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E. Sheela, D. Jesura Pauline

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Innovation performance through interaction and importance of cross performance appraisals

E. Sheela*

Department of HRD,
Rani Anna Government College for Women,
Tirunelveli, Tamil Nadu-627008, India
Email: esheela.2012@gmail.com
*Corresponding author

D. Jesura Pauline

Department of Commerce,
Nazareth Margoschis College,
Nazareth, Tamil Nadu-628617, India
Email: jesurapauline@gmail.com

Abstract: This research aims to uncover the primary factors affecting employees' learning cross performance appraisals in HR's organisation-focused activities and procedures. The report helps to analyse the essential components of performance reviews to boost an organisation's profit and acquires critical information on employee abilities, expertise, and overall work performance. The research also identifies why organisational profitability and HRM practices must understand the link between performance assessments and enhancing corporate earnings. Findings include the importance of job assessment and its function in improving organisational profitability, how a rise in performance evaluation implementation influences employee performance, and the goal of employee performance appraisal inside a corporation. The research also answers questions crucial to the report's admission. The study addressed traits, issues, and solutions. The only constraints were time and budget. According to research, performance appraisal is now integral to many organisations. The strategy helps HR determine how to develop an employee's weaknesses and strengths. The report highlights the necessity and influence of performance appraisals on employee and organisational learning cross performance.

Keywords: innovation performance through interaction; performance management; performance appraisal; learning cross performance; entrepreneurship; attitude; manager positions; reward systems; success factors; organisational learning.

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Biographical notes: E. Sheela has obtained 26 years of experience in the teaching field, working as an Associate Professor in the Department of HRD, Rani Anna Government College, Tirunelveli. She received the State Award for writing a book in Tamil, *Organisational Development* in 2007. She has

published many research articles in the management discipline.

D. Jesura Pauline is working as an Assistant Professor in the Department of Commerce, Nazareth Margoschis College, Pillaiyanmanai. She has received five years and seven months of experience in teaching and has published few research articles.

1 Introduction

This research will try and focus on the purpose and importance of performance appraisal. This chapter, in particular, will assist in introducing the topic and familiarising it with the focal point of this research around which it is revolving. Here, the research background will assist in understanding the research topic while providing a descriptive analysis regarding the problems related to the various aspects of HRM practices and the implementation of methods that would provide a purpose to the need for performance appraisal along with other relating aspects that influence performance appraisal (Kaur, 2022). The rationale within this chapter will provide valuable information that would further assess the research to throw an intellectual array for the audiences to get the clarity of how the topics operations affect those around. Within this chapter, alongside procuring key information, the aims and objectives for the discussion will be set with some research questions which will carry out the research in an effective manner. Further, the research significance will explain the significance of the research topic and its relevance (Sachdeva, 2021). The implemented technique is superior to performance measures because staff compensation, job status, and development chances can all be influenced by worker performance indicators (Ghozali, 2022). Due to these circumstances, behaviour management programmers must include techniques that make it possible to evaluate organisational productivity equitably and accurately. Employers initially develop quality objectives to help with employees' performance. Achievement expectations are defined by performance standards, which outline what individuals require to fulfil or exceed them (Al Shraah et al., 2022). Quality management is a key component of the office since it gives supervisors and managers a way to assess worker productivity and decide whether they are living up to the organisation's standards. How performance is measured depends on the workplace, the kind of business, and, to a certain extent, the person's job (Ghozali et al., 2022).

Performance appraisal refers to regularly monitoring the firm's employees to evaluate their performances and how effectively they have contributed to the company (Al-Jedaia and Mehrez, 2020). Performance appraisals could be identified as a method that assists in reviewing an employee's performance, efficiency, and operational skills over a set period (Al Naif and Al Shraah, 2019). This method used by the managers or HR in most organisations assists in scrutinising the accumulated data and segregating them according to their strengths and weaknesses to determine the factors to suggest to the employees that may help them improve. Performance appraisal is a critical part of an organisational operation to facilitate growth for the company alongside the employees. It assists an organisation in deciding if the employee is productive or liable in the long run. It helps employees figure out where they want to pursue their careers; performance appraisal is a crucial component of human resource management (Ismail and Rishani, 2018). Several

