

ABSTRACT

Performance Appraisal system is used in the organizations to measure the effectiveness and efficiency of their employees. Performance Appraisal system is needed because every employee has a different attitude to handle the work. Performance Appraisal tends to improve the work performance, communication expectations, determining employee potential and aiding employee counseling. This paper focuses in the Sri Lanka Army Performance Appraisal system, techniques along with their pros and cons. Appraisals provide employees who believe they control their environment a tool to demonstrate their value and achieve their goals. Researcher considered only Officers performance appraisal system since most of the Officers are frequently discuss their grievances disapproving existing selection criteria for Promotions, Foreign Courses, Foreign Visits, Foreign Missions and Appointments. The current system has a number of short comings such as its validity in career advancement, biases, inaccurate and delayed submissions and most importantly the lack of a job description against which the evaluation should be done resulting in a difficulty to select the best officers out of all for career enhancement. Therefore, some Officers have left the Army prematurely; some are not employed as per their capacity or caliber and not get opportunities to attend Foreign Courses, Foreign Visits and Foreign Missions. Hence, it will negatively affect for the productivity of the Army, work life balance as well as retention of the service. This study was basically designed to deeply analyses the existing system and introduce workable effective mechanism in order to strength performance appraisal system of the Sri Lanka Army. Core objective of the study was to critically analyse the present Performance Appraisal system for Officers in the SLA. Conceptual Frame work has designed including three dependable variables those are Employ Productivity, Retention and Work Life Balance. Independent variable considers as Performance Appraisal. Middle grade & Senior Officers of the Sri Lanka Army were taken as sample for the study and used Statistical Package for the Social Science to analysis process of the data and interview also conducted with few well experienced retired as well as serving Army Officers to get more inputs to the study.

Keywords: Performance Appraisal, Selection Criteria, Annual Confidential Report, Employ Productivity, Employee Retention and Work Life Balance.