A STUDY ON EMPLOYEE SATISFACTION WITH REFERENCE TO PERFORMANCE APPRAISAL AT SYS INFORMATION HEALTHCARE PVT. LTD., MYSORE

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ABSTRACT
Performance Management is a process of defining, measuring, appraising, providing feedback on and improving performance.1 Performance appraisal has become the most important part of today's HR system. It is used in retention of employees and a great deal to evaluate their performance. It is believed that it is a reward, promotion and salary increments. The main objective of this study to study the nature and pattern of Performance Appraisal and to study the factors which lead employee development and satisfaction. Descriptive research has been applied which is also known as statistical research, describes data and characteristics about the population or phenomenon being studied. The primary data are collected by distributing well-structured questionnaires among employees at sys information by using simple random sampling, which is representative of the population. The secondary data are collected through magazines and journals. Analysis and interpretation are expressed only in aggregate. The population for the study comprised of top, middle and executive level of employees of the current year. The total sample size is 50 employees out of population of 325 employees. More than 50% of the employees are satisfied with the clarity in the performance objectives, the organization to identify training and development needs, ensures placements, promotion, motivation, etc., timely. With fair performance appraisal system that leads to career development with company's compensation and benefits.

KEYWORDS
Performance Appraisal, Employee Development, Employee Satisfaction.


INTRODUCTION
Performance Appraisal is a method of evaluating the behaviour of employees in the work spot, normally including the quantitative and qualitative aspects of job performance. It is systematic and objective way of evaluating both work related behaviour and potential of employees. It is the process that involves determining and communicating to an employee how he or she is performing the job ideally, establishing a plan of improvement.2 Appraising the performance of the individual groups and organization is a common practice of all societies. While in some instance these appraisal processes are structured and formally sanctioned, in other instances they are an integral and informal part of daily activities. The teacher evaluates the performance of student, banker evaluates the performance of creditors and parents evaluate the performance of their children and all of consciously or unconsciously evaluate our own action from time to time.

In social interaction, performance evaluation is done in an often unsystematic way. But in organization, formal programs of evaluating employee and managerial performance conducted in a systematic and planned manner have achieved popularity in recent years. During and after world war-the systematic performance appraisal was quite prominent. Credit goes to Walter Dill Scott for systematic performance appraisal technique of man to man rating system (Or merit rating). It was used for evaluating military officers.

Industrial concern also used this system during 1920 and 1940’s for evaluating hourly paid workers. However, with the increase of training and management development programs from 1950’s management started adopting performance appraisal for evaluating technical, skilled, professional and managerial personnel as a part of training and managerial development programs.

Therefore, performance appraisal enables employee to get incentive treatment according to their potential, sincerity and capabilities. They get motivated by which performance appraisal benefits not only employee but also the management in the form of greater productive efficiency. Therefore a performance appraisal, employee appraisal, performance review or (Career) development discussion is a method by which the job performance of an employee is evaluated generally in terms of quality, quantity, cost and time typically by the corresponding manager or supervisor. Generally, the aim of performance appraisal are to give employees feedback on performance and identifying employee training needs.3

Need and Importance for the Performance Appraisal

- To review the performance of the employees over a period of time.
- To judge the gap between the actual and desired performance.
- To help the management in exercising organizational control.
- To diagnose the training and development needs of the future.
- Provide information to assist in the HR decision like promotions, transfers, etc.
- To reduce the grievances of the employees.

Company Profile.4
Winner of the “Highest Exporter–ITES–Mysore Region” award for two consecutive years 2010-11 and 2011-12. Sys Information Healthcare India Pvt. Ltd. (SIHI), is a Service
Delivery Centre providing healthcare back office services that are part of Revenue Cycle Management (RCM). SIHI provides this for several US based healthcare companies. SIHI provides various aspects of RCM such as Physician and Institutional Coding, Charge Entry and Validation, Payment Posting, Denial Management, Receivables Followup, Credentialing and Patient Collection among others. Besides these, SIHI also provides Accounting and Software Support Services to clients.

SIHI is an affiliate company of Sys Information Inc. USA starting in 2005, they are provided Revenue Cycle Management services. They employ the most talented, knowledgeable and dedicated staff to serve their Clients and their teams have deep expertise in three broad areas – US healthcare back office services, Operations (Including ISO, Six Sigma and Lean) and Healthcare Information Technology (Including EMRs, billing systems, etc.). This expertise helps to provide consulting services and ensures seamless transition of processes followed by continued delivery of high levels of performance execution.

