

# **RESTRICTED**

## **CHAPTER 01**

### **INTRODUCTION**

1.1 Performance appraisal systems are quite useful in understanding & assessing the skills, potential and productive output of a soldier. There are many methods available today for evaluating soldier's performance. Performance appraisal the latest mantra for career development is followed by many organizations across the world. "Get Appreciated according to what you contribute" this is turning the focus of organization to performance management and individual performance. It helps to rate the soldiers and evaluate their contribution towards the organizational goals based on their performance. This is an evaluation of the performance of any individual based on the individual facts and often includes examples and evidences to support the information.

1.2 Sri Lanka Army have to identify the importance of performance appraisal and it has been found in the cases of all big Organizations that they have implemented the performance appraisal systems to enhance the productivity of their employees. There are varieties of different perspectives that evident the importance of performance management and its measurement.<sup>1</sup> Organization should present true and fair views of performance appraisal to gain trust of the soldier's, their loyalty and job satisfaction are the main core of any organizational success.

1.3 To get the real meaning of performance appraisal system can be elaborated to the concept of performance management. Performance Management can be defined as: "An approach to create shared vision of the purpose and aims of the organization, helping each individual employee understand and recognise their in contribution to them, and in so doing manage and enhance the performance of both individuals and the organization."<sup>2</sup>

1.4 Performance management is a process where it describes the performance of individuals that shapes a group and become the collective success of the organization with the set of objectives, time period, reviewing the performance and recognition of the performance with rewards<sup>3</sup>. The main objective of performance management is to show the real picture of the employees performance over a period of time and this can be achieved through framed standards<sup>4</sup>.

1.5 In the Performance management, the appraisal system is the most significant part where it defines a structural and formal system that helps the manager and subordinate to interact with each other to evaluate performance. This interaction usually comes into process annually or semi-annually in shape of some structured interview or questionnaire. In this process, supervisor examines the performance of subordinate where supervisor identifies strengths and weaknesses and also highlights the area of improvements.<sup>5</sup>

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<sup>1</sup> Whitney, The Economics of Trust: Liberating Profit & Restoring Corporate vitality, (MC Graw Hill Professional, 1994).

<sup>2</sup> Fletcher, Employee Performance Management, 1992.

<sup>3</sup> Connock, Human Resource Management for Tourism Hospitality & Leisure, 1991.

<sup>4</sup> Beaumont, Human Resource Management: Key Concept& Skill, 1993.

<sup>5</sup> Connock, Human Resource Management for Tourism Hospitality & Leisure, 1991

1.6. The managers are aware of the importance and criticality of performance appraisal, and its ultimate affect on the motivation, loyalty, job satisfaction plus its has a big affect on the growth and success of the organization, so while documenting, communicating, and describing the job particulars, they are more concerned. It has been noticed that in the current time, job performance systems have improved a lot, but still the outcome shows that it has a negative impact on the job satisfaction and motivation of the employees if it is not appraised systematically.<sup>6</sup>

1.7. The appraisal results are used to identify the better performing employees who should get the majority of available merit pay increases, bonuses, and promotions. Performance appraisal is a formal management system that provides for the evaluation of the quality of an individual's performance in an organization. As mentioned by Dessler, G (5), performance appraisal has the means to evaluate an employee's current and past performance relative to the employee's performance standards. It is a process which involves creating work standards; evaluate employee's actual performance relative to those work standards; and giving feedback to employee so as to motivate him or her to improve the job performance or to eliminate performance deficiency.

1.8. Various techniques or methods have been used by human resource management experts to evaluate the performance of an employee. Terrence, H.M. and Joyce, M. (6) mentioned few other methods including management-by-objectives (MBO), work planning and review, 360 appraisal and peer review. With all the available techniques, it is essential to understand that different organization might use different technique in assessing staff performance. Since all the techniques mentioned above has their own advantages and disadvantages, most organizations might mix and match different techniques for their own performance appraisal system that can fulfil their organizational needs. Performance appraisal system has become one of the most valuable management tool in which organization members use to achieve collective goals. In order to ensure that the results of the performance appraisals are useful and reasonable to the superior when evaluating their subordinates, it is important for the performance appraisal system to consistently produce reliable and valid results for the management of an organization.

1.9. The study suggested that the methodology is a good method for a transparent and fair multi-criteria performance evaluation in military organizations. Researchers have demonstrated that fuzzy set theory could be successfully used to solve multiple criteria problems. This is because, in many circumstances, appraiser tends to use vaguely defined qualitative criteria in evaluating the performance of their subordinates. Therefore, it creates difficulty for appraiser to precisely quantifying the score of each candidate. Worked on applying fuzzy set theory on computer-based fuzzy group decision support system (FGDSS). Based on the findings of their work, the application of fuzzy set theory in FGDSS is said to be able to assist decision maker to make better decisions under different circumstances and alternatives a good example of the application of the fuzzy-set theory to decision-making process is multifactorial evaluation model.<sup>7</sup>

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<sup>6</sup> Robert, Strategic Reward Management: Design, Implementation, and evaluation, 2002.

<sup>7</sup> H.J Zimmermann, Fussy set Theory and its application, 2001.

**Problem identification**

1.10. Success of any organization depends on the way that organization uses its scarce resources. Among these scarce resources, human resources is the most significant one, because the other resources are controlled by them. Therefore, human resources management is becoming very important to any organization. When managing the human resources, performance appraisal systems contribute a lot. Performance appraisal can be introduced as an important HRM function for improving motivation, job satisfaction and loyalty of employees.

1.11. Unfortunately, in the Sri Lanka Army, most of the people in management are failing to understand this, management tries to give their soldiers the maximum of the benefits and facilities which are mentioned in the regulations. Also, many organizations do not think that good performance appraisals improve soldiers' commitments, motivation, loyalty and job satisfaction.

1.12. Therefore, the purpose of this research is to develop an ideal performance appraisal system for soldiers in the Sri Lanka Army.

**Research Aim**

1.13. This research aim is to develop an ideal performance appraisal system and its effect on soldiers' motivation, job satisfaction and soldiers' loyalty as the key factors in the Sri Lanka Army.

**Objectives**

- a. What is performance appraisal?
- b. To identify the different performance appraisal systems?
- c. To identify the different problems with the performance appraisal system?
- d. How is the appraisal system interlinked with motivation, job satisfaction and soldiers' loyalty within the Sri Lanka Army?
- e. What are the different strategies to enhance the performance appraisal systems in SLA?

**Significance**

1.14. The emerging issue of increasing awareness of soldiers about performance appraisal systems and its practices reveals the importance of soldiers' relations related to research areas.

1.15. For the organization, a soldier's workplace performance appraisal is important in view of its influence on his/her job effectiveness. A soldier's appraisal is a major factor, which affects the motivation and job satisfaction in the Sri Lanka Army. The present situation of a soldier's appraisal system seems a higher need of improving it. Therefore, this research is to measure an ideal performance appraisal system for SLA.

1.16. Hypothesis. Hypothesis of this study is that a performance appraisal system is useful for SLA to enhance the job satisfaction and motivation of soldiers.