elements need to be addressed to implement a perfect instance for the performance appraisal process and how HR could promote it among the employees to gain organisational profits. Elements such as *reflecting* and deciding the expectations from an employee and the performance that is expected to be met. *Setting goals* that should be aligned with the needs of the business and facilitates growth in a certain area. *Developing* the plans and required learnings are identified while setting up measures to improve them. *Review where the progress has resulted from* the program implemented to further assess and facilitate a better understanding of it performed the way it was expected and provide the results as needed (Abu-Rumman and Qawasmeh, 2021). *Rewarding* is an essential part of an organisational operation that helps recognise the job's performance and provides monetary or non-monetary rewards (Al Shraah et al., 2013).

Figure 1 Steps for a successful performance appraisal (see online version for colours)



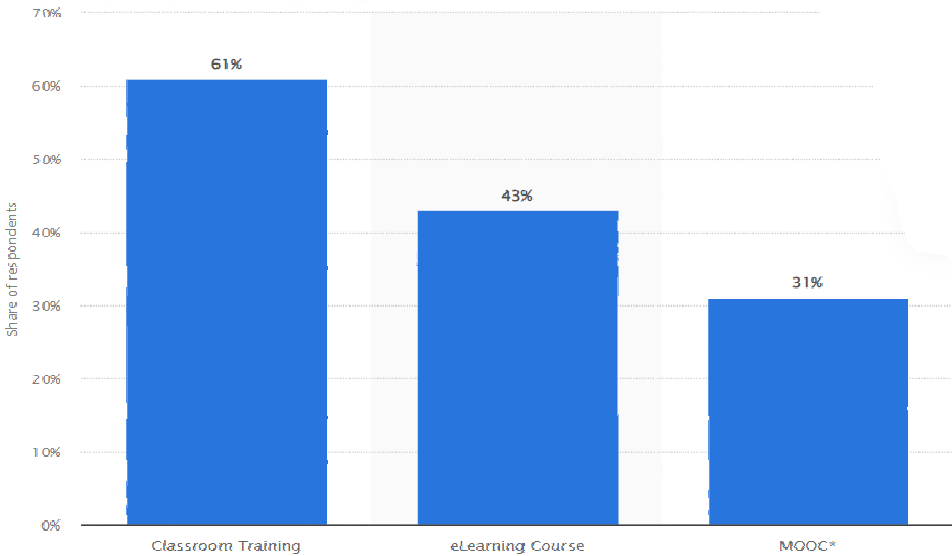
Source: Setiawati and Ariani (2020)

The individual and his or her boss develop an individual strategic plan in the first stage, outlining goals for output and self-growth. These targets should align with the organisational and departmental initiatives for the strategy rollout system. This approach aids in the regional and company-level translation of strategic strategy. These are subsequently transformed into a plan of personal growth on an interpersonal basis. As they align with the promise of the future, or at the very least do not contradict these, there are chances to accommodate personal objectives. The main concerns in the second step that contribute to enhancing learning and other essential capabilities are mentoring, education, and reporting. The outcomes of personal and workplace improvement are evaluated at the evaluation stage via input, which may include the supervisor, co-workers, clients, and colleagues. Another component of this appraisal process is self-evaluation. The study findings also have an impact on remuneration during the achievement. Finally, *feedback* provides the perception of the team and how they were influenced by the implemented activities and practices (Setiawati and Ariani, 2020). Certain challenges that are an integrated part of the performance appraisal could include Personal Bias and the Halo and Horns effect, where the manager of an organisation raises assumptions on whether an employee is competent or not without proper assessment (Gupta, 2021a, 2021b). Poor assessment, lack of competence, employee resistance, the

factor of time and cost alongside determination of the appraisal criteria, and several more factors contribute. The study will mainly focus on the aspects related to the importance and purpose of performance appraisal within an organisation and the challenges that may hinder the process while suggesting ways to fix them (Figure 1).

