

**A STUDY ON POTENTIAL APPRAISAL AS AN EMERGING TOOL FOR
INSTITUTIONAL DEVELOPMENT WITH SPECIAL REFERENCE TO ERODE DISTRICT**

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Abstract:

A study on potential appraisal was carried out for the lecturers, with the objective of assessing the level of potential and the impact of potential on institutional development. The data were analysed and it was found that the potential level differ from individual to individual. This study helped in reaching out to a conclusion that the lecturers gains potential due to the climate of trust and confidence in the institution and also by the interest and involvement in their works. Besides the trust and confidence, they gain potential due to interpersonal communication, interest in learning new things, career development etc., Suggestions are given to improve the potential of an lecturer which acts as an emerging tool for institutional development. Effective implementation of the system requires a positive feedback. Interpersonal communication for interpersonal understanding and a climate of trust and confidence are required.

Keywords: Assertiveness, Initiative, Managerial Skill, Personal Skill, Potential, Technical Skill.

1. INTRODUCTION TO THE STUDY

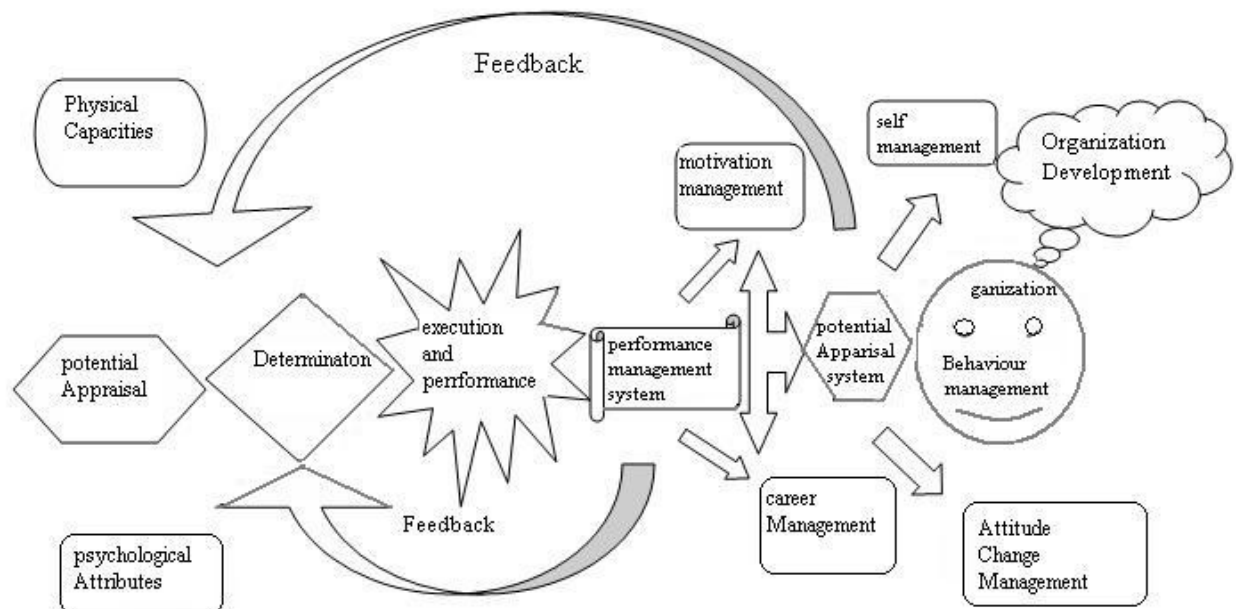
The human potential is the crux of organization effectiveness. Appraising human potential in a scientific and systematic manner paves way for enhanced corporate performance. This research paper tries to shed light on the relevance, scope and applicability of potential appraisal system as an emerging approach for organizational development.

Potential represents latent capacities and qualities in a person which manifests while performing the job .Potential refers to the abilities present but not currently utilized. A new system of developing employees for occupying higher positions in an organization is called potential appraisal. Potential appraisal is to identify the potential of a given employees to occupy higher positions in the organizational hierarchy and undertake higher responsibilities.