### **Literature Review**

1.17. In general performance appraisal system, is became popular as it has been felt for long years that one person's assessment of another individual cannot be free of biases. In the past few decades, organizations were very concerned about the development and orientation of their employees and also pondering on performance management.<sup>8</sup>

1.18. The concept of performance appraisal is somewhat fuzzy and imprecise as it is an abstract concept rather than a concept. The existing literature reveals that that there are several terms associated with performance appraisal. "Performance management", "multi-source feedback systems (MSFS) ", "360 Degree Appraisal system" are the terms, which are associated with performance appraisal system.

1.19. Performance appraisal systems are quite useful in understanding & assessing the skills, potential and productive output of an employee. There are many methods available today for evaluating employee performance; 360 degree evaluation is an effective way of evaluating the performance of an employee. Like any other method, 360 degree appraisals need to be carried out with care to obtain a fair and an accurate result. Harinder Singh, HR& strategic head, Vigneshwara Developers, tells us about the method, "360 degree appraisal is a comprehensive method where in the feedback about the employees' performance comes from all the sources that come in contact with the employee on his job. The respondents for an employee can be his/her peers, managers, subordinates, team members, customers, suppliers/vendors; hence, anyone who comes into contact with the employee and can provide valuable insights and feedback regarding the 'on-the job' performance of the employee.

### **Theoretical Frame Work**

1.20. Performance appraisal has been the focus of a flurry of research activity in the past several decades<sup>9</sup>. There has also been continued use of performance appraisal systems by business and industry, with recent surveys indicating that between 74 to 89% of firms have a formal system<sup>10</sup>. Formal performance appraisal systems are used for a number of different purposes, including human resource decisions, feedback, and program evaluation.<sup>11</sup>

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<sup>8</sup> Murphy & Cleveland, Performance Appraisal in the public sector: Techniques & Applications, 1991.

<sup>9</sup> Bretzs, Milkovich & Read, The Current state of Performance Appraisal Research & Practice: Concerns, directions & implications, 1992; Fisher, Program Evaluation, 1989.

<sup>10</sup> Murphy & Cleveland, Performance Appraisal in the public sector: Techniques & Applications, 1991.

<sup>11</sup> Cleveland Murphy & Williams, Psychological Management of individual Performance, 1989

**CHAPTER 11**

**RESEARCH DESIGN**

**Methods of data collection**

2.1. **Primary Data.** Primary data were gathered by using a self-designed questionnaire. A Sinhala translation of the questionnaire was used for soldiers with slight differences as they can easily understand. In addition to that, direct observations and interviews were used to gather data.

2.2. **Secondary Data.** Secondary data were obtained referring web sites, journals and Books. In addition to that references, lecture notes and on-line journals and articles were used as secondary data sources.

2.3. **Limitations.** Most of the research studies will go through either or the following limitation.

- a. Sample not representing the population.
- b. Weakness in the data collection process.

2.4. Time was very limited therefore; there were not enough line to design the questionnaire. There are number of aspects which affects to performance appraisal. But here the researches only limited aspects. The respondent don't get clear picture about the study. The genuineness of their responses are also problematic.

2.5. **Sample Design.** The Sample consists of 25 officers, 50 senior non-commissioned officers and 100 junior non-commissioned officers out of SF (J) area. The sampling method is Simple Random Sampling.

- a. HQ SF (J)
- b. 51 Division
- c. 52 Division
- d. 55 Division
- e. FMA (J)

Grade	Male	Female	Total
Offr's	20	05	25
S/NCO's	30	20	50
J/NCO's	40	30	70
Trainees	20	10	30
Total	110	65	175

**Table 1.1 - Distribution of the Sample**

2.6. Data Analysis. After the collection of data by above methods, data is analysed to obtain an answer for the research objectives. Analysing process is consisted with editing of raw data, classifications data into groups, tabulation of data on tables, graphs or as a percentage.

2.7. **Nature of Final Report.** Final Dissertation is prepared as per the guidelines given in the hand out of Junior Naval Staff College.

**Organization of the research study**

2.8. **Chapter 01 introduction.** This chapter includes problem statement, background of research, objective and research methodology.

2.9. **Chapter 02 research design.** This chapter include method of data collection, sample design of the study.

2.10. **Chapter 03 literature review.** This chapter include two parts. The first part present the historical research paradigms in relation to the study under review and Organization profile.

2.11. **Chapter 04 Theoretical framework and Methodology.** This chapter present the theoretical framework and research methodology of the study.

2.12. **Chapter 05 Data presentation & Analysis.** This chapter contain collected data and analysed data according to the research objectives

2.13. **Chapter 06 Summery and conclusion.** The chapter include proper conclusion findings and recommendation arising out of the study.

**CHAPTER III**

**LITERATURE REVIEW**

**Introduction**

3.1. There are different systems and methods for measuring performance and appraising the employees. These methods and systems are categorised as the traditional methods and the modern methods. This literature survey discussed what is performance appraisal systems and its importance.

3.2. General performance appraisal system, is became popular as it has been felt for long years that one person's assessment of another individual cannot be free of biases. In the past few decades, organizations were very concerned about the development and orientation of their employees and also pondering on performance management.<sup>12</sup>

3.3. The concept of performance appraisal is somewhat fuzzy and imprecise as it is an abstract concept rather than a concept. The existing literature reveals that that there are several terms associated with performance appraisal. "Performance management", "multi-source feedback systems (MSFS) ", "360 Degree Appraisal system" are the terms, which are associated with performance appraisal system.

**History of Performance Appraisal**

3.4. Performance appraisal has a brief history starting from earth 20th century where the need of performance appraisal was felt and some measures developed. This history shows that Taylor 1964<sup>13</sup> who is the revolutionary person in times and motion studies brought the real sense of performance appraisal and performance measurement. But in the modern human resource management it can be seen that the thread of performance measurement is linked with the Second World War. This tells the history that it is not more than sixty years ago. Yet the guru of human recourses says that the art and procedures of performance measurement and appraisal is very ancient art and people of old times had some tools to appraise their employees on the basis of activities and job they performed. On these historical felt notes it can be said that performance appraisal management is the world's second oldest profession too. Here Dulewicz (1989) says that "It is a basic human tendency to make judgements about those one is working with, as well as about oneself."<sup>14</sup>

3.5. If the management has a concept that performance and its appraisal is inevitable then it will be wrong that performance of an employee cannot be judge in advance. In the absence of a structured appraisal system then it will ultimately affects the performance of employees, the productivity of the organization and moreover the reputation of the organization in the industry. It will de-motivate the employees, they will lose satisfaction from their jobs and loyalty with the organization will be most likely finished and labour turn over will increase. One serious offence can be seen in the absence of appraisal system that organization can go

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<sup>12</sup> Murphy & Cleveland, Performance Appraisal in the public sector: Techniques & Applications, 1991.

<sup>13</sup> Taylor, The business Establishment, 1964.

