



AN ASSESSMENT OF POTENTIAL APPRAISAL ON SOFTWARE INDUSTRIES IN HYDERABAD

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Abstract

The process of potential appraisal helps single out individuals with promising abilities to work in higher positions. The abilities of an employee, be it his analytical power or resourcefulness or vision, constitute his potential which is uncovered through the process of potential appraisal. A sound potential appraisal system requires clarity of roles and functions related to different jobs in an organization. It also requires extensive job descriptions and their various functions and a detailed list of qualities required to perform these functions. These qualities include, among other things, technical knowledge and conceptual, behavioral, and managerial capabilities. A transparent and unbiased appraisal system can help employees understand their strengths and weaknesses.

Keywords: Potential appraisal, Qualities, Jobs, Capabilities and Technical Knowledge.

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1. Introduction

Potential appraisal can be described as a sub process of executive development in the sense it identifies and evaluates the potential of the employees who could assume higher positions in the organization. It can also be described as an extension or part of performance appraisal as it detects the hidden talents or skills of an employee. The abilities of an employee, be it his analytical power or resourcefulness or vision, constitute his potential which is uncovered through the process of potential appraisal. Thus, it helps the organization undertake programs to train and prepare employees for their future roles. This also enables the organization to carry out management succession program. A sound potential appraisal system requires clarity of roles and functions related to different jobs in an organization. It also requires extensive job descriptions and their various functions and a detailed list of qualities required to perform these functions. These qualities include, among other things, technical knowledge and conceptual, behavioral, and managerial capabilities. A transparent and unbiased appraisal system can help employees understand their strengths and weaknesses. Open, informal and relaxed conversations are needed for the staff to accept ungrudgingly the results of the assessment and realize what is required of them. Periodic counseling and guidance will go a long way in helping employees engage in self-assessment, develop constructive and positive evaluation in order to plan their career development. The purpose of performance of appraisal is (1) The process of potential appraisal helps single out individuals with promising abilities to work in higher positions, (2) Such identification will ensure the availability of efficient personnel for doing different jobs, (3) This sends home the message of assurance that people need not languish in dead-end jobs. They will get opportunities to move up the ladder, and (4) Opportunities for upward mobility will be a great motivating factor. Therefore the objective of the present research is to investigate potential appraisal in software industries. And to analyze employee Management development activities in software industry.

2. Research Methodology

The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data.

Sampling Size and Design

The essential information are gathered through study strategy. The study is led utilizing very much detailed Questionnaire. Multi Stage Random

Sampling is applied for creating information. Tests with the end goal of the examination are chosen deliberately. 150 examples are utilized for this examination.

Review of Literature

It's a talent detecting HRD mechanism. It is an effective strategy applied to grooming and deployment of right men at the right job. However, the process of potential appraisal should be transparent and scientific. Since the identification of future managers is based on this process. inefficient and partial handling of this process will be harmful to the organization as the people slated to become the future executives fail to rise to the occasion. Bypassing really talented people will have disastrous consequences to the organization. A survey conducted on HRM trends and developments of HRD finds the need for paying attention to human problems. The author feels that such an attention to human problems will help the organization to cope with the future challenges. The study also suggests strategic expansion of HR functions in the areas of technical expertise, information system, strategic and cultural developments. Potential appraisal can be described as an extension of performance appraisal but with a difference. One reviews performance and the other, abilities. If potential appraisal assesses performance in general, potential appraisal identifies the hidden talents of the employees who can be considered for promotion. Every time a manager is promoted or vice-versa, potential appraisal is made. Skills and attitudes become the indicators of one's ability to handle higher positions to which one is promoted. Potential appraisal can sometimes pose critical issues. Managers cannot rely on past performance alone. A person's ability to handle one level of responsibility is no guarantee that he can do well in a higher position. If an employee without requisite abilities is promoted to a higher position, he may not rise to the expectations of the organization and his demotion may become difficult. Different companies adopt different methods of evaluation. Many Indian companies have begun potential appraisal practices for the evaluation of their employees by using different criteria. Some of the companies are actually combining performance appraisal and potential appraisal for the assessment of their employees. Asian paints adopt an informal potential appraisal system. Though they make it a continuous process, it is never recorded. Crompton greaves use a different parameter for potential appraisal. They assess the personality types of an employee and assign them tasks best suited to them. In the modern era of human resource management appraisal system lays greater emphasis on the department of employees rather than on their

evaluation. This is better fulfilled by the potential appraisal which involves assessing the capability of an employee which he possesses but that is not being utilized fully. A fundamental premise behind potential appraisal is that every individual has certain hidden qualities in varying proportion. When these qualities are not properly tapped and utilized, these remain dominant.

