have revealed that Self appraisal technique helps in to fulfill the employees aim. The employee could understand how he need to go about to achieve his aim for the current year and what she he target for the next year. This in turn also motivates the worker if he could achieve his aim in this year and could also make him innovative with the sort of achievement he want to achieve. For managerial excellence also Self appraisal is of great importance as the manager has a viewpoint towards his employee and also knows whom to promote and whom to hire and know the sort of work that an employee can handle. Thus for the overall growth and development of an organization Self appraisal is very important.

The employees are also motivated towards the organization and also get a positive approach towards their colleague. There exists a good bonding in the workplace due to this and the effect could be seen also in group works. The employee tends to be truthful and honest in the self appraisal performance which is the most important thing in this technique.

6.0 Barrier for Self Appraisal Technique

An employee is preferably asked to write his self appraisal in the company's self appraisal form. This is usually done in the organizations. This

form gives the manager good amount of information regarding his subordinates. This is useful for the manager as he knows what he is expecting when having the performance appraisal of his subordinates. But a incompetent manager may use the self appraisal form in a different manner. He could use the form to get some good adjectives which he may cut paste in the official appraisal form and without any of his hard work can finish his task very soon. Also there could be organizational biases that may allow the manager to write positive remark on the performance appraisal form. A manager and subordinate through the self appraisal form any understand the format of performance appraisal form and then both the individual write their appraisal of their individual performance. Later they could sit and share their document to each other and then come to common consensus which in fact will harm the organization but will be beneficial for the individuals in short run or may be long run.

The self appraisal technique can improve the performance appraisal process and has the capability to do so provided that it free of error. However, it has been noticed many times that the Self appraisal technique isn't free to biases and errors, similar to the traditional method of evaluating an employee. There is a tendency to overestimation of their skills and also sometimes the employee may display overconfidence in his self appraisal form. By doing this they tend to overlook the most important information that they should have given about themselves. They also tend to ignore their valuable information. Thus there exist a situation where employees are overconfident, overrate themselves and manager also tend to display overconfidence in their judgments. Lack of consensus also exists between self-peer, subordinates and supervisors.

The employees are notorious and mark them highly. It is seen that poorer the performance higher the employees mark them in the self appraisal form. Incompetent performers are incapable of judging their own performance and can rate them highly although they performed poorly and vice versa.

7.0 Suggestion

The researcher after studying all types of literature pertaining to this topic and after going through the process of self appraisal and performance appraisal, the researcher wants to suggest some

measures that will improve the self appraisal technique and will lack errors in the process of it.

- There should be sub-headings in the form that will help the employees to understand where to write what and which will also help the manager to evaluate the employee on the basis of the form. The form shouldn't be like letter based.
- The self appraisal form should be submitted during the time of meeting, when the performance appraisal of the employee is discussed so that there exist no biasness or mischief from the manager side.
- Employee should write the exact thing that they believe they can and do not exaggerate about themselves.

8.0 Conclusion

Employee performance is a key issue for an organization as it decides the organizational performance too. The productivity of an employee, the satisfaction level of an employee are also dependent on his performance or could say they are directly related to each other. The organization duty is also to assess their employee on the basis of the skill, their performance. There are many times when employees need to be fired such as the pandemic situation where we have seen that employees are fired as the organization is facing financial problem. Thus self appraisal is a good way of assessing the performance of an employee and understanding his capability now and in the future. The self appraisal in a way gives the employee a satisfaction being a part of the organization and they tend to believe that their opinion matter. Their productivity increases due to this, their level of satisfaction from their work increase and the organization productivity to increase. Self appraisal affects the employee to understand their ability their drawback, they can work on their negative points and improve their ability.

Self appraisal has many pro as a technique in performance appraisal. However, if the assessment goes wrong could be harmful for the organization only and the assessment are wrong due to many reasons. Biasness or employee marking them high or low. There could be many factors that can create this problem and hence the assessment needs to be in a proper way and also the organization also needs to

look after that there exist no duplicity and employee doesn't assess them wrongly.

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