

AWARENESS TOWARDS THE PERFORMANCE APPRAISAL SYSTEMS IN HRH GROUP OF HOTELS – A CASE STUDY

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ABSTRACT

Performance Appraisal systems helps the organization to accomplish their mission and vision by judging effectiveness of the employees i.e. recruitment, selection, training and development. The purpose of the study is to understand the awareness among the employees regarding the Performance Appraisal System adopted in HRH Groups of hotels.

The performance appraisal system in HRH group of hotels, which is a leading chain of heritage and hotels preserving royal palaces, hotels & resorts in Rajasthan & India, does a proper assessment of the employee contribution. The performance appraisal system is very important for the efficient functioning of the organization.

The research design adopted was descriptive in nature where a structured questionnaire are administered and 30 respondents were selected of the employees of the HRH Groups of hotels by using stratified random sampling method. The study concluded that the employees were very well aware of the performance appraisal methods adopted within the organization and proper training were conducted before employee induction.

KEYWORDS: Appraisal, Employee contribution, Evaluation, Performance.

Introduction

Performance appraisal means the systematic evaluation of performance of the employee in the organization and for the purpose of evaluation, the criteria selected should be in quantifiable or in measurable terms. It helps the employee to know where he stands in the organization and also to identify the problems in their work and to overcome them. It diagnoses the employee's strong and weak points, so that the organization can direct their efforts to upgrade their performance by providing them training, which would help them in getting promotion, transfer, financial rewards, and good placements in the organization. The significance of an appraisal system is that an individual get a feedback of their present performance in the job which gives them a clear sense of their responsibilities and the expectations which are to be fulfilled by them. It also helps the organization to accomplish their mission and vision by judging truly the effectiveness of the employee's i.e. recruitment, selection, training and development.

The nature of performance appraisal and its effectiveness depends a great deal on how human resource are viewed and treated in the organization. The performance appraisal also gives a

proper assessment of the employee's contribution and promotes a good and positive working environment, which contributes to the productivity in the organization. By this Performance appraisal the management finds out that how effective it has been at hiring and placing employees in their organization and the information received from the appraisal system help in counseling of the employees.

There are several methods which are adopted in the performance appraisal-Human Resource Accounting, Behaviorally anchored rating scales, paired comparisons, Forced Distribution, Appraisal through MBO, Graphic Rating Scales. The performance Appraisal System adopted in HRH Group of hotels is a very simple system both different for above manager and below manager.

Review of Literature

(Robert D. Bretz Jr., 1992) examined the performance appraisal literature published in both academic and practitioner outlets between 1985 and 1990, briefly discussing the current state of performance appraisal practice, highlighting the juxtaposition of research and practice, and suggested directions for further research. **(Paul E. Levy, 2004)** broadened the traditional conceptualization of performance appraisal effectiveness to include and emphasize rate reactions. The influence that the feedback environment or feedback culture had on performance appraisal outcomes was a focus that seemed to have both theoretical and applied implications. **(Annan-Prah, 2007)** examined employees' perceptions of the performance appraisal system of a Ghanaian tertiary institution in terms of satisfaction and fairness to the system, utilizing a hypothesized four-factor justice model of organizational justice as the theoretical basis. **(Prawitowati, 2011)** attempted to design competence-based performance appraisal system for higher education institutions. It was found that there were three competencies, namely core competency, managerial competency, and technical competency. **(Rakesh Kumar, 2011)** defined appraisal as "the process of periodically reviewing one's performance against the various elements of one's job". His study described the purpose & developmental criteria of an appraisal program that regularly assessed the performance of hospital employees. **(Azman Ismail, 2011)** examined the effect of performance appraisal politics on job satisfaction. The results confirmed that performance appraisal politics acted as important predictors of job satisfaction in the studied organization. **(Sanjeet Singh Sharma, 2011)** examined the effect of performance appraisal on individual as well as on the organizations. The findings of the research showed that there was a noticeable effect of the performance appraisal on the organizations as well as on the individuals. **(Choon Jin Teha, 2012)** explored the relationship of organizational culture (OC) and the performance appraisal (PA) process and their impact on the organizational citizenship behavior (OCB) of academic staff. **(Khan, 2011)** investigated most of the Omani companies are still had reactive HR strategies with little emphasis on a proactive performance management system. For them, Omanisation of the workforce and adhering to the Omanisation target set by the government appeared to be high on the agenda. **(GONE, 2010)** paid attention to job analyses centered on job-related work behaviors and results by communicating these and providing training in their use to employees and supervisors, and by documenting and monitoring the process for accuracy and fairness they found that an organization could achieve a valid appraisal system. **(Shu-qing, 2008)** probed into the complete process of performance appraisal for cooperative manufacturing project and combined this with the practice of performance appraisal

