

Research paper on Management's perception towards Doctor's Performance Appraisal with specific reference to Saurashtra region

Dr. Khushbu Dave

Faculty Shri Sunshine Group of Institution

Abstract - An effective performance appraisal system is an essential tool for the managers 'to take right decision on assessing the competency level of the doctors and their career advancement. This research has concentrated to ascertain the knowledge, skills and attitude of the doctors working in hospital industries. The system should be free from bias so that the doctors are afforded the chance to get a fair appraisal. Management Perception will play very important role in Performance Appraisal of Doctors. It shows that if appraisals are not fair, then a doctor would not be aware of their true performance level. This could affect their opportunity for advancement in their jobs in the future. It can also affect doctors 'moral as good appraisal results motivate doctors to work even harder.

Therefore, inaccurate ratings results in frustrated doctors, inappropriate rewards and punishment. This study focused on the factors that affect the progress of the staff working in hospital industries. It highlights the fact that the system is adequately supported from the top (senior management), as commitment at this level is a prerequisite for a system's effectiveness.

Index Terms - Management, Appraisal, Doctors, perception, Performance.

I. INTRODUCTION

Performance appraisal takes into account the past performance of the employees and evaluating the job related to knowledge and skill, which in turn focuses on the improvement through the systematic training for the development of organization. Hospital industry is a service industry, where patients are the most important person. All the employees of the hospital have to perform their duties in a better way in order to get patients 'satisfaction. Doctors are considered as key person in hospitals. Performance Appraisal of Doctors directly affects the working of the hospitals.

Performance appraisal in any organization will be done at a specific period, like annually or half yearly or quarterly or maybe regularly. It all depends upon the nature or size of the organization, and sometimes necessity of the managers decide the period of performance appraisal of their employees. Most of organizations are insisting employee appraisal should be a continuous process and should not be limited to a formal review once a year. The frequency of formal appraisals will depend on the nature of the organization and on the objectives of the system. For example, in a high technology organization objectives may be changing quickly so that formal appraisals may need to be carried out more than once a year. In an environment which is less subject to change, annual appraisals may be sufficient. Most employees receive a formal appraisal annually, although more frequent appraisals are often needed for new employees, for longer serving staff who have moved to new posts or for those who are below acceptable performance standards.

II. REVIEW OF LITERATURE

1 Goodson and McGee (1991) in their articles entitled —Enhancing Individual Perceptions of Objectivity in Performance Appraisal stated that information that is generated through participatory goal setting may provide employees with a clearer understanding of their task and goals and of the precise expectations of their supervisors.

Brown (2002) in his articles entitled —A theory of the process of creating power in relationships comments that with regard to health care specifically, research has frequently uncovered a lack of loyalty to the organization and the nursing profession. Brown noted that nurse administrators face the challenge of

repairing —broken relationships with nurses because of changes in management policies over time. During the 1990s, health care organizations tried to adopt cost cutting strategies employed by many other industries, thereby taking the focus away from the quality of care to patients. This conflict ultimately left nurses feeling disengaged and empowered in their roles in delivering patient care and at odds with the financial performance initiatives of health care administrators.

III. OBJECTIVES AND DESIGN OF THE STUDY

Employee performance in healthcare is more important and it has a direct impact on the life of the patient. Without a systematic method to ensure that employees understand and meet their performance appraisal goals, maintain competencies, and engage in learning opportunities, hospitals put themselves at risk — risk of non-compliance with work of HR manager: risk of increased turnover, and risk of lower quality of care. However, managing performance appraisals for hospitals is extremely challenging. The busy schedules sometimes push these important issues aside, and the mountains of paperwork required makes this feel more than a chore than an opportunity.

The importance of employees’ perceptions of attitudes towards various aspects of performance appraisal systems and processes (e.g. perceptions of fairness and accuracy and appraisal satisfaction) has long been recognized. Accurate and adequate feedback about performance through performance appraisal reviews has been also regarded as critical to an employee’s ability and motivation to perform effectively in an organization.