<sup>14</sup> Dulewicz , Performance Management,1989.

unlawful, harassing the employee and unfair judgement on their performance. Consequently, it helps the management and employees to go lawful, fair and accurate with the performance over the period of time.<sup>15</sup>

### **Performance Appraisal**

3.6. The process in which human resource management department obtains, analysis and makes decisions on the performance of an employee over a period of time is called Performance Appraisal Process and the methods which are used to appraise the employees are called Performance Appraisal Systems.<sup>16</sup> The main objective of performance appraisal system is to focus on the performance, key attributes of the job, what is the improvement in the performance and the proportion of the performance that the employee will make in future in the productivity of the organization. It aims towards the employee and it's his performance over the period of time.<sup>17</sup>

3.7. In the field of human resource management a prominent name of Flippo (1999) says that "Performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in the matters pertaining to his present job and his potential for a better job."<sup>18</sup>

3.8. This systematic process allows the management to look into employee's activities in last fiscal year or the performance time periods and analyse where it is falling, what improvement has he made and what is the future planning regarding job and activities. Management should educate the employees about their individual goals and share the aims and objectives with the organization. Employees should have the knowledge and freedom to participate in the decision making process. Here, if the management has the full corporation of the employees and on the same hand if employees coordinate with management then this performance and participation can actually helps in the appraisal for the next period. In all this, the right of expressing of opinion will certainly adds to their performance.<sup>19</sup>

### **Benefits of Performance Appraisal**

3.9. Where performance appraisal allows the employees to get the monetary and non monetary rewards from the management, here it also give the most significant benefit for employees that it gives the chance to get reasonable time for one to one discussion on the performance over the period of time. This discussion between employee and supervisor allows discussing the main issues that are hurdle in the performance and work concerns addressed.

3.10. It can observe from all over the world organizations, the feedback of performance appraisal says that it creates a strong bond between subordinate and supervisor only if the appraisal is conducted properly and fairly. This process also gives the opportunity to employees to review their performances and discuss the issues and difficulties they are facing in the work and also it gives the path to gain the aims and objectives in the future time. This

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<sup>15</sup> Murphy, Team work what must go right/what can go wrong, 1989.

<sup>16</sup> Yee, CRM Adoptions & its impact on Organizational Performance, (University of Nothingham, 2009).

<sup>17</sup> Dobbing, Occupational outlook Handbook,(Diane publishing company, 1994).

<sup>18</sup> Flippo, Managing Hr & Ir,(Tampomoy Deb,1999).

<sup>19</sup> Beach, Improving service quality: Achieving high Performance in the public & private sector,(St Lucie pree, 1995).

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interaction of subordinates and supervisors give the opportunity to help the future goals. Therefore it enhances the productivity.

3.11. So, this process gives the best time to employees to have chat with the supervisors without any hindrance and instruction<sup>20</sup>. The importance of this process should not be underestimated as this is the integral part of performance appraisal system. Moreover this process allows the supervisors and employees to discuss the future targets and, training and rotation need orientation and development, if needed. In this discussion, the supervisors and the subordinates discuss the various problems about the present as well as the absent working skills, career development and what is to be done in the future.<sup>21</sup>

3.12. Here, supervisor highlights the key skills of the subordinate and makes or arranges for the future career inspirations. This discussion can be useful to measure the productivity of the organization, for the recruitment and orientation process. For example, the feedback can identify how employees are performing the past two years and so. Appraisal data can also tell how well the recruiting strategies are working, what developmental process are good enough and what the effectiveness of employees is. Performance appraisal process could be a data sheet highlighting the overall performance of all employees; telling has productivity improved, remains same or fall. Evaluation is the ongoing process and its run throughout the year but some clash can be noted in the evaluations and developmental process but in a nutshell it's a process of evaluating, analysing and giving feedback of that process.<sup>22</sup>

### **Basic purpose of Performance Appraisal**

3.13. Performance appraisal systems have the two main elements in it; one is evolution of the performance and the feedback of the evaluated performance. The main objective of performance evaluation is to define the gaps in the actual job and job performed.

3.14. This gap creates when the employee is not working on the standard level and doesn't meet the expectation of the organization.<sup>23</sup> The main objective of feedback is to inform the employee about his performance and the quality work he is producing but this feedback doesn't flow in a one direction and the supervisor of the appraiser also gets the feedback from the employee to resolve the job issues, if have. To get the real sense of performance appraisal system is to look at the whole process on different angles so that it can create a meaningful difference in the organization. These different angles could be: from employees point of view and organization's point of view.<sup>24</sup>

### **From employee's point of view it can be unfold as:**

- a. What does the organization want me to do?
- b. What are my loopholes? And what I have done remarkably well?
- c. What help will be given by the organization for my own improvements?
- d. What is the reward of my good performance?

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<sup>20</sup> Orpen, Managing Organizational behaviour, Individuals, Teams, Organization,1997.

<sup>21</sup> Dyck, Practical Portfolio Performance measurement & Attribution,1997.

<sup>22</sup> Thompson & Dalton, Performance Appraisal: Managers Beware, (Harvard Business Review Re print service, 1970).

<sup>23</sup> Anthony, Art of Managing People, 1986.

<sup>24</sup> Anthony, Art of Managing People, 1986

3.15. In the organization's point of view, it is mandatory to have an accountability and justice within organization so that all the employees get a fair compensation out of their performance and also to establish the repute of the organization.

3.16. Performance appraisal system has always an integral part of HRM and this research will highlight the main issues within the systems. Rating the performance appraisal and giving the feedback is not an easy task for the HR department, as the criteria of appraising is a complex job. There are certain strategies underlying to make the traditional methods accurate than it had been in the past and therefore the likelihood of correct and affective appraisal will be increased.<sup>25</sup>

3.17. The main tactics and objective of the performance appraisal is that it should be conducted for the motivation of the employees with no negative aspect associated with it, as it will decrease the morale of the employees. There should be some reward or bonus announced so that this will be stimulation for other employees and they will try to excel their performance too. Proper communication and feedback session should be introduced so that the employees come to know their loopholes.<sup>26</sup>

### **Performance Appraisal & Employee Motivation and loyalty**

3.18. In the growing age of organization, human resource is the big asset of the organization; if the organization is not keeping well with its labour work force then it might get into trouble. As the employees are the main features of the progress of the organization. In order to have productivity, employee should be motivated and should be satisfied with their job and have loyalty with the organization.<sup>27</sup>

3.19. HR professionals are making it possible to motivate the employees with the performance appraisal systems by giving them fair appraisals as per their performance over a period of time. It has been noticed that there is a strong relationship between performance appraisal and motivation, job satisfaction and loyalty.<sup>28</sup>

3.20. It is also mandatory that employees gets the accurate performance appraisal results to get motivate, if the feedback of appraisal is according to their performance over the period of time that will be a great source of motivation to them. Inaccurate performance can create dissatisfaction from job and ultimately can affect the loyalty with organization. One employee always expects that evaluator recognise his efforts and achievement in the professional life and also support him to overcome on his failure and allows the opportunity to make improvements in his performance in future.<sup>29</sup>

3.21. If the performance appraisal has some shortcoming in it and is actually creating some discrepancy in the process, then it will affect the motivational level of the employees and ultimately it will affect their efforts and the risk taking ideas for the betterment of the organization. Also they will lose interest in the affairs of the organization.<sup>30</sup> Plus this de-

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<sup>25</sup> Townley, Organizational Behaviour & Management, 1997.

