Employee's Perception of Potential Appraisal (A Study among Managerial Cadre Employees in Public Sectors in Kerala)

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Abstract--- *Potential appraisal is an important part of the appraisal process. Appraising an employee's potential helps to evaluate his/her capability for growth and development to take greater challenges, take up responsibilities and positions in the organizational hierarchy. Most organizations incorporate potential appraisal in their appraisal processes for identifying and developing suitable employee base for succession planning. The present study thus focuses on the perception of potential appraisal among the managerial cadre employees. Most of the respondents feel that the PAS (Performance Appraisal System) must help in maintaining and improving the morale of teams and should help the employees in the identification of organizational objectives. The employees have said that the PAS must help in manpower planning to meet the expansion and other needs, if required. Most of the employees feel that PAS must support good maintenance of data that, in turn, should help the HR managers to identify the training needs and to chart the career development plans for an employee. It has been concluded that the managerial cadre employees perceived view of the Potential Performance Appraisal Metric does not differ from one level of manager to the other.*

Keywords--- *Perception, Performance Appraisal, Potential Appraisal, Managerial Cadre*

I. INTRODUCTION

ORGANIZATIONAL development, increased productivity and fulfillment of corporate objectives can be accomplished only if the employees of the organization get a feeling of satisfaction and achievement, and consider themselves as a part of that organization. Normally, employees have aspirations to advance and grow in their organization, and a desire to achieve higher and more satisfying performance. Performance appraisal as a system has been in existence in well-managed organizations for a few decades. The earlier conventional approach to performance appraisal, which required the manager to pass judgment on the subordinates, is outdated. The performance plan was basically designed for administrative purpose, like promotion, annual wage increments, transfers, and even demotion. With

emerging complexities in business and industry and with the rise of the competitive market, people are at the center stage of all sources of energy and power. In the past, the performance appraisal system meant to evaluate/identify people for higher responsibilities.

Potential appraisal means the possibility of career advancement. A dynamic and growing organization needs to continuously review its structure and systems, creating new roles, and assigning new responsibilities. Capability to perform new roles and responsibilities must continuously be developed among the employees. Potential appraisal focuses on identifying the employees' likely future roles within the organization, and can be assessed by observing employees perform different functions. In short, the role of performance appraisal has changed from a meager employee's performance rating to that of analyzing their strengths and weaknesses, and the need to improve their skills or knowledge related to the job. The employee becomes an active agent, and therefore, he is no longer a pawn in the chess game of the manager. The role of the superior accordingly has changed from that of the administrator to the helper/coach. The superior could help the subordinate visualize the need to link his career to the needs of the organization. Based on the job related knowledge, the superior could help the subordinate in setting the target and determining the methods to achieve them. This calls for improvements in knowledge and skill for contributing to the organizational effectiveness, besides testing of the self-appraisal by the individual himself. Though potential appraisal has its own merits, how far the employees accept the same is a million dollar question, which is to be answered. Also there is not much research carried out in potential appraisal. Hence this study focuses on the perception of the employees regarding the potential appraisal system.

II. STATEMENT OF THE PROBLEM

Organizational development, increased productivity and fulfillment of corporate objectives can be accomplished only if the employees of the organization get a feeling of satisfaction and achievement, and consider themselves as a part of that organization. Normally, employees have aspirations to advance and grow in their organization, and a desire to achieve higher and more satisfying performance. Performance appraisal as a system has been in existence in well-managed organizations for a few decades. The earlier conventional approach to performance appraisal, which required the manager to pass judgment on the subordinate, is outdated. The performance plan was basically designed for administrative

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purpose, like promotion, annual wage increments, transfers, and even demotion. With emerging complexities in business and industry and with the rise of the competitive market, people are at the center stage of all sources of energy and power. It is imperative to say that a good potential appraisal system is vital for the success of the organization in the ever-changing competitive business. An appraisal is not the performance of the employees but of the individual potential, the mantra of every organization, either owned by the public or the private sector.

