



## A Study on Employee Appraisal with Respect to 'Event Mania' Company

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### ABSTRACT

Event management, the very topic looks challenging. A concept which gained importance in India only after the late 90's. Commitment, leadership and mental & physical devotion are the core factors needed to manage any type of event. Irrespective of the type or the scale of the event, the mental and physical hard work that is to be put in, differs by only a negligible degree of difference. This terminology is comparatively very new to India, though Indians have been arranging wedding ceremonies, naming & threading ceremonies even much before independence. But due to the lack of proper forecasting, proper material handling they used to end up in problems like wastage of the food due to less people coming in or fire in the pandal or food poisoning. These problems many a times used to put the families into financial trouble after the wedding. It is very easy for the audiences to make the event a hit or a flop. It takes just the 5 minutes for the audiences to judge the event resulting in the efforts of nearly 3-4 months and the hard work of 70-80 people either turning productive or waste. Thus the efforts they have put in always remain at stake till the date of the event. There are innumerable activities that have to be carried out. First of all forming committees, then allotting different jobs to each committee is the very first step. Here all the theoretical concepts learnt up till now in subjects like public relations, human resource planning, logistics, human skills, controlling, accounts, organizing, and others come into actual use. As an event manager one must have a lot of flexibility in terms of working pattern. Be free to do all sorts of jobs irrespective of your position.

### 1. INTRODUCTION

Once the employee has been selected, trained and motivated, he is then appraised for his performance. Performance Appraisal is the step where the Management finds out how effective it has been at hiring and placing employees. If any problems are identified, steps are taken to communicate with the employee and remedy them.

"Performance Appraisal is a process of evaluating an employee's performance in terms of its requirements."

Performance Appraisal can also be defined as the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed, for purposes of administration including placement, selection for promotions, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally."

### 2. LITERATURE REVIEW

**Vetrivel, T. (2013)** :The main goal of an appraisal should be to help the individual and the company perform better. The system must be built on a foundation of genuine respect for people and a recognition because employees are by far the most valuable resource.

**Levy, P. E., & Williams, J. R. (2004)**: The authors wanted to see how far researchers had heeded Bretz et al(1992) .'s plea to better comprehend the broader context of performance rating.

**Boice, D. F., & Kleiner, B. H. (1997)**:Top management commitment is required to develop a successful performance appraisal system: if the system does not create a link with employee performance and organisational goals, it will be less than fully effective.

**Aggarwal, A., & Thakur, G. S. M. (2013):**As a result of this paper, we can say that there are numerous performance appraisal methodologies. It's impossible to state whether method is superior to another because it depends on the nature and size of the company. Every methodology has its own set of advantages and disadvantages.

**Prowse, P., & Prowse, J. (2009):**As a result, we can say that there are numerous performance appraisal methodologies. It's impossible to state whether method is superior to another because it depends on the nature and size of the company. Every methodology has its own set of advantages and disadvantages.

**Daoanis, L. E. (2012):**According to the findings, the organisation under investigation should reexamine the criteria in place in their existing assessment process in resolving the deficiencies noted by the employees. In order to inspire workers to perform with in best welfare of the students and the organization as a whole, an effective incentive system is strongly advised. The study's findings suggest that the company's appraisal system may be improved by providing motivational advantages to employees who already have demonstrated exceptional performance at work. Concerned employees should also be given proper feedback so that they are aware of the advantages and limitations so that they may grow.

**Fletcher, C. (2001):**This article have touched on a limited number of study topics that represent the writer's expectations and preferences to some extent, but also space constraints. Other subjects, such as connection of PA and incentive payments (Campbell, Campbell, & Chia, 1998) and total quality, would have been excellent to include in a larger piece (Lam & Schaubroeck, 1999).

**Grote, D., & Grote, R. C. (1996):**The evaluation system must be ongoing, not just once a year. The employee should be in charge of developing both a personal and professional development strategy. The most crucial factor is customer feedback. No one should be ranked.

**Townley, B. (1993):**The goal of this paper was to contribute to the discussion of management studies. Its idea was to establish 'management' as an organisational priority, suggesting that investigating the technologies or practises that give effect to managing is a much more effective approach to its research. Without assuming intention or imputing interests, practises were analysed for their power impacts.