<sup>26</sup> Natalie & Ann 2005

<sup>27</sup> EP stein, Performance Measurement & Management control: Mesuring & Rewarding, 1992.

<sup>28</sup> Bonnie, Strategic Reputation risk Management, 2002.

<sup>29</sup> Bonnie, Strategic Reputation risk Management, 2002.

<sup>30</sup> Robert & Kim, Performance Management & Budgeting: How government can learn from experience, 2007.

motivation leads the employees to the lack of loyalty and they will look other options of good job and hikes in the rewards.<sup>31</sup>

3.22. Accurate performance appraisal is always preferable but if there is any inaccuracy then employees always prefers to have accurate performance appraisal with no hikes in rewards but not an inaccurate system that never encourages or recognises their efforts. Employees who tend to receive accurate performance appraisal over the period of time and also have all the rewards associated with that appraisal is most motivated employee among all of them and similarly he tends to be more satisfied with job and more loyal to the organization. Therefore, the process should be fair as this is the ultimate system to motivate, satisfied with job and creates the loyalty.<sup>32</sup>

### **Different performance appraisal systems**

- 01. Traditional Methods
- 02. Modern Methods

### **Traditional Method**

3.23. In the traditional methods there are various systems to measure the performance employees. In the traditional method of measurement Behaviourally Anchored Rating Scale is widely used by many organizations across the globe. In this system it focuses on specific behaviours, either affective or ineffective performance is given by the employee. It involves critical incident technique (CIT) and different combinations of rating scale. However, in Graphic Rating Scale supervisor or evaluator simply checks the different blocks in the appraisal form to measure the performance.

3.24. Though this is a old technique to appraise the employees but broadly used method. Unlike scaling system, in Essay Evaluation Method asks the managers, supervisor and evaluators to write an essay or a descriptive narration about the strength and weakness of the employees and also the overall behaviour towards the job. This is a qualitative measure to appraise the employees. Another ranking system is Performance ranking Method in which evaluator or supervisor rank the performance of employee from best to worst. This method differs from other methods as it compares the employee to employee but not with the standards and benchmarks for performance measurement.

3.25. In Critical Incident Method (CIT), evaluators appraise the performance depending upon the critical incident and the positives and negatives behaviours occur in the period of time to measure the performance.<sup>33</sup> Like other ranking and scaling methods in Weighted Checklist Method evaluator makes a checklist of all the job responsibilities and all the narrative statements about the effective and ineffective attitude or behaviour of job.

3.26. As weighted method weights the narrative statements, in Paired Comparison Analysis, it weights the relative importance of the different options available and listed. Every option is compared with all the option listed.<sup>34</sup> After comparison of all option, the one with most weight

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<sup>31</sup> Bonnie, Strategic Reputation risk Management, 2002.

<sup>32</sup> Storey & Sisson, Managing Human Resources and Industrial relations, (Open University press, Nov 1993).

<sup>33</sup> Dessler, Human Resource Management, 2000.

<sup>34</sup> Mondy, The Dynamics of Performance Management: Constructing information & Reform, 2008.

is preferred option for the performance measurement. In the traditional methods qualitative methods and systems have more frequency of usage, here another method of Behavioural Observation Scale evaluates the performance with negatives and positives happens on workplace and also the critical incidence the employee has performed.

3.27. In the tradition method there is a quantitative method called Forced Distribution or Forced Ranking, unlike other method it involves the percentages. In the top category it ranked from 10 to 20 percent, middle category ranges from 70 to 80 percent and it ranked employees with worst performance 10 percent in the bottom line.<sup>35</sup>

### **Modern Methods**

3.28. There are different methods of performance measurement in the modern times, 360 Feedback System and Management By Objectives (MBO).

### **360 degree feedback**

3.29. 360 Feedback is a systematic technique which also known as the multi-ratter feedback system. In this method evaluator or the appraiser takes feedback from all the people who are inter-linked with the person to be appraised. The 360 Feedback can be defined as: "The systematic collection and feedback of performance data on an individual or group derived from a number of the shareholders on their performance."<sup>36</sup>

3.30. This method of performance appraisal is detailed and comprehensive where evaluator asks from all sources about the performance of the employee. In this method all the sources are involved as: customers, suppliers/ vendors, team member and colleagues, superiors, juniors, subordinates and all the other parties who has link with the particular employee. These sources provide all the information that is significant in the performance appraisal process.<sup>37</sup>

There are four main parts of 360 feedback appraisal system:

- a. Self appraisal
- b. Superior's appraisal
- c. Subordinate's appraisal
- d. Colleagues' appraisal

3.31. The 360 Feedback systems can be an ongoing process throughout the year to keep an eye on the performance and other's perception about the employees and also it can be measured that how well employee is keeping with its required tasks and responsibilities.<sup>38</sup> 360 Feedback is also helpful for the managers and leaders to insight of their leadership and managerial styles. 360 feedback systems are widely used across the globe for the effective appraisal of employees.<sup>39</sup>

### **Management by Objectives' (MBO)**

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<sup>35</sup> Mondy, The Dynamics of Performance Management: Constructing information & Reform, 2008.

<sup>36</sup> Ward, 360-Degree Feedback, 1997.

<sup>37</sup> Anderson, Communication Research: Issues & Methods, (MC Graw-Hill, 1987).

<sup>38</sup> Natalie & Ann, 2005

<sup>39</sup> Anderson, Department of Transportation's budget: Management & Performance Issues, 1997.

3.32. Performance appraisal's history can be traced from the guru of organizational management, Peter Drucker in 1954. He has given the different theories of management and introduced the main theme of Management by Objectives (MBO). A process whereby the superior and subordinate managers of an organization jointly identify their common goals, define each individual's major areas of responsibility in terms of the result expected of him and use the measures as guide for operating the unit and assessing the contribution of each of its members.<sup>40</sup>

3.33. This is a participative technique where the supervisor and subordinate set the goals, different methods to do the job and most importantly the decision making at the end. Here, the most important element of MBO is to evaluate the performance and comparison of actual performance with the benchmarks. Subsequently, this process or method allows the employees to set up their goals and objectives, their path of tasks in addition to their job responsibilities.<sup>41</sup>

### **Process of Performance Appraisal**

3.34. Performance appraisal follows the systematic method to appraise the employee so that it becomes a rationalized and fair process for employee.<sup>42</sup>

It has six main areas to look on, which are:

- a. Performance standard
- b. Communicating the standards and expectations
- c. Measuring the actual performance
- d. Comparing the actual performance with benchmarks
- e. Discussion on results
- f. Decision making.

