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**Aishwarya Ulloora H**  
Student pursuing M.com, Post  
Graduation Department of  
Commerce, Surana College,  
Bengaluru, Karnataka, India

**Narendra K**  
Assistant Professor at P.G  
Department of Commerce,  
Surana College, Post  
Graduation Department of  
Commerce, Surana College,  
South End Campus,  
Bengaluru, Karnataka, India

**Harish S**  
Research Scholar at Rani  
Channamma University, Post  
Graduation Department of  
Management Studies,  
Bengaluru, Karnataka, India

## A study on performance appraisal for doctors at Bengaluru hospitals

**Aishwarya Ulloora H, Narendra K and Harish S**

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### Abstract

Performance Appraisal has always been popular in some form or another throughout the eras in various forms and attributes. Even in this day and age of globalization, performance appraisal has become a critical requirement for employees in both the private and public sectors. This is essentially a process that evaluates an employee's performance regularly. There are different parameters or benchmarks used to assess an employee's efficiency and functionality, as well as his dedication to the organization. Bengaluru's healthcare situation is a mix of relative abundance and scarcity. Several government agencies and programs provide health care services. In terms of infrastructure, if all primary health care facilities run by different government agencies were combined, there would undoubtedly be enough centers to meet the population's primary care needs. The requirement for a comprehensive, participatory medical plan. The city also has its medical facilities, such as the National Institute of Mental Health and Neuroscience (NIMHANS) and the Jayadeva Institute of Cardiology, both of which have top-notch medical personnel. This paper attempts to identify Performance Appraisal systems in hospitals and to offer suggestions for improvement.

**Keywords:** performance appraisal, hospital, doctors, Bengaluru, incentives, carrier goals, performance evaluation, COVID-19, salary, healthcare sector

### Introduction

The hospital industry is one of service, with the patient (customer) being the most important person. As a result, the significance of the human element must be highlighted, and all hospital employees must perform their duties more effectively to achieve client satisfaction. It is essential to use modern technology and drugs to cure the patient, but it is also critical to come to terms with the patient and their relatives (i.e. customer). As a result, the medical staff must carry out their duties to satisfy the patient. When employees' performance is evaluated, it is very advantageous for both the employees and the management to understand the current performance level and make improvements. Additionally, performance appraisal assists in identifying training need so that employees can be trained to improve their performance. This, in turn, leads to customer satisfaction and overall organizational growth. It will help lower-level workers understand how they are going to perform and how they will be compensated. As the treatment of patients who are not hospitalized is provided, the care of internal customers, i.e. employees, is also required. It motivates employees to perform better in the future. It can foster healthy competition among employees at various levels, allowing them to learn from one another and improve. The overall effectiveness of the organization will be improved, and the hospital will be able to compete with other hospitals. Performance appraisal, by focusing on performance, gets to the heart of personnel management and reflects management's interest in the advancement of employees.

### Review of literature

Before the 1960s, performance evaluations were primarily intended as tools for organizations to use in controlling employees. According to Eichel and Bende, past performance was used to guide or justify management measures in trying to deal with the employee. According to these authors, at the time, performance appraisal served as the foundation for salary, retention, discharge, or promotion decisions.

### Lalith Mistry (2021)

In his article -Impact of COVID-19 on Healthcare sector of India, He claims that the COVID-19 pandemic is putting even some of the most advanced medical systems to the test,

**Corresponding Author:**  
**Aishwarya Ulloora H**  
Student pursuing M.com, Post  
Graduation Department of  
Commerce, Surana College,  
Bengaluru, Karnataka, India

and also that the foundations of India's healthcare system are being rattled as a result. The overall reaction to the pandemic saw both the private and public sectors working together. Private Indian healthcare players stepped up to the plate and have been providing all of the assistance that the government requires, such as testing, isolation beds for treatment, medical staff, and equipment at government COVID-19 hospitals and home healthcare. He further asserts that India's private healthcare sector has made a significant contribution, accounting for roughly 60% of inpatient care. Most private facilities began their action plan in response to the COVID-19 pandemic, which included massive investments to start preparing infrastructure for preventing and managing the infectious disease, as well as building infrastructure for quarantine and treatment, as well as equipping the facility with appropriate medical supplies and additional workforce. During his research, he also noticed and claimed there had been a downward trend in profits from hospitals and labs due to delayed medical tourism and medical surgeries (the pandemic is intended to decrease the amount of profit of private hospitals by roughly 40% this fiscal year). Besides that, according to the government advisory, there is no permit to open the OPDs throughout the year. The Government of India also used technologies to make a variety of applications at both the national and state levels. The Aarogya Setu mobile app, which assisted in symptomatic mapping, contact tracing, and self-evaluation, was broadly used across the nation. Such technology platforms were used to substitute response management, which included essential item delivery in containment zones, teleconsultations with patients, bed management, and legitimate monitoring and review, by officials.

