
Impact of Performance Appraisal on Employees' Performance

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Abstract

This paper examines the impact of performance appraisal on employee performance. In developing economies, the best values of human resource ensure continuous success of organization. After reviewing different studies on appraisal method, job satisfaction, motivation and reward are the variables that affect the employee's performance. The study adopted the survey research. 300 questionnaires received from executives and staff from polyester industry by using simple random sampling techniques. Analysis of data based on these 300 questionnaires. This represents the 75% response rate. SPSS version 20 is used for factor analysis, correlation and regression to analyse the relationship between variables and hypothesis testing. This study tries to explore the significant relation between the variables. The study recommends that organization should focus on employee satisfaction while implementing performance appraisal system.

Keywords:

Compensation system; Career planning; Performance appraisal; Employee performance

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1. Introduction

In developing economies, these best values of human resource ensure continue success of organization and the source of competitive advantage over the competitors. In Pakistani organizations, mainly focus on money, material, technology rather than human resource (Shaukat, Ashraf, & Ghafoor, 2015). Performance appraisal fairness is always questionable because of human error is always involved and this error may be biasness of rater. From start to now various appraisal techniques have been formulized and techniques have been introduced and replaced in appraisal system to introducing more idol performance appraisal system in the organization. Subjective base performance appraisal based on systematical directional biases may represent the norms and values of some pressure group and this may lead to the rater biased (Choon & embi, 2012). Employee performance is basically of three types that are qualitative which is behavioral, e.g. motivational, satisfaction level etc., quantitative which can be measured by different tools, e.g. number of units produced and number of customer serves also financial indicators that can be measured through sales target etc. organization encourages the performers and use their skills, knowledge and ability to maximize firm value while encourages the no performers to leave the organization. Positive attitude of employees will be attained if the employees develop by the organization through favorable outcomes. These favorable outcomes positively influence their job satisfaction level. When organization implements the reducing labor cost policy they increased their performance standards and to retain the top performers by introducing reward policy. This reward policy will be non-discriminatory (Shaukat, Ashraf, & Ghafoor, 2015). In performance appraisal, employee is appraised from time to time by a number of appraisers like his/her manager, immediate supervisor or some time customers. This consolidated response is recorded in HR or with his/her boss to review in performance review meetings. Job satisfaction and performance appraisal has relationship that found positive (Kumari, 2015).

Performance of the employee depends how much employee is developed. Employee's development depends upon coaching, training & development,

empowerment and delegation. Employee's performance affects the organizational effectiveness (Hameed & Waheed, 2011). Implementation of performance appraisal methods also play important role to achieve organizational goals, develop employees and strengthen the link between performance and organizational goal (Singh & Twalo, 2015). Performance management system depends upon time and financial resources of the organization, so organization should evaluate critical and non-critical factors in appraisal (Shah & Aslam, 2009). Abraham Maslow presented the five hierarchical levels of needs i.e., physiological, safety and security, recognition, self-esteem, and self-actualization. If organizations apply the motivation theory it will increase the energy level of employees, when employees use their best level of energy and high skills they will help to accomplish organization goals and their own goals as well as their needs (Upadhyaya, 2013). Job satisfaction describes that how employees sense (satisfaction and dissatisfaction) about different attributes of their performance in the organization. Job elements related to the job, such as the organization policies and processes of measuring performance, can impact satisfaction in work while organizational limitations that can affect the job performance such as job design (whether or not the person has the ability to perform the task) effect the job satisfaction in a negative manner.

1.1. Polyester Industry in Pakistan

Polyester industry in Pakistan is backbone of spinning industry. Quality of yarn depends upon good quality of polyester. First polyester plant installed by ICI in 1982. An organization is choosing with share of 75% of polyester industry and has 4000 employees in different cities of Karachi, Lahore, Faisalabad, Multan, Islamabad and Lahore with 12 working sites in Pakistan. This organization is equipped with latest technology in Pakistan. A lot of studies conducted in to find the relationship of the different variables with performance appraisal and how these variables make impact on employee performance. In Pakistan studies available only focusing educational institution and banking sector but ignored manufacturing sector. Universities have well educated respondents but in manufacturing sector people belong to different culture and different level of income and variant education level. Study has population of different cultures of Pakistan with level of education and income. Performance appraisal practice