### **Performance Standard**

3.35. This is the first step in performance evaluation process. It is mandatory to make or set some standards and targets for the employees so that performance can be measured and compared with the standards. This step allows the supervisor and performance evaluator to make the criteria's to judge the employees and keep an eye on the qualifying factors for those set standards. Setting up performance standards is also mandatory to look on the organization goals and objectives for the productivity of business.<sup>43</sup>

### **Communicating the standards and expectations**

3.36. After setting the performance standards and expected outcomes, the next integral part of the Performance Appraisal process is to communicate those standards to employees and educate them as to how to achieve the benchmarks. It is mandatory that employees should know the standards clearly and have the idea on how to meet those. These standards will educate the employee about their main responsibilities and job roles and what is expected out of them. These standards should be communicated at the start of the year so that employees should know what to do in future. Management can modify or edit some of standards from the

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<sup>40</sup> Peter Drucker, Handbook of Management Accounting Research 03,1954.

<sup>41</sup> Natalie & Ann 2005

<sup>42</sup> Caruth & John, Management, 2008.

<sup>43</sup> Caruth & John, Management, 2008.

time to enhance the productivity but employees consent will be taken by the management to do so.<sup>44</sup>

### **Measuring the actual performance**

3.37. After communicating the bench marks and required performance standards to the employee, the most important step is to measure the performance according to the set standards over the period of time. However, this is a difficult task for the evaluator but it has to be done. Measuring performance is a ongoing process throughout the year and the supervisors evaluates the performance and also keep an eye on the tasks and job responsibility. By defining performance in terms of desired results is how managers and supervisors make their work assignments operational. Here, it is mandatory that choice of measuring performance method or technique should be appropriate that personal grudge does not affect the outcome of the process and help the employees rather than creating problems for them.<sup>45</sup>

### **Comparing the actual performance with benchmarks**

3.38. Here, the next step is comparison of actual measured performance with the standards and benchmarks. This step is sensitive as it is dealing with the yardsticks to compare each task with the set targets, here the employee and supervisors should agree with the process. Comparison shows how employees have achieved the set targets and what divergence has been made to the benchmarks. This comparison tells either the performance is according to standards, above standards or below the standards. Measuring performance, evaluation, comparison and analysis are integral part of this step.<sup>46</sup>

### **Discussion on results**

3.39. As in process, management sets up standards and communicates those benchmarks to employees similarly after getting the performance appraisal, results should be communicated to the employees and they should be briefed about the standards and the actual performance they have give. There should be a One to One discussion on the results. The purpose of this feedback or discussion is to make the employees aware of his performance, achievements and short falls over a period of time but with a positive attitude. This step also contains the notion of motivation and encouragement to employees so that are loyal to organization and satisfied with the job as well.<sup>47</sup>

### **Decision Making**

3.40. The last step of performance appraisal process is making the decision on the bases of results taken from the evaluation step. This decision is about the improvement of employees, training on different tasks which are lagging behind, corrective actions, promotions and rise in salary, rewards, transfers and demotions.<sup>48</sup>

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<sup>44</sup> Caruth & John, Management, 2008.

<sup>45</sup> Caruth & John, Management, 2008.

<sup>46</sup> Caruth & John, Management, 2008.

<sup>47</sup> Caruth & John, Management, 2008.

<sup>48</sup> Caruth & John, Management, 2008.

3.41. Selection of Performance Appraisal systems is the main part of the performance management and measurement. The literature shows that motivation, job satisfaction and employee loyalty with organization is directly linked with the Performance Appraisal systems. In the chapter, research has thrown light on performance appraisal and its different methods widely used across the globe, performance appraisal process and linked strategies. By the side it has also highlighted the different performance appraisal problems that often occur in the process or performance measurement.

**CHAPTER IV**

**THEORETICAL FRAMEWORK AND METHODOLOGY**

**Introduction**

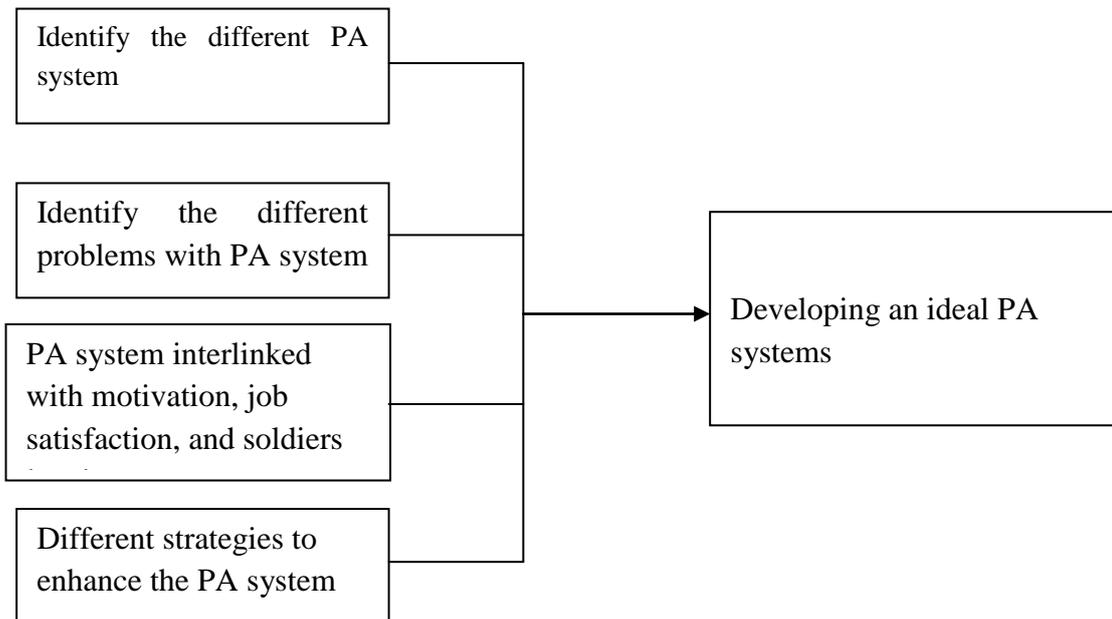
4.1. This chapter describes the conceptual framework of the study to explain the relationship between concept and variables based on the survey of related literature presented in previous chapter. It also defines each major concepts of the study Operationalization of the concepts and variables into testable indicators and measures. Finally, it discussed the methodology in the collection and analysis of data, the rational behind the design of questionnaires and methods adopted for the data analysis.

**Conceptualization**

4.2. A conceptual framework is a conceptual model of how one theorizes or makes logical sense of the relationships among the several factors that have been identified as important to the problem or what we are going to research.

Independent Variables

Dependant Variable



**Figure 3:1 Theoretical Framework**

4.3. Figure 3.1 is the research model of this study. In order to reach the objectives of the study, variables have been selected in accordance with the specialized literature. According to this model there are four independent variables and one dependant variable. Independent variables are Identify the different PA system, Identifying the different problems with PA system. PA system interlinked with motivation, job satisfaction and soldiers loyalty and

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Different strategies to enhance the PA system. These variables are identified as the main aspects relating to the Developing an ideal PA system.