Objectives

1. To identify the key parameters responsible for performance appraisal in hospitals for doctors.
2. To identify the importance given each parameter at the time of performance measurements in hospital for doctors.
3. To analyses the management point of view towards Performance Appraisal System practiced in the hospitals for doctors’ appraisal in general in hospitals.

IV. RESEARCH METHODOLOGY

The research methodology of the study consists of both explorative and descriptive in nature.

Discussion and Informal Interviews

In order to know the general Performance Appraisal practiced in hospitals, and to identify different parameters to be considered for performance appraisal of Doctors, several rounds of discussion were held with the Doctors, Subordinate staff and Administrative staff and management in various hospitals. The discussion was presented and streamlined with the help of a Research Supervisor.

V. HYPOTHESIS OF THE STUDY

H0: Response of hospital management towards ranking for method of performance appraisal for doctors is uniformly distributed.

H1: Response of hospital management towards ranking for method of performance appraisal for doctors is not uniformly distributed.

MOPA	Fo	Fe	(Fo-Fe) ² /Fe
360	2	7.142857	3.702857143
BARS	6	7.142857	0.182857143
CHECK	4	7.142857	1.382857143
CONFI	15	7.142857	8.642857143
CRITICAL	11	7.142857	2.082857143
EASSY	14	7.142857	6.582857143
FIELD	2	7.142857	3.702857143
FORCED	6	7.142857	0.182857143
FORCED DIS	12	7.142857	3.302857143
GRAPHIC	7	7.142857	0.002857143
MBO	6	7.142857	0.182857143
PAIRED	6	7.142857	0.182857143
PERFOR	3	7.142857	2.402857143
RANKING	6	7.142857	0.182857143
	100	100	32.72

Chi square Calculated Value = 32.72

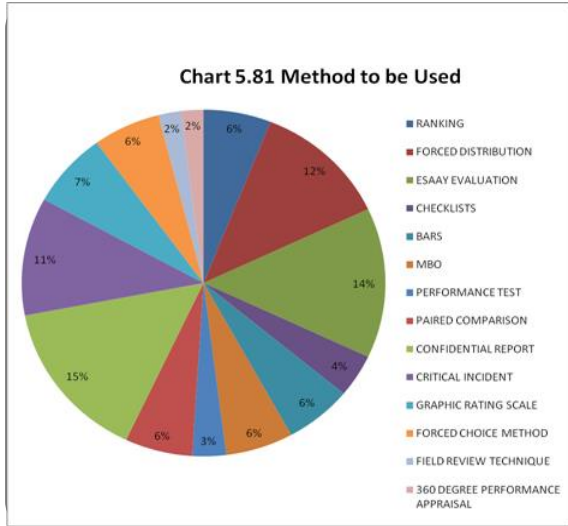
Chi Square Table Value = 22.36

Ho rejected as calculated value is higher than Table Value

VI. CONCLUSION

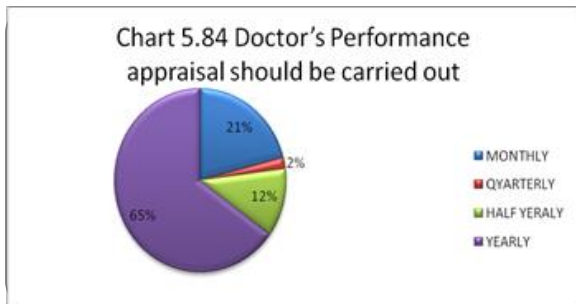
Response of hospital management towards ranking for method of performance appraisal for doctors is not uniformly distributed.