decreasing in number of organizations most often Public and private organization and the polyester industry of Pakistan is no exception. Therefore, the purpose of the research is to revalidate the performance appraisal system of the polyester industry of Pakistan precisely to check the appraisal method impact and relationship towards satisfaction of employees, motivation and reward on employee performance. The study is having the following objectives i) to explore the performance appraisal method is not as much important as satisfaction, motivation and reward for the employee, ii) to improve the appraisal system of the organization, iii) to identify the factors that can affect the appraisal system and employee performance and finally, iv) to identify the factors affecting appraisal system and employee performance.

2. Literature Review

Performance appraisal is a technique by which performance is measured of an employee. Performance can be measured by quality of work, quantity of work and task and their financial impact by immediate supervisor. Career development can be done through performance appraisal in the organization. Employees who get good appraisal are motivated and satisfied while the employees not performing well not rated well and show their serious concerns about appraisal system. Performance appraisal is a process by which analyzing and recording an employee outcome. It also evaluates the success and failure of employee in some specified period and recording strength and weaknesses also use for further training and promotion. (Akinbowale, Lourens, & Jinabhai, 2013) . Employee performance is positive relationship with satisfaction based on results of appraisal. Performance appraisal has communication between managers and subordinate that gives satisfaction to both if appraisal system is strong in construction and design (Kumari, 2015). Performance gives worth in compensation and benefit policy. Systematic implementation of performance appraisal helps to develop the employees in the organization. Performance appraisal is also used as a motivational tool, if the targets are achieved by the employees it will motivate the employee (Singh, Sharma , & Kaur, 2011).

Performance appraisal methods for any organization are chosen on the basis of the predefined goals to be achieved. Also method can be selected on the basis of

management will and scope of the organization and their requirement to meet the objectives (Katerina, Andrea, & Gabriela, 2013). Quality of performance appraisal system defines its standards that can be accomplished good appraisal system give learning to appraiser and appraise and motivate the workforce. (Akinbowale, Lourens, & Jinabhai, 2013). Employee satisfaction has positive relationship with employee performance. It means more employees will be satisfied with their performance; they will be more productive and working towards accomplishing goals of the organization. (karimi, Malik, & Hussain, 2011). Performance of any employee based on desire, Motivation and the capability to do the job, organizational environment, helping materials and other factors complete the tasks (Akinbowale, Lourens, & Jinabhai, 2013). Motivation is related to employee behavior and it plays an important role for job performance while it might affect the performance negatively (Alvi, Surani, & Hirani, 2013). Job satisfaction and motivation together or separately, will be at peak when employee feels comfortable with implementation of human resource policies in the organization. In private organization, human resource policies are implemented very fast as compare to public limited companies. Human resource procedures such as compensation & reward policy, selection, training & development, recruitment and performance appraisal are positively related with job satisfaction of employees (Ijigu, 2015).

Rewards like pay, promotion and bonuses are extrinsic. Reward policy, satisfaction and commitment with organization have some relationship which can be positive if employee enters into the organization with the motivation to use his skill/abilities. The satisfaction employees get from intrinsic features of their tasks are important than from intrinsic motivation and attachment with the organization by emotions (Meyer, 2012). Reward management system has effect on employee motivation and on employee performance in the existence of motivation. Appropriate and timely reward, increases employee motivation also it increases the productivity and spirit (Karami & Dolatabadi, 2013). It is found that financial rewards affect the employee performance positively. Motivation has an impact on employee performance. Performance appraisal system that linked with reward management has positive effect on employee performance. (Gungor, 2011).

Organizational performance is measured by its profitability, productivity or any other financial terms while employee performance management system measure

the ability and output given by any employee to achieve organizational goal which shows that employee attain his maximum potential level (Aminuddin, 2014).

Performance appraisal increases the employee's satisfaction and develops the working environment in the organization. It also demotivates the employees who works hard and influences bad impression on them. Continuous monitoring of employee performance some time gives them feeling of burden. (Akinbowale, Lourens, & Jinabhai, 2013).