Objectives

1. To analyze the employee's perception of the potential appraisal metrics in Central and State Public sectors in Kerala State.
2. To study the perceived view of the Potential Performance based on the level of management
3. To study the perception of Potential Performance Appraisal with reference to gender

III. REVIEW OF LITERATURE

A Brief Discussion of Available Reviews is Presented in this Sub-section

Andre Nelson (2005) identified that performance evaluation is an excellent motivation tool and also enhances the supervisor/ employee relationship. It really does not make any difference what format is used. All of them have their own advantages and disadvantages (for example Management By Objectives). Using this approach to performance evaluation, the supervisor and the workers mutually agree on the objectives the worker will attempt to fulfill during the next rating period. John. F. Bache (2005) identified that managers are excellent at telling the employees where they are falling below the organizational expectations. They are generally terrible at informing employees what is expected of them ahead of time. John F. Bache holds the view that all performance appraisal systems are conceptually wrong. The author had introduced a few basic steps to follow in the performance review system. (1) Refrain from training the systems or appraisal/evaluation systems.(2) Calling for a discussion on or reviewing the system for effective performance appraisal.

Gerald R. Ferris and David C. Gilmore (2005) identify the fact that productivity suffers when employees and managers do not share a common standard of performance. Putting self-appraisal a component of the performance appraisal process is one way of increasing employee involvement. It can give the subordinate a sense of greater involvement and participation in the appraisal process. It incorporates the view of the manager. Further research reveals that, given an opportunity, the employees will evaluate themselves conscientiously and even be overly self-critical According to Thomas C. Alewine (2005), the supervisors appraise performance regularly, systematically, and consistently by encouraging the employees to discuss the failures in order to understand their causes. The supervisor takes concrete steps to improve the performance of the employee by assigning specific tasks and assessing the performance. The appraisal is an ideal tool to focus on individual rather than unit objectives.

Mc Lean Peter (2008) investigated the employee reactions (to fairness and satisfaction) with an existing performance appraisal system of Organizational Justice. The findings of the study indicated that respondents perceived the performance appraisal system as fair. Swati Agarwal (2009) investigated the role of 360 Degree Feed Back as a tool in leadership development. One of the emerging areas within this work is the study of the role of leadership in facilitating organizational performance. In the absence of leadership development an organization faces leadership crisis. Typical 360 Degree Feed Back programmes assess competencies that are not directly related to business results. The paper explores the linkage of 360 degree feed back with leadership development process in organization.

Sheela Singh (2009) studied the importance of Human Resource Accounting. HRA is a management tool, which is designed to assist senior management in understanding the long-term cost and benefit implications of their HR professionals and management with information for managing the human resources efficiently and effectively Neelima Narender and Dr. Styavathi (2010) evaluated the effectiveness of performance appraisal system in State Bank of Hyderabad. Their study has mainly concentrated on the methods implemented to appraise the performance of its employees. It is an essential function that always requires changes to motivate the employees. These changes are essential to tide over the challenge of the new business scenario. Kumar Mukul and Kumari Ruchi (2010) indicate that a number of benefits can be gained through innovative HR practices. This study stressed the need for indenting existing HR practices through innovation. Sami A. Khan (2010) observed that to adopt a performance management system, it is important to use strategic human resource management framework and clearly establish the higher linkage between business strategies and HR strategies.

Dr. N. Nandeshwar (2010) analyzed the role of different constituents towards Human Resource Management. The main objective of the study is to understand how Human Resource Development is possible in a country, which contributes towards the nation's progress by involving various constituents for its holistic development. The study had further analyzed the role of Government, the role of organizations and contribution of HRD department besides the role of Trade Unions, role of NGOs and the role of individuals. Dr. Jaya Aashish Sethi and Anu Gupta (2010) examined the relationship between perceived effectiveness of performance appraisal system in different employee cadres. They explored the factors contribute to the effectiveness of performance appraisal that emerges as one of the core functionality contributing to the efficacy of performance appraisal. The resultant performance appraisal leads to various decisions like reward management, competency mapping potential matrix, satisfaction level measurement, commitment level measurement and training needs identification etc. Soumya Saha (2011) conducted performance measurement through balance scorecard and analyzes recent trends, issues, and challengers in the Indian Core Sector Management. Balance scorecard, an insight propounded by Robert S Kaplan and David p Norton in 1992, has become a useful tool in the field

of performance measurement. The main feature of a good Balance Score Card is that it tells the story of a company's strategy articulating a sequence of cause - effect relationships.

