

THE IMPORTANCE OF EVALUATING A TEAM'S PERFORMANCE

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ABSTRACT : Typically, evaluating a team's performance entails determining how effectively the team is accomplishing its goals and objectives. This may involve taking measurements for things like productivity, effectiveness, job quality, and communication. It may also entail evaluating the dynamics and cohesiveness of the team as well as the leadership of the group. The particular techniques employed to assess a team's performance will vary depending on the team's makeup and the objectives it is attempting to achieve.

KEYWORDS : Evaluating, Performance, Team, Objectives, Productivity, Effectiveness, Job quality, Communication, Dynamics, Cohesiveness, Leadership, Employee.

INTRODUCTION : The performance evaluation system is an important measurement tool used as a support mechanism for various areas of the organization, aiming to analyze the performance of professionals, ensuring the balance of the current reality versus the organization's planning (Guilherme et al., 2019), and allow the assessment of organizational effectiveness (Staedele, et al., 2019). A new perspective that has been discussed within this theme, addresses that performance evaluation facilitates team integration and management, making it possible to analyze not only the individual but also the collective performance (Santos et al. 2019). The objective behind team performance assessment is focused on generating research, providing feedback, training development, and long-term planning (Salas et al., 2017), as work teams need to work in complex and dynamic environments (Reis & Puente-Palacios, 2016). Team performance evaluation has gained importance in recent decades (Marriage & Kinnear, 2016) with the increase in interest in academic and professional studies, claiming that the relevance of the result of team performance is superior to the result of the performance of each employee (Aybas & Uyargil, 2017). Above all, national and international literature still lack empirical and theoretical studies that advance knowledge on the theme of performance evaluation (Calvetti et al., 2019; Matos et al., 2019). Due to the wide dissemination of work teams in organizations, there is a natural growth in demand for reliable tools to assess the desired results (Puente-Palacios et al., 2016). Soares et al. (2019) highlight the relevance of the application of instruments that identify gaps that can be improved and developed, through

teaching-learning methodologies with employees, aiming at improving professional performance. Since performance evaluation is fundamental for the management of an organization, research is needed to reflect on this theme, to contribute scientifically to the identification and search for solutions to the practical problems experienced in organizations (Matos et al., 2019). Considering the above, the article aims to develop an instrument to assess the collective performance of work teams' production. Associated with this, this evaluation instrument is applied to two production teams from the same company in Santa Catarina, to validate it. The object of this study is production teams due to the production administration, focused on the way a service is treated, has taken on great importance in organizations (Silva, 2019), since the lack of knowledge, qualification, or training of professionals can

cause failures in the production process, generating high costs for the organization (Mello & Carvalho, 2017). Productivity can then be considered a critical success factor in measuring the performance of a company's manufacturing system (Rocha & Gonçalves, 2018), and in most cases, it can hold the most significant resources for the organization (Silva, 2019). To address the topic, this article initially presents the literature review, portraying the performance evaluation, the team performance evaluation, and the production team evaluation indicators. Then, the methodological procedures, and finally, the research main results and the final considerations are exposed.

Process of Team's Performance Evaluation

There are often multiple processes involved in assessing a team's performance

Establishing specific and quantifiable goals – The team must be aware of the expectations placed on them and the criteria for success.

Data gathering – Compile information that will be utilized to assess the effectiveness of the team. This can contain stats on things like output, level of quality, level of customer and staff happiness, and others.

Evaluation – To assess the team's performance in relation to the objectives established, use the data gathered.

Comments – Give team members feedback on their performance both as an individual and as a group. This can be carried out in one-on-one conversations, group feedback sessions, or through a more formal performance evaluation procedure.

Action plan – Create an action plan based on the evaluation's findings in order to address any potential problems and enhance performance.

Follow-up – Recurringly assess the team's development and make appropriate modifications. It's critical to monitor development throughout time to see whether the action plan is effective and whether more adjustments are required.

Review – Arrange frequent review meetings to assess the performance of the team, following the same procedure as previously. This will aid in spotting patterns, enhancing output, and boosting productivity inside the company.

Importance of Evaluating the Performance of a Team

Increases employee engagement – Organizations may boost employee engagement by giving frequent feedback and praising excellent work.

Overall performance – Organizations may enhance their overall performance, boost efficiency, and become more competitive in the market by routinely assessing and enhancing team performance.

Enhances transparency – By using a standardized assessment approach, the process is made more clear, making it simpler to determine the areas in which the team is doing well and those in which they need to make improvements. This facilitates better decision-making.

Promotes the main objective – By defining specific, attainable objectives, teams can better connect their efforts with the organization's broader goals, improving performance and productivity.

Obtaining a Clear Picture of a teams Activities – Analyzing an employee's performance might reveal whether or not they share the company's goal. Understanding whether an individual is prepared for larger and more critical duties depends heavily on performance review. There may be a number of people vying for the same position, but by evaluating their performance, you can quickly identify the one who has the most outstanding achievements and professional preparation.

Identifying Training Needs – You will be able to identify the causes of some of your workers' performance issues and quota delays through a performance review. It can be a result of their inadequate training or the poor caliber of their training. If you ignore this problem, you may fail to meet specific corporate objectives. Employee evaluations might highlight a person's need for training. Then you may take the necessary steps to boost an employee's self-esteem and train them to bring out the best in them. To achieve tremendous success and significant development, you require the highest performance from each and every one of your workers.

Locating Weak Links – Through employee performance reviews, you may learn what's wrong at work, which members of your workforce aren't able to provide the necessary outcomes, and which people aren't doing well enough. Software may be used to monitor their functioning and create plans for resolving issues. The weak personnel may either be developed through grooming or training, or you can let them leave.