### Concepts and Variables

#### Concept

4.4. Developing an ideal PA system.

- (a) Performance appraisal has the means to evaluate the soldier's current and past performance relative to the soldier's performance standards. It is a process which involves creating work standards.

#### Variables

4.5. Identify the different PA system.

- (a) There are many methods available today for evaluating employee performance.

4.6. Identifying the different problems with PA system.

- (a) Different organization might use different technique in assessing staff performance. Since all the techniques has their own advantages and disadvantages, most organizations might mix and match different techniques for their own performance appraisal system that can fulfil their organizational needs.

4.7. PA system interlinked with motivation, job satisfaction and soldiers loyalty.

- (a) HR function is able to appraise and it involves the motivational factors, employee loyalty, and job satisfaction aspects. Extensive and appropriate use of these techniques will make the appraisal much unbiased (Natalie & Ann 2005).

4.8. Different strategies to enhance the PA system.

- (a) An effective performance appraisal must have collaboration between the management and the subordinates.

#### Operationalization

4.9. Operationalization or operationally defining a concept to reader, is done by looking at the behavioral dimensions, facets, or properties denote by the concept. These are translated in to observable and measureable elements so as to develop an index of measurement of the concept. Operationally defining a concept involves a series of steps. Operational definitions are necessary to measure abstract concept such as those usually fall into the subjective area of feelings and attitudes. The first step in this connection is to identify the variables associated with the concept. Then the indicators and measures are identified. The variables to be tested and their indicators and measures are given below.

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Concept	Variable	Indicator	Measurement	Question No.
Developing an ideal PA system	Identify the different PA system	Impotency of PA	Role play in PA system in SLA	Q1,Q2
			Level of Satisfaction	
		PA method being used by the Army	Existence of PA system	Q3
			Level of satisfaction	
		Current PA system	Level of satisfaction	Q4, Q5,Q6
		PA feet back	Opportunity for career development	Q7
	Identifying the different problems with PA system.	Impact on skills	Strength and weaknesses	Q8, Q9, Q10
			Other influence	PA reviewing
	PA system interlinked with motivation, job satisfaction and soldiers loyalty.	Motivation	Working condition	Q16
			Employee benefit	Q17
		Recognition	Employee satisfaction	Q18,Q19,Q20
	Different strategies to enhance the PA system	Documentation	Employee benefit	Q21, Q22, Q23,
		Performance	Set goals	Q24, Q25,Q26

**Research Methodology**

4.10. It is an indisputable fact that the reliability of research findings depend highly on the research methodology. Therefore, discussions on sample, questionnaires, design and scoring methods are very important.

**Sample**

4.11. A sample is a subset of a population (Sekaran, 2008). There are two types of sampling designs. Those are probability sampling and non-probability sampling. Probability sampling design was selected by the researcher, because, when elements in the population have a known chance of being chosen as subjects in the sample. Therefore, Simple Random Sampling was selected as every element in the population has a known and equal chance of being selected as a subject.

Grade	Male	Female	Total
Offr's	20	05	25
S/NCO's	30	20	50
J/NCO's	40	30	70
Trainees	20	10	30
Total	110	65	175

**Table 3:3 No. of Respondents in the Selected Sample.**

4.12. The Sample consists of 25 officers, 50 senior non-commissioned officers and 100 junior non-commissioned officers out of SF (J) area. The sampling method is Simple Random Sampling.

**Methods and Techniques of Data Collection**

4.13. The data were collected through self designed questionnaire that consist of two parts. First six questions were designed to get some personal details of respondents for categorization. The second part consisted of 25 closed ended questions and one open ended question, designed to Developing an ideal PA system for soldiers in SLA. Questionnaire was designed in English languages and singhala languages. Respondents were allowed to take enough time to fill the questionnaire. The researcher explains some questions and technical words which were not familiar to the respondents. The questionnaire were distributed and collected by the researcher to ensure confidentiality and accuracy.

**Design of the Questionnaire**

4.14. The primary tool of collecting data was the Questionnaire and great care was exercised in its design and tabulation. Due to its sensitive nature of the information sought, the questionnaire had to be designed in such a manner to be acceptable to the officers and non-commissioned officers, as well as to meet its desired objectives. There are 27 close-ended questions and the accent in the design of the questions was simplicity. Further, the questions were based on a Liket Scale, having four levels to select.

**Following questions were directed at measuring the following variables**

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- |    |  |     |   |     |
|----|--|-----|---|-----|
| 1. | Identify the different PA system.  | Q1  | – | Q7  |
| 2. | Identifying the different problems with PA system.                           | Q8  | – | Q15 |
| 3. | PA system interlinked with motivation, job satisfaction and soldiers loyalty | Q16 | – | Q20 |
| 4. | Different strategies to enhance the PA system                                | Q21 | – | Q26 |
- Pilot Survey

4.15. Prior to the final questionnaire being administered, it was pre tested by the pilot survey the Developing an ideal PA system for soldiers in SLA, assessing the questionnaire research. It may be decided to conduct the pilot survey for further clarification about the reliability and validity. The pilot survey is a small-scale exploratory that uses sampling but does not apply rigorous standards. Therefore, the sample survey has been limited to 3 soldiers of various levels.

4.16. The survey resulted by more than 75% repeatability and internal consistency and more than 75% of its validity. The Sinhala translation also distribute among several persons who closely correspond with the different levels of the target audience intended for the questionnaire and necessary modifications were made based on the feedback received.

**Questionnaire Scoring System**

4.17. Each statement had a Likert Scale Rating from Strongly Agree to Strongly Disagree (A five-point scale). Therefore, for each statement a maximum of five marks were given.

- |                            |   |
|----------------------------|---|
| Strongly Agree             | : Always / Most probably / Highly true or correct             |
| Agree                      | : It is true or correct often                                 |
| Neither Agree nor Disagree | : Sometimes true and correct but sometimes false and incorrec |
| Disagree                   | : It is false or incorrect                                    |
| Strongly Disagree          | : Always/Most probably/Highly false or incorrect              |

4.18. Each question, which is positively related to Developing an ideal PA system for soldiers in SLA is given 5 marks for each Strongly Agree answer, 4 marks for Agree, 3 for Neither agree nor disagree, 2 for Disagree and 1 for Strongly Disagree answer. Each question which is negatively related to Developing an ideal PA system for soldiers in SLA is given 1 mark for Strongly Disagree, 2 for Disagree, 3 for Neither agree nor disagree, 4 for Agree and 5 for Strongly Disagree.

**Summary**

4.19. This chapter discussed the conceptualization of the framework that was initiated by the Developing an ideal PA system for soldiers in SLA. The researcher aims to use the concurrent data analysis method to analyse the data that would be collected. Separate analysis and collection of qualitative and quantitative data would be incorporated which would further be combined to be used in a more prudent way for the research. Also the definitions of key concept and variables were included. The process of Operationalization began with identifying the variables associated with major concepts which were also discussed.

4.20. Further, the chapter explains the methodology adopted, the sample used, methods and techniques of Different strategies to enhance the PA system data collection, design of the questionnaire and the questionnaire scoring system.