Selvi Sridevi M and Manivannan (2011) studied the factors determining performance approach of an invariant technique. In today's era of globalization, different organizations plan different strategies to appraise the employee's performance. A successfully operated system of performance appraisal is to benefit both individuals and the organizations they work for. This study provides a valuable database or personnel decisions, concerning placement, pay, promotion, transfer, punishment etc. Boris Groysberg and Nitin Nohria (2011) identified the necessity of improving the potential of the individual as an effective weapon for the future. The authors have identified several sets of activities - emerging best practices employed by the companies with strong talent programs. They include aligning the programmes with corporate strategy, rather than developing cookie-cutter approaches that seem to be effective in other organizations.

Dr. Sripraba B and Dr. Krishnaveni R (2011) developed the "Capscore Grid"- a tool for enhancing the effectiveness of Human Resource Management Function. HRCAP score GRID is a tool which enables organizations to assess the effectiveness of the Human Resource Management function periodically. This study has provided methodology for evaluating the effectiveness of HRM function. This methodology could be applied to other functions of the organization and the organization as a whole for assessing and utilizing its capacity.

Dr. K. C. Mithal and et al. (2012), studied the importance of systematic performance evaluation and ranking of employees in strategic human resource management. In IT Companies, it is particularly critical to evaluate the candidates' job performance accurately for further promotion. Arunkumar Puttappali and Israel Raju Vuram (2012) analyzed the effectiveness of performance appraisal practices implementation in Bharat Sanchar Nigam Limited (BSNL) and also made an observation on the preparations of employees towards their existing performance appraisal system. It recommended that more systematic and scientific systems for appraising the performance of employees of BSNL should be introduced. Dr. M S R Seshagiri and P V Sharma (2012) stressed the importance of feedback in performance appraisal. Feedback provides information that helps employees to alter or maintain behavior and/ or attitudes so that the organization continues to operate smoothly. The underlying principles in providing feedback are: i) The performance should be properly documented and conveyed properly at the earliest ii) Feedback is supposed to be action oriented, either positive or corrective. The findings establish the fact that proper post feedback approval plays a crucial role in establishing and strengthening human relations in the organization.

Col. Arjun Kumar Pandey (2012) analyzed the effectiveness of 360-degree performance appraisal feedback system in Ogaan Publications and Cande Nast Publications. Performance evaluation techniques are often drawn by a desire to minimize disagreements across evaluations. A key factor

that caused reservations and confirmed in the application of 360-degree feedback was that the organizations did not have a clear sense of what they wanted to accomplish through the use of feedback, a process that was initiated for certain results. Companies should train people in giving and receiving feedback. Ajay Solkhe (2012) investigated the link between HRD and organizational performance that, in turn, ensured sustainable competitive advantage. Analyses study suggests the use of various HRD mechanisms like training, potential appraisal, performance management, career planning and development, employee participation and quality work life.

Dr. Sivaramakrishnan. G and Mohammed Sulaiman. I (2012) highlighted the success story of Malabar Cements Limited in Indian Cement Industry. Malabar Cements is dazzling performer in Public Sectors in Kerala a company with a global standard having with ISO quality certification. Malabar Cements is spending lakhs of rupees for training and developments helping the managerial cadre employees to develop their competencies in tune with the fast developing technological innovations. Ajay Solkhe (2012) investigated the link between HRD and organizational performance, which in turn ensure sustainable competitive advantage. Analyses study suggests the use of various HRD mechanisms like training, potential appraisal, performance management, carrier planning and development, employee participation and quality work life. The study provides insight to Indian HR managers to invest in Human Resource of a firm for developing desired knowledge base, skills, attitudes, and other behaviors results in higher performance of the firm.