Selection of the Best Performers – Employee performance evaluations make it simple for corporate executives to identify the best performers on the job. There may be workers in the business that go above and above to provide excellent results. As a consequence, you will also experience tremendous success and progress. To encourage them you continue and raise their morale, be sure to acknowledge and thank them appropriately for their work. Additionally, you will have more time to concentrate on their growth, which will be very beneficial to your company.

Drawbacks of Evaluating the Performance of a Team :

Biased Evaluation – Performance reviews have the drawback of potentially favoring certain employees over others, whether purposefully or accidentally done by the management assessing the employees. Utilizing performance reviews carries a number of risks, one of which is that some managers may unintentionally favor workers who share their traits. Bias causes supervisors to place a greater emphasis on the employee's personality and work habits than on their actual accomplishments. The workplace may become tense as a result of excellent workers feeling mistreated as a result of this. Because he could overlook crucial advice to enhance his performance, the biased employee also suffers.

Time-intensive process – A performance report for each team member is the responsibility of every manager or supervisor. He is needed to complete an evaluation form for each team member and record their accomplishments, flaws, and other observations. The method is time-consuming and involves several steps.

Selecting an appraisal method is challenging – There are several methods for assessing employee performance. The kind of business, the number of employees, the work regulations, the budget, and other factors must be considered while choosing the assessment approach. Evaluators could not always use an assessment technique that is appropriate for the company, nevertheless. To lessen labor, they use an evaluation process that is straightforward and quick.

Lack of Employee Participation – Employees oppose performance assessment systems because they believe that the procedure is simply intended to criticize their work and point out their shortcomings. They might not participate actively in the review process as a result.

9 Reasons Why Employee Performance Evaluation is Important

Employee performance evaluation is crucial for organizations for various reasons. These evaluations provide a structured framework for assessing and managing employee contributions, development, and overall effectiveness within the company. Following are the nine key reasons why employee performance evaluation is important:

Feedback and Improvement: Constructive feedback provided during performance evaluations aids employees in understanding their areas of improvement, which can enhance job satisfaction and engagement. It fosters a culture of continuous learning and development, encouraging employees to seek opportunities for self-improvement. Performance evaluations can identify specific skill gaps or training needs, allowing organizations to tailor development programs accordingly. The feedback exchanged during evaluations can improve job performance, increase motivation, and boost overall productivity.

Goal Setting: Clearly defined goals established through performance evaluations provide employees with a sense of purpose and direction in their roles. These goals often serve as benchmarks for measuring progress and accomplishments throughout the evaluation period. Goal-setting discussions during evaluations promote alignment between individual aspirations and organizational objectives, promoting better strategic focus. When employees actively participate in setting their goals, they tend to have a stronger commitment to achieving them.

Accountability: Performance evaluations create a sense of ownership among employees for their tasks and responsibilities, fostering a more responsible and reliable workforce. Accountability encourages employees to take initiative, be proactive, and demonstrate greater commitment to their roles. When employees know that their contributions are being evaluated, it can reduce instances of absenteeism or unproductive behavior. A culture of accountability, established through evaluations, can positively impact team dynamics and overall organizational culture.

Identifying Strengths: Recognizing and leveraging employees' strengths can lead to more efficient team dynamics and collaborative efforts. Tailoring job roles to align with employees' strengths can result in higher job satisfaction and lower turnover rates. Employees who have the opportunity to work in areas of strength often exhibit higher levels of innovation and creativity. Identifying and utilizing strengths can lead to improved employee morale and increased confidence.

Addressing Weaknesses: Targeted development plans created as a result of performance evaluations can lead to skill enhancement and career advancement opportunities. Addressing weaknesses can boost employee confidence by demonstrating the organization's commitment to their growth. Effective support and development in areas of weakness can lead to a more well-rounded and adaptable workforce. Addressing weaknesses proactively can mitigate performance issues and improve overall team performance.

Recognition and Rewards: Rewarding high-performing employees based on evaluation results not only motivates them but also sets a positive example for others. Recognition and rewards can contribute to a culture of healthy competition and a desire for excellence among employees. Public recognition of outstanding performance can boost employee morale and job satisfaction. Fair and consistent reward

systems established through evaluations can enhance employee retention and loyalty.

Enhanced Communication: Regular communication during evaluations ensures that employees and managers are on the same page regarding expectations, reducing misunderstandings. Open dialogue can uncover challenges and barriers to performance, allowing for collaborative problem-solving. Improved communication can lead to stronger trust and rapport between employees and managers. Performance evaluations offer an opportunity for employees to provide feedback to their managers, enhancing the feedback loop within the organization.

Succession Planning: Identifying future leaders through performance evaluations allows organizations to proactively groom talent for key positions. Succession planning reduces the risk of leadership gaps during transitions or unexpected departures. It ensures that the organization has a pool of competent individuals ready to step into leadership roles when needed. Employees identified for succession planning often receive targeted development opportunities that prepare them for leadership positions effectively.

Legal and Ethical Considerations: Documenting performance through evaluations helps organizations demonstrate fairness and adherence to employment laws and regulations. In cases of terminations or legal disputes, a well-documented performance history can provide essential evidence to support HR decisions. Legal compliance through regular evaluations safeguards the organization against potential litigation or discrimination claims. Ethical considerations include ensuring that evaluations are conducted impartially, promoting fairness and equity in employee treatment.

CONCLUSION : To sum up, employee performance evaluation plays a pivotal role in organizational success for several compelling reasons. Firstly, it provides a structured platform for assessing employee contributions and identifying areas of improvement, enabling companies to enhance overall workforce productivity. Secondly, it fosters employee engagement and satisfaction by demonstrating that their efforts are recognized and valued. Thirdly, it aids in aligning individual goals with the company's objectives, ensuring that everyone is working cohesively towards a shared mission.

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