**CHAPTER V**

**DATA PRESENTATION AND ANALYSIS**

**Introduction**

5.1. The objective of this chapter is to present and analyze the data collected from the survey by using quantitative data analysis methods. It includes analysis of independent and dependant variables. Data analysis was done by using univariate and vicariate methods. In this chapter, researcher is going to analyze the structured interviews from the Army personnel and questionnaire analyzes with the help of charts and graphical representation.

Data Presentation

**Identify the different PA systems**

5.2. As one of the objectives of this research is to determine the different PA systems. The table 4.1 was developed using survey data. The survey information gathered by using seven questions, from Q1 to Q7 (Appendix 1).

Question No.		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
Q1	No. of respondents	77	73	22	3		175
	%	44%	42%	13%	1%	0%	100%
Q2	No. of respondents	40	89	34	11	1	175
	%	23%	51%	19%	6%	1%	100%
Q3	No. of respondents	33	70	42	28	2	175
	%	19%	40%	24%	16%	1%	100%
Q4	No. of respondents	39	68	37	26	5	175
	%	22%	39%	21%	15%	3%	100%
Q5	No. of respondents	42	87	39	6	1	175
	%	24%	50%	22%	3%	1%	100%

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Q6	No. of respondents	38	67	41	24	5	175
	%	22%	38%	23%	14%	3%	100%
Q7	No. of respondents	58	75	34	8		175
	%	33%	43%	19%	5%	0%	100%

**Table 4.1 Identify the different PA system**

5.3. According to the survey data, 44% of the respondents were strongly agree about the Importance of PA and Its plays important role in SLA. 51% of the respondents agreed with the SLA reputation are affected by fair or un-fair PA system. 40% of the respondents were agreeing with SLA being used by soldier's performance measurement. While the 39% of the respondents were agree about current PA system.PA system have different elements in it and affected the appraisal itself were agreed by 50% of the respondents. 38% of the respondents agreed with the soldier performance and, it can hide their best qualities. 43% of respondents have believe PA feedback improve the performance of the soldiers.

**Identifying the different problems with PA system**

5.4. To Identifying the different problems with PA system in SLA, the survey study gathered information regarding different problems with PA system in SLA by using eight questions , from Q8 to Q15 (Appendix 1).

Question No.		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
Q8	No. of respondents	54	85	28	8		175
	%	31%	49%	16%	5%	0%	100%
Q9	No. of respondents	42	67	34	32		175
	%	24%	38%	19%	18%	0%	100%
Q10	No. of respondents	44	86	30	11	4	175
	%	25%	49%	17%	6%	2%	100%
Q11	No. of respondents	45	58	44	20	8	175
	%	26%	33%	25%	11%	5%	100%

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Q12	No. of respondents	42	67	42	21	3	175
	%	24%	38%	24%	12%	2%	100%
Q13	No. of respondents	36	75	44	17	3	175
	%	21%	43%	25%	10%	2%	100%
Q14	No. of respondents	35	80	53	6	1	175
	%	20%	46%	30%	3%	1%	100%
Q15	No. of respondents	40	80	47	8		175
	%	23%	46%	27%	5%	0%	100%

**Table 4.2 Identifying the different problems with PA system.**

5.5. 49% of the respondents agree with the PA has impact on personal and professional skills and 5% of them disagreed with it. 38% of respondents think that promotion, demotion, transfer and dismissal all depends on PA. 49% of the respondents agreed that PA identifies strengths and weaknesses of soldiers. 33% of the respondents agreed that other board or group of people to review PA. Most of the respondents (38%) agreed that PA's done periodically. most probably (43%) agree that command allow you to speak about or giving feedback of conduct PA. Also most of them (46%) think that the command reviews the responses.46% of respondents agree command takes any action on feedback and responses.

PA system interlinked with motivation, job satisfaction and soldiers loyalty

5.6. To determine how appraisal system interlinked with motivation, job satisfaction and soldiers loyalty within the SLA. The survey study gathered information regarding the PA system interlinked with motivation, job satisfaction and soldiers loyalty by using five relevant questions, from Q16 to Q20 (Appendix 1)

Question No.		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
Q16	No. of respondents	48	77	40	9	1	175
	%	27%	44%	23%	5%	1%	100%
Q17	No. of respondents	45	78	42	9	1	175

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	%	26%	45%	24%	5%	1%	100%
Q18	No. of respondents	52	72	36	13	2	175
	%	30%	41%	21%	7%	1%	100%
Q19	No. of respondents	51	78	33	11	2	175
	%	29%	45%	19%	6%	1%	100%
Q20	No. of respondents	47	74	43	8	3	175
	%	27%	42%	25%	5%	2%	100%

**Table 4.3 PA system interlinked with motivation, job satisfaction and soldiers loyalty**

5.7. As shown in the table 4.3, 44% of the respondents agree performance appraisal have connection with motivation. While, 5% of the respondents have disagree such connection. But 45% of the respondents agree about PA have relation with soldiers recognition. 41% of the respondents' think soldier's loyalty can be achieved through fair PA. 45% of the respondents agreed that their personal and professional milestone affect the performance. 42% of the respondents said that recognition have some connection with the job satisfaction, motivation and loyalty.

**Different strategies to enhance the PA system**

5.8. The researcher gathered information regarding strategies to enhance the PA system in SLA, as researcher one of the objectives is to measure the Different strategies used by selected organization. For that purpose six questions from Q21 to Q26 (Appendix 1) were included in the questionnaire.

Question No.		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
Q21	No. of respondents	62	75	32	5	1	175
	%	35%	43%	18%	3%	1%	100%
Q22	No. of respondents	47	78	37	13		175
	%	27%	45%	21%	7%	0%	100%

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Q23	No. of respondents	58	78	31	3	5	175
	%	33%	45%	18%	2%	3%	100%
Q24	No. of respondents	44	69	43	16	3	175
	%	25%	39%	25%	9%	2%	100%
Q25	No. of respondents	51	74	38	5	7	175
	%	29%	42%	22%	3%	4%	100%
Q26	No. of respondents	66	68	33	4	4	175
	%	38%	39%	19%	2%	2%	100%

**Table 4.4 Different strategies to enhance the PA system**

5.9. According to the survey data, 43% of the respondents agree that need to use PA document periodically. But 3% of them disagreed with it. 45% of the respondents agree that we need to provide feedback regularly. 45% of them agreed with need to engage the soldiers in a two way discussions. 39% of the respondents agreed that they need to implement self appraisal system.42% of them agree to set performance goals. 39% of the respondents agreed that soldier's suggestions are to be implemented.

**CHAPTER VI**

**SUMMARY AND CONCLUSION**

**Introduction**

6.1. This chapter presents the summary and conclusion based on the information discussed so far. Further, it also describes the major findings, which were identified in the previous chapter. Next the limitations of the study are highlighted. At last the researcher indicates recommendations for future researchers.