In Indian organizations, it is a normal practices to promote people on the basis of their past performance. Most of the organizations are hierarchical in nature. In such organizations, the functions and responsibilities depend upon the level at which the role is located in the organizational hierarchy. Potential appraisal system should be designed by linking other HRD sub-systems like human resource planning career planning and development, Counseling, Communication and Job evaluation.

Some characteristics representing potential are:

1. Ability to foresee future opportunities and assess impact of any initiative.
2. Ability to identify resources gaps by the use of basic intelligence/ knowledge/ skill.
3. To display high degree of personal and intellectual integrity at all times.
4. Ability to function in varied departments with confidence and deliver high performance.



The **potential appraisal** refers to the appraisal i.e. identification of the hidden talents and skills of a person. The person might or might not be aware of them. Potential appraisal is a future – oriented appraisal whose main objective is to identify and evaluate the potential of the employees to assume higher positions and responsibilities in the organizational hierarchy. Many organisations consider and use potential appraisal as a part of the performance appraisal processes. It helps to identify what can happen in future so that it can be guided and directed towards the achievement of individual and organizational growth and goals. Therefore, potential should be included as a part of the Performance appraisal in organisations.

Potential appraisal can serve the following purposes:

- To advise employees about their overall career development and future prospects
- Help the organization to chalk out succession plans

Potential Appraisal is the process of tracking unrevealed skills and abilities in a person which even he/she is unaware of. It is a future oriented appraisal which aims to track the potential of the employees to rise up in the organisational structure. Potential Appraisal is a potent device for employee advancement. The term is not known to many; however, managers of almost every organisation have been making potential assessments every year. Managers use the predictors to determine whether the employee has the managerial potential to execute added responsibilities in the future. Potential Appraisal helps in the decision making of promoting candidates and making a career plan for them.

2.NEED FOR THE STUDY

→It is necessary to identify the latest talent of people to cater the future needs of the organization .Without assessing the potential of the employee it is risky to promote the person to the next higher level.

→The capabilities required to perform one role may not be same as those required to perform a higher role having different functions. Therefore, past performance is not necessarily a good indicator of the suitability of an individual for a higher role.

→The head of the department should be able to provide them with a role model and guide them, properly with the objective of job skills and competence.

3. STATEMENT OF THE PROBLEM

It is important for any institution to know about the factors that improve potential to their lecturers, which may be both personal and job related. It is also the responsibility of the institution to evaluate these factors and provide solution to improve them. Potential appraisal is considered as an effective tool for attempting to develop skill and behavioral modification of lectures. It also provides a greater scope for a healthy relationship between management and lecturers.

4. OBJECTIVES OF THE STUDY

- i) To assess an individual in terms of the highest level of work that individual will be able to handle comfortably and successfully in future without being overstretched.
- ii) To assist the institution in discharging its responsibility of selecting and developing lecturers for the future to ensure its continuous growth.
- iii) To suggest the ways to develop potential among the staff which shows a way for institutional development.

5. RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. The researcher has under taken a descriptive type of research .The researcher has taken into consideration the teaching faculty working in Erode district affiliated to Bharathiar university. With the help of questionnaire, the researcher collects the primary data. Sample size of 150 was taken for the study.

5.1 TOOLS FOR ANALYSIS

- * Simple percentage
- * One way-Anova.
- * Correlation Analysis

5.1.1 SIMPLE PERCENTAGE ANALYSIS

It was initially done to edit and tabulate the data collected through questionnaire.

5.1.2 ONE-WAY ANOVA

Analysis of variance is a technique enables us to perform the simultaneous test and as such is considered to be an important tool of analysis in the hands of a researcher.

Estimate of population variance based on between sample variance

$$F = \frac{\text{Estimate of population variance based on between sample variance}}{\text{Estimate of population variance based on within sample variance}}$$

Since the calculated value less than the table value, the null hypotheses is accepted otherwise alternative hypothesis is accepted.

5.1.3 CORRELATION ANALYSIS

To find out the relationship between variables, Correlation analysis are used.