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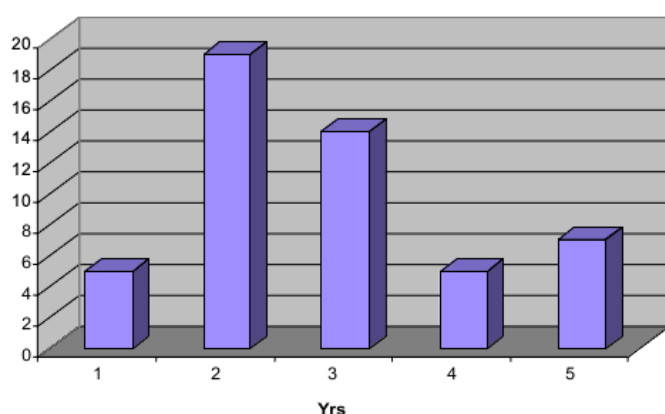
## RESEARCH METHODOLOGY

The sample size for the research paper "A STUDY ON EMPLOYEE APPRAISAL WITH RESPECT TO 'EVENT MANIA' COMPANY" is 50. The research is mostly based on the primary data. Primary data is collected from a questionnaire which was filled by the employees of the Event Mania company.

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## DATA ANALYSIS AND INTERPRETATION

How many years of experience within the organization do you have?



Data

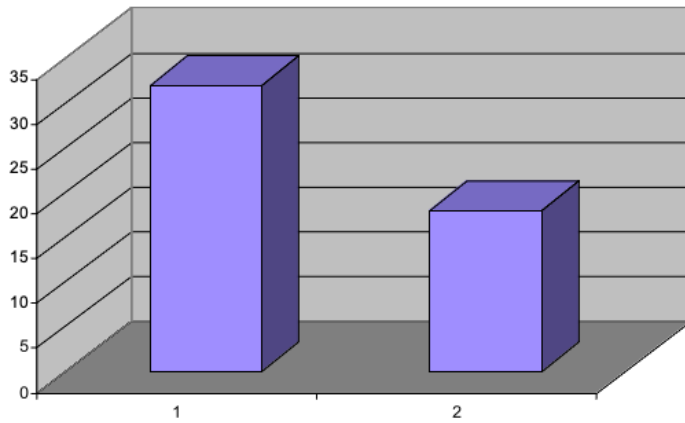
- 1) Less than a Year - 37
- 2) More than a Year - 13

Analysis

Most of the employees in the Organization are relatively new because a majority of them have between one and two years of experience in the Organization. This is mainly due to the fact that the Organization is in a constant mode of growth and is therefore recruiting in a big way. The expansion plans are done keeping in mind the proposed growth in business in the near future.

Another reason is the fact that finding new talent for the required skills is a tough task because market awareness about the career growth in this sector is very limited. Due to this, Event Mania has inducted a lot of employees after providing them with training to ensure that their Human resource requirements are met.

Have you worked in any other Company prior to joining this Organization?



Data

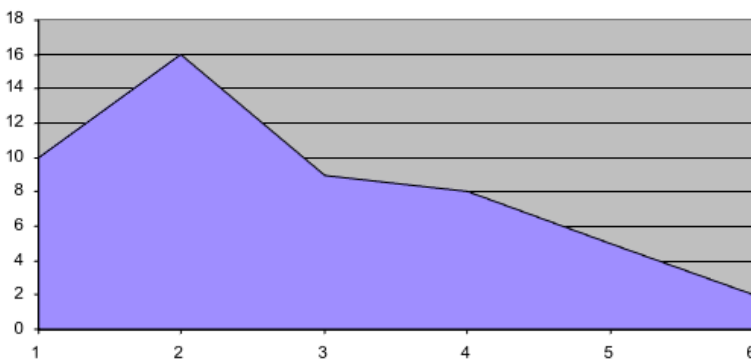
- 1) Yes - 27
- 2) No - 23

Analysis

Thirty-two employees (i.e. 64%) have some amount of prior work experience before joining Event Mania. They came to know about the same only after seeing the advertisements of the company on Instagram and Facebook. This also means that even though most of them have worked prior to joining Event Mania, they do not have any hands-on experience of the kind of work carried out by Event Mania. This fact can also be interpreted as having no valid work experience at all prior to joining the Organization.