The rationale could be identified as the set of reasonings and logical bases that encourages a course of action to be approached and believed (Sinha and Trehan, 2021). Performance appraisals are an important aspect of every organisation to be followed; it facilitates favourable benefits such as employee satisfaction and motivates them to a common objective that relates to the organisational goals, it assists in identifying the opportunity for a development program and provision for implementation for training (Dangol, 2021). Furthermore, it assesses improving communication while promoting transparency between the management and the employee (Gupta, 2022). It analyses appraisal data to accumulate the essential data required to identify the aspects to monitor for better recruitment (Lopez et al., 2021). One of the best methods to approach and implement a successful performance appraisal method is to implement performance management which is a dynamic process that facilitates communication between the different levels of hierarchy within an organisation throughout the year to support and pursue the team and units to achieve the strategic objectives of the organisation (Haralayya, 2022). Even statistics from 2018 show that a larger share of employees worldwide believed that learning further assesses them to improve their work performance (Figure 2).

Figure 2 Share of employees who believed learning improves their performance (see online version for colours)



Source: Statista (2022)

The certain aims and objectives that have been set out to be the findings from the research are: to investigate and evaluate the role of the HRs over this element of job appraisal, to identify the importance of Job appraisal and its role in improving organisational profitability, to magnify the impact of implementing performance

appraisal on the employee's performances and the purpose of employee performance appraisal within a firm (Abu-Rumman, 2021). Alongside the aims and objectives set for the research within the further approach, there are certain questions that the organisation has set out to find an answer to and potentially give solutions to the problem context while suggesting methods that could be utilised to raise the performance (Ghozali and Abdissalam, 2020). The structure of the paper is divided as follows: Section 2 is based on a literature review. Section 3 is on methodology. Analysis and discussions are given in Section 4. The conclusion of the study is mentioned in Section 5, and the limitations are given in Section 5.1.

2 Literature review

2.1 Introduction

A literature review could be identified as a survey of academic writing that demonstrates knowledge and helps the audience understand the elements of a specific topic. This chapter will assist in further clarification of the existing research and scholarly sources, such as thesis books and journal articles, that are relevant to the topic and helps in presenting an array of knowledge in the form of a report that could be concluded. This chapter will review the current research in HRM within an organisation, which will assist in establishing familiarity while understanding the topic of performance appraisal and further investigating the research. This chapter will magnify over main aspects that would help in accumulating data from the research that has already been conducted over several sources, which will assist in procuring key information and clarify the topic for further discussions as data presented above proves that performance appraisal assists in providing the employees with an opportunity to develop and increase their performances which further supports them to raise their efficiency that ultimately benefits the organisation, especially recently when the most organisation has taken an approach to ensure that their employees are getting what they deserve and implementing rewards that help the employee to be motivated and helps in developing further.

2.2 Characteristics of performance appraisal under the practices of HRM

There are several characteristics of a Performance Appraisal that helps the organisation and its employees to be directed towards an effective and efficient route while possessing the following characteristics:

- *Explicit objectives:* the objectives set by performance appraisal are clear and specific, with the essence of time management and transparency (Nitika and Arora, 2020). The appraisal system is very fair and prompt, excluding all the biased aspects that benefit both the individual and the employee.
- *Honing reliability and validity:* the appraisal system contains examined and reliable details alongside valid information with data consistently. These details help an organisation to measure the employees' performance exactly as expected.

- *Provision of training:* the ones evaluating the employees' performances should be examined and given proper training and knowledge that helps them impart the essential data required without any failure and fairness.
- *Relating to the job characteristics:* the relatedness to the job would help focus their attention on job-related behaviour and performance (Fashoto et al., 2018). It will provide information regarding.
- *Forming a mutual trust:* performance appraisal is just a method that could be utilised to measure the recent performances of the employees within an organisation (Ushakov, 2021). It will not be able to provide any key insight if there is no sense of mutual trust between the evaluators and the employees' with signs of subtle resilience being shown all around.
- *Feedback and engagement:* any organisation needs to have a formulated sense of transparency between the evaluator and the employees as it shares a communicative and engaging environment (Pereira et al., 2020). Letting the employees know of their recent performances in the areas of weaknesses and strengths will help them further assess the situations and work on themselves while assisting the organisation in receiving honest feedback.

These few factors are the key elements that are considered when they are being projected. These factors help identify the key areas the organisation needs to work on, which would directly benefit the employee's performance.