In Mysore, India facility is designed keeping in mind the future needs of the organization with state-of-the-art IT infrastructure and security systems to meet the operational and security needs of the customers. They will work hard to ensure all the systems and processes are HIPAA Compliant.

SIHI has grown to include a talented workforce of over 500 employees in Mysore, India. This growth has occurred over a short period of time. It is now looking to expand at a rapid pace and anticipates doubling in size over the next 18 months. In a period of less than 5 years, SIHI has established itself as one of the pioneers in Healthcare Revenue Cycle Management through its delivery centre in India. This is a great achievement made possible by extremely talented associates.

SIHI is an ISO 9001:2008 Certified Company. The Quality Management System (QMS) consists of three tiers – Quality Management, Quality Assurance and Quality Control Systems. The principle behind our QMS is “Building Quality in Products and Services through Processes” to ensure very high and consistent Quality levels. This is achieved through Process Standardization, ISO based QMS implementation, coupled with Stochastic Sampling methods for QA process and Benchmarking. The QMS is strongly supported by Business intelligence and Analytics ensuring data driven decision making.

SIHI is an ISO 27001:2005 (ISMS – Information Security Management System) Certified Company. The scope of the ISMS encompasses requirements from ISMS, HIPAA and FDCPA. This is Certified by BSI and Accredited by ANAB (An American Accreditation Body). The dual certification-QMS and ISMS offers synergy when it comes to implementation, drawing best practices from each of these management systems. The strategy that QMS and ISMS are audited by different certifying bodies gives the benefit of different perspectives and insights to improve both the Management Systems to the next level.

Services
- Charge Entry.
- Medical Coding.
- Posting of all Payments and Adjustments.
- Accounts Receivable Analysis and Management.
- Insurance and Patient Follow-up.

- Old Accounts Receivable Clean-up.
- Insurance Verification.
- Provider Enrolment.
- Audits.

Literature Survey
Performance appraisal is an evaluation of person’s performance once it is well defined. Accurate appraisals help supervisors fulfill their dual roles as evaluators and coaches. As a coach, a supervisor is responsible for encouraging employee growth and development. As an evaluator, a supervisor is responsible for making judgements that influence employees’ roles in the organization. Although procedural justice is often thought of as an uni-dimensional construct, recent research shows that in the performance appraisal content it can be conceptualized as two-dimensional.5

Cross cultural research has found out that North American, Asian and Latin American perception of their employees’ motivation are different and that their perception affect their appraisal of employee performance.6

The major purposes of performance appraisals are to give employee feedback on performance, identify the employees’ developmental needs, make promotions and reward decisions, make demotion and termination decisions and develop information about the organization’s selection and placement decisions. For example, a review of 57,775 performance appraisals found higher ratings on appraisals done for administrative reasons and lower ratings on appraisals done for research or for employee development.7

Objective of the Study
- To study the nature and pattern of Performance Appraisal.
- To study the factors which lead to employee development and satisfaction.

Limitations of the Study
- The study is limited to the responses received from the respondents.
- The perception of the individual is an emotional state or mental condition a level can only be estimated.

RESEARCH METHODOLOGY
Descriptive research has been applied which is also known as statistical research, describes data and characteristics about the population or phenomenon being studied. The primary data are collected by distributing well-structured questionnaires among employees at Sys Information by using simple random sampling, which is representative of the population. The secondary data are collected through magazines and journals. Analysis and interpretation are expressed only in aggregate.

Sampling Design
Sampling is the process of learning about the population on the basis as a sample drawn from it and it should represent the population at Sys Information, Mysore. Sampling technique used in this study is “Simple Random Sampling.” The population for the study comprised of top, middle and executive level of employees of the current year. The total sample size is 50 employees out of population of 325 employees.

SIHI has established India facility is designed keeping in mind the future needs of the organization with state-of-the-art IT infrastructure and security systems to meet the operational and security needs of the customers. They will work hard to ensure all the systems and processes are HIPAA Compliant.

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Research Instrument
Percentage analysis. Percentage analysis = \((\text{No. of Respondents} / \text{Total No. Respondents}) \times 100\).

Objective 1
Performance Objectives are clearly communicated to employees at the beginning of each appraisal period.