Transparency Rating of the Performance Appraisalsystem

**Transparency Rating**



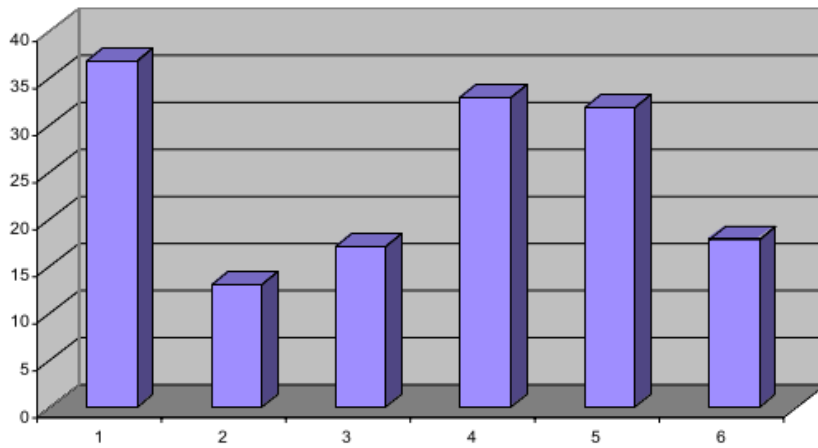
Data

- 1) 4 Points - 10
- 2) 5Points - 6
- 3) 6 Points - 9
- 4) 7 Points - 8
- 5) 8Points - 5
- 6) 9 Points - 2

Analysis

This question is an attempt to analyze the perceived transparency of the rating among the employees of the Organization. A majority of the employees have given a transparency rating of 5. The perception of the employees is since the appraisal is done on a quarterly basis, the employee is not in a position to actually evaluate the basis of the rating he / she has received. This causes a lot of ambiguity in the ratings. This is the primary concern due which almost 70 % have given a rating of 6 and below. The respondents who have given a rating of 7 and above have mostly given this rating because they have got good ratings in the past and feel that there is not much required in terms of transparency as long as they get good ratings themselves.

How do you find the Performance Appraisal Model in this Organization? (Mark all the relevant options)



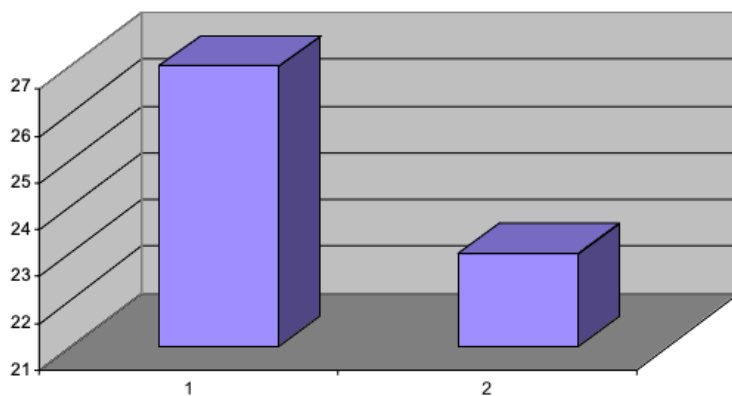
Data

- 1) Simple - 37
- 2) Complicated - 13
- 3) Objective - 17
- 4) Subjective - 33
- 5) Efficient - 32
- 6) Inefficient - 18

Analysis

From the above chart it can be inferred that, a majority of the sample respondents have found the Appraisal Model to be simple and efficient on one hand but also subjective on the other hand. The Appraisal model has been thoroughly dealt with during the training so the employees know exactly what is expected of them. The HR department follows an open door policy which ensures that any queries regarding the policy can be clarified to the employees satisfaction. But the employees are of the opinion that the subjective nature of the Appraisal system is one of the main disadvantages. The fact remains that due to the kind of work carried out by Event Mania, it becomes quite irrelevant to appraise on an objective basis.

In your opinion, does the Performance Appraisal System give a proper assessment of your contribution to the Organization?



Data

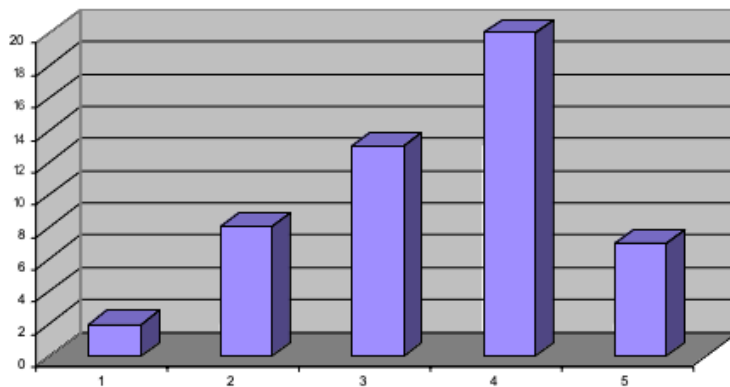
- 1) Yes - 27
- 2) No - 23

### Analysis

About 54% of the respondents say that the Performance Appraisal System does give a true and fair view of their contribution to the Organization. This does include employees who think that their rating does not always turn up to be correct as per their opinion.