Dr. Madhaviah et al (2013) studied the significance of performance analysis and methodological issues. The purpose is to review various service quality measurement models in general and the various mythological issues pertaining to the use of performance analysis in measuring the traditional performance appraisal model. It has been regarded as the effective analytic techniques for resources distribution. Dr. Radha R (2013) studied the innovative HR practices for retention of employees. An innovative management of Human Resources has an imperative role in the success of an organization. The employee engagement and retention strategies have proved that the employee has a high degree of productivity, motivation, job satisfaction and loyalty. Dr. Sivaramakrishnan. G and Mohammed Sulaiman. I (2014) had conducted a study on Potential Appraisal and made an attempt to frame the potential appraisal matrices for managerial cadre employees in Malabar Cements Limited. The detailed analysis of the study revealed employees perception that the performance assessment is not in association with the individual expectations. The overall objective of the study was to analysis the effectiveness of the performance system and to frame matrices for potential appraisal considering the future requirement of the managerial cadre employees.

The literature reviews provided literature evidences on the role of performance appraisal and its potential for helping the organization and the employees to perform well in the future.

IV. RESEARCH METHODOLOGY

Current study is purely descriptive in nature. The universe of the present study is the managerial cadre employee of public sector units in Kerala. There were totally 11 central and 97 state PSUs (Public Sector Undertaking) in Kerala. The study considered three central and ten state PSUs. The researcher used stratified sample technique for selecting the sample for the study. The universe was stratified based on the nature of industry and the managerial cadre of the employees working in these State and Centre owned public sector enterprises. The sample size was confined to 280 respondents. The researcher used a questionnaire as a data collection tool. The questionnaire consisted of four sections: demographic profile, job profile, employees' perception and expectation towards potential performance metrics. The researcher, after

collecting the data, edited and coded them. The data were then analyzed using various statistical tools like mean, standard deviation, F - test and Z - test.

V. RESULTS AND DISCUSSION

From the elaborate data analysis, it has been observed that 77.14 per cent of public sector employees in Kerala are male and most of the employees have completed under graduate degree. 63.21 per cent of respondents surveyed are state government employees, 49.64 per cent of employees are low-level managers and the majority of the respondents' monthly earning ranges between Rs. 30000 and Rs. 40000. It has been found that the work performance of public sector employees is periodically reviewed by their immediate superior to minimize the errors in work performance.

Table 1: Employees' Perception of Potential Performance Appraisal Metrics

Variables	Sum	Mean	Rank
<i>PPAM - Support in Organizational Policies</i>			
Potential PAS requires clarity in the role in the organizational policies and in systematization of its efforts.	1121	4.00	2
Potential PAS must help in maintaining and improving morale of teams and helping the employees to identify the organizational objectives.	1123	4.01	1
<i>PPAM - Support in Human Resource Management</i>			
Potential PAS must help greatly in Man Power Planning when the Organization requires more people to meet the expansion and other needs.	1125	4.02	1
Potential PAS should support in succession Planning that is anticipated and prepare for changes that will or can occur both expectedly and unexpectedly among the organization's key employees (Promotion & Career Development)	1108	3.96	3
Optimal utilization of available manpower resources to meet the objectives can be identified through Potential Appraisal	1081	3.86	8
Directing and coordinating employees and effective follow up action to ensure accomplishment of planned objectives should be a part of the Potential Appraisal.	1099	3.93	5
Sensitivity to develop subordinate's mental skills: ability to provide professional guidance to produce group results should be measured through Potential Appraisal.	1091	3.90	6
The capacity to break down, reformulate or transform a complicated situation into manageable terms is one quality, which needs to be present in the Potential Appraisal.	1080	3.86	7
Potential PAS should aim at identification of strengths/weaknesses of the team and plan for succession of managers of quality.	1108	3.96	3
Recognition of extra efforts taken by the managers for getting better results should be assessed	1112	3.97	2
<i>PPAM - Support in Identifying Individual Skills and Contributions</i>			
PAS will have to be linked with employees' feedback and based on its Counseling, Training, Job Rotation, Data Storage and Man Power Planning should be designed.	1118	3.99	6
Potential PAS must support good maintenance of data that in turn should the help HR managers to identify training needs and career development plans for an employee	1141	4.08	1
Potential PAS should provide scope for willingness to take responsibility and being accountable for the same.	1130	4.04	3
Potential PAS for Managers should include behavioral parameters assessment like: Interpersonal Skills, Adaptability and flexibility, Leadership and Maturity (Decision making and critical task handling capabilities).	1119	4.00	5
Potential PAS for Managers should include these main parameters for assessing potential of an individual: sense of reality, creative imagination, power of analysis, breadth of vision and leadership.	1129	4.03	4
Potential PAS for Managers should include as integral part assessment of: managers Problem solving, teamwork, initiative, decision making skills.	1133	4.05	2

