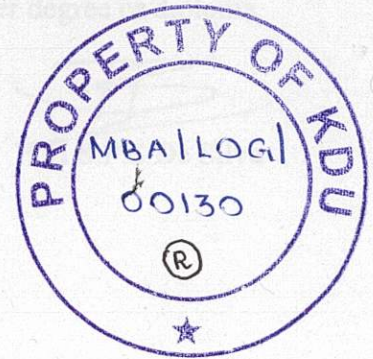


**FACTORS IMPACT ON EFFECTIVENESS OF ANNUAL
PERFORMANCES APPRAISAL: WITH SPECIAL REFERENCE
TO JUNIOR OFFICERS IN SRI LANKA ARMY (CAPTAIN AND
BELOW OFFICERS)**

By

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ABSTRACT

Performance evaluation is formal and productive and is a means of action that can be used to measure the employee's job performance and their outcome based on the allocated duties. Performance evaluation, or performance appraisal, is a periodic and systematic method of evaluating individuals in an organization. In this study, the researcher aims at the effectiveness of the annual performance appraisal system: with special reference to evaluating junior officers in the Sri Lanka Army. The junior officers of the Sri Lanka Army represented the Captain and below-rankers. Army forces in the current situation need a potential method to assess the people component to fulfill their definitive goals. The researcher identified the importance of factors related to establishing an effective performance evaluation system. Four different variables were identified through the literature review as having KPIs, training, rewarding, and task identification effects on developing an effective performance evaluation system. The researcher followed the deductive approach that can solve the research problem through the hypotheses developed by identifying the variables through existing studies. The survey research strategy is used as it helps to get reliable data from individuals in bureaucratic organizations. This method helps to maintain the anonymity of the survey participants, which helps them express their feelings freely. As the quantitative data was used in the study mainly, the researcher used statistical analysis to process the data and analysis. SPSS software is used to handle the data and analyse it. Through the data analysis, the researcher identified that there is a positive relationship between all the selected variables named KPIs, training, rewarding, and task identification with developing an effective performance appraisal. But training and rewards have the most significant impact on the effective performance appraisal, respectively. As all the independent variables considered in the study had a significant relationship with developing an effective performance appraisal, the Sri Lanka Army should consider all these factors to implement the most suitable methods to evaluate junior officers. SLA can implement things such as facilitating a smooth transfer of responsibilities from person to person, and ensuring that there are no lapses or short comings that may come to light later on.

Keywords: performance appraisal, Sri Lanka Army,