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A Study on Nurses Appraisal System Case of Apollo Hospitals, Visakhapatnam

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Abstract: *Gone are the days where the appraisal is used as an sword to threaten and punish the poor performers, at present appraisal is a tool which is mainly implemented in identifying the areas where the employees can grow, and from the organizations point of view it helps in determine the right areas where their employees can further excel.*

The present study is conducted at Apollo – Hospitals, Visakhapatnam, with the main objective to know and study about its appraisal process among various cadres of nurses. And, for our study purpose we used interview technique to collect some valuable responses for the selected respondents (Nurses) only. And, the final results were satisfactory about the appraisal process in the selected hospital, and few suggestions were identified to the current existing appraisal process at Apollo.

Keywords: *Performance – Appraisal, & Nurses.*

I. INTRODUCTION

Performance Appraisal is the process of assessing the performance and progress of an employee or a group of employees on a given job and his / their potential for future development. It consists of all formal procedures used in the working organizations to evaluate personalities, contributions and potentials of employees. Every year employees experience an evaluation of their past performance.

Apollo Hospitals was established in 1983 by Dr. Prathap C Reddy, renowned as the architect of modern healthcare in India. As the nation's first corporate hospital, Apollo Hospitals is acclaimed for pioneering the private healthcare revolution in the country. Apollo has emerged as Asia's foremost integrated healthcare services provider and has a robust presence across the healthcare ecosystem, including Hospitals, Pharmacies, primary Care & Diagnostic Clinics.

The cornerstones of Apollo's legacy are its unstinting focus on clinical excellence, affordable costs, technology and forward-looking research & academics. Apollo Hospitals was among the first few hospitals in the world to leverage technology to facilitate seamless healthcare delivery. The organization embraced rapid advancement in medical equipments worldwide, and pioneered the introduction of several cutting edge innovations in India. Soon the country's first-ever Proton Treatment Cancer Centre will be launched by Apollo, and it will serve over 3 billion people.

At APOLLO performance appraisal is conducted only once in a calendar year and the method that is adopted is modern form of appraisal and the method used to assess the employee performance is done by using GRADING method where every major activity carried out by employees as part of their job responsibilities. The Grading method used for assessing the performance of Nurses assesses the degree of certain qualities required for the job such as reliability and dependability. The degree is usually reliability and dependability.

The degree is usually measured on a scale (Excellent, very good, good, average, and poor). Then the actual performance of each employee is compared with these grade, and the person is allocated to the grade which best describes his performance. While, implementing this method, after defining the parameters to be measured then actual assessment of the nurses starts at every March end conducted by the Immediate supervisor, and then the results were discussed with the concerned Nurses at Apollo, Visakhapatnam Branch and Grades will be allocated. And, then the Employee performance is compared with grade definitions. The employee is, then, allocated to the grade that best describes his or her performance. But, one of the major drawbacks of this method is that the rater may rate most of the employees on the higher side of their performance.

The project is to infer about the Performance Appraisal process at APOLLO HOSPITALS and to describe how the company will identify the performance standards and core competencies of its employees and how it will communicate that to their employees. To know the response of the Nurses cadre employees in Visakhapatnam APOLLO on the performance appraisal system present in the organization this study collects the opinions from nursing staff from various departments at the selected hospital on the process in their appraisal system. The performance appraisal helps the appraisee to analyze the potential and the appraiser to select the suitable employee for the required position.