of power products of cooperative manufacturing projects in virtual enterprises. **(Harvey, 1997)** developed an evaluation process for home, host, and third country nationals working in a variety of international environments. **(Kumbhar, 2011)** examined the role of HR in performance appraisal processes. It included the importance of the appraisal process, the different types of appraisals and their effectiveness. Performance appraisal was an important basis for corporate personnel decisions. **(Omboi Bernard Messah, 2011)** investigated the effectiveness of performance appraisal systems in Kenya Tea Development Agency with special focus on, Githongo, Imenti Tea Factory, Kiegoi and Miciimikuru Tea factories in Meru County in Kenya. **(Richard Bitange Nyaoga, 2010)** evaluated the effectiveness of performance appraisal system at private universities in Kenya. Their study evaluated the purpose of performance appraisal in private universities and identified relevant factors for achieving an effective performance appraisal. **(Sutheparaks, 2011)** presented the generic model for not only human resource performance appraisal system, but also other business domains. The model could be extended and adapted to constant changes of appraisal policies. **(A. A. Adekunle, 2010)** examined the relationship between open reporting system of performance evaluation and teachers' perceived productivity in Lagos State, and suggested that teachers performance appraisal system should be based on objectivity and be devoid of prejudices and biases. **(Jaisheela, 2010)** examined the employee satisfaction regarding the performance appraisal, which had a large bearing on the overall performance of the employees in South Central Railways. **(B. Sripirabaa, 2009)** investigated the influence of partnering and financial support on the functions of performance management system. The capacity of the system to align its functions to help achieve an organization's strategic goals was also examined.

Objective of the study

- To study the appraisal system existent in HRH Group of hotels.
- To study the awareness among the employees towards the performance appraisal system.
- To examine the satisfaction level of the Performance Appraisal system among the employees in the organization.
- To study the association between the demographic determinants and their perception towards performance appraisal existent in HRH group of hotels.

Hypothesis framed for the study

Null Hypothesis

H₀: There is no significant association between the demographic profile of the employees and their awareness towards the performance appraisal systems adopted in HRH group of hotels.

Research Methodology

- The study is based on primary data collection among 30 respondents from HRH Groups of hotels, Udaipur.
- Research Design was descriptive in nature.
- Stratified Random Sampling technique was used.
- A well-structured questionnaire was used to collect primary data for analysis. A survey was carried out on the randomly selected employees of HRH group of hotels.

- Chi square test was used to test the association or non-association between the variables.
- Data has been presented in the forms of tables in order to make the analysis easy.
- Statistical softwares along with MS-Excel had been extensive used for the study.

Data Analysis and Interpretation

H₀₁: There is no significant association between the demographic factors and the perception that a proper assessment of the employee contribution to the organization was done for performance appraisal.

Table 1

		Proper assessment of employee contribution to the organization					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age	20-30 years	0	2	1	1	0	4
	30-40 years	5	6	4	0	2	17
	40-50 years	3	3	1	1	1	9
Total		8	11	6	2	3	30
Department	Front office	2	1	2	0	0	5
	Food & Beverages	2	7	3	2	3	17
	Finance	2	2	1	0	0	5
	Repair & maintenance	2	1	0	0	0	3
Total		8	11	6	2	3	30
		Age			Department		
Calculated value		5.887			9.85		
df		8			12		
Tabulated value		15.507			21.026		
Accepted/ rejected		Accepted			Accepted		

Interpretation: As null hypothesis is accepted in both the cases, we can conclude that there is no significant association between the demographic determinants and the perception that a proper assessment of the employees' contribution is done before performance appraisal.

H₀₂: There is no significant association between the demographic determinants and the awareness of the performance appraisal model used in the organization during induction.

Table 2

		Awareness of the performance appraisal model used in the organization					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age	20-30 years	2	1	1	0	0	4
	30-40 years	6	7	3	1	0	17
	40-50 years	3	5	0	0	1	9
Total		11	13	4	1	1	30
Department	Front office	2	1	2	0	0	5
	Food & Beverages	6	8	1	1	1	17
	Finance	2	3	0	0	0	5
	Repair & maintenance	1	1	1	0	0	3
Total		11	13	4	1	1	30
		Age			Department		
Calculated value		5.182			7.591		
df		8			12		
tabulated value		15.507			21.026		
Accepted/ rejected		Accepted			Accepted		

Interpretation: As null hypothesis is accepted in both the cases, we can conclude that there is no significant association between the demographic determinants and the awareness of the performance appraisal model used in the organization during induction.