Steps in Potential Appraisal: Potential appraisal approach in the same way as the performance appraisal with some adjustments. Usually in a potential appraisal following steps are involved:

The first step involved in potential appraisal is the determination of role dimensions for which an employee's potential is to be appraised. The role of dimensions can be identified by job description and specification which provide information about the responsibilities involved in a job and attributes required in the job holder. Usually, large organization prepares directory, for job descriptions and main specifications. The second, After the determination of various attributes required for the effective job performance, the mechanism for appraising these attributed in an employee should be determined. The mechanism involved should include the methods through which potential is to be appraised and the person(s) who will appraise. The third, At this stage, the potential of the employee can be appraised in the light of various attributed identified as above. The fourth, potential appraisal should be linked with other human resource management elements such as providing feedback and counseling, training and development, promotion, job rotation, etc. to make the appraisal meaningful.

Potential appraisal is used in a number of human resource management functions such as human resource planning, promotion/termination decisions, and employee training and development. Because of different uses of potential appraisal, it has become one of the important tools for managing human resources throughout the world including India. Many companies in India undertake potential appraisal either independently of performance appraisal or integrating both the systems into one. However, potential appraisal system works better when it is taken independently.

Venclova Katerina (2013): The article focuses on employee performance appraisal methods used in Czech agricultural enterprises. The first section of the article looks into the theoretical underpinnings of the term "formal appraisal" as well as employee performance appraisal methodologies as described by Czech and international experts. Furthermore, the paper provides staff performance appraisal methodologies that are regarded relevant for agricultural enterprises in the Czech Republic, based

on a questionnaire study. The purpose of this paper is to determine the current condition of formal employee appraisal in a sample group of agricultural enterprises, as well as to investigate the relationships between various qualitative qualities. Predetermined goal-based performance appraisal, predefined standard outcome-based performance appraisal, and assessment interviews are the most often utilized techniques of employee performance review in agricultural enterprises, according to the findings. Agricultural firms use these methods in particular because the results are applied to other aspects of human resource management, such as the reward system and staff planning. In statistical terms, the relationship between agricultural organizations approaches of employee performance appraisal based on predefined goals and personnel planning (a human resources management area) has been established (p -value: 0.03, Φ coefficient: 4.578).

Ashima Aggarwal, Gour Sundar Mitra Thakur (2013): Performed a review of performance appraisal methods Ranking, Graphic Rating Scale, Critical Incident, Narrative Essays, Management By Objectives, Assessment Centers, BARS, 360 Degree, and 720 Degree are some of the performance appraisal approaches discussed, as well as their benefits and drawbacks. The traditional method of performance appraisal or the modern method of performance appraisal are used by the organizations. Organizations utilize a performance appraisal system to assess the efficacy and efficiency of their personnel. Because each individual approaches their task differently, a performance appraisal system is required. Workplace performance, communication objectives, estimating employee potential, and employee counselling are all benefits of performance appraisal. After the research, the authors came to the conclusion that determining whether methodology is better than another is challenging because it relies on the nature and size of the organization. Each methodology has its advantages and disadvantages.

Peter R. Scholtes (1993): The research is based on a comparison of total quality or performance appraisals. TQM and performance appraisal, according to the author, are incompatible. Customer awareness, systems thinking, a grasp of variance, teamwork appreciation, mastery of improvement methodologies, and a comprehension of the process of personal motivation and learning are all required for TQM. TQM's very requirements are thwarted by performance appraisal. TQM necessitates that we comprehend, control, and improve processes in order to benefit the consumer. The goal of performance appraisal is to ensure that an individual's behavior is controlled to the satisfaction of his or her boss. Managers must choose between the two approaches: one or the other, but not both.

Rocio de Andres (2010): looked into Distance function approaches are used to evaluate performance. Some companies use performance appraisal to analyse their employees' efficiency and production in order to plan their promotion, wage, and layoff policies, among other things. Initially, only the executive staff carried out this procedure, but it has since grown into an evaluation process based on the opinions of many reviewers, supervisors, collaborators, consumers, and the employees themselves (360-degree method). Reviewers analyse several signs connected to an employee's performance appraisal in such a process. The authors of this research proposed an evaluation system in which diverse groups of reviewers participate in the evaluation process. Given that reviewers have varying levels of knowledge about the employee being evaluated, it appears reasonable to provide a flexible framework in which reviewers can express their opinions on multiple finite scales based on their expertise. The ultimate goal is to create a global appraisal for each employee that the management team may use to make decisions about human resources strategy. In this way, the authors suggested a mechanism for aggregating individual valuation in a framework measure in order to achieve a global evaluation for each employee.