2.3 Roles of HRs over performance appraisal

HRM is an important part of designing and applying performance appraisals. The team of HRs is known to be the intermediate within the hierarchy and communication gap between the authorities and the employees. The smoothness of the performance appraisal implementation depends on the human resources department. The HR staff's first and most crucial responsibility is to create a comprehensive evaluation method (Agarwal and Vatsa, 2022). HR needs to clarify the responsibilities assigned to the employees for every job to further assess the situation (Previtali and Spedale, 2021). The performance evaluation criterion must be extremely clear and unambiguous; it will help the employees understand the assignment and reduce the chances of miscommunications due to complications within words. The HR also bridges the gap between the employees and authorities; hence the HR team ensures that they collaborate with the reviewing authorities to ensure that the appraisals are being done on time and only the deserved candidates' benefit from any provision of biasedness. Businesses that embrace imagination get a competitive advantage by coming up with novel ideas and offering products and services that are, at least in part, unique. The techniques they choose will have a big impact on the revolutionary processes. Such businesses will necessarily have a very complex and convoluted organisational structure. When a task is a pro, both the final result and the spiral staircase up to it cannot be precisely predicted in advance. There is more unpredictability now because work is more erratic and uncertain. Next, we'll look at how to work duties are evolving, which usually leads to the distribution of resources among a variety of highly qualified and specialist individuals.

2.4 *Importance of job appraisal in regards to the organisation and the employees'*

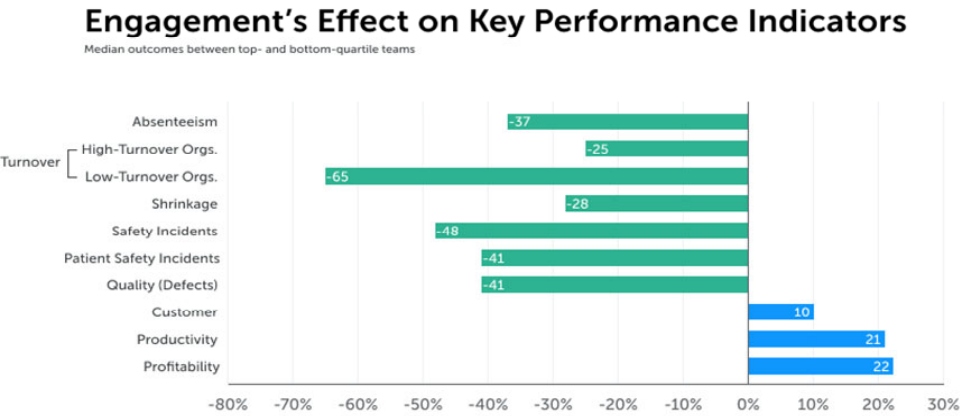
Performance appraisals are used by businesses to understand more about their employees with precision and determine their efficiency. Managers may utilise these tests to learn about each employee's skills and shortcomings so that they can be addressed as per the usability or development of the organisation and improve future performances. Companies may also utilise performance management analysis to determine which staff may require further training and which are ready to take on new responsibilities. It also assists in preserving an employee's performance papers throughout the term of their employment within the organisation's boundary and even after that (Gladisa and Susanty, 2018). Employees' performance appraisals also assist in determining what kind of training they might be needed to improve. It assists in recognising an employee's true potential and new areas of development that might be valuable to the company by allowing them to explore deeper. In simple terms, performance appraisal helps employees find their strengths or weaknesses or identify if they are capable of a certain responsibility or might be eligible for further training and development programs (Chandhana and Easow, 2018). It helps the employees to raise their efficiency and discover their true potential, which further facilitates a favourable position for the organisation that further assesses their position and efficiency as a whole as an increase in the level of efficiency within an employee will result in an increase in the level of productivity for an organisation. Hence, performance appraisal is an important part of operating an organisation looking to increase its profitability.