Performance objectives are standards established keeping in mind organizational goals and individual’s potential. Performance means the degree or extent to which an employee applies his skill, knowledge and efforts to a job assigned to him and the result of that application. Performance appraisal system compares the individual’s output with the standards set. Performance appraisal means analysis, review or evaluation of performance of an employee against set standards.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>No. of Respondents</th>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>31</td>
<td>62%</td>
</tr>
<tr>
<td>No</td>
<td>19</td>
<td>38%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
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</table>

Q. No. 1: Performance objectives are clearly communicated to employees at the beginning of each appraisal period

Data Analysis
62% of employees are saying that performance objectives are clearly communicated to employees at the beginning of each appraisal period, whereas 38% of employees say no.

Objective 2: Time duration for performance appraisal.

The purpose of performance appraisal is to review the individual’s performance at regular intervals, so that obstacles can be identified. Review should also take a positive coaching approach rather than critical approach. PA identifies long-term manpower policies and to decide upon the organizational development programmes it is very important for the organization to identify training and development needs, ensures placements, promotion, motivation, etc. timely.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>No. of Respondents</th>
<th>% of Respondents</th>
</tr>
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<tbody>
<tr>
<td>Too Less</td>
<td>11</td>
<td>22%</td>
</tr>
<tr>
<td>Less</td>
<td>07</td>
<td>14%</td>
</tr>
<tr>
<td>Just right</td>
<td>32</td>
<td>64%</td>
</tr>
<tr>
<td>Much</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Q. No. 2: Time duration for performance appraisal

Data Analysis
About 22% of employees say that time duration for performance appraisal is too less, 14% of employees say that is less, 64% of employees say is just right.

Objective 3
Performance Appraisal is fair

The objective of performance is to increase the performance level of employees and to develop him/her in such a manner that he/she can rise to the position of higher responsibility. For this, it is very much essential for the organization to conduct it fairly as it is constantly developing man power to meet the current as well as future needs.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>No. of Respondents</th>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>30</td>
<td>60%</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>40%</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Q. No. 3: Performance Appraisal is Fair

Data Analysis
60% of employees strongly agree that performance appraisal is fair, whereas 40% of employees agreed.
Objective 4
Good performance appraisal results leads to career development of employee.

A career development process ensures promotion of employees from one career stage to another. The organization is equally responsible for employee’s career plans adopting an integrated career development process, which accommodates both individual and organizational needs.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>No. of Respondents</th>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>21</td>
<td>42%</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>40%</td>
</tr>
<tr>
<td>Disagree</td>
<td>09</td>
<td>18%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Q. No. 4: Good performance appraisal leads to career development of employee

Data Analysis
42% of employees strongly agreed that good performance appraisal leads to career development of employees, 40% of employees agreed, 18% of employees disagreed.

Objective 5
Compensation and benefits versus job satisfaction.

Compensation and benefit plays a major role in employee’s job satisfaction and performance appraisal is an important technique for reward management. In any organization if the reward techniques and procedure is fair and well defined, more chances are there to develop satisfaction among the employees.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>No. of Respondents</th>
<th>% of Respondents</th>
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</thead>
<tbody>
<tr>
<td>Yes</td>
<td>41</td>
<td>82%</td>
</tr>
<tr>
<td>No</td>
<td>09</td>
<td>18%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Q. No. 5: Are you satisfied with company’s compensation and benefits

Data Analysis
76% of employees are satisfied with their job, whereas 24% of employees are not satisfied with their job.

FINDINGS FROM THE SURVEY
62% of employees saying that the performance objectives are clearly communicated to employees at the beginning of each appraisal period.
38% of employees are saying that performance objectives are not clearly communicated to employees at the beginning of each appraisal period. 64% of employees say time duration given is just right. 36% of employees are saying that time duration given for performance appraisal is less. 100% of employees are satisfied with the fairness in the performance appraisal system; 82% employees are satisfied with performance appraisal system that leads to career development. 82% of employees say that employees are satisfied with the company’s compensation and benefits. 76% of employees are satisfied with their job.

CONCLUSION
Most of the employees are satisfied with performance objectives, time duration given for performance appraisal, fairness in the performance appraisal system. Performance appraisal system that leads to career development with the company’s compensation, benefits and job. Whereas 38% of employees are saying that performance objectives are not clearly communicated to employees at the beginning of each appraisal period and 36% of employees are saying that time duration given for performance appraisal is less. These two areas needs to be taken care by the management.

BIBLIOGRAPHY
4. www.sysinformation.co.in