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**A STUDY OF EFFECTIVENESS OF EXISTING PERFORMANCE APPRAISAL
SYSTEM IN OFFICERS OF SRI LANKA ADMINISTRATIVE SERVICE GRADE III**

By

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Performance Management has been identified by various scholars to be a very crucial aspect of an organization and its effectiveness. Hence organizations are encouraged to maintain effective performance appraisal system in order to enhance their effectiveness.

This study mainly focus on evaluate the effectiveness of existing performance appraisal system in public sector with special reference to Sri Lanka Administrative Service grade III officers. Further it aims to find out its impact to the Job satisfaction, organization performance and individual performance of the grade III SLAS officers and to identify the relationship between the demographic factors and the existing performance appraisal system.

In Sri Lanka both private and government sector involve in economic activities differently. However government sector has more responsibilities because the policy

formulation and implementation of the Sri Lanka economic are completely handled by the Government. Accordingly maintaining high performance of the government sector employee is very essential element of the government service. However Public Sector is assessed on the grounds of ineffectiveness and inefficiency.

According to the public views individual and organizational performance in the government sector employees should be increased further more.

Although the performance appraisals had been introduced to the government sector in Sri Lanka in 1998 by Public Administration Circular 07/98, The objective of this is to link the granting of annual increments for public officers.

At present Sri Lanka Administrative Service is implemented as the major civil service of the country hence it is significant maintaining high performance. There are 2380 officers in the service and out of them 1404 officers represent the grade III. Therefore Sri Lanka Administrative Service was selected as the population of this study. Using simple random sampling method 120 officers of the Sri Lanka Administrative Service were selected as a sample and 120 questionnaires were distributed. Subsequently analyzed the data and presented using descriptive statistics. Response rate is 100%. Reliability test is recommended that the scales that receive alpha score over 0.7 are considered to be reliable Therefore the Cronbach's alpha values of each determinants implies that the scale which is used to determine the existing performance appraisal system, job satisfaction, individual performance and organizational performance are consistent.

Correlation analysis was done between existing performance appraisal system and job satisfaction, individual performance and organizational performance separately. Moreover correlation between demographic characteristics and existing performance appraisal system was tested to identify the relationship. Analysis results shows that there is a negative relationship between demographic characteristics, age, designation and experience of the respondents and gender and work place are not related with the existing performance appraisal system.

Furthermore, Analysis results reveal that existing performance appraisal system and job satisfaction, individual performance and organizational performance have negative association separately.

It was recognized by the survey, that all the respondents opted that the existing performance appraisal system has not been supported to enhance the organization and individual performance and job satisfaction of the Sri Lanka Administrative Service officers and it should be reviewed as enable to meet the organizational goal and ultimately achievement of the government expectation.