Yee C. C. and Y.Y.Chen (2009): The Multifactorial Evaluation Model was studied in relation to the Performance Appraisal System. Employee performance evaluation is critical in managing an organization's human resource. Maintaining talented knowledge workers is crucial as the economy shifts to information-based capitalism. However, deciding whether a performance is "excellent," "bad," or "average" is a difficult issue for management. Furthermore, in the absence of a formal appraisal system, superiors may prefer to rate their subordinates' work performance informally and arbitrarily. The authors of this work suggested a performance appraisal system that uses a multifactorial evaluation model to deal with appraisal grades that are frequently expressed in ambiguous linguistic ways. The proposed methodology is for assessing employee performance based on predetermined performance appraisal criteria. The project was a partnership with one of Malaysia's leading information and communication technology companies on its performance rating procedure.

Angelo DeNisi & Caitlin E. Smith(2014): Researched the design and implementation of performance assessment and management systems to improve efficiency. The study focuses on a model that demonstrates how enhanced performance requires solid HR practices, fair assessment systems, effective performance management, and a clear

understanding of an organization's overall strategic goals. The model is supported by three pillars: motivation, evaluation, and results management. The model depicts a perception of a relationship between effort put in and expected outcomes, as well as a perception of a relationship between the achieved result and the expected level of assessment, and a perception of a link between the level of evaluation and the evaluation's outcome. These connections lay the groundwork for figuring out how assessment and input might lead to better results.

After analyzing the academic and practice classes, the researcher determined that utilizing a motivating method was the best way to incorporate the numerous minutes and parts that had been obtained, and offered a research framework based on the findings. Using an expectancy-based motivational model, a set of study plans center on contextual and system variables that would help with appraisals and performance management, resulting in increased individual performance, were established.

Rafiqul (2006): According to this notion, an effective performance evaluation system is a tool for evaluating employee performance and recommending ways to increase individual and organizational efficiency. Employee performance evaluations using the AHP (analytic hierarchy process) on ISMS personnel are the topic of this case study. AHP can be used to assess employee output in terms of quantity and quality of work, planning and organization, initiative and commitment, collaboration and cooperation, communication, and external influences. The usage of AHP in the ISMS Company has a number of benefits, including the fact that it is quick and easy to adopt due to its standardization, and it may meet subjective needs. It instantly assembles a team of decision-makers to address a specific issue.

Abteen Ijadi Maghsoodi (2018): The selection of appropriate Performance Appraisal (PA) techniques and financing scales for organizations in today's dynamic and agile environments is a challenging subject. Performance appraisal has evolved into a strategic strategy to merging company policies with human resource activities in modern enterprises. Finding the best PA approach is more difficult due to the presence of various elements in the decision-making process. The current study uses a multiple criteria decision analysis method, MULTIMOORA integrated Shannon's entropy significant coefficient, to examine PA methods. Using correlation coefficients of the final entropy values, the final rankings of the organizational components are compared to TOPSIS and TOPSIS incorporated Shannon's entropy approaches. A case study on the optimal PA method selection is analyzed by identifying the criteria and alternatives based on the

literature and expert comments of the case study using two approaches, MULTIMOORA and Entropy MULTIMOORA. Finally, the selected optimal method used in the case study and results are displayed and detailed with a thorough example after determining the ideal PA technique, which is 360-degree feedback.

Manish Khanna (2014): Performance appraisal is significant since it is an important part of any company's human resource strategy. Managing individual and team performance to accomplish corporate goals has a clear value. Performance appraisal is a significant instrument in the hands of personal management because it achieves the department's major goal of appraising the individual's worth, which is the major goal of the department of people development. Employees and their supervisors can collaborate to improve job results and satisfaction through the performance management process. When both the employee and the supervisor take an active role and work together to achieve the organization's goals, this approach is most effective.

Yoganandan, Saravanan and Priya (2013): A pilot study of 56 employees focused on the performance evaluation system and the organization's growth. It looked at how the present PAS aids employee career development as well as employee participation in the performance evaluation process. The current evaluation method, which uses the IBHAR software, is well received by employees. Participation of employees in the development of performance assessment goals and priorities.