H₀₃: There is no significant association between the demographic determinants and the awareness towards the continuous review of performance of the employee.

Table 3

		Continuous review of performance of employee				Total
		Strongly Agree	Agree	Neutral	Strongly Disagree	
Age	20-30 years	1	2	1	0	4
	30-40 years	7	4	2	4	17
	40-50 years	2	3	4	0	9
Total		10	9	7	4	30
Department	Front office	3	1	1	0	5
	Food & Beverages	3	6	4	4	17
	Finance	2	2	1	0	5
	Repair & maintenance	2	0	1	0	3
Total		10	9	7	4	30
		Age			Department	
Calculated value		7.292			8.016	
df		6			9	
Tabulated value		12.592			16.919	
Accepted/ rejected		Accepted			Accepted	

Interpretation: As null hypothesis is accepted in both the cases, we can conclude that there is no significant association between demographic determinants and the awareness towards the continuous review of performance of the employee.

H₀₄: There is no significant association between the demographic determinants and the perception that performance appraisal is important for employee performance.

Table 4

		Performance Appraisal is important in employee performance				Total
		Strongly Agree	Agree	Neutral	Disagree	
Age	20-30 years	3	1	0	0	4
	30-40 years	6	7	3	1	17
	40-50 years	4	4	1	0	9
Total		13	12	4	1	30
Department	Front office	4	0	0	1	5
	Food & Beverages	5	9	3	0	17
	Finance	3	2	0	0	5
	Repair & maintenance	1	1	1	0	3
Total		13	12	4	1	30
		Age			Department	
Calculated value		3.016			12.917	
df		6			9	
tabulated value		12.592			16.919	
Accepted/ rejected		Accepted			Accepted	

Interpretation: As null hypothesis is accepted in both the cases, we can conclude that there is no significant association between demographic determinants and the importance of performance appraisal in the employee performance.

H₀₅: There is no significant association between the demographic determinants and the awareness of the fact that a simple model of performance appraisal is used in the organization.

Table 5

		Performance Appraisal model is simple in organization					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age	20-30 years	0	3	1	0	0	4
	30-40 years	10	4	1	1	1	17
	40-50 years	2	5	2	0	0	9
Total		12	12	4	1	1	30
Department	Front office	2	2	1	0	0	5
	Food & Beverages	8	5	2	1	1	17
	Finance	1	4	0	0	0	5
	Repair & maintenance	1	1	1	0	0	3
Total		12	12	4	1	1	30
		Age			Department		
Calculated value		9.918			6.549		
df		8			12		
tabulated value		15.507			21.026		
Accepted/ rejected		Accepted			Accepted		

Interpretation: As the null hypothesis is accepted in both the cases, we can conclude that there is no significant association between demographic determinants and the awareness of the fact that a simple model of performance appraisal is used in the organization.

H₀₆: There is no significant association between the demographic determinants and the awareness towards the identification of training need in the organization.

Table 6

		Identification of training need in the organization					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age	20-30 years	2	1	0	1	0	4
	30-40 years	8	5	2	0	2	17
	40-50 years	4	3	0	2	0	9
Total		14	9	2	3	2	30
Department	Front office	3	0	0	1	1	5
	Food & Beverages	7	6	2	1	1	17
	Finance	3	2	0	0	0	5
	Repair & maintenance	1	1	0	1	0	3
Total		14	9	2	3	2	30
		Age			Department		
Calculated value		7.092			8.775		
df		8			12		
tabulated value		15.507			21.026		
Accepted/ rejected		Accepted			Accepted		

Interpretation: As null hypothesis is accepted in both the cases, we can conclude that there is no significant association between demographic determinants and the awareness towards the identification of training need in the organization.

H₀₇: There is no significant association between the demographic determinants and the perception whether the assessment of performance matches employee expectations.

Table 7

		Performance Appraisal matches to employee expectation					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age	20-30 years	3	0	0	1	0	4
	30-40 years	11	4	0	1	1	17
	40-50 years	3	5	1	0	0	9
Total		17	9	1	2	1	30
Department	Front office	4	0	0	1	0	5
	Food & Beverages	8	7	0	1	1	17
	Finance	3	1	1	0	0	5
	Repair & maintenance	2	1	0	0	0	3
Total		17	9	1	2	1	30
		Age			Department		
Calculated value		10.423			10.853		
df		8			12		
tabulated value		15.507			21.026		
Accepted/ rejected		Accepted			Accepted		

Interpretation: As the null hypothesis is accepted in both the cases, we can conclude that there is no significant association between demographic determinants and the perception whether the assessment of performance matches employee expectations.

