

Need of Divergence in Standard Appraisal Process for Effectively Managing Evaluation of Automobile Dealership Work Force

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Abstract:

This paper dwells in emphasizing the need to adopt a totally varied appraisal policy for Automobile Dealership sector where attaining triple objective of sales target, achieving zero complaint service standards and retaining experienced staff irrespective of outcome of periodic evaluation.

Keywords: Appraisal, evaluation, performance, Review, Performance rating, Performance management system

I. INTRODUCTION

An assessment of worth, value or quality of a person over a period of time is an uphill task in front of HR department of any organization. One crucial argument to consider is that while performance management for purposes as decision support tool and employee development are certainly related, these two objectives are rarely supported equally well by a single system. When a performance management system is used for decision-making, the appraisal information is used as a basis for pay increases, promotions, transfers, assignments, reductions in force or other

administrative HR actions. Though practically it is almost impossible to achieve to have a performance management system that serves both decision-making and development purposes, theoretically it might look possible. In addition to its research has shown that the purpose of the evaluation (decision-making versus development) affects the ratings that are observed. Decision-making ratings tends to be lenient, with most employees receiving ratings on the high end of the scale. Development needs indicators are highly volatile or fluctuating and needs to be constantly watched related with employee strengths. The process planning of performance evaluation can be easily be understood with help the Chart given in the Hypothesis shown below:

II. HYPOTHESIS



Performance evaluation process varies from its theoretical counterpart from sector to sector, region to region and industry to industry. Theoretically most performance planning process attains more or less objectives - Clarifying job responsibilities and expectations - Enhancing individual and group productivity - Developing employee capabilities to their fullest extent through effective feedback and coaching - Driving behavior to align with the organization's core values, goals and strategy - Providing a basis for making operational human capital decisions (e.g., pay) - Improving communication between employees and managers. HR Managers in Automobile dealership sector more or less achieves these objectives but their process is highly sector sensitive and lots and lots of external factors influence this entire process. Some time the entire process looks skewed and many a time decisions are not based on any steps of this process.

III. DETERMINATION OF AUTOMOBILE DEALERSHIP PERFORMANCE MANAGEMENT STRATEGY AND OBJECTIVES

A. Performance planning

Initial stage of the performance management cycle, it is important to review and discuss with employees their performance expectations, including both the behavior, employees are expected to exhibit, and the results they are expected to achieve during the upcoming periodic rating. Entire system of executing assigned job, individually or collectively, later conveying the status to mentors and other channels is based on employee behavior. Some excellent result giver employees are not good in behavior and such behaviors can be extremely disruptive and can vitiate working environment. In some case, an employee can be extremely helpful, considerate and interpersonally effective, yet never achieve any important results. Actions which were mostly not converted in achievement by such employees, management should adopt some changes in process as stated below.

Demands which are related to behavior and result has to be attached with the dealership's strategic goals and corporate objectives. if it is properly initiated ,managed and implemented, performance management systems helps employees, management and organization to achieve their goals individually . For example, if customer satisfaction will increase in terms of ratio then it will be awarded that gives better prospect to each channel of the dealership. likewise it gives motivation for teamwork , better coordination to the strategic partners and it is a perfect solution for any dealership , the performance management system has to keep employees bound to give their best to the dealership.

B. Proceeding Assessment

Both behavioral and results expectations should have been set at the time performance planning process. Performance in both of these areas should be debated and need take opinion provided it should be on continues basis. due to this whenever management find weak or ineffective performance, regular feedback and to take effective steps on it, is also necessary. Regrettably, this system is not working in most of the organization as all the managers and supervisors are not trained and skilled. In point of fact, managers and supervisor don't provide feedback or their assessment as they don't know how to give feedback.

Assessment and feedback process is important for managers and employees both so two way communication and coordination is necessary for that purpose dealership has to hire well experienced and knowledgeable person who can give training to all the level of employees as per their job description KRA and KPI with all the responsibility given to individual. Dealership should arrange training on continues timely manner for feedback mechanism to both employees and managers. Employees' responsibilities include seeking feedback to ensure they understand how they are performing and reacting well to the feedback they receive. Good commutation between employees and management will give best outcome for this process.