3. Data Analysis

Potential Appraisal

Table 1 indicates potential appraisal variable descriptive statistics. Scale value from 1 to 5 points on likert scale, total number of respondents is 794, with mean of 3.79, standard deviation 0.473 respondents. It is having minimum value 3 and maximum value 5 on likert scale. Figure 1 show histogram of the variable with right skew ness and validate by the value of 0.07143 skew ness values.

Table 1: Descriptive statistics of Potential Appraisal

N	mean	Sd	min	max	skew	kurtosis	se
794	3.79	0.473	3	5	0.07143	-0.7358	0.016

Hypothesis 1

H₀: There is no significant mean difference in potential appraisal between male and female respondents

H₁: There is significant mean difference in potential appraisal between male and female respondents

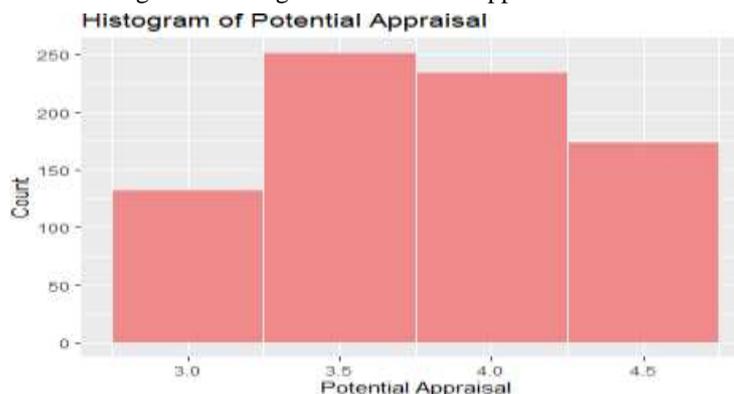
Table 2: Two sample t test for Gender category in Potential Appraisal

Df	T	Confidence Interval		P value	Decision
		Low	Upper		
792	1.2208	- 0.02568	0.1101979	0.2225252	Accepted

Table 2 indicates two sample t test result of gender mean difference in potential appraisal. Test result indicates that, p value=0.2225252 is greater than the $\alpha=.05$, researcher fail to reject null hypothesis and rejected alternative hypothesis for given df=792. Hypothesis test results indicate

there is no significant mean difference between male and female respondents on potential appraisal. Figure 4.2.36 display the mean differences between two group and it can be easy to understand differences between two groups.

Figure 1: Histogram of Potential Appraisal



Conclusion: Two sample t test indicates that this study accepted null hypothesis and rejected alternative hypothesis (there is mean differences in potential appraisal between male and female category).

Hypothesis 2

H₀: There is no significant mean difference in potential appraisal between age groups H₁: There is significant mean difference in potential appraisal between age groups

Table 3: ANOVA test for different Age groups in Potential Appraisal

Term	Df	Sum. sq	Mean. sq	F Value	p. value	Decision
Age	3	55.15943	18.3864754	118.3486	0	Reject
Residuals	790	122.73333	0.1553586			

Table 3 indicates ANOVA test results of potential appraisal variable mean difference in various age groups. Hypothesis test results on one-way ANOVA revealed that there were significant

differences in potential appraisal among the four age groups of measurement, $F(3,790) = 118.34$, $p < 0.05$.

Table 4 : TukeyPosthoc test results of Potential Appraisal with different Age groups

Comparison	Estimate	Conf.Low	Conf.High	Adj.P. Value
>45 Years-<25 Years	-0.3935484	-0.9841242	0.1970275	0.3161615
25-35 Years-<25 Years	-0.6013193	-0.6887377	-0.5139009	0.0000000
35-45 Years-<25 Years	-0.1806174	-0.3006722	-0.0605625	0.0006709
25-35 Years->45 Years	-0.2077710	-0.7954353	0.3798934	0.7994071
35-45 Years->45 Years	0.2129310	-0.3804665	0.8063286	0.7921100
35-45 Years-25-35 Years	0.4207020	0.3159032	0.5255008	0.0000000

Table 4 indicates Tukey post hock test results, which can test the significant mean differences among various age groups. Among all the age groups except >45

Years-<25 Years, 25-35 Years->45 Years and 35-45 Years->45 Years age groups remaining groups are significant mean differences.

Table 5:Levene’s test for Age groups in Potential Appraisal

Term	df	Statistic	P.value
group	1	4.322244	0.0379386

Table 5 indicates levene’s test results for verifying significant variance differences more than two groups. Results indicates that there is significant variance difference among the groups ($p < 0.05$).