Source: Primary Data

The above table indicates the employees' perception of potential performance appraisal metrics (PPAM) carried out in their organization for the future success. From the above table it has been inferred that most of the respondents feel that the potential PAS must help in maintaining and improving the morale of teams and should help the employees in identification of organizational objectives. Hence it is ranked the first with the mean score of 4.01. It is followed by the respondents' opinion that the potential PAS requires clarity in the role in the organizational policies and in systematization of its efforts. This factor has been ranked the second with an

average score of 4.00.

The data presented in the above table infers that the employees have said that the potential PAS must help in manpower planning to meet the expansion and the other needs if required. Hence it is ranked the first place with the mean score of 4.20. The sample subjects expect that the PAS should give recognition to extra takers', it should be in a manner to identify the strengths / weaknesses of the team and should support in succession planning and preparations to meet the future contingencies.

It is evident from the above table that most of the employees feel that PAS must support good maintenance of data that, in turn, should help the HR managers to identify training needs and career development plans for an employee. So it is put in first place with the mean score of 4.08. Further, the sample subjects have opined that the potential PAS should assess the manager's problem solving, team work, initiative, decision making skills, provide scope for willingness to take responsibility and accountable for the same. It should also include the main parameters for assessing the potential of an individual in terms of sense of reality, creative imagination,

power of analysis, breath of vision and leadership. These variables are placed in the second, third and fourth positions with average scores of 4.05, 4.04 and 4.03, correspondingly. The respondents have also opined that the potential PAS should include behavioral parameters assessment like the interpersonal skills, adaptability and flexibility, leadership and maturity (decision making and critical task handling capabilities) and will have to be linked with the employees' feedback and based on it counseling, training, job rotation, data storage and man power planning should be designed for the future fulfillments of the organization's objectives.

Table 2: Results of Anova Test

Employees Perceived View of the Potential Performance based on the Level of Management

Variables	Low Level Manager		Middle Level Manager		Senior Level Manager		F Value	Sig
	Mean	SD	Mean	SD	Mean	SD		
PPAM - Support in Organisation Policies								
Potential PAS requires clarity in the role in the organizational policies and in systematization of its efforts.	2.00	.771	1.94	.810	2.14	.713	.840	.433
Potential PAS must help in maintaining and improving morale of teams and helping the employees to identify the organizational objectives.	2.03	.722	1.86	.645	2.22	.787	4.020	.019
PPAM - Support in Human Resource Management								
Potential PAS must help greatly in Man Power Planning when the Organization requires more people to meet the expansion and other needs.	2.01	.608	1.88	.612	2.16	.688	2.955	.054
Potential PAS should support in succession Planning that is anticipated and prepare for changes that will or can occur both expectedly and unexpectedly among the organization's key employees (Promotion & Career Development)	2.08	.723	1.95	.840	2.16	.688	1.343	.263
Optimal utilization of available manpower resources to meet the objectives can be identified through Potential Appraisal	2.11	.768	2.13	.889	2.30	.777	.812	.445
Directing and co-coordinating employees' and effective follow up action to ensure accomplishment of planned objectives should be a part of the Potential Appraisal.	2.11	.729	1.95	.729	2.30	.845	3.199	.042
Sensitivity to develop subordinate's mental skills: ability to provide professional guidance to produce group results should be measured through Potential Appraisal.	2.09	.770	2.08	.832	2.22	.750	.445	.641
The capacity to breakdown, reformulate or transform a complicated situation into manageable terms is one quality, which needs to be present in the Potential Appraisal.	2.14	.728	2.12	.804	2.22	.712	.243	.784
Potential PAS should aim to identification of strength/weaknesses of the team and plans for succession a quality of managers	2.05	.764	1.99	.806	2.16	.501	.726	.485
Recognition of extra effectors taken by the managers for getting better results should be assessed	2.02	.696	1.97	.806	2.22	.630	1.545	.215
PPAM - Support in Identifying Individual Silks and Contributions								
PAS will have to be linked with employees' feedback and based on its Counseling, Training, Job Rotation, Data Storage and Man Power Planning should be designed.	1.94	.646	1.94	.834	2.43	.867	6.834	.001
Potential PAS must support good maintenance of data that in turn should the help HR managers to identify training needs and career development plans for an employee	1.88	.631	1.91	.752	2.14	.822	1.973	.141
Potential PAS should provide scope for willingness to take responsibility and being accountable for the same.	1.91	.509	2.00	.881	2.08	.795	1.102	.334
Potential PAS for Managers should include behavioral parameters assessment like: Interpersonal Skills, Adaptability and flexibility, Leadership and Maturity (Decision making and critical task handling capabilities).	2.01	.757	1.92	.797	2.22	.854	1.906	.151
Potential PAS for Managers should include these main parameters for assessing potential of an individual: sense of reality, creative imagination, power of analysis, breath of vision and leadership.	1.94	.657	1.94	.857	2.14	.918	.998	.370
Potential PAS for Managers should include as integral part assessment of: managers Problem solving, teamwork, initiative, decision making skills.	1.96	.664	1.93	.779	1.97	.726	.072	.930