C. Employee involvement

Some organizations are taking effective benefit of employee involvement strategy. one of the best practice of taking self assessment is to give form which includes all the details required. Still practiced professionals established that this practice will head to deterring aggression between employee and managers because finally employee rates themselves higher then managers and this will lead to consequences, disputes. assessment will end up with the negativity and dissatisfactions.[1],[2]

As above dissatisfactions we have some convinced outcomes which can give positive changes to automobile dealership. For Examples, this process involves employee and manager so it increase acceptance level . Another one is it continues gives update to managers about employees. It can become ladder to fill communication gap and misunderstanding between employees and managers. And most importantly it can help to increase retention ratio and decrease attrition rates.

D. Performance Evaluation

Recently organizations mostly using adequacy theory which is based on performance management. Adequacy theory is very effective in mostly cases as this theory has lots of instruments to get out of challenge. this theory is very accurate in whole process of performance management. HR Manager with knowledge, skills, abilities and other characteristics can get better performance from it. Job Evaluation , Job Assessment , odd work behaviors can analyze easily by this theory. An effective process for identifying and defining competencies is discussed in Jeffery Schippmann's (1999) book on strategic job modeling.

Sample Adequacy theory for Human Resource Manager



Adequacy theory supports growth need of employees and management, it is not only important for employees and management but also important for better foundation of organization structure. Adequacy theory helps adding conceptual clarity, analytical thinking and organizational understanding etc., which in turns helps HR Department to strengthen organization structure.

Automobile Service and Sales sector being very unorganized in terms of work force, it becomes very difficult for HR department to stick to the theory. Normal practice is to attain targets and retain staff so the training and team work imparted as per the above theory, to some extent is not gone waste.[3]

E. Performance Review

As obtaining feedback is a continuous process throughout the year and resultant review given periodically, performance review is just repeat action. In other words, there is no new action being taken during performance review. Managers discusses with employees, their scores, documented events and base for the evaluation given. Planning of development activities of employees is undertaken during such reviews, such action and other steps described above will help staff and management to identify and address needs of development. Generally lacunae in any individual employee or a team to attain predefined goal would be next target of development planning. For those employees who attained goals taking them to next level is the key to development planning.[4]

In Automobile dealership sector, pay, promotion decisions and other incentive are prime points of discussion during any performance review meetings. Employees are interested only in discussing rewards, but management and HR department insist on restraining from announcement of such benefits during such session as it disturbs open discussion about employee development needs. But as a practice in automobile dealership sector, HR department hardly succeeds in their efforts to restrain from announcing rewards during such sessions. So generally, performance review meetings in this sector turns out to be reward review meetings.

F. Implementation

Tools and processes of performance management has been discussed in detail above. Having acquired such tools and processes are hardly of any value if it cannot be effectively implemented, which normally is most difficult stage for HR department. Sincerity of employees and manages in effectively implementing the crucial stage is the key to success of this process. Successful implementation is very important part of the effective performance management system. Crux of the matter of all the theorization will be to provide employee friendly system of implementation to add value and improve effective quality of system as such.[5]

There is hardly any difference in Implementation policy and practice in automobile dealership sector. Management and HR department normally partially succeed in implementing effective development plan, as providing continuous value added service is the core need of this sector, both from the angle of customer as well as supply chain industry.

IV. CONCLUSION

There is a vast difference between what has been theorized and what is being implemented in Automobile Dealership Sector. This gap between theory and practice is caused by numerous factors governing functioning of

automobile dealership firms. It would be appropriate to nail down some key factors to reduce the gap and induce professionalism in this sector. First and foremost is the lack of interest and professional respect for HR department by upper management resulting in to HR department functioning without any rights and just for admin work. Secondly, highly migratory nature of HR professionals, mostly due to reason given in first factor, causes incomplete policies and its implementation . Lack of professional input normally causes such organizations to pull on without permanent policy and its implementation. Only solution to such grave problem is to increasing us of professionals on a longer term and empowering them to implement theoretically laid down processes ad verbatim. Over longer period this would tend to reduce gap between theory and practice.

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