II. LITERATURE REVIEW:

- 1) *Alfredo Fort, Lauren Voltero (2004)*: In this article it is about factors affecting the performance of maternal health care nurses. This article outlines the 5 key factors believed to influence performance outcomes. • Job expectations • Performance feedback • Environment & incentives • Knowledge & skills each of these factors should be supplied by the organization support is considered as an overarching element for analysis. Practical knowledge & skills to be used as every day tools as recognition for their work, as well as having performance feedback.
- 2) *Ahmed a Abdel – Halim(1980)*: In this article it is about effects of higher order need strength on the job performance. This study examines the moderating effects of employee high order need strength on the relationship between job performance and job satisfaction. Specifically job performance is positively related to intrinsic as well as extrinsic sources of job satisfaction for strong individuals while no such relation is found in for individuals with weak people.
- 3) *Andrej KVAS, Janko Seljak(2016)*: This article is about a competency based performance appraisal for nurse leaders. An employee performance appraisal is used internationally to improve employee performance, efficiency, and effectiveness in nursing care. It is to identify at all levels of leadership, identify deficient areas for each individual's leader and purpose improvement. Inefficient and could improve their leadership performance in the areas of generic leadership competencies and inter professional relationships. These areas can also useful to most significant improvements are possible. Nurse leaders and hospital managers can use their organizational leaders and improve the levels of competencies.
- 4) *Adrinne Colella, Angelo S Denisi, Arup Varma(1997)*: In this article it is about appraisal the performance of nurses with disabilities. This literature says that inconsistency and conflicts effects for rates disability on performance ratings. The performance also depends upon the disabilities of the nurse. Outline some of the conditions under which bias will most likely occur. A more broad based review of some potential processes underlying appraisal decisions is pretend to explain why such inconsistencies should be expected. These processes are used to develop a model of the appraisal process for persons with disabilities which can guide future research area. The quality of the leader member exchange, performance standards, rater attribution, and the consequences of the performance process.
- 5) *Deborah Gail Spence, Elizabeth e. Wood (2007)*: In this it is about registered nurse participation in performance appraisal interviews. Performance appraisal interviews have over the past two decade; become a common phenomenon in nursing. It has resulted that these interviews provide minimal satisfaction and thus not always effective. It has been provide evidence that nurses are often disappointed by the process of performance appraisal. Although they believe in the potential value of performance appraisal interviews, they seldom experience the feedback, direction, and encouragement necessary for an effective appraisal process. It requires skilled commitment on the part of nurses, managers, and the employing organization to improve and develop the assessment and promotion of nursing practice.
- 6) *Froydis Vasset, Einar Marnburg And Trude Furunes(2011)*: In this article it is about the effects of performance appraisal in municipal health services. Performance appraisal indicates that variation exists in learning that variation exists in learning and job motivation from performance appraisal between occupational grouse. It evaluates the potential effect of job motivation, learning and self assessment through performance appraisal for health personnel. It focuses on goal setting, feedback, participation and training. Job motivation, learning and self assessment of performance are dependent factors. All subordinates perceived higher job motivation after performance appraisal than managers. Useful feedback, active participation and higher education are fundamental elements of discussion in performance appraisal.
- 7) *Ger J Keijsers, Wilmar B Schaufeli, Pascale M Le Blanc, Carmen Zwerts, Dinis Reis Miranda(2007)*: In this article it is about performance and burnout in intensive care units. The relationship between 3 different performance measures and burnout was explored in 20 Dutch ICU'S. Burn out (i.e., emotional exhaustion and depersonalization) proved to be significantly related to nurse's perceptions of performance as well as to objectively assessed unit performance. Subjective performance measures relates negatively to burnout levels of nurses, whereas an objective performance measure relates to positively burnout. Furthermore, subjectively assessed personal performance (i.e., personal accomplishment) is more strongly related to burnout than subjectively assessed unit performance. A model test of relationship between both types of subjective performance and burnout reveals that nurses perception of unit performance is indirectly related to burnout through perception of personal performance. This model holds similarly for objectively well and poor performing ICU'S.
- 8) *Hanan al Ahmadi(2009)*: In this article it is about factors affecting performance of general hospital nurses. The main objectives were self estimate performance, job satisfaction, and organizational commitment and influenced performance. It has proven that the job performance is positively correlated with organizational commitment, job satisfaction and personal & professional variable. Both job satisfaction and organizational commitment are strong predictors of nurses performances. Job performance is

positively related to some personal factors influencing years of experience, nationality, gender and marital status. Level of education is negatively related to performance.