6.ANALYSIS AND INTERPRETATION

6.1 MANAGERIAL SKILL

Null Hypothesis (H_0): Respondents belonging to various departments have on an average the same level of managerial skill.

Alternative Hypothesis (H_1): Respondents belonging to various departments do not have on an average the same level of managerial skill.

**Table.No:6.1
MANAGERIAL SKILL**

Departments	Mean	F	Significance
Computer Science	5.11	0.133	0.001
Physics	4.32	0.106	0.000
English	3.99	0.233	0.001
Tamil	4.22	0.119	0.002
Mathematics	4.01	0.118	0.001
Commerce	5.25	0.231	0.013
Management	4.88	0.218	0.025

INTERPRETATION

From the table, it is clear that the significance value is less than .05 in managerial skill. It shows that there is a significant difference in the opinion on managerial skill between groups and it was observed that the respondents belonging to various departments do not have on an average the same level of managerial skill.

6.2 FLEXIBILITY

Null Hypothesis (H_0): There is no significant difference in the mean value between various departments regarding flexibility.

Alternative Hypothesis (H_1): There is a significant difference in the mean value between various departments regarding flexibility.

**Table.No:6.2
FLEXIBILITY**

Departments	Mean	F	Significance
Computer Science	4.13	6.430	.013
Physics	5.55	8.931	.000
English	4.25	7.835	.001
Tamil	3.54	5.432	.000
Mathematics	3.99	6.931	.025
Commerce	3.83	10.432	.000
Management	4.50	5.432	.001

INTERPRETATION

The table displays the ANOVA table. It shows a significant difference in mean values between the departments as the significant value is less than .05. Faculties belonging to different departments are significantly different in their mean value regarding flexibility.

6.3 SOCIAL SKILL

Null Hypothesis (H₀): There is no significant difference in the mean value between various departments with respect to social skill.

Alternative Hypothesis (H₁): There is a significant difference in the mean value between departments with respect to social skill.

Table.no:6.3
SOCIAL SKILL

Departments	Mean	F	Significance
Computer Science	3.54	1.001	.125
Physics	4.99	1.035	.096
English	5.77	2.010	.213
Tamil	5.35	2.850	.087
Mathematics	4.98	2.135	.182
Commerce	4.31	1.389	.084
Management	4.56	1.326	.261

INTERPRETATION

It has been observed that the significant value is greater than .05 for social skill and it has been noticed that faculty belonging to different departments have no significant difference in the mean value between various departments.

6.4 TECHNICAL SKILL

Table:6.4
TECHNICAL SKILL

S.No	STATEMENT	G	%	E	%	O	%
1	Skills in counseling	3 7	5 1	3 0	4 1	6	8
2	Working with various Departments	3 9	5 3	2 8	3 8	6	9
3	Career planning process and Practice	4 6	6 3	1 7	2 3	1 0	14
4	Working in various status	3 7	5 1	2 9	4 0	7	9
5	Understanding the manual	2 9	4 0	3 3	4 5	1 1	15

INTERPRETATION

Table 3.2 shows that 51% of the respondents are good in counseling, 53% of the respondents are good in working with various departments, 63% of the respondents are good in planning their career. 51% of them are able to work in various status and 45% of the respondents are excellent in understanding the manual given by the institution.

6.5 PERSONNEL SKILL

**Table.No:6.5
PERSONNEL SKILL**

S.No	STATEMENT	G	%	E	%	O	%
1	Ability to work Hard	3	2	6	4	5	33
		6	4	4	3	0	
2	Concern for people	6	4	6	4	2	16
		0	0	6	4	4	
3	Concern for excellence	6	4	6	4	2	19
		0	0	2	1	8	
4	Positive attitude towards others	5	3	6	4	3	23
		0	3	6	4	4	
5	Risk taking	6	4	6	4	1	11
		8	6	4	3	8	

INTERPRETATION

Table 3.3 shows that 43% of them are willing to work hard in an excellent way, 41% of the respondents are concerned for excellent about excelling in job, 44% of them have positive attitudes towards students and 46% of the respondents are good at taking risks.