1. Which method should be used organization to appraise the Doctor’s performance?



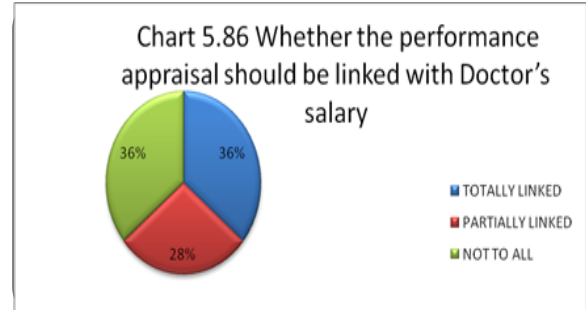
In total 14 methods were listed for evaluation of performance appraisal. Out of sample size of 100 management 2 respondents each suggested 360 degree and Field review technique. 3 of them preferred performance test, 4 of them suggested Checklist. Group of 6 management respondents each favoured Graphic rating and ranking method, MBO, Paired comparison. Confidential Report and Essay Evaluation method are favoured most by management staff for doctors' performance appraisal.

2. Doctor's Performance Appraisal should be carried out



Doctors play very important role in the society. Motivation of doctors and work of doctors directly affects patients. Out of 100 management staff 65 of them believe that performance appraisal should be done on yearly basis for doctors, 2 suggested it should be done quarterly basis, 21 of them suggested monthly and 12 were in favour of half yearly.

3. State whether the performance appraisal should be linked with Doctor's salary



Appraisal was considered important tool to uplift the performance of doctors by majority of management. In the opinion of management 28 of them believe that Performance Appraisal should be partially linked with doctors salary, 36 of them believe that it should be totally linked with doctors salary and other 36 of them said it should be kept separately and should not at all be linked with salary. Salary and appraisal should be treated differently.

VII. CONCLUSION

Study basically aims to identify different parameter for the performance appraisal of doctors in hospitals. Management sources of data helped to get the better outcome to Evaluate to performance appraisal system of doctors in hospital in a better manner and helped to decided different criteria to be considered at the time of performance appraisal of doctors in the hospitals. It also gave insight knowledge regarding other factors to be considered at the time of doctors' performance appraisal in hospital.

After analysing different reviews, conclude that all hospitals' performance appraisal should be done on yearly basis with the help of multisource feedback. As per doctors opinion their salary should be partially linked with their performance appraisal whereas patients and supportive staff believe that doctor's salary should be totally linked with performance appraisal and in the opinion of hospital management it should not at all be linked with performance appraisal of doctors. Necessity of Performance Appraisal for doctors at all the levels is at a greater extent needed and it should be totally linked with doctors salary and even incentives should be directly linked with performance appraisals of doctors. To give proper and structured form to performance appraisal for doctors in hospital performance appraisal model are been derived by the researcher that can bring uniformity and

transparency at the time of performance appraisal of doctors at all the levels in different hospitals

REFERENCES

- [1] Shrivastava A, Purang P. Employee perceptions of job satisfaction: comparative study on Indian banks. *Asian Academy of Management Journal*. 2009 Jul 1; 14(2).
- [2] Khan A. Performance appraisal's relation with productivity and job satisfaction. *Journal of Managerial sciences*. 2006;1(2):114.
- [3] Bajpai N, Srivastava D. Sectorial comparison of factors influencing job satisfaction in Indian banking sector. *Singapore Management Review*. 2004 Jul 1;26(2):89.
- [4] Brown CL. A theory of the process of creating power in relationships. *Nursing Administration Quarterly*. 2002 Jan 1;26(2):15-33.
- [5] Budhwar PS, Boyne G. Human resource management in the Indian public and private sectors: an empirical comparison. *The International Journal of Human Resource Management*. 2004 Mar 1;15(2):346-70.
- [6] Davit B, Tom W. A comparative Analysis of job satisfaction among public and private Sector Professionals. *The Innovation Journal*, 1715-3816.
- [7] Facticeau JD, Craig SB. Are performance appraisal ratings from different rating sources comparable. *Journal of Applied Psychology*. 2001 Apr;86(2):215.