- 9) *Hs Emamzadeh Ghasemi, Z Vanaky, T Salehi, M Salsali(2007)*: In this article it is about MBO approach in nursing performance appraisal. Performance appraisal is one of the most important duties for nursing managers. This will improve the quality of nursing care, and it needs suitable approaches and effective strategies in nursing services. The aim of this study is to determine the impact of performance appraisal using management by objective .Performance appraisal using management by objective approach could increase the quality of nursing care. Using nursing performance appraisal plans according to the basis of MBO could be an effective evaluation way to access the quality of nursing care.
- 10) *Jaimi H Greenslade, Nerinal L Jimmieson (2007)*: In this article it is about task and contextual performance for nurses. It is about development of performance scale. It is a development and validation of a new job performance scale based on an established job performance model. It is to be clearly mentioned the tasks which are to be done on the day. To preliminary support for a new job performance scale as a reliable and valid tool for assessing nursing quality. It helps to guide hospital managers regarding the quality of nursing care with in units and to guide future research in the area. The guidelines of manager also help to improve the quality of the work in hospital.
- 11) *Jian Rong Wang, Yan Ian Ma, Li Ming Zhang, Hui Wang Shenggiang Luo, Zhi Ying Feng(2008)*: In this article it is about categories of nursing job performance appraisal. Objective to explore the nursing job performance appraisal domain from the perspective of organizational behaviors and human resource management. It has resulted that enthusiasm in working, understanding and cooperation among colleagues and contributions to the perfection and development of the hospital etc., The new nurse job performance appraisal category and system can be used to evaluate the performance of the nurse objectively and comprehensively.
- 12) *Khushbu s. Dave (2014)*: In this article it is about performance appraisal of nurses in hospitals. The performance appraisal is a formal, structure system of measuring and evaluating as an employee's job related behaviors and outcomes to discover how and why the employee can performed more effectively in the future. It considered under the factors of job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, cooperation, judgment, veracity and health. In big organization through performance appraisal they achieve the mission and compete between staff, safe environment. Internal and external based on customers. It depends on the parameters of the organization abilities and consideration for the performance appraisal. They have high competition between themselves for best employee award.
- 13) *Lawrence Nurse (2005)*: In this article it is about performance appraisal, employee development and organizational justice. It is very important to develop individual employee. Workers perception towards the work comes out when they positively take the challenge and believed that they experienced fair outcomes from performance appraisal, and whether its usage was seen to contribute towards their career. The workers perception about the treatment received from performance appraisal were likely to influence their expectations regarding carrier advancement, as expressed through opportunities for training and development, pay for performance and promotions. It also depends upon the experience of their work.
- 14) *Magdalme H Awases, Marthie C, Bezuidenhout, Janettah Roos (2013)*: This article is about factors affecting performansal appraisal of nurses. Professional nurses play a vital role in the provision of health care globally. The performance of health care workers , including professional nurses, link closely to the productivity and quality of care provision with in health care organization. Some of the nurses may fail to perform well as affecting nurses negatively who has lack of recognition of employees who were performing well, quality performance outcomes and an absence of a formal performance appraisal system and poor working conditions Various factors contribute to both the positive and negative performance of professional nurses.
- 15) *M Mrayyan, Ibrahim A L Faouri(2008)*:This article is about nurses career commitment and job performance. In general, nurses were found to agree that they had a lifelong commitment to their careers, and that they were performing well their jobs in accordance with standards. Hospitals in the sample differed in most demographics except in gender, areas of work and decision making styles. Based on the total score of nurse's job performance, career commitment, there were no significant differences across hospitals.
- 16) *Nebiat Negussie, Costantinos Berehe (2016)*: In this article it is about factors affecting performance of public hospital nurse. The background nurses have a major role to play in providing timely, quality health services in hospitals. It is important to improve the quality of health care delivered in health care organization. Every work done by the nurses have to be with good quality and work commitment is more important. Job satisfaction, work experience were significant predictors of nurses job performance. Organizational commitment to improve nurse's job performance.