Conclusion: One way ANOVA test indicates that this study rejects null hypothesis and accepted the alternative hypothesis (there is mean differences in

potential appraisal among the age groups)

Hypothesis 3

H₀: There is no significant mean difference in potential appraisal between managerial levels measurement.

H₁: There is significant mean difference in potential appraisal between managerial levels measurement.

Table 6: ANOVA test for different Managerial levels in Potential Appraisal

Term	df	Sum.sq	Mean.sq	F value	p.value	Decision
Managerial Level	2	31.12387	15.5619373	83.86991	0	Reject
Residuals	791	146.76888	0.1855485			

Table 6 indicates ANOVA test results of potential appraisal variable mean difference in managerial levels. Hypothesis test results on one-way ANOVA revealed that there

were significant differences in potential appraisal among the managerial level of measurement, $F(2,791) = 83.86, p < 0.05$.

Table 7: TukeyPosthoc test of Potential Appraisal with different Managerial levels

Comparison	Estimate	Conf.Low	Conf.High	Adj.P.Value
Middle Level-Junior Level	-0.3839075	-0.4635813	-0.3042338	0.0000000
Senior Level-Junior Level	0.0496557	-0.0711364	0.1704478	0.5990718
Senior Level-Middle Level	0.4335632	0.3202001	0.5469264	0.0000000

Table 7 indicates Tukeyposthoc test results, which can test the significant mean differences among various managerial levels. Test results indicate except Senior

Level-Junior Level all managerial levels having significant mean differences among them.

Figure 4: Boxplot of Mean Group Difference among Managerial Levels in Potential Appraisal

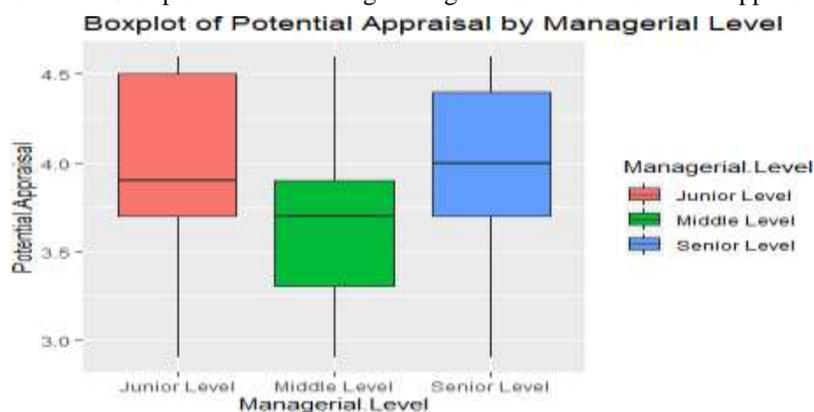


Table 8: Levene's test for Managerial levels in Potential Appraisal

Term	Df	statistic	p. value
group	2	21.18298	0

Table 8 Levene's test results for verifying significant variance differences more than two groups. Results indicate that there is a significant variance difference among the managerial level groups in potential appraisal ($p < 0.05$).

hypothesis (there is mean differences in potential appraisal among managerial levels)

Hypothesis 4

H₀: There is no significant mean difference in potential appraisal between experience levels measurement

H₁: There is significant mean difference in potential appraisal between experience levels measurement

Conclusion: One way ANOVA test indicates that this study reject null hypothesis and accepted the alternative

Table 9: ANOVA test for different Experience levels in Potential Appraisal

Term	Df	sumsq	meansq	F value	p.value	Decision
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Experience	2	12.58824	6.2941186	30.11804	0	Reject
Residuals	791	165.30452	0.2089817			

Table 9 indicates ANOVA test results of potential appraisal variable mean difference in experience levels. Hypothesis test results on one-way ANOVA

revealed that there were significant differences in potential appraisal among the experience level of measurement, $F(2,791) = 30.11, p < 0.05$.