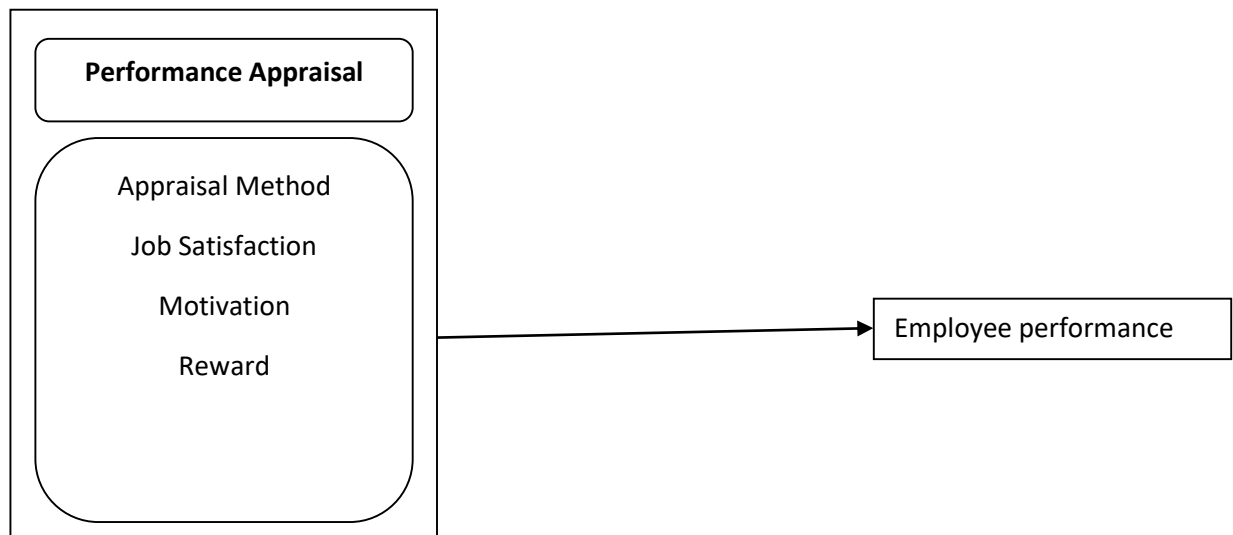
Sometimes management, boss subordinate relationship and organizational development maximize of the firm value. It is difficult to find an employee contribution towards all these things also some time manager has conflict with the employee so it will affect the rating and evaluation process. Sometimes employee often complain about injustice prevailing in the performance system they think that other people get higher grades by using unfair means and they did not evaluate properly. Sometimes they assign such type of tasks that are unrealistic and impossible to finish. So that employee performance creates job stress and negative organizational political behavior in the organization (Hui & Xuan, 2009). Reward is one of the motivating factors that can enhance the performance of employee. This mostly includes promotion, cash bonuses, recognition and no cash bonuses like recreational leaves. When employees receive the reward, they perform above the standards or may achieve the target before time. Employee should be well aware of association of reward, performance and how they appraise by immediate supervisor (Njanja & Maina, 2013). Researchers investigate that performance management system depends upon time and financial resources of the organization, so organization should evaluate critical and non-critical factors in appraisal to achieve its objectives (Shah & Aslam, 2009). Hassan (2016) finds that employee performance and Human resource practices are not conducted in Pakistan especially in textile industry of Pakistan. Performance management system increases the employee motivation and self-esteem and this will enhance the productivity of employee and lead to attain organizational objectives. Ahmad (2012) concludes that performance management practices have positive impact on organizational culture and discusses that other variables also provide the link between performance management and career path of employees. So organization adopts such performance management practices that foster the job security and provide the internal career development.