6.6 INITIATIVE

**Table.No:6.6
INITIATIVE**

S.NO	STATEMENT	G	%	E	%	O	%
1.	Interest in learning new things	4	3	7	5	2	18
		6	1	6	1	8	
2.	Taking initiative in their work	4	2	7	4	3	24
		4	9	0	7	6	

INTERPRETATION

Regarding Initiative, 51% of the respondents are excellent in learning new things and 47% of them are excellent at taking initiative in their work.

s.no	Department	Managerial skill			Technical skill			Personnel skill			Assertiveness skill			Initiative skill			Flexibility skill			Social skills		
		G	E	O	G	E	O	G	E	O	G	E	O	G	E	O	G	E	O	G	E	O
1	Computer Science	22	6	2	24	4	2	24	4	2	24	2	4	24	4	2	20	4	6	20	6	4
		73 %	20 %	7 %	80 %	13 %	7 %	80 %	13 %	7 %	80 %	7 %	13 %	80 %	13 %	7 %	67 %	13 %	20 %	67 %	20 %	13 %
2	Mathematics	18	10	4	22	8	2	4	20	8	20	8	4	26	4	2	22	6	4	16	12	4
		56 %	31 %	13 %	69 %	25 %	6 %	13 %	63 %	24 %	63 %	24 %	13 %	81 %	13 %	6 %	69 %	18 %	13 %	50 %	37 %	13 %
3	Physics	12	4	4	10	6	4	6	4	10	10	6	4	12	4	4	10	6	4	10	4	6
		60 %	20 %	20 %	50 %	30 %	20 %	30 %	20 %	50 %	50 %	30 %	20 %	60 %	20 %	20 %	50 %	30 %	20 %	50 %	20 %	30 %
4	English	8	4	2	6	6	2	4	8	2	8	4	2	6	4	4	6	4	4	10	2	2
		57 %	29 %	14 %	43 %	43 %	14 %	29 %	57 %	14 %	57 %	29 %	14 %	42 %	29 %	29 %	42 %	29 %	29 %	70 %	15 %	15 %
5	Tamil	4	4	2	4	2	4	4	4	2	2	4	4	2	4	4	4	4	2	2	4	4
		40 %	40 %	20 %	40 %	20 %	40 %	40 %	40 %	20 %	20 %	40 %	40 %	20 %	40 %	40 %	40 %	40 %	40 %	20 %	20 %	40 %
6	Commerce	14	8	2	5	6	1	4	4	4	3	4	5	1	3	8	3	5	4	1	8	3
		58 %	32 %	8 %	42 %	50 %	8 %	32 %	32 %	32 %	25 %	32 %	43 %	8 %	25 %	67 %	25 %	43 %	32 %	8 %	67 %	25 %
7	Management	4	12	4	3	4	3	2	5	3	2	4	4	3	4	3	3	3	4	1	3	6
		20 %	60 %	20 %	30 %	40 %	30 %	20 %	50 %	30 %	20 %	40 %	40 %	30 %	40 %	30 %	30 %	30 %	40 %	10 %	30 %	60 %

6.7.DEPARTMENT WISE PERCENTAGE ANALYSIS

Table.No:6.7

INTERPRETATION

- Department of Physics and Mathematics are good in their Personnel skills.
- Regarding Assertiveness, Initiative and Flexibility the Department of English, Tamil, Management and Commerce are performing well.
- In Social and Managerial skill, Department of Management and Tamil are doing in excellent manner.
- Department of Mathematics and Computer science are good at Technical skills.

6.8 CORRELATION ANALYSIS

It is clear that the key elements of potential appraisal like managerial skill, personal skill, technical skill, flexibility, social skill, assertiveness, initiative are related with each other. The statistical concept correlation which is used to find out the relationship between variables is applied here.