He claims in his article -Impact of COVID-19 on Healthcare Sector of India- that the COVID-19 pandemic is putting even the most modern medical systems to the test, and that the fundamentals of India's healthcare system are being shaken as a result. The overall response to the pandemic saw collaboration between the private and public sectors. Private Indian healthcare providers stepped up and provided all of the assistance that the government required, such as testing, isolation beds for treatment, medical staff, and equipment at government COVID-19 healthcare facilities and home healthcare.

#### **International Journal of Community Medicine and Public Health (2021)**

They stated in their article - Economic impact of COVID-19 on the Indian healthcare sector: an overview - that the novel coronavirus of 2019 struck the world and wrought havoc with its rapid spread, resulting in a frightening health disaster. Numerous nations were impacted in favor of financial and other losses, with the large extend of the impact varying depending on the country's pre-existing financial commitments and a variety of other factors. They also discovered that the healthcare industry has been one of the hardest hit by the pandemic.

This also desired the most capital expenditure and had to acclimate to the crisis as quickly as possible. Among these countries, India—a financial hub with extensive international connectivity—was directly impacted, resulting in the impending collapse of economic markets. The purpose of this article is to understand the various factors contributing to the financial difficulties confronting the Indian healthcare system, as well as to implement potential solutions to mitigate the effects of the COVID-19 pandemic

in India. It investigates the pandemic's short-term and potential long-term impacts on India's healthcare industry in terms of performance and equity.

It declared relief packages and covered costs for those in need. Specialized research centers across the country worked quickly to mitigate any significant damage. Before analyzing and documenting their findings and finalizing the paper, they gathered various data and documents from media coverage (both offline and online), the Ministry of Health and Family Welfare WebPages of the Government of India, as well as the World Health Organization and World Bank websites.

#### **Kabene (2020)**

They emphasized the global health care system and the importance of human resources management (HRM) in improving patient health outcomes and health care service delivery in their study titled the importance of human resources management in health care. The study's findings reveal several critical success factors that influence health care practices and the management of human resources. The purpose of this paper is to explain why human resource management is important in any healthcare system and how it can improve healthcare models.

The capacity to analyze and evaluate specific countries enabled a more in-depth insight into the practical and critical role of human resource management in health care. According to the findings of the study, proper human resource management is critical in providing high-quality health care. More research and reorganization of human resource management in health care are aimed at developing new policies. Human resource management methodologies that are effective are critical to improving healthcare outcomes and accessibility around the world.

#### **Peltier and Dahl (2019)**

They emphasized that health care is an extremely people-centered industry in their study titled The Relationship between Employee Satisfaction and Hospital Patient Experiences. Aside from the obvious fact that the patient consumes services for his or her physical body, almost all therapies and procedures are carried out by people. Health care human resources occurs in a dynamic world that includes a diverse range of practitioners, extensive use of tools and components, and a variety of services that extend beyond health care to include nourishment, accommodation, and guidance. Employees face a great deal of stress in this demanding environment.

#### **Kuo and Tseng (2017)**

In their study titled The Influence of Institutional Pressures on Hospital Human Resource Management Practices. They talked about how they used a conceptual framework and strategic human resource management to figure out the relationship between competitive pressure and human resource management practices in Taiwanese hospitals. Institutional pressures would influence hospitals' strategic responses as well as human resource management practices. To investigate the process of institutional pressure on human resource management practices, this study used an encapsulated case study design and treated individual departments as analysis units. Administrative department heads, this research reveals that institutional pressures have varying effects on human resource management practices across departments. Under institutional pressures, different human resource architectures exist within the same hospital.

**Objectives of the study**

**The current study's objectives are as follows**

1. To identify the key parameters responsible for doctor performance evaluation in hospitals.
2. To determine the significance of monetary and non-monetary benefits received by doctors as appreciation for their performance.
3. To understand the appropriate methods of performance evaluation for doctors.
4. To investigate doctors' perception towards the Performance Appraisal System used in hospitals.
5. To recommend a better model of a performance appraisal system for doctors' hospitals in the Bengaluru region.
6. To investigate whether the performance of doctors was appraised during the pandemic (COVID-19).