2.5 *Impact of performance appraisals on employees' performances*

Implementation of performance appraisal will affect the employees' performance as it assists a supervisor of the HRs team in identifying an employee's strengths and weaknesses and suggesting ways to enhance their performance and raise their productivity (Grover and Singh, 2022). It also assists the organisation in allocating the correct person for the correct job, alongside assisting the organisation in magnifying the areas where there could be a provision of development and reports to the organisation about the key performance indicators (Houldsworth et al., 2021). Performance appraisal assists in sharing each other's views to meet a common understanding. For instance, it helps the employee to discuss their personal goals and their method and areas of development in their preferred way; on the contrary, it also shares the supervisor's view on how they are willing to utilise the skills of the employee to envision about a bigger and better organisation to extract higher productivity and profitability (Alsuwaidi et al., 2020). It facilitates practices that entitle the organisation to improve over time, such as leadership training which will further assess on assisting them in researching and formulating tips and strategies that could help the organisation make processes less unmanageable and more objective (Al-maaitah et al., 2021a, 2021b). Alongside leadership training, it has even promoted *employee training* that provides employees with an opportunity to develop and gain experiences while calculating their job performances. Performance appraisals have also helped the organisation identify the focal points, which help employees scrutinise their shortcomings and reflect on them against their strengths to find a solution and answer them while working on them. It also helps the organisation

to define *objectivity* which brings clarity about the goals an organisation has set while determining the expectations from the employees that are expected to be present (Jauhar et al., 2021) (Figure 3).

Figure 3 Effect of raised engagement through performance appraisal (see online version for colours)



Source: Alsuwaidi et al. (2020)

2.6 The purpose of performance appraisal within a firm

The purpose of performance appraisal is to glance over the functionality of both employees and supervisors that will, promote transparency and provide clarity and consistency to understand the assigned tasks and handling situations with their skills which will lead to higher productivity which in turn will facilitate higher profitability (Eyoum et al., 2020). The system's implementation will guide an employee to successfully measure their performance and perform better, receiving feedback and an opportunity to receive training. It also allows an organisation and the management to track the performance and improvements of an employee to determine their role within the organisation and how their work could be improved. Performance management allows several aspects to be met with the criteria maintained, such as the right segregation person for the task while defining the expectations from the employee and the goal of the task. It also facilitates employee engagement while developing managerial leadership and coaching skills (Khan et al., 2020). It helps raise productivity through improved performance and developing a rewarding program that would provide employee incentives for their exceptional efforts and flawless accomplishment of their task (Wei and Keeton, 2021).

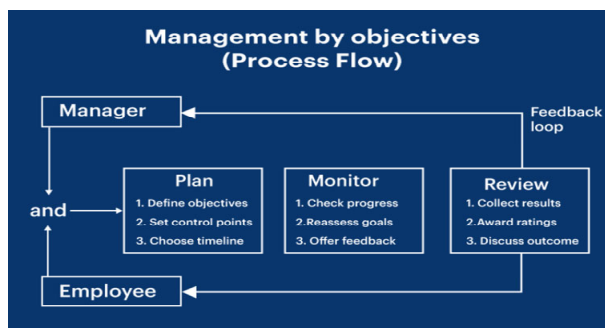
2.7 Theoretical underpinning

According to Gregor, "underpinning theories are theories for understanding the social context in IS studies. The theories are intended to explain 'how' and 'why' things happen in the way they do. The theory which underpins a study is often viewed as a lens". Several theories could further help with the clarity of the topic.

2.7.1 Management by objectives (MBO)

In this method, the employees, managers, HRs, and other resources of an organisation formulate plans, identify, organise and communicate the organisational goal to be addressed during the specific appraisal period. After the succession of the implementation of aspects, the managerial personnel and employees communicate within regular intervals to discuss the progress made towards the objectives while taking into account the performance of the employee (Bruccoleri and Riccobono, 2018). This performance review technique is designed to successfully integrate broad business goals with individual goals while checking objectives using the SMART method to evaluate whether the defined goal is exact, measurable, achievable, realistic, and time-sensitive. After evaluating the performance of an employee at the end of a decision review period, whether it be quarterly, half-yearly or annual, their performance is reflected upon, and results are communicated, which would decide if an employee is eligible for further responsibilities or if there a need for development and training (Figure 4).

Figure 4 MBO (process flow) (see online version for colours)



Source: Bruccoleri and Riccobono (2018)

2.7.2 Behaviourally anchored rating scale (BARS)

Behaviourally anchored rating evaluates and determines and addresses both qualitative and quantitative advantages in a performance evaluation process; BARS evaluates an employee's performance against quantitatively graded behavioural examples (Klieger et al., 2018). Each performance level on the BARS is backed up by a numerical assessment of BARS statements that help determine the frequent behaviours that an employee tends to portray regularly. These statements measure an individual's performance to preset criteria relevant to their function and employment level (Lubbe and Nitsche, 2019). The steps to be taken into consideration while following may be collecting the critical incidents, then proceeding to identify the performance dimensions while classifying the incidents, then penultimately assigning scale values to the incident and developing a final instrument (Figure 5).

