

Employee Performance Evaluation Practices in Export Oriented Garment Factories

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ABSTRACT

Employee Performance evaluation is the process that measures employee performance. It is a systematic, periodic evaluation of the contribution, value or the worth of an individual with respect to his performance on the job and his potentials for future development.

Most of the today's organizations measure employee performance only for the purpose of making administrative decisions even though it serves several other purposes such as assessing training and development needs, assisting in career planning decisions.

The study was conducted to examine the performance evaluation practices of the garment factories in Sri Lanka. The objective was to discover the errors involved in assessing employee performance. There are weaknesses of the assessing methods that lead to much errors in assessing employee performance, while at other times it is the fault of the individual who is in charge of the assessment.

The study included 10 organizations and all the organizations was running with more than 100 factory workers and about 80% of the workers were female workers. Managers who are responsible for Human Resource Management functions were interviewed. The sample included 15 managers from the organizations who are designated as managers and assistant managers. The main data collection method was a questionnaire prepared as a closed ended nature.

Since this study was mostly a qualitative research, findings were based on opinions of the respondents. Simple statistical techniques as mean, median, mode and standard deviation were used to analysis the information.

The study discovered several limitations of performance appraisal systems in these organizations.

More than 50% of the managers in the sample were in a question that whether performance appraisal is necessary for their organizations. Managers cannot produce expected performance evaluation information since they were unable to define performance appraisal objectives clearly.

Nearly 70 % of the respondents of the sample did not update the performance evaluation system accordingly. Unclear performance standards were another problem. When filling rating scales many supervisors have central tendency. Some raters tend to project recent behaviours of the appraisee forever. In some instances the emphasis was given to factors other than performance or some other unrelated factors. Most of the organizations in the sample use performance evaluation reports only for annual salary increments. There was use of them for strategic purposes. Not even a single organization of the sample used to have post appraisal interviews. Poor record keeping practices is another issue with most of the managers.

Some suggestions are presented to rectify the performance evaluation systems.

Mainly raters must be trained and motivated and make them aware of the issues relating to performance evaluation. The evaluators and the evaluatees should have a proper communication about the evaluation. Regarding the errors relating to performance evaluation system, the system must be regulated properly by defining the performance evaluation criteria and standards, periodic updating of the system, maintaining proper record keeping practices and holding post appraisal interviews.