**Research Methodology**

**Data collection method**

In questionnaire-based research studies, several data collection methods are available, including self-administering the questionnaires via e-mail, phone, online forms, or personally administering the questionnaire. In the current study, data were gathered from survey participants who agreed to participate and consciously complete the survey responses through Google forms. Google form links were shared through Whatsapp, e-mails, and other social media platforms.

**Period of Study**

The information was gathered between May and June of 2021.

**Statistical Tools used:** T-test

**Research Hypothesis**

The following hypothesis has been drawn for testing, by using appropriate statistical tools.

**Hypothesis 1 Performance appraisal linked to salary**

H0: The opinion on performance appraisal is linked to salary is independent of gender.

H1: The opinion on performance appraisal is linked to salary is dependent of gender.

**Table 2:** Independent Sample T-Test on the Gender of respondents

Particulars		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	Df	Sig. (2-tailed)
"Performance Appraisal" been linked with salary	Equal variances assumed	0.004	0.952	-0.034	58	0.973
	Equal variances not assumed			-0.034	57.799	0.973

From the above table 2, it is evident that there is homogeneity of variance with regard to the gender on performance appraise linked to salary as P-value is greater than 0.05.i.e the variance with regard to male is equal to variance with regard to female.

From the test statistics that is Independent Sample T-Test, the t value= -0.034. With a degree of freedom (df) of 58 and P-value greater than 0.05. Therefore H0 is accepted, hence we can conclude that the opinion on performance appraisal

**Hypothesis 2 Performance appraisal systems help to understand the job better**

H0: The opinion on performance appraisal helps to understand the job better is independent of gender.

H1: The opinion on performance appraisal helps to understand the job better is dependent of gender.

**Hypothesis 3 Performance appraisal system helps to achieve career goals**

H0: The opinion on performance appraisal helps to achieve career goals is independent of gender.

H1: The opinion on performance appraisal helps to achieve career goals is dependent of gender.

**Hypothesis 4 Most important part of the job is emphasized on performance appraisal**

H0: The opinion that the most important part of the job is emphasized on performance appraisal is independent of gender.

H1: The opinion that the most important part of the job is emphasized on performance appraisal is dependent of gender.

**Data Analysis & Interpretation**

▪ **Hypothesis 1 Performance appraisal linked to salary**

H0: The opinion on performance appraisal is linked to salary is independent of gender.

H1: The opinion on performance appraisal is linked to salary is dependent of gender.

**Table 1:** Performance appraisal linked to salary

Particulars	Gender	N	Mean	Group Statistics	
				Std. Deviation	Std. Error Mean
"Performance Appraisal" has been linked with salary.	Female	29	2.76	1.786	0.332
	Male	31	2.77	1.802	0.324

From the above descriptive statistics table 1, the mean or the average response from Female respondents is 2.76 and male respondents is 2.77 with a Standard Deviation of 1.786 and 1.802 respectively.

been linked to salary is independent of gender.

▪ **Hypothesis 2 Performance appraisal systems help to understand the job better**

H0: The opinion on performance appraisal helps to understand the job better is independent of gender.

H1: The opinion on performance appraisal helps to understand the job better is dependent of gender.

**Table 3:** Performance appraisal systems help to understand the job better

Group Statistics					
Particulars	Gender	N	Mean	Std. Deviation	Std. Error Mean
"Performance Appraisal" system helps to understand the job better.	Female	29	2.38	1.265	0.235
	Male	31	2.10	1.375	0.247

From the above descriptive statistics table 3, the average mean response from female is 2.38 and male is 2.10 with a Standard deviation of 1.265 and 1.375 respectively.

**Table 4:** Independent T-test on the Gender of respondents

Independent Samples Test						
Particulars	Levene's Test for Equality of Variances			t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
"Performance Appraisal" system helps to understand the job better.	Equal variances assumed	0.977	0.327	0.827	58	0.412
	Equal variances not assumed			0.829	57.987	0.411

From the above table 4, it is evident that there is homogeneity of variance with the regard to the gender on performance appraisal helps to understand the job better as the P-value is greater than 0.05.i.e the variance with regard to male is equal to the variance of female. From the test statistics that is the Independent sample T-test, the t value =0.827. With a degree of freedom of 58 and P-value is greater than 0.05. Therefore, H0 is accepted, hence we can conclude that the opinion on performance appraisal

helps to understand the job better is independent than that of gender.