(Source: Primary data)

Level of Significance: 5 per cent

From the above table it has been inferred that there exist variations in the sample mean values and the probability value of ANOVA at 5 per cent level, which does not establish good relationship between the variables tested. Therefore, it has been concluded that the managerial cadre employees' perceived view on the Potential Performance Appraisal Metric

does not differ from one level of manager to the other. However it is exceptional that the employees feel that Potential PAS must help in maintaining and improving the morale of teams and helping the employees to identification with organizational objectives. Potential PAS must help greatly in manpower planning when the organization requires

more people to meet the expansion and other needs. Directing and coordinating employees in effective follow up action to ensure accomplishment of planned objectives should be a part of the Potential Appraisal and PAS will have to be linked with

employees' feedback and based on this counseling, training, job rotation, data storage and manpower planning should be designed.

Table 3: Results of Independent 'Z' TEST

Employees Perception of Potential Performance Appraisal based on Gender

Particulars	Gender				Z	DF	Sig
	Male		Female				
	Mean	SD	Mean	SD			
PPAM - Support in Organisational Policies							
Potential PAS requires clarity in the role in the organizational policies and in systematization of its efforts.	1.93	.698	2.23	.972	11.584	278	.001
Potential PAS must help in maintaining and improving morale of teams and helping the employees to identify the organizational objectives.	1.94	.629	2.17	.918	7.811	278	.006
PPAM - Support in Human Resource Management							
Potential PAS must help greatly in Man Power Planning when the Organization requires more people to meet the expansion and other needs.	1.98	.613	2.00	.667	.550	278	.459
Potential PAS should support in succession Planning that are anticipate and prepare for changes that will or can occur both expectedly and unexpectedly among the organization's key employees (Promotion & Career Development)	2.00	.719	2.20	.894	8.680	278	.003
Optimal utilization of available manpower resources to meet the objectives can be identified through Potential Appraisal	2.13	.794	2.19	.889	1.433	278	.232
Directing and coordinating employees' and effective follow up action to ensure accomplishment of planned objectives should be a part of the Potential Appraisal.	2.06	.700	2.14	.906	3.692	278	.056
Sensitivity to develop subordinate's mental skills: ability to provide professional guidance to produce group results should be measured through Potential Appraisal.	2.08	.788	2.19	.794	.389	278	.533
The capacity to break down, reformulate of transform a complicated situation into manageable terms is one quality which needs to be present in the Potential Appraisal.	2.13	.744	2.17	.788	1.752	278	.187
Potential PAS should aim to identification of strength/weaknesses of the team and plans for succession a quality of managers,	2.00	.705	2.17	.883	7.069	278	.008
Recognition of extra effectors taken by the managers for getting better results should be assessed	2.00	.699	2.11	.838	9.030	278	.003
PPAM - Support in Identifying Individual Silks and Contributions							
PAS will have to be linked with employees' feedback and based on its Counseling, Training, Job Rotation, Data Storage and Man Power Planning should be designed.	2.00	.787	2.05	.700	.055	278	.815
Potential PAS must support good maintenance of data that that in turn should the help HR managers to identify training needs and career development plans for an employee	1.90	.658	2.00	.854	.289	278	.592
Potential PAS should provide scope for willingness to take responsibility and being accountable for the same.	1.95	.687	2.00	.777	.624	278	.430
Potential PAS for Managers should include behavioral parameters assessment like: Interpersonal Skills, Adaptability and flexibility, Leadership and Maturity (Decision making and critical task handling capabilities).	1.96	.737	2.16	.930	6.598	278	.011
Potential PAS for Managers should include these main parameters for assessing potential of an individual: sense of reality, creative imagination, power of analysis, breath of vision and leadership.	1.94	.738	2.08	.878	3.264	278	.072
Potential PAS for Managers should include as integral part assessment of: managers Problem solving, team work, initiative, decision making	1.93	.689	2.03	.796	.815	278	.367

