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Performance Appraisal & Rating in Local Self Government

A Study with Reference to NWMC

ABSTRACT

In ancient India also local self-government was known right from the Vedic times. The Vedas have reference of Sabha and Samiti which of the nature of local self-government. Local Government is that part of the government of a country which deals with those matters which concern the people in a particular locality. He points out further that it acts as the communities housewife. In that it makes per surroundings fit to live in, keeps the streets clean, educates our children, builds our houses, and does all those other similar jobs which enable us to lead a civilized life. In India, there are eight types of local government units which may be categorized into three: urban local government i.e., Municipal Corporation, Municipal Board and Cantonment Board; semi-urban local government i.e., Town Areas and Notified Areas; rural local government i.e., Zila Parishad, Panchayat Samitis and Gram Panchayats. NWMC = Nanded Waghala Municipal Corporation.

1. INTRODUCTION

The system of local government is found at all levels as part of its governmental or constitutional structure, irrespective of its dominant political philosophy and the form of national government. In ancient India also local self-government was known right from the Vedic times. The Vedas have reference of Sabha and Samiti which of the nature of local self-government. The Aarthshatra of Kautilya also refers to system of local self-government. The Term 'Local Government' has been defined in the Encyclopedia Britannica as follows: 'Local Government means authority to determine and execute measures within a restricted area inside and smaller than the whole State. The variant local self government is important for its emphasis upon the freedom to decide and act.'

According to P. Stones "Local Government is that part of the government of a country which deals with those matters which concern the people in a particular locality. He points out further that it acts as the communities housewife. In that it makes per surroundings fit to live in, keeps the streets clean, educates our children, builds our houses, and does all those other similar jobs

which enable us to lead a civilized life. B.K. Gokhale writes "Local Self Government is the government of a specified locality by the local people through the representatives elected by them.

In India, there are eight types of local government units which may be categorized into three: urban local government i.e., Municipal Corporation, Municipal Board and Cantonment Board; semi-urban local government i.e., Town Areas and Notified Areas; rural local government i.e., Zila Parishad, Panchayat Samitis and Gram Panchayats.

2. OBJECTIVES OF STUDY

The objective of this paper is to study the Performance Appraisal & Performance Rating in Local Self Government with special reference to Nanded Waghala Municipal Corporation, Nanded.

3. METHODOLOGY OF RESEARCH

The present study is an empirical survey. This is a micro level study. The study is based upon primary survey conducted with the help of questionnaire and personal

visits. Secondary data is also used wherever necessary. Therefore, the researcher has used research methodology to suit an empirical survey. The researcher has used the method of strategic random sample selected by convenience. The researcher has selected 200 employees working in Nanded Waghala Municipal Corporation and interviews have been conducted with the help of questionnaire.

4. SIGNIFICANCE OF THE PROBLEM UNDER STUDY

In the Present socio-economic system human resources have been recognized as the most valuable and potential resource, the success and failure of any organization depends on its ability to use the an power adequately. In a group, People make an opinion about one another. But informal evaluation is insufficient as it seldom leaves any documentation of either good or poor performance. Thus in or for to generate confidence, performance appraisal should be systematic and objective.

Performance appraisal is the process by which the organizations evaluate the job performance of their employees. These human resources are capable of attaining a high level of performance if properly motivated and provided a comprehensive feedback of the workers about their performance and their potentiality. It facilities the identification of specific training and development needs of the employees of an organization. Various experts have defined performance appraisal. According to Schuler and others.1 “It is the process of evaluating the employees performance on the job in terms of requirements of the job.”

Performance appraisal is very important activity of the management as it helps on taking numerous decisions. It helps the management and the employees on the following manner: a) Performance

- Improvement; b) Compensation adjustments; c) Placement Decisions;
- d) Training and Development Needs;
- e) Career Planning and Development;
- f) Staffing process Deficiencies;
- g) Informational Deficiencies; h) Job Design Errors.

The various methods of performance appraisal are discussed below :

- a) Straight Ranking method;
- b) Paired Comparison method;
- c) Man-To-Man Comparison Method
- d) Grading Method.

The researcher has studied performance appraisal, performance rating and self appraisal in NWMC.

a) Performance Appraisal: Generally organizations adopt performance appraisal methods with a view to access the quality of work and degree of motivation. Therefore the researcher has inquired into the performance appraisal in NWMC. The responses are shown in the following Table.

Table 1
Responses to Performance Appraisal
 (No. of Responses)

Sr. No.	Performance Appraisal	No. of Employees		Total	
		Technical	Non Technical	No.	%
1	Satisfactory	27 (13.5)	29 (14.5)	56	28
2	Not Satisfactory	73 (36.5)	71 (35.5)	144	72
	Total	100	100	200	100

Source : Primary Survey Note: Figures in the parenthesis indicate percentages to the total.

It can be observed from the above table that out of the total sample of 200 employees of NWMC 56 employees representing 28.% of the total have opined that there is a satisfactory performance appraisal out of these 27 employees (13.5% of total) are from technical side whereas 29 employees (14.5 % of total) are from non-technical side. However out of the total sample of 200 employees of NWMC 144 employees representing 72 % of the total

have opined that there is no satisfactory performance appraisal out of these 73 employees (36.5% of total) are from technical side whereas 71 employees (35.5 % of total) are from non-technical side.