Figure 3: Boxplot of mean group difference in Potential Appraisal among Age groups

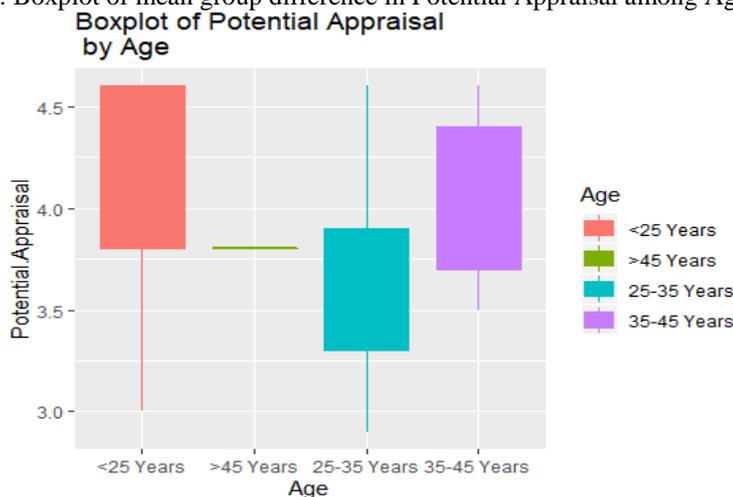


Table 10: Tukey Posthoc test of Potential Appraisal with different experience levels

Comparison	Estimate	Conf.Low	Conf.High	Adj.P.Value
10-20 Years-<10 Years	0.2910485	-0.0691444	0.6512414	0.1400824
>20 Years-<10 Years	0.3559133	0.2459572	0.4658694	0.0000000
>20 Years-10-20 Years	0.0648649	-0.3071702	0.4368999	0.9117735

Table 10 indicates Tukey posthoc test results, which can test the significant mean differences among various experience levels in Potential Appraisal. Test results indicate

>20 Years-<10 Years' experience groups have significant differences and other groups don't have significant mean difference.

Figure 5: Boxplot of Mean Group Difference among Experience Levels in Potential Appraisal

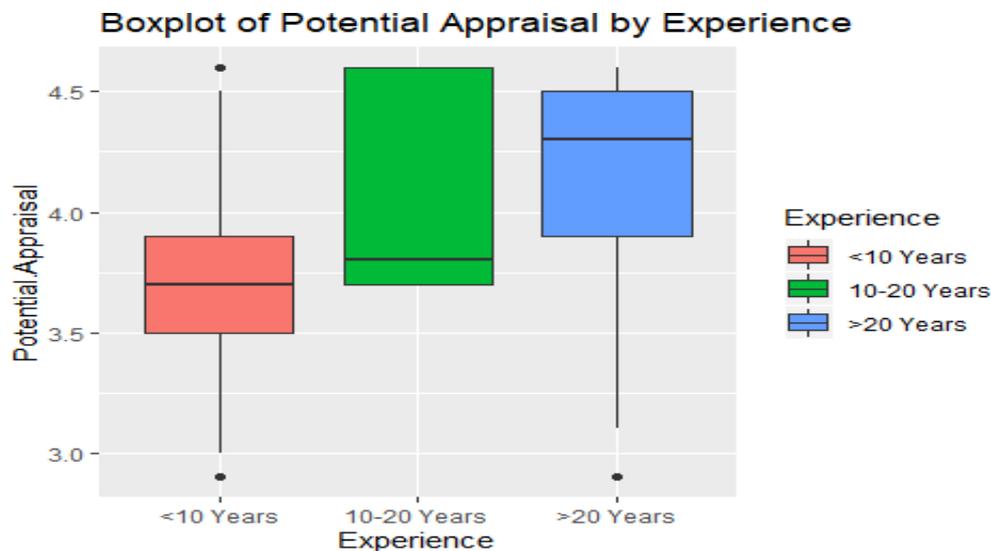


Table 11:Levene's test for Experience levels in Potential Appraisal

Term	df	Statistic	p.value
group	2	1.183931	0.306615

Table 11 Levene's test results for verifying significant variance differences more than two groups. Results indicate that there is no significant variance difference among the experience level groups in potential appraisal ($p > 0.05$).

Conclusion: One way ANOVA test indicates that this study rejects the null hypothesis and accepts the alternative hypothesis (there is a mean difference in potential appraisal among experience levels).

4. Conclusion

The IT sector must grow consonant through world business to remain economical within the Software marketplace. India has the impending to be a universal IT supremacy. Employees need to have clear and unambiguous understanding of the policies and procedures of the organization, so that they can contribute effectively to its development. There should never be a lacuna in this regard. Since the study finds some communication gap in this respect, it is suggested that managements should plan to undertake awareness programs and equip the employees with necessary knowledge of the company policies and strategies.

Acquisition and enhancement of skills by the work force through learning practices is of permanent importance. It is also suggested that they should undertake development programs like workshops and personality development activities.

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