(Source: Primary data)

From the above it has been inferred that the probability value of Z is not found to be significant at five per cent level. Hence it has been concluded that there exists a significant association between gender of the employees and their perception towards the support in organizational policies. There is no association found between gender and perception on support in human resource management except for the variables namely potential PAS should support in succession Planning that are anticipated and prepare for changes that will or can occur both expectedly and unexpectedly among the organization's, Potential PAS should aim to identification of strength/weaknesses of the team and plans for succession a quality of managers and recognition of extra effectors taken by the managers for getting better results should be assessed. Similarly, there was no significant association between gender

Level of Significance: 5 per cent

and perception on support in identifying individuals skills and contributions expect for the variable Potential PAS for Managers should include behavioral parameters assessment like: Interpersonal Skills, Adaptability and flexibility, Leadership and Maturity, Decision making and critical task handling.

VI. FINDINGS AND SUGGESTIONS

The findings of the study reveal that the most of the respondents feel that the potential PAS must help in maintaining and improving the morale of teams and should help the employees in the identification of organizational objectives. The findings also concluded that the managerial cadre employees' perceived view of the Potential Performance Appraisal Metric does not differ from one level of manager to

the other. The study findings also declared that there exists a significant association between gender of the employees and their perception towards the support in organizational policies. The employees have said that the potential PAS must help in manpower planning to meet the expansion and other needs if required. Most of the employees feel that PAS must support a good maintenance of data that will help HR managers to identify training needs and career development plans for an employee. It has been concluded that managerial cadre employees' perceived view of the Potential Performance Appraisal Metric does not differ from one level of manager to the other. There is a significant association between gender of the employees' and their perception of the employees towards the support in organizational policies.

The management has to take steps to incorporate Potential Appraisal as part of the Performance Appraisals and must use the Potential Appraisal for career progression and succession planning. For appraisal to yield the desired outcomes, adequate attention should be paid to the avoidance of appraisal politics and the pursuance of fairness and transparency in the process. More so, training programmes could be initiated by organizations to offer tips for avoiding appraisal errors. All forms of discrimination and unethical practices, which could jeopardize the process, should be eschewed or avoided. Open-reporting system as opposed to closed-reporting system should be encouraged for appraisal to have a motivational effect on the performance of workers.

VII. CONCLUSION

Effective performance appraisal requires equal standards against which employees are assessed. In the absence of equal standards, employees are assessed with subjectivity, which may destroy the process of appraisal and leave it as a body without soul. Therefore, ensuring that the appraisal criteria are job-oriented and communicating performance expectations to the employees before the appraisal review can minimize the problem of unequal standards. Managers can increase the effectiveness by scheduling periodic, informal appraisals of subordinates on a regular basis. Mini-appraisals encourage honest communication, give the manager an opportunity to monitor the employee's progress, provide the employee with an ongoing source of feedback, and address minor problems before they snowball into major crisis.

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