The group of respondents who have replied in the negative, also include candidates who say that the appraisal does not turn out to be right most of the times but do show a fair view sometimes. Since the appraisal is done once a quarterly basis and most of the candidates have not gone through more than 2-3 rounds of appraisals, the data may not be entirely sufficient to reach any conclusions.

How often does your Performance assessment match to your expectations?



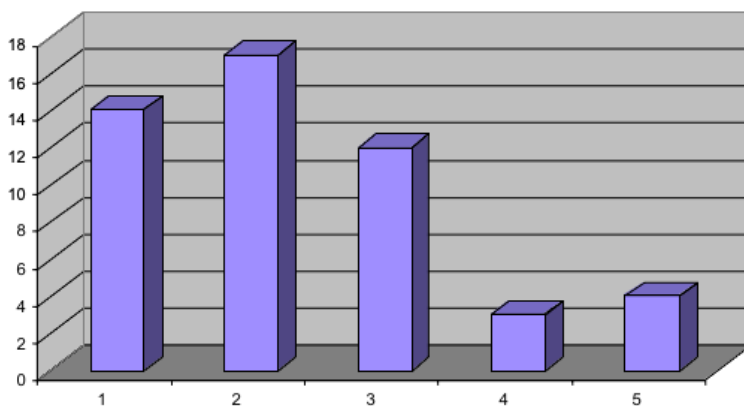
### Data

1) Never - 2      2) Rarely - 8      3) Sometimes - 13  
4) Often - 20    5) Every time - 7

### Analysis

From the above chart it can be inferred that, a majority of the sample respondents have found the Appraisal Model to be simple and efficient on one hand but also subjective on the other hand. The Appraisal model has been thoroughly dealt with during the training so the employees know exactly what is expected of them. The HR department follows an open door policy which ensures that any queries regarding the policy can be clarified to the employees satisfaction. But the employees are of the opinion that the subjective nature of the Appraisal system is one of the main disadvantages. The fact remains that due to the kind of work carried out by Event Mania, it becomes quite irrelevant to appraise on an objective basis.

According to you, how often should the Performance Review take place?



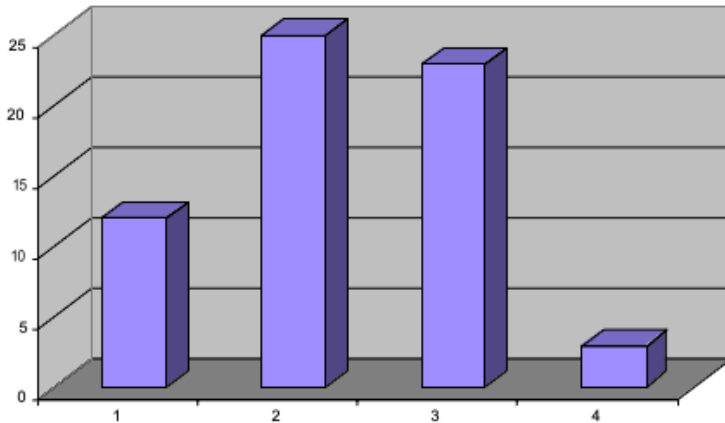
### Data

1) Once in a week - 14      2) Once a month - 17    3) Every 3 months - 12  
4) Every 6 Months - 3    5) Once a Year - 4

Analysis

Performance appraisal review is a constant process and lesser the frequency between the appraisals, the better. The majority want (i.e. 86% which includes the first 3 options only) the frequency of the appraisal to less than 3 months. The employees say that the longer the frequency between appraisals, the more the chances of the appraisal not matching up to their expectations because many performances get overlooked. If the appraisal is done on a more frequent basis, the employee has a chance to find out the gaps in his / her performance on a more regular basis which will help them to improve more on their performance and thereby eliminate waste. The appraisal does not necessarily have to be a formal one. Even informal performance appraisals done between formal appraisals but on a more frequent level will most certainly help and go a long way in improving performance.

Which are the areas that should be improved upon?



Data

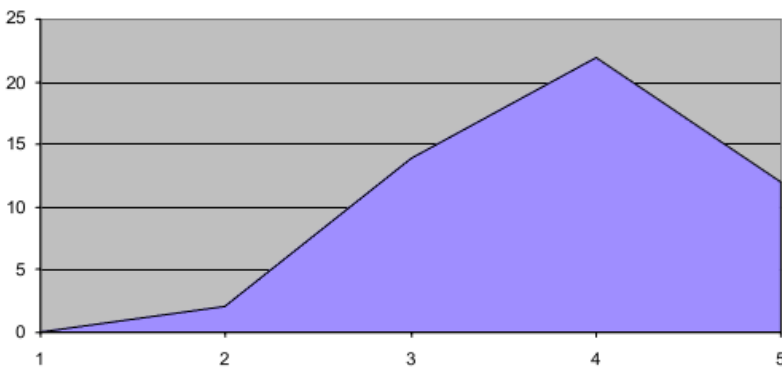
- 1) Standards-12
- 2) Monetary Incentives -25
- 3) Freq of Appraisal -23
- 4) Appraiser - 3