Karimi (2011) provides an analysis about performance appraisal and satisfaction of employees, study finds that employee satisfaction explain it is a degree by which an employee likes his job. How much an employee likes the job he will motivate as much to perform his job and accomplish his goals. Mallaiah (2008) identifies the relationship of performance and satisfaction with job of library professionals in Karnataka. Study finds that dissatisfied employee can harmful for organizational success. Palaiogos et al.(2011) explain the three basics of organizational justice that are based on procedure to adopt for performance appraisal and distributive for the satisfaction from performance appraisal. Performance appraisal linked to organizational justice that is dependent variable. Performance appraisal system involves, motivates and gives directions to achieve organizational objectives. Leilla (2011) identifies that performance appraisal has some relationship with motivation and after statistical analysis it shown as positive. Accomplishing the goals also increase the motivational level of employees. Most of the respondents consider that performance appraisal does not impact on satisfaction but completion of goals increases the motivation level. Also employees think that performance appraisal should be evaluated in groups and goal should be set for groups. According to Stonich American consultant (1981) "Cooperation often find it difficult to carry out their strategies because they have executive compensation system that measure and reward performance in a way that ignores or even frustrates strategic thinking, planning, and actions. In particular, reward system rarely emphasizes the long neither run adequately, nor are they well-coordinated with the methods and objectives of the management system"

David et al.(2015) explain the reward is concerned with the preparation and organizing the policies and strategies that reward the employee fairly and equitably among the employees as per their contribution to achieve organizational goals. Performance management system directly affects the benefit policy of employees. Motivation is also associated with job satisfaction. Research proved that reward has positive impact on employee performance. Gungor, (2011) analyze the most important factor in the organization is the human and to maximize the performance of the human organization, invest in the employee. Reward strategy is one of the main technique to maximize the performance as well as motivate the employees. According to San & Theen (

2012) reward policy gives direction to the organization to develop and design reward strategy that helps to achieve organizational goals. Performance measurement is one of strategic objective of the organization. Reward management increases the motivation, commitment and increases job engagement. Javad & Divas (2015) study the effects of performance appraisal on the major companies like Cisco, Google and Infosys and find that traditional performance appraisal system triggers on yearly basis on specific date not working well in current business scenario where knowledge workers getting the premium pay. In current world, companies need to develop an appraisal system that will be a part of process that manages to employee performance. Rater must get training to appraise the employee properly.

Figure 1: Theoretical Framework



3. Methodology

The study represents the responses of the employees from polyester industry. An organization is choosing with share of 75% of polyester industry and has 4000 employees in different cities of Karachi, Lahore, Faisalabad, Multan, Islamabad and Lahore with 12 working sites in Pakistan. Data were collected by selecting 400 employees randomly from different locations of organization by floating 400 questionnaires and get back only 300 questionnaires. The questionnaire consists of five sections; first section of questionnaire represents the demographic profile of respondents based on demographic questions including Age, Gender, Experience, Income Level, cadre (staff/Executives) and nature of the (Process, Services and Maintenance). The second part consists of Performance appraisal in which method, purpose and system is defined. This section has six more statements. From section second to fifth, questions used a Likert scale based on five point "Never" (1), "Rarely" (2), "Neutral" (3), "sometimes" (4), "Always" (5). Job satisfaction section has 8 statements that are focusing on the relationship of the satisfaction in job and performance appraisal. Fourth section has statements regarding motivation and fifth section has statements about rewards. Factors affecting performance appraisal and employee performance in polyester industry determined in this study. The descriptive – factor analysis, correlation and regression method is used in this study. Also KMO and Bartlett's Test use for how suitable our data is for Factor Analysis. The test measures sampling adequacy for each variable in the model and for the complete model.

4. Empirical Results

The sample of this study comprises employee of major player of polyester industry in Pakistan Survey method is used to collect the data. The questionnaire developed by analyzing different studies relevant to subject. Data are collected by selecting 400 employees randomly from different locations of organization and floating 400 questionnaires and back only 300 questionnaires. Therefore, the response rate is 75% that crossed the 50% response which is expected rate of response.

