

RESTRICTED

ABSTRACT

Performance evaluation is one of the key element in the human resource management process. Performance evaluation is necessary for an organization for a number of important administrative, functional and developmental purposes. The rudimentary obligation of a performance evaluation system is to identify and measure the performance and develop its human capital and also to motivate the workers. Sri Lanka Army being a military organization is also subjected to this phenomenon. However, there is an obvious resentment among the Non Commissioned Officers (NCOs) in the Sri Lanka Army regarding the existing Annual Confidential Report (ACR) system which is practising as the performance evaluation system in the Sri Lanka Army. Therefore this study examined the effectiveness of the ACR system in relation to its process, evaluation criteria, perception of appraiser and appraisee and errors. Consequently the identified research problem is; whether the ACR system is effective in its process, evaluation criteria, with the perception of appraiser and appraisee for the evaluation of NCO's performance. With that intention the research was conducted along the lines of quantitative method of analysis of data. Relevant primary and secondary data were collected through questioners, Army orders, policy documents, journal articles on the subject with the focus to answer the research question. Based on the literature, researcher developed a conceptual model and operationalization, thereafter correlation and regression analysis was carried out to measure the impact and correlation of each variable. Process, errors and perceptions variables were reported negative relationships and evaluation criteria variable reported positive correlation while in regression, process variable is reported negative impact and evaluation criteria variable is reported positive impact. Finally, number of recommendations were formulated to enhance effectiveness of the ACR system and also to minimize the errors of the system and to made the NCO's of the army most efficient, effective and professionals to achieve the goal of professionalism of the Sri Lanka Army.