

Performance Appraisal System: A Pre-Requisite for Continuous Quality Improvement in Health Services

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INTRODUCTION

Performance Appraisal System (PAS) evaluates performance of an employee in comparison with his expected performance. It needs setting of Work standard, Proper assessment of actual performance and providing Feedback to the employees for better performance¹. PAS is very important for rational pay, promotion and retention of employee. Ultimately PAS increases quality production/ services of an organization. Unfortunately proper PAS is absent in all private hospitals of Bangladesh and not strictly maintained in public hospitals.

METHODS AND TECHNIQUES

Important methods are as follows²:-

- i) Ranking method : Here evaluator assigns ranks to all employees.
- ii) Man to man comparison method : Here certain factors are selected and the rater puts a scale for each factor.
- iii) Paired comparison method : Here each employee is compared with all others in pairs on at a time.
- iv) Forced distribution method : Here a pre-determined distribution scale is used.
- v) Graphic rating scale method : A numerical scale indicating different degrees of a trait is used.
- vi) Critical incident method : Management capability of a critical event is used.
- vii) Grading method : Here grading of certain factors are considered by the rater.
- viii) 360⁰ performance appraisal : Among these methods 360⁰ performance appraisal is the best one because here feedback is collected from all sides like superior, subordinates, self assessment, peers, customers etc. But this system is costly and time consuming.

FACTORS TO BE ENCOUNTERED

Though PAS is an excellent instrument for evaluation of employee but there are some shortcomings of the system. An ideal approach must be free from all sorts of personal bias & prejudices. Following factors often impede organizational objectives & goals²:

- i) The halo effect : Here one trait influences over other traits.
- ii) Spill over effect : Past performance rating influences current rating.
- iii) Similarity errors : Here evaluator perceives similar.
- iv) Social differentiation : Here evaluator is influenced by social status of employees.
- v) Miscellaneous biases like Race, Religion, Position, Partisan etc.

CONCLUSION

Worldwide PAS is a well established system for betterment of employees & organizations. So, in spite of all odds it should be implemented in all hospitals for continuous quality improvement. Following recommendations may be considered as pertinent:

RECOMENDATIONS

- i) PAS should be made mandatory by BMDC for reward and punishment of doctor
- ii) Existing Performance review form for medical teachers should be improved
- iii) A precise foundation training is hereby advocated for overall improvement of doctors behavior and office management capacity particularly for private hospitals
- iv) All sorts of biasness must be neutralized for an effective PAS.

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