- **Hypothesis 3 Performance appraisal system helps to achieve career goals**  
 H0: The opinion on performance appraisal helps to achieve career goals is independent of gender.  
 H1: The opinion on performance appraisal helps to achieve career goals is dependent of gender.

**Table 5:** Performance appraisal systems help to achieve career goals

Group Statistics					
Particulars	Gender	N	Mean	Std. Deviation	Std. Error Mean
"Performance Appraisal" system helps to achieve career goals.	Female	29	2.45	1.378	0.256
	Male	31	2.39	1.358	0.244

From the above descriptive statistics table 5, the average response from female is 2.45 and male is 2.39 with a Standard deviation of 1.378 and 1.358 respectively.

**Table 6:** Independent T-test on the Gender of respondents

Independent Samples Test						
Particulars	Levene's Test for Equality of Variances			t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
"Performance Appraisal" system helps to achieve career goals	Equal variances assumed	0.001	0.981	0.173	58	0.863
	Equal variances not assumed			0.173	57.61	0.863

From the above table 6, it is evident that there is homogeneity of variance with the regard to gender on performance appraisal helps to understand the job better as the P-value is greater than 0.05.i.e the variance with regard to male is equal to the variance of female. From the test statistics that is the Independent sample T-test, the t value = 0.173. With a degree of freedom (df) of 58 & P-value greater than 0.05. Hence H0 is accepted therefore we can conclude that the opinion on the performance appraisal system helps to achieve the career goals is independent of gender.

- **Hypothesis 4 Most important part of the job is emphasized on performance appraisal**  
 H0: The opinion that the most important part of the job is emphasized on performance appraisal is independent of gender.  
 H1: The opinion that the most important part of the job is emphasized on performance appraisal is dependent of gender.

**Table 7:** Most important part of the job is emphasized on Performance appraisal

Group Statistics					
Particulars	Gender	N	Mean	Std. Deviation	Std. Error Mean
The most important part of the job is emphasized on Performance appraisal	Female	29	2.14	1.026	0.19
	Male	31	2.06	1.263	0.227

From the above descriptive statistics table 7, the average response from female is 2.14 and male is 2.06 with a Standard deviation of 1.026 and 1.263 respectively.



**Table 8:** Independent T-test on the Gender of respondents

Independent Samples Test						
Particulars	Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2-tailed)
The most important part of the job is emphasized on performance appraisal	Equal variances assumed	3.266	0.076	0.246	58	0.806
	Equal variances not assumed			0.248	56.902	0.805

From the above table 8, it is evident that there is homogeneity of variance with the regard to gender on performance appraisal helps to understand the job better as the P-value is greater than 0.05.i.e the variance with regard to male is equal to the variance of female.

From the test statistics that is the Independent sample T-test, the t value = 0.076.With a degree of freedom (df) of 58 & P-value greater than 0.05. Hence H0 is accepted. Therefore, we can conclude that the most important part of the job is emphasized on performance appraisal is independent of gender.

**Findings**

- The majority of doctors agreed that salary should be linked to the performance appraisal system.
- The majority agreed that the performance appraisal system enables them to understand their job better.
- The majority of doctors agreed that performance evaluations help them achieve their career objectives.
- The majority of doctors believe that performance evaluation is the most important aspect of their job.

**Suggestion**

- Doctors' performance should be directly linked to their pay in hospitals.
- In general, it was discerned that incentives to doctors weren't considered, but it is preferred that incentives be directly linked with doctor performance appraisal.
- Before actually implementing a performance appraisal model for doctors in hospitals, all of the vital resulting areas should be outlined for them.
- Before implementing their performance appraisal, all doctors should be very clear about their job description and job specifications.
- Performance appraisal could be done in both formal and informal ways, with brevity at all phases.

**Conclusion**

The need for performance appraisals for doctors at all levels in hospitals is greater than ever. The researcher constructed a framework that can yield homogeneity and accountability to the performance appraisal of doctors in various hospitals. It was determined that all hospital systems' performance should be evaluated every year using multi-source responses. Imprecise evaluations lead to dissatisfied doctors, as well as inaccurate tangible rewards. This research can be used as a manual to guarantee that all doctors are operating together towards the same goals. This will allow supervisors to better assess employees based on agreed-upon goals.

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