Table 1: Demographic Profile of the Respondents

1. Age			2. Education		3. Gender	
Age	Percent		Education Level	Percent	Gender	Percent
25 or below	15.7		Matric	0.67	Male	96.0
26-30	22.7		HSSC	6.0	Female	4.0
31-35	29.3		Bachelor	47.3	Total	100.0
36-40	12.7		Masters	40.3	4. Nature of Job	
41 or above	19.7		M.Phil / Phd	5.7	Nature of Job	Percent
Total	100.0		Total	100.0	Process	31.3
5. Income			6. Experience		Services	51.3
Income (PKR)	Level	Percent	Experience	Percent	Maintenance	17.3
below 25000		15.7	Less Than a Year	9.7	Total	100.0
25000-50000		28.7	1-5 Years	20.3	7. Cadre	
50000-75000		33.0	6-10 Years	36.0	Cadre	Percent
75000-100000		11.0	10-15 Years	19.3	Executive	14.7
above 100000		11.7	15 Years and above	14.7	Staff	85.3
Total		100.0	Total	100.0	Total	100.0

Kaiser –Meyer-Olkin resulted score after analyzing the application of Performance Appraisal system representing the adequacy of the selected sample size is calculated and show 0.725 and Bartlett’s test of sphericity result shows that it is significant at the level of 0.000. Kaiser -Meyer –Olkin score of Job Satisfaction was intended and show 0.839 representing the adequacy of the selected sample size. Bartlett’s test of sphericity result shows that it is significant at the level of $P = 0.000$. Kaiser –Meyer-Olkin calculates the score of Motivation questions system representing the adequacy of the selected sample size and shows value of 0.885 and Bartlett’s test of sphericity result shows that it is significant at the level of $P = 0.000$. Kaiser -Meyer –Olkin calculated score for Reward is 0.858 representing the adequacy of the selected sample size in the study. Bartlett’s test of sphericity calculated and shows significant at the level of $P = 0.000$ (see table # 2). A Pearson correlation and regression are employed to determine the association between Performance Appraisal factors and job satisfaction, motivation and reward.

Pearson correlation applied to determine the relationship for the variables and results are shown in table # 3, which confirms that Performance Appraisal method has positive relationship with job satisfaction (0.544), Motivation (0.619), salary (0.149) and Pay & promotion (0.515). The results indicate that all these variables are statistically significant at ($P < 0.01$) two tailed. A performance appraisal method has relationship with the variables those are job satisfaction, motivation and reward and these variable correlated positively. Performance appraisal purpose has significant correlation value with the variables that are job satisfaction (0.340), motivation (0.304) and reward (0.329) related to salary. Performance appraisal purpose has very slight impact on Pay and promotion. The results indicate that these all variables are statistically significant at ($P < 0.01$). Performance Appraisal system also has the significantly absolute correlated with salary only. The results indicate that these all variable are statistically significant at ($P < 0.01$). Job satisfaction is positively and significantly correlated with performance appraisal method (0.544) and performance appraisal purpose (0.304) i.e. based on performance evaluation, Job satisfaction, motivation, reward strategy and for training and development. Job satisfaction also has positive and absolute relationship with motivation (0.778), with reward factor one salary (0.528) and pay and promotion (0.392). Motivation is positively and significantly correlated with performance appraisal method (0.619) and Purpose of performance (0.304) while motivation also significantly and positively correlated with job satisfaction (0.778), reward factor i.e. salary (0.417) and with pay and promotion (0.551). The result indicates that these all variable are statistically significant at ($P < 0.01$). Salary is significantly and positively correlated with Performance appraisal method (0.149), Performance appraisal purpose (0.329) while negatively correlated with performance appraisal system (-0.115) at $P < 0.05$. Also salary is significantly correlated with job satisfaction (0.528) and motivation (0.417). Reward factor (salary) is significantly and positively correlated with performance appraisal method (0.515), job satisfaction (0.392) and motivation (0.515).

Three different sets of independent and dependent variables verify in the model. Change or variations has been noted and define separately. The model below defines the quantitative relationship between the variables

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \alpha$$

Where

β_0 is a constant;

X_1 = Performance Appraisal Method & System

X_2 = Job Satisfaction

X_3 = Motivation

X_4 = Reward

α = is the term use for error and β_1 , β_2 , β_3 , and β_4 are coefficients

Y = Employee Performance

The table 4 represents the model where $R^2 = 0.673$ indicates of the 67.30% variations in employee performance is being explained by Performance appraisal variables which is statistically significant. While summary of ANOVA and F statistics show the value of F (202.805) being significant at 0.01 confidence level hence model is statistically significant.