Analysis

This question breaks up the different phases of the appraisal system and tries to come to derive a conclusion as to the areas of improvement in the process of evaluation. Fifty percent of the respondents say that there should be a change on the aspect of monetary incentives. This does not refer to an increase in the monetary incentives but a more reasonable incentive structure that will properly reward increased and efficient performance. The frequency of appraisal is another aspect that needed review. The present system is a quarterly one and the general opinion is that informal appraisals should be held on a more regular basis. Standards of performance (i.e. benchmarks) should be improved according to 24% of the respondents. Only 6% have stated the there should be change in the appraiser, which is an inevitable sign of the operational efficiency of the system.

How important do you think is Performance Appraisal to your Performance?

**Productivity Analysis**



## Data

1) Not Important - 0    2) Less Important - 2    3) Important - 14  
 4) Very Important - 22    5) Most Important - 12

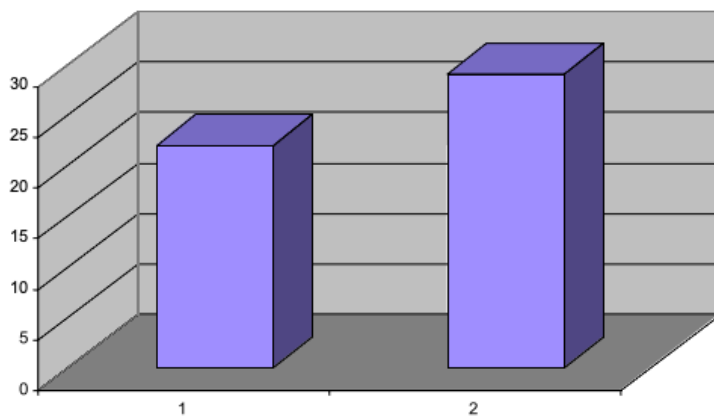
## Analysis

This question was put in to find out and analyze the importance of the Appraisal system to the productivity of the employee. The data clearly shows that the recognition of the employees performance does have a direct impact on his / herefficiency.

A vast majority of the respondents (i.e. 68% which includes ratings of very important or most important) affirm that their performance is directly influenced by recognitions of their performance by the appraisal system. None of the respondents have stated that the appraisal system had no effect on their productivity.

This points out to the fact that the Appraisal system goes a long way in determining the productivity of the employees in an Organization. Therefore it is very important for any Organization to devise their Performance Appraisal System carefully.

5) Do you feel comfortable discussing any difference of opinion about your Performance Rating with your appraiser?



## Data

Yes - 21  
 No - 29

## Analysis

The major reason for the decreased transparency rating might be due to the fact that 58 % of the respondents did not feel free to express their displeasure, if any, to the rating given to them. This can be due to decreased comfort levels with the appraiser. The appraisal system can only be efficient if it takes into consideration the employee's side of the appraisal. There might be various aspects that the appraiser might have accidentally overlooked or certain circumstances misinterpreted which can be clarified if the employee is more open and comfortable with the employer.

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## SUMMARY AND CONCLUSION

The following are the suggestions and conclusions derived from this particular research study

- **Objectivity:**  
 One manager's idea of "self-starting ability" can be quite different than another's idea. The question then arises as to how one objectively evaluates "creativity"? If greater amount of objectivity can be infused into the Appraisal system, it can help to bring more transparency.
- **Effective Communication:**  
 One function of performance appraisals is to help employees develop so they can contribute more effectively. In order for the employees to develop and learn they need to know what they need to change, where (specifically) they have fallen short, and what they need to do. If a manager assigns a 1 (unsatisfactory) on a scale of 5, it does not convey much information to an employee. It just says the manager is

dissatisfied with something. In order to make it meaningful and promote growth, far more information must be added to the appraisal process and the related information should be transparently shared with the employee.

- **Fairness:**  
Most employees resist being classified at the low end of the scale. Employees who are low rated are more likely to resist the evaluation of the superior and argue, claiming that personal bias was involved in the ratings.
- **Managerial Efficiency:**  
The implementation of a Performance Appraisal System rests on the shoulders of the manager and he must ensure that it is done properly. A good manager can make an average appraisal system work and vice-versa.

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