2.8 Literature gap

This study has been conducted with the structural compliance of the accumulated data over the idea of portraying the performance appraisal's effectiveness in reflecting the

organisation’s profitability. As the research has already discussed the importance of performance appraisal and its impact on the employee’s performance and how it further affects the organisational profitability, it does require more data and a source of direct information, such as the management of such organisations that are already a part of the practice. Though the lack of data could not pinpoint the key indicators of performance appraisals that such organisations are following has been analysed to better understand the impact of the implementation of performance appraisal on an organisation (Figure 6).

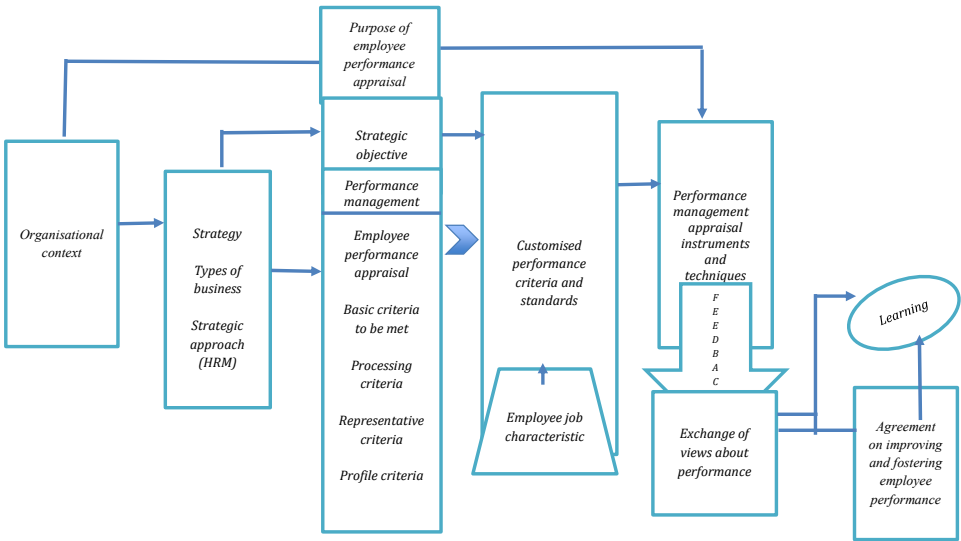
Figure 5 Behaviourally anchored rating scale (BARS) model (see online version for colours)



Source: Lubbe and Nitsche (2019)

2.9 Conceptual framework

Figure 6 Conceptual framework (see online version for colours)



Source: Self-developed

2.10 Chapter summary

This chapter has magnified the significance of the following aspects tagged along with the performance appraisal process. It portrays how the managerial levels have implemented the different performance appraisal methods and how they have helped an organisation to facilitate growth alongside the employee's development. It has also discussed the impacts, importance, and benefits of implementing such a method within the organisation's flow. Certain theories and frameworks have also been thrown a deal of light to express the clarity bound to be set within the topic. The literature review has provided all the key information required to be discussed over and get a general idea regarding the topic and how it could be of use to an organisation through existing data from sources that have been referenced appropriately. Further assessment of the study will provide clearer and much more direct information through methods of data collection that would be considered.

3 Methodology

In today's world, authentic data is a good source. Many business organisations produce data to make decisions. So, many companies are interested in gathering authentic data. In this study, both primary and secondary methods have been selected. Methods of primary research are the following. It is a popular method used in primary research arranging interviews. The procedures that are maintained in interviews are face-to-face or telephonic. In this process, there are interactions between researchers and respondents. Because of a more personal approach, it gives a better response. In this process, the researcher's previous work abilities should be questioned. The questions allow for more depth of explorative ideas and impressions. Researchers nowadays conduct online surveys to gather questions (Snyder, 2019). The surveys are convenient because they can be emailed or completed online. Other devices used in this process are smartphones, smartphones, and tablets. The survey should be a healthy balance of open and close-ended questions.