- 17) *Patricia M Schwirian (1978)*: This article is about evaluating the performance of nurses. This article describes the development including content, structure, validity, and reliability of the six dimensional scale of nursing performance. These are consisted of different parameters like.- leadership, critical care, collaboration, planning, evaluating, interpersonal relations, communications, and professional development. It may used to obtain .-self appraisals of performance, employee appraisal of performance, or perceived adequacy of nursing school preparation of performance. This may used as performance evaluation as well as a useful research tool.
- 18) *Ronald E Riggio, Shelby J Taylor (2000)*: This article is about personality and communication skills as predictors of hospital nurse performance. Communication, empathy would be positive related to nurse performance. Personal distress, trait dogmatism would be negatively associated with performance. The responsibility will be filled when they do the work from passion. Social competence and certain dimensions of empathy led to good prediction of job performance. Social psychology, social issue, communication skill, good prediction, personality dimension are major key point for good job performance.
- 19) *Raeda Fawzi Abdualrb (2004)*: In this article it is about job performance and social support among hospital nurses. The effect of job related stress on job performance among hospital nurses. The effect of social support from coworkers on the performance relationship. The more social support from the internet and gives encourage to their work also decreases the stress of the nurse. This indicates that when they get high support from co workers the think positively and appraise themselves and self motivated. When they get moderate level of support they believed that they performed their job less well than did those who reported low or high levels of job stress. It has been stated that not only appraisal from manager it is also important from co workers to get appraisal for giving high performance levels.
- 20) *Richard J Klimoski, Manuel London (1974)*: In this article it is about role of the rater in performance appraisal. Ratings for performance appraisal are frequently made by supervisors. In these days judgment of effectiveness for nurses were obtained from nurse herself and her peers in addition to her supervisor, using the same rating form. Factors determined that each rating source could be clearly identified and characterized. It should be genuinely filled by observing their performance.
- 21) *Raymond f. Zammuto, manuel london, kendrith m rowland (1982)*: This article is about organization and rater differences in performance appraisals. Self peer, and supervisory ratings of performance for nurses and self, student, peer, and supervisory ratings for resident advisors are studied in this article. The analysis indicates that both organization and rater differences have significant, independent effects on performance ratings. There may be also negative impact on the usefulness of any particular performance appraisal form in different settings, and on the abilities of managers to accurately interpret and compare performance ratings for individuals in different organizational sub units.
- 22) *Yu Kung Ko, Tae Wha Lee, Ji Young Lim (2007)*: In this article it is about development of a performance measurement scale for hospital nurses. It is to develop a performance measurement scale for nurses in the hospital setting and to test the reliability and validity of the scale. This study was conducted in three phases including an application of conceptual framework, development of scale items, and test of validity and 66 reliability of the scale. The Performance measurement scale consisted of 4 factors which included competency, attitude, willingness to improve, and application of nursing process. The performance measurement scale developed by this study is a reliable and valid instrument that is utilized effectively to evaluate the performance of hospital nurses. Furthermore, it could be used as a stepping stone to assess educational needs of nurses, develop professionalism among nurses, and improve quality of nursing care in the hospital setting.

III. OBJECTIVES OF THE STUDY

A project study is conducted at Apollo hospital with the main objective to understand the concept of appraisal and its importance. In, order to derive this objective a detailed study was conducted for a period of 30 days. And, basically on the study the following objectives were identified:-

- A. To, know about the appraisal method used to evaluate the performances of nurses at, Apollo Hospitals, Vishakhapatnam.
- B. To, understand what are the standards defined, to evaluate the nurses performance.
- C. To, identify necessary recommendations basing on the study conducted.

IV. RESEARCH – METHODOLOGY

The, entire project study was conducted at Apollo hospitals, Visakhapatnam from May 7th 2018 to June 5th 2018 for a period of 4 weeks. And the work is mainly related to appraisal (nurses cadre only), at Apollo, Visakhapatnam.

- 1) *Data Collection*: The, data that is required for my project-study completion is collected through interviewing various cadres of Nurses working at APOLLO. Some sample Interview Questions Includes: collecting the general-information about the Apollo hospitals Visakhapatnam in detail, About the Appraisal method implemented, Nurses satisfaction rate on the appraisal process followed at Apollo etc.
- 2) *Types of Data*: The, entire data that is collected for my project-completion is divides into 2 types
 - a) Primary data collection
 - b) Secondary data collection
- 3) *Primary Data Collection*: The, primary data was collected from the sample of respondents chosen (40) working at different levels (Nurses).
- 4) *Secondary Data Collection*: The secondary data is already available data that is readily available and collected from various other secondary sources like :
 - a) Journals
 - b) Articles
 - c) Magazines
 - d) Old project reports
 - e) Google.