Table 2: Kaiser-Meyer-Olkin, Bartlett's Test & Reliability Statistics

Kaiser-Meyer-Olkin Measure of Sampling Adequacy (Performance Appraisal)		0.725
Bartlett's Test of Sphericity	Approx. Chi-Square	395.37
	df	36
	Sig.	0.000
Kaiser-Meyer-Olkin Measure of Sampling Adequacy (Reward)		0.858
Bartlett's Test of Sphericity	Approx. Chi-Square	1189.7
	df	36
	Sig.	0.000
Kaiser-Meyer-Olkin Measure of Sampling Adequacy (Job Satisfaction)		0.839
Bartlett's Test of Sphericity	Approx. Chi-Square	723.44
	df	28
	Sig.	0.000
Kaiser-Meyer-Olkin Measure of Sampling Adequacy (Motivation)		0.885
Bartlett's Test of Sphericity	Approx. Chi-Square	907.27
	df	28
	Sig.	0.000
Cronbach's Alpha		0.896
Cronbach's Alpha Based on Standardized Items		0.923
N of Items		34

Table 3: Correlation among Variables

		REGR factor score 1 for analysis 1(PA factor 1)	REGR factor score 2 for analysis 1(PA factor 2)	REGR factor score 3 for analysis 1(PA factor 3)	REGR factor score 1 for analysis 2(JS)	REGR factor score 1 for analysis 3(M)	REGR factor score 1 for analysis 4(R)	REGR factor score 2 for analysis 4(R)
REGR factor score 1 for analysis 1(PA factor 1)	Pearson Correlation	1						
	Sig. (2-tailed)							
REGR factor score 2 for analysis 1(PA factor 2)	Pearson Correlation	0	1					
	Sig. (2-tailed)	1						
REGR factor score 3 for analysis 1(PA factor 3)	Pearson Correlation	0	0	1				
	Sig. (2-tailed)	1	1					
REGR factor score 1 for analysis 2(JS)	Pearson Correlation	.544**	.340**	-0.094	1			
	Sig. (2-tailed)	0	0	0.106				
REGR factor score 1 for analysis 3(M)	Pearson Correlation	.619**	.304**	-0.061	.778**	1		
	Sig. (2-tailed)	0	0	0.296	0			
REGR factor score 1 for analysis 4(R)	Pearson Correlation	.149**	.329**	-.115*	.528**	.417**	1	
	Sig. (2-tailed)	0.01	0	0.047	0	0		
REGR factor score 2 for analysis 4(R)	Pearson Correlation	.515**	0.033	0	.392**	.551**	0	1
	Sig. (2-tailed)	0	0.565	0.994	0	0	1	

Table 4: Relationship between Dependent and Independent Variables

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics		df1	df2	Sig. Change	F
						R Change	Square				
1	0.820 ^a	0.673	0.669		0.45482	0.673	202.805	3	296	0.000	
ANOVA SUMMARY											
Model		Sum of Squares			df	Mean Square		F		Sig.	
1	Regression	125.858			3	41.953		202.805		0.000 ^b	
	Residual	61.231			296	0.207					
	Total	187.090			299						

5. Conclusion:

The study reveals a significant relationship between performance appraisal methods, purpose and system and job satisfaction, motivation and reward management system. Findings of this study are consistent with previous studies. It is concluded that the employee performance appraisal influence the employee performance because it can affect the satisfaction level of employees, impact on their motivation level and also it is only based on financial rewards that is salary (Hassan, 2016). This study finds a positive relationship between appraisal, satisfaction and reward (salary). The study shows a close relationship of reward and motivation and satisfaction but sometimes recognition also affects employee performance. Employee contribution towards decision-making increases their performance. Performance appraisal system proper implementation also leads towards satisfaction of employees. Reward has significant impact on employee satisfaction and motivation. This results of the study are consistent with previous studies (Akafo & Boateng, 2015; Armstrong, Brown, & Reilly 2011; Khan, 2013; David et al., 2015). Finally, it is clear from the results that employees performance appraisal variables have significant impact on employee performance.

6. References

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