Focus group; this approach is used to collect information from compact groupings. The group is guided by a moderator, who supports the participants' dialogue. Organisations and businesses can use this to learn about marketplaces. There are no direct interactions between researchers and people because it is a primary analysis (Mohajan, 2018). While observing the subject's response, the researcher records it. Webcams or professional observers are used to record reactions. Interviews and questioning are used to gather this information. In a qualitative analysis, the group is the point of focus. Additionally, it depends on the participants, observations, case studies, etc. Speech analysis and phonological analysis are also included. Anthropology, political science, sociology, and educational research use qualitative analysis. Qualitative analysis can be used to learn about various philosophical ideas. Data is gathered for this from a variety of sources for research purposes. The preference of qualitative researchers is to thoroughly examine and study a case. For personal research, many people use it.

Methods for analysing secondary data are inexpensive, making them a popular choice among businesses. The secondary analysis approaches include: Because data is constantly accessible to the public via the internet, this strategy is particularly well-liked. It is simple to download. Most of the time, online data is available for free. For their

research, several different websites have a wealth of material. Public libraries are a reliable source for secondary research as well. There are numerous copies of already completed research studies available. Government publications can be found in vast collections in public libraries (Zangirolami-Raimundo et al., 2018). Nowadays, a lot of research is being done in universities and colleges. Organisations in the business world have the power to ask for permission and gather information for secondary research. Information can be gathered from government and non-government organisations for secondary data analysis. These websites have accurate info that can be acquired. It can occasionally be a little more economical. Finding the necessary secondary research data on various websites is simple. On the internet, information is always accessible. They are inexpensive and take less time. Work can be completed relatively fast with this technique. Everyone agrees that secondary analysis is a form of search. The gathering of data that has previously been made available for research is known as secondary analysis. Although it is utilised for study, in this instance, it is separate from the original. This produces a different vision. The secondary analysis incorporates information from a study that has already been released. You can find these documents in any public library and on any website. Several governmental and non-governmental organisations keep these data, and we can access them there. And we use this information for research. Because secondary analysis is so expensive, many organisations fund it. In this situation, we can gather data from the internet without spending any money. A lot of information may be found on many websites used for research. As well as from public libraries, newspapers, radio, television, journals, and magazines. Governments at the federal and state levels publish some articles, and this data is utilised to analyse secondary data. Statistical and census reports can also provide us with a variety of information. Several governmental departments typically distribute these. Journals, newspapers, and magazines are other sources of knowledge for people.

Additionally, data is accessible through publications written by numerous academics, economists, and researchers. Numerous businesses and industries provide numerous reports which are helpful for secondary research. After performing surveys and case studies, organisations like WHO and ICMR publish their findings on their official websites. Managers frequently rush the implementation of a programme when profitability plummets. However, the foundation of every training programme is always the competence and skill gaps of the employees. Organisations should be concerned that hurriedly planned and unmanaged training could end up being an adventure in pointless instruction that adds to their growing list of problems.

Differentiating between training concerns and quality problems is one of the main challenges that knowledge experts are currently experiencing. For instance, in boot camps, the business or organisation offers target difficulties with efficiency or output. Despite how effective instruction is, despite the intention to be useful, normal work programmes are not intended to cure every efficiency or efficiency issue. Since training programmes are not one-size-fits-all fixes, a complete needs analysis is required to pinpoint the issue's nature and underlying causes and provide effective responses. Authentic information is available from these websites. Some data for secondary analysis is available from unpublished sources; teachers and professors often do personal research work, and some data can be obtained from them. In addition, some private organisations store important data.

4 Analysis and discussion

4.1 Primary analysis

It is data analysis and frequency distribution analysis (Table 1).

In statistical analysis, the frequency distribution is considered a representation formulated in a graphical or tabular format and portrays several observations within a given interval. The interval size more or less depends on the type of data required to be in the form of exclusive or exhaustive. Table 1 discusses the frequency distribution, which shows that the highest number of distributions is observed in the case of the 5th question, observed by 3.45. The median value is another crucial aspect for analysing the frequency distribution having the highest range of 4.00. Apart from that, the analysis also shows that the highest skewness value is present in the case of question number 5, indicated by -2.006 . The kurtosis values of the frequency distributions are 2.545