Table.No:6.7
RELATIONSHIP BETWEEN VARIABLES

Attributes		Managerial	Personal	Technical	Flexibility	Social	Assertiveness	Initiative
Managerial Skill	Pearson Correlation sig(2 tailed)	1** .000						
Personal Skill	Pearson Correlation sig(2 tailed)	.597** .000	1** .000					
Technical Skill	Pearson Correlation sig(2 tailed)	.213** .000	.388** .000	1** .000				
Flexibility	Pearson Correlation sig(2 tailed)	.452** .000	.452** .000	.286** .000	1** .000			
Social Skill	Pearson Correlation sig(2 tailed)	.512** .000	.519** .000	.372** .000	.723** .000	1** .000		
Assertiveness	Pearson Correlation sig(2 tailed)	.621** .000	.458** .000	.416** .000	.538** .000	.487** .000	1** .000	
Initiative	Pearson Correlation sig(2 tailed)	.688** .000	.602** .000	.319** .000	.625** .000	.632** .000	.746** .000	1** .000

** correlation is significant at 0.01 level (2 tailed)

INTERPRETATION

From the table it is understood managerial skill is highly positively correlated with assertiveness and initiative ($r=.621, .000, r=.6888, .000$). Managerial skill is moderately correlated with personal, flexibility and social skill ($r=.597, .000, r=.452, .000, r=.572, .000$) and positively low correlated with technical skill ($r=.213, .000$).

Personal skill is highly positively correlated with initiative ($r=.602, .000$). Personal skill is moderately positively correlated with managerial skills, flexibility, social skill, assertiveness ($r=.597, .000, r=.452, .000, r=.519, .000, r=.458, .000$) and positively low correlated with technical skills ($r=.388, .000$).

Technical skill is moderately positively correlated with assertiveness ($r=.416, .000$) and positively low correlated with managerial skills, personal skill, flexibility, social skill, initiative ($r=.213, .000, r=.388, .000, r=.286, .000, r=.372, .000, r=.319, .000$).

Flexibility is highly positively correlated with social skill and initiative ($r=.723, .000, r=.625, .000$). Flexibility is moderately positively correlated with managerial skill and assertiveness ($r=.452, .000, r=.538, .000$) and positively low correlated with personal skill and technical skill ($r=.399, .000, r=.286, .000$).

Social skill is highly positively correlated with flexibility and initiative ($r=.723, .000, r=.632, .000$) social skill is low positively correlated with technical skill ($r=.372, .000$) and positively moderately correlated with managerial skill, personal skill and assertiveness ($r=.512, .000, r=.519, .000, r=.487, .000$).

Assertiveness is highly positively correlated with managerial skills and initiative ($r=.621, .000, r=.746, .000$). Assertiveness is moderately positively correlated with personal skill, technical skill, flexibility and social skill ($r=.458, .000, r=.416, .000, r=.538, .000, r=.487, .000$).

Initiative is highly positively correlated with managerial skill, personal skill, flexibility, social skill and assertiveness ($r=.688, .000, r=.602, .000, r=.625, .000, r=.632, .000, r=.746, .000$). Initiative is positively low correlated with technical skill ($r=.319, .000$).

FINDINGS

- Respondents are able to organize various functions in an excellent manner.
- Respondents are using different techniques for managing their students
- Most of the respondents are good at carrier planning which shows improvement in potential
- Most of the respondents are showing interest in learning new things
- There is a difference among the department regarding managerial skills and flexibility.
- There is no difference among means of the department regarding social skill.
- All the skills related to potential appraisal are positively correlated with one another.

SUGGESTION

- Proper understanding of potential appraisal system through workshops and seminars is important form proper implementation.
- The system should be bi-directional (i.e.) subordinate to superior and vice versa for the system to be effective
- Psychological test, performance appraisal records, assessment by outside experts can be done for the improvement of potentiality of the faculty.

- Group exercise, presentation, psychometric tests, written exercise and case studies can be done for the department to test adaptability, persuasion, prioritization and problem solving capabilities.

CONCLUSION

Potential appraisal system acts as a cause and effect of institutional development. Potential appraisal data provides as sound base for determining the promotion and training and development needs. The work as an ideal tool to identify potentials of a faculty in an institution if it is implemented with real spirit. Moreover the maturity levels should grow to absorb the facts of potentials and an attitude of change and self- management in the long-term interest of the organization. It is again reinforced that potential appraisal system is the newest model of human resource management and the ultimate aim is to attain institutional development in the next millennium.

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