H₀₈: There is no significant association between the demographic determinants and the perception that the appraisal system adopted adequately appraises the potential of the employees.

Table 8

		Appraisal System adequately appraises the employee potential					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age	20-30 years	1	2	1	0	0	4
	30-40 years	9	4	1	2	1	17
	40-50 years	1	7	0	1	0	9
Total		11	13	2	3	1	30
Department	Front office	3	1	1	0	0	5
	Food & Beverages	7	6	1	2	1	17
	Finance	1	4	0	0	0	5
	Repair & maintenance	0	2	0	1	0	3
Total		11	13	2	3	1	30
		Age			Department		
Calculated value		10.884			10.549		
df		8			12		
Tabulated value		15.507			21.026		
Accepted/ rejected		Accepted			Accepted		

Interpretation: As null hypothesis is accepted in both the cases, we can conclude that there is no significant association between demographic determinants and the appraisal system which adequately appraises the potential of the employees.

H₀₉: There is no significant association between the demographic determinants and the perception as to whether proper feedback is given for employee performance appraisal.

Table 9

		Getting proper feedback					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age	20-30 years	1	2	0	1	0	4
	30-40 years	4	5	5	1	2	17
	40-50 years	2	3	1	3	0	9
Total		7	10	6	5	2	30
Department	Front office	0	3	1	1	0	5
	Food & Beverages	5	5	3	2	2	17
	Finance	1	2	1	1	0	5
	Repair & maintenance	1	0	1	1	0	3
Total		7	10	6	5	2	30
		Age			Department		
Calculated value		6.712			6.455		
df		8			12		
tabulated value		15.507			21.026		
Accepted/ rejected		Accepted			Accepted		

Interpretation: As null hypothesis is accepted in both the cases, we can conclude that there is no significant association between demographic determinants and the perception that a proper feedback of employee performance appraisal is given.

H₁₀: There is no significant association between the demographic determinants and the perception that promotion, transfer, demotion & suspension is purely based on the performance appraisal.

Table 10

		Promotion, transfer , demotion & suspension is purely based on performance appraisal.				Total
		Strongly Agree	Agree	Neutral	Disagree	
Age	20-30 years	1	1	2	0	4
	30-40 years	4	9	3	1	17
	40-50 years	2	3	4	0	9
Total		7	13	9	1	30
Department	Front office	1	2	1	1	5
	Food & Beverages	6	6	5	0	17
	Finance	0	3	2	0	5
	Repair & maintenance	0	2	1	0	3
Total		7	13	9	1	30
		Age			Department	
Calculated value		3.679			9.243	
df		6			9	
tabulated value		12.592			16.919	
Accepted/ rejected		Accepted			Accepted	

Interpretation: As null hypothesis is accepted, we can conclude that there is no significant association between demographic determinants and the perception that promotion, transfer, demotion & suspension are purely based on the performance appraisal.

H₁₁: There is no significant association between the demographic determinants and the perception that employees are satisfied with the existent performance appraisal system.

Table 11

		Employee are satisfied with existent Performance Appraisal System					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age	20-30 years	1	1	1	1	0	4
	30-40 years	4	8	1	3	1	17
	40-50 years	1	5	0	3	0	9
Total		6	14	2	7	1	30
Department	Front office	2	1	2	0	0	5
	Food & Beverages	3	9	0	4	1	17
	Finance	1	2	0	2	0	5
	Repair & maintenance	0	2	0	1	0	3
Total		6	14	2	7	1	30
		Age			Department		
Calculated value		5.09			15.513		
df		8			12		
tabulated value		15.507			21.026		
Accepted/ rejected		Accepted			Accepted		

Interpretation: As the null hypothesis is accepted in both the cases, we can conclude that there is no significant association between demographic determinants and the perception that employees are satisfied with the existent performance appraisal system.

H₁₂: There is no significant association between the demographic determinants and the perception that the performance appraisal system is acceptable.