Thus, it can be seen that out of the total sample of 200 maximum (72%) employees have expressed the opinion that there is no satisfactory performance appraisal. The percentage of employees expressing the opinion that there is satisfactory performance appraisal (28%) is comparatively less. There is no significant difference as to the opinion about the performance appraisal between technical and non-technical staff.

b) Performance Rating : Performance rating methods are also resorted with a view to access the quality of work and degree of motivation. Therefore the researcher has inquired into the performance rating in NWMC. The responses are shown in the following Table.

Table 2
Responses to Performance Rating
 (No. of Responses)

Sr. No.	Performance Rating	No. of Employees		Total	
		Technical	Non Technical	No.	%
1	Satisfactory	31 (15.5)	33 (16.5)	64	32
2	Not Satisfactory	69 (34.5)	67 (33.5)	136	68
	Total	100	100	200	100

Source : Primary Survey Note: Figures in the parenthesis indicate percentages to the total.

It can be observed from the above table that out of the total sample of 200 employees of NWMC 64 employees representing 32.0% of the total have opined that there is satisfactory performance rating out of these 31 employees (15.5 % of total) are from technical side whereas 33 employees (16.5 % of total) are from non-technical side. However out of the total sample of 200 employees of NWMC 136 employees representing 68. % of the total have opined that there is no satisfactory

performance rating out of these 69 employees (34.5% of total) are from technical side whereas 67 employees (33.5% of total) are from non-technical side.

Thus it can be seen that out of the total sample of 200 maximum (68%) employees have expressed the opinion that there is no satisfactory performance rating. The percentage of employees expressing the opinion that there is no satisfactory performance rating (38%) is comparatively less. There is no significant difference as to the opinion about the performance rating between technical and non-technical staff.

c) Performance Self Appraisal :

Performance self appraisal is the assessment made by the worker himself. This method is also resorted to with a view to know the workers own opinion of motivation. Therefore the researcher has inquired into the performance self appraisal in NWMC. The responses are shown in the following Table.

Table 3
Responses to Performance Self Appraisal
 (No. of Responses)

Sr. No.	Performance Self Appraisal	No. of Employees		Total	
		Technical	Non Technical	No.	%
1	Self Appraisal is there	20 (10)	10 (5)	30	15
2	No Self Appraisal	80 (40)	90 (45)	170	85
	Total	100	100	200	100

Source : Primary Survey Note: Figures in the parenthesis indicate percentages to the total.

It can be observed from the above table that out of the total sample of 200 employees of NWMC 30 employees representing 15.0% of the total have opined that there is a performance self appraisal out of these 20 employees (10.% of total) are from technical side whereas 10 employees (5% of total) are from non-technical side. However out of the total sample of 200 employees of NWMC 170 employees representing 85.0% of the total have opined

that there is no performance self appraisal out of these 80 employees (40.0% of total) are from technical side whereas 90 employees (45.00% of total) are from non-technical side.

Thus it can be seen that out of the total sample of 200 maximum (85%) employees have expressed the opinion that there is no performance self-appraisal. The percentage of employees expressing the opinion that there is performance self-appraisal (15%) is comparatively less. There is no significant difference as to the opinion about the performance self-appraisal between technical and non-technical staff.

d) Performance Appraisal Method:

Therefore the researcher has inquired into the performance appraisal method in NWMC. Following Table show the resposes.

Table 4

**Responses to Performance Appraisal Method
 (No. of Responses)**

Sr. No.	Performance Appraisal Method	No. of Employees		Total	
		Technical	Non Technical	No.	%
1	Satisfactory	31 (15.5)	33 (16.5)	64	32
2	Not Satisfactory	69 (34.5)	67 (33.5)	136	68
	Total	100	100	200	100

Source : Primary Survey. Note: Figures in the parenthesis indicate percentages to the total.

It can be observed from the above table that out of the total sample of 200 employees of NWMC 64 employees representing 32.0% of the total have opined that there is a satisfactory performance appraisal method out of these 31 employees (15.50% of total) are from technical side whereas 33employees (16.5% of total) are

from non-technical side. However out of the total sample of 200 employees of NWMC 136 employees representing 68 % of the total have opined that there is no satisfactory performance appraisal method out of these 69 employees (34.5% of total) are from technical side whereas 67 employees (33.5% of total) are from non-technical side.

Thus it can be seen that out of the total sample of 200 maximum (68%) employees have expressed the opinion that there is no satisfactory performance appraisal method. The percentage of employees expressing the opinion that there is satisfactory performance appraisal method is comparatively less (32%). There is no significant difference as to the opinion about the performance appraisal method between technical and non-technical staff.

5. CONCLUSION

Thus it can be observed from the analysis of data presented in this paper that, performance appraisal and performance rating methods in local self government are not scientifically designed. There is no system of self appraisal. This is a great hindrance to the qualitative improvements in employee performance. Local Self Governments are public bodies committed to public welfare and essential services. It is very necessary that there should be qualitative improvement in the employees. Therefore there is an urgent need of improving performance appraisal and rating in these organizations.

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