V. DIMENSIONS OF PERFORMANCE APPRAISAL AT APOLLO HOSPITALS:

Since the main aim of my study is to examine how at Apollo Hospitals the appraisal is being conducted and In general the following dimensions are studied.

- A. The type of method used
 - B. The person who carries the appraisal and
 - C. The frequency of appraisal.
- 1) *Method used to Assess the Performance*: The appraisal at APOLLO is conducted once in a year, and the method they follow is “Grading-Method”. The appraisal generally composed of 2 two stages:-
 - a) By filling the self-appraisal
 - b) The supervisor appraisal.
 - 2) *Who Evaluates Performance*: A Senior Nurse, Manager, and then forwards to the HR – Department of Apollo.
 - 3) *Frequency of Appraisal*: On an annual basis.

VI. THE PERFORMANCE APPRAISAL SYSTEM AT APOLLO – HOSPITALS:

The general appraisal process followed and implemented at Apollo hospital is shown through this step wise procedure clearly.

- 1) *Step 1*: Defining the Nurse’s Job Expectations
- 2) *Step 2*: Communicating the Performance Standards to Nurses
- 3) *Step 3*: Selecting the method (Grading) for evaluating the performances
- 4) *Step 4*: Measuring with the pre – defined or set standards of performance
- 5) *Step 5*: Delivering the actual performance results to Nurses signed by the Appraiser
- 6) *Step 6*: Conducting appraisal interview if necessary.

VII. MAIN FINDINGS OF THE STUDY

Here are the some of the important findings drawn from my study.

- A. It is observed that most of the Nurses working at Apollo Hospitals has an good experience of 5 to 7 years. And, this finding also shows that majority were highly experienced and the retention rate is also outstanding at Apollo.
- B. It is identified that at Apollo hospitals the performance appraisal is conducted annually. And, the parameters observed for evaluating the performance are patient care, attendance etc.

- C. It is observed that, at Apollo hospitals will follow the traditional method(Grading method) to evaluate the performance of the employees.
- D. It is observed that at Apollo hospitals, the performance appraisal policy and process is clearly defined with the employees.
- E. It is observed that promotions, salary hikes are not at all related with the performances of nurses.
- F. It is mentioned that at Apollo hospitals the feedback will be given to the employees in a positive manner and helps to improve their Knowledge, skills, abilities and encouraging them to grow professionally.

VIII. SUGGESTIONS

From, the findings observed during any project study, those are the suggestions recommended. And, the suggestions identified are not to criticize the existing appraisal process, but to throw some suggestive steps to improve the existing appraisal policy accepted by all at Apollo.

- 1) *Quarterly Appraisal:* At Apollo for all categories of nurses appraisal is conducted on an Annual basis and the method employed is Grading method. Basing on my study is suggested that instead of annual appraisal, it is better if possible to conduct Quarterly appraisal. The reason is nurses job expectations is not predefined and their roles also keeps changing. So from my study I recommend that quarterly appraisal has to be implemented for effective ratings.
- 2) *Performance Pay Has To Be Introduced:* At Apollo hospitals pay increase is based on individual experiences but most of the employees opined that the pay increment based upon the individual performance. Performance based pay is a system which specifically seeks to reward employees for their contribution as individuals or as a part of group, or to reward employees on account of the organizations overall positive performance.

IX. CONCLUSION

Performance evaluation often qualifies how much face time employees put in, not necessarily the quality or outcome of their work. From, the above statement it is clear that appraisal is an never ending process. And it is essential for employee's personal and professional development. This, project has outlined all the possible aspects of appraisal at selected hospital. The information provided in the report is true, clear and precise with the help of the relevant data gathered from the selected respondents, company web sites and though other secondary sources. In the concluding remark of my project report, I would like to state that at Apollo Hospital, Vishakhapatnam the employees are regarded are their key and valuable assets for sustained growth and development of the organization. Apollo believed in investing continuously in human resources for their growth, and the environment is also open in such a way which benefits and develops each and every employee at Apollo. At Apollo hospital, I find that well analyzed goals are set and effective performance appraisal strategies are applied.

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