**Overview**

6.2. The purpose of the study was to Developing an ideal PA system for soldiers in SLA and also the level of each variable which considered to measuring the Developing an ideal PA system. Those variables are,

- a. Identify the different PA system
- b. Identifying the different problems with PA system
- c. PA system interlinked with motivation, job satisfaction and soldiers loyalty
- d. Different strategies to enhance the PA system.

6.3. Simple Random Sampling was used to select the sample for the study. The data were collected through a questionnaire which consists of two parts, personal information and questions to measure variables. The sample was 25 Officer and 150 Non commissioned officers of Security Forces Headquarters' (J). A total of 175 were returned. Tables were used to present the data. All the statistical analysis of this study utilized the statistical computer package SPSS 13.0, and Excel. Two variables were moderate while the other two variables were low out of the four variables tested.

**Conclusion**

6.4. Performance appraisal has its integral importance within any organization and it is mandatory to use the different performance measurement systems in an appropriate way to get the real sense and sagacity in the organization. Sri Lanka Army evolving with time; by using different tools to make its operation more sophisticated, they are pleasing the soldiers as the workforce of any organization is the main asset towards a successful road map. To get the maximum productivity from the soldiers, it is advisable that SLA should use the performance measurement system to maximize the performance. No hidden system or tool that overlaps the performance of any soldiers should be used by the organization.

6.5. If the organization is not using appropriate systems for performance management, then it will affect its reputation in the society. Also the Army needs to remember that if the performance appraisal system is important for the soldiers, it is very important for the organization as well to be successful in the long run. Here it is mandatory that soldiers should know the different methods of performance measurement and organization should let them know the various tools of or performance appraisal and educate them about those systems.

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6.7. Soldiers should know the methods of performance measurement they will be assessed on, so that they get the idea of this process and can be prepared for it. Every appraisal system is different from other method so it should make clear that every soldier is being appraised by a same method so there is no unfair and influenced appraisal of any soldiers.

6.8. Every soldier should have the equal opportunities for expressing himself and his performance shouldn't be hiding due to any influential method or tool. It is mandatory that soldiers should know the time period of performance measurement so they are mentally prepare for those processes and meeting should conduct for the ease of soldiers. Feedback of performance appraisal is necessary, so soldiers come to know about their capabilities & strength and also the loopholes and demerits.

6.9. This will certainly improves their performance in next period of time. Performance appraisals always affect the personal and professional skills of the soldier as this is the integral part of any job and it influence the current and future performance. It can be seen that majority of the soldier said that motivation, job satisfaction and employee loyal comes from the performance appraisal.

6.10. If the soldier is making good performance then management will motivate the soldier through some monetary and non monetary rewards, this will ultimate create the loyalty with the organization. There should be a separate board and team to review the performance appraisal so that there is no clue of being prejudice and biased.

### **Limitations of the study**

6.11. The findings of this study viewed under some limitations. The sample was 0.087%. This was not enough to generalize the results to the whole organization. Also the distribution of the sample was also unequal. There are number of aspects which affects to the Developing an ideal PA system for soldiers in SLA. But here the researcher only four variables were used.

6.12. Time was very limited. Therefore, there was not enough time to design the questionnaire properly. Questionnaire was a full of technical words. Even the operational level soldiers and executives faced difficulties in understanding some questions as they were not familiar with many terms relating to Human Resource Management. The respondents did not get clear picture about the study. The genuineness of their responses is also problematic. There may be statistical errors.

### **Recommendations & Suggestions**

6.13. All the objectives of this research study have been accomplished and this part of research paper will discuss some of the recommendations toward the Developing an Ideal performance appraisal system for soldiers in SLA and its importance towards the soldiers and altogether for the Sri Lanka Army. Some of the recommendations are as follows:

**True and Fair View of Performance appraisal System**

6.14. Sri Lanka Army is working closely on its performance appraisal system and introducing some of the modern methods for appraising the soldier but the researcher have felt that the need of true and fair view should be in front of the soldiers to get the real sense of performance management. Only when the management is presenting honest performance measurement, the soldiers will be happy with the management and will try to put efforts to make the organization better and to enhance the productivity.

**Intrinsic and extrinsic rewards**

6.15. To highlight the importance of performance appraisal, it is mandatory to motivate the soldiers by giving them monetary or non monetary rewards. If the soldiers are working hard and meeting their targets, then the Army should announce special performance awards or some monetary reward to encourage them for working hard in future. This will also increase the motivational level in soldiers.

**Recognition of personal and professional milestones**

6.16. Research here feels the great importance of personal and professional milestones in a soldier's life. It is mandatory for the management to recognize the achievements of the soldiers in their personal or professional lives, if they have got something in their personal life i.e. marriage, birth of baby and any professional qualification or they have done something worthwhile in their professional life, then the management should highlight it for their encouragement, recognition and most of all, it will create loyalty towards the management and the organization.

**Separate HR Department**

6.17. It is advisable that there should be an HR department or a small wing of its department in every branch so that the soldiers can discuss their issues with the management closely. It will allow the soldiers to be in direct relations with the management and so will help to increase the motivational level and job satisfaction as well.

**Training and development needs**

6.18. It is mandatory for the management to provide job trainings and developmental courses for the soldiers to retain them with the organization ensuring that they become loyal to it.

**Job rotation and job enrichment needs**

6.19. It is also advisable that the management should allow the soldiers to opt for some job rotations so that they learn other skills which would maintain as well as increase their interest. This exercise will also ensure their loyalty with the organization. The management also makes some plans for the job enrichment for the soldiers so that they can benefit the maximum from their present job as well as profile which in turn increases the productivity of the soldiers.

**Periodical appraisal**

6.20. It is recommended for the SLA to make some planned schedule for performance appraisals so that the soldiers get to know about the process and can perform well. Also it should be an announced process so that there are no hidden methods to implement on.

**Minimize the gap between soldiers and management**

6.21. To create a friendly and pleasant working environment, there should be fewer gaps between the soldiers and the management. It will bring the management and the soldiers on a single platform to understand each other and will also help them in doing their tasks effectively and efficiently. It is also advisable that the management should create congenial upbringing involving both the workforce as well as the senior management.

**Integration of individual goals and organizational objectives**

6.22. If the soldiers and the organization are sharing the same objectives and goals, then the organization is on a successful road map. So, it is mandatory for the management to achieve trust of the soldiers so that they can share the common goals and objectives. This will ultimately create the sense of loyalty with the organization and morale of the individuals will increase which is an integral part of the long term organizational goal.

**Soldiers of the month and year:**

6.23. To motivate the soldiers to work hard at work, it is prudent that the management should develop such system so that the soldiers are encouraged and they get a sense of achievement once they are through with their job. For this, management of SLA can introduce targets to achieve and whoever achieves those targets will be entitled as “The Soldiers of the Month” and similarly “The Soldiers of the Year”.

6.24. The above recommendations are merely based upon the findings and analysis from the interviews taken as well as the questionnaires filled by the Officer’s and soldiers of SF (J) area. These suggestions may have critical importance towards the SLA and its progress and will also to help the HR department to improve the performance appraisal system.

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