Table 12

		Performance appraisal system adopted is acceptable				Total
		Strongly Agree	Agree	Neutral	Disagree	
Age	20-30 years	0	2	2	0	4
	30-40 years	9	6	2	0	17
	40-50 years	2	4	2	1	9
Total		11	12	6	1	30
Department	Front office	1	2	2	0	5
	Food & Beverages	6	8	2	1	17
	Finance	2	2	1	0	5
	Repair & maintenance	2	0	1	0	3
Total		11	12	6	1	30
		Age			Department	
Calculated value		8.177			5.159	
df		6			9	
tabulated value		12.592			16.919	
Accepted/ rejected		Accepted			Accepted	

Interpretation: As null hypothesis is accepted, we can conclude that there is no significant association between demographic determinants and the acceptability of the performance appraisal system adopted.

H₁₃: There is no significant association between the demographic determinants and the perception that past performance appraisals are considered during performance appraisals.

Table 13

		Past Performance consider during performance appraisal				Total
		Strongly Agree	Agree	Neutral	Disagree	
Age	20-30 years	1	1	1	1	4
	30-40 years	5	7	4	1	17
	40-50 years	1	7	0	1	9
Total		7	15	5	3	30
Department	Front office	1	2	1	1	5
	Food & Beverages	3	8	4	2	17
	Finance	1	4	0	0	5
	Repair & maintenance	2	1	0	0	3
Total		7	15	5	3	30
		Age			Department	
Calculated value		6.35			7.094	
df		6			9	
Tabulated value		12.592			16.919	
Accepted/ rejected		Accepted			Accepted	

Interpretation: As null hypothesis is accepted in both the cases, we can conclude that there is no significant association between demographic determinants and the perception that past performance appraisals are considered during the performance appraisals.

H₁₄: There is no significant association between the demographic determinants and the perception that the employee performance appraisal program is beneficial.

Table 14

		Employees get the benefit of the performance appraisal programs				Total
		Strongly Agree	Agree	Neutral	Disagree	
Age	20-30 years	2	0	2	0	4
	30-40 years	6	8	2	1	17
	40-50 years	7	1	0	1	9
Total		15	9	4	2	30
Department	Front office	1	2	2	0	5
	Food & Beverages	8	5	2	2	17
	Finance	5	0	0	0	5
	Repair & maintenance	1	2	0	0	3
Total		15	9	4	2	30
		Age			Department	
Calculated value		11.857			11.903	
df		6			9	
Tabulated value		12.592			16.919	
Accepted/ rejected		Accepted			Accepted	

Interpretation: As the null hypothesis is accepted in both the cases, we can conclude that there is no significant association between demographic determinants and the fact that the employee are benefited by the performance appraisal program

H₁₅: There is no significant association between the demographic determinants and the perception that the performance appraisal is important for efficient functioning of the organization.

Table 15

		Performance Appraisal is important for effective function of organization					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age	20-30 years	0	2	1	1	0	4
	30-40 years	8	5	2	0	2	17
	40-50 years	3	3	1	2	0	9
Total		11	10	4	3	2	30
Department	Front office	1	1	2	0	1	5
	Food & Beverages	5	7	2	2	1	17
	Finance	3	2	0	0	0	5
	Repair & maintenance	2	0	0	1	0	3
Total		11	10	4	3	2	30
		Age			Department		
Calculated value		8.353			12.082		
df		8			12		
tabulated value		15.507			21.026		
Accepted/ rejected		Accepted			Accepted		

Interpretation: As null hypothesis is accepted in both the cases, we can conclude that there is no significant association between demographic determinants and the perception that the performance appraisal is important for efficient functioning of the organization.

H₁₆: There is no significant association between the demographic determinants and the perception that the employees are given increment or are awarded by the employee performance appraisal program.

Table 16

		Employees are awarded ,incremented by the Performance Appraisal Program					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age	20-30 years	1	2	0	0	1	4
	30-40 years	5	6	2	1	3	17
	40-50 years	5	3	1	0	0	9
Total		11	11	3	1	4	30
Department	Front office	1	2	1	0	1	5
	Food& Beverages	5	7	1	1	3	17
	Finance	4	1	0	0	0	5
	Repair & maintenance	1	1	1	0	0	3
Total		11	11	3	1	4	30
		Age			Department		
Calculated value		4.573			8.847		
df		8			12		
tabulated value		15.507			21.026		
Accepted/ rejected		Accepted			Accepted		

Interpretation: As the null hypothesis is accepted, we can conclude that there is no significant association between demographic determinants and the perception that the employees are given increment or are awarded by the performance appraisal program.

Conclusion

We can conclude that there is no significant association between the demographic determinants and the variables identified for performance appraisal. The employees get the feedback and the training during the induction which adequately appraises their potential. This shows the satisfaction level and the awareness among of the employees towards the performance appraisal system adopted in the HRH group of hotels. The performance appraisal system is very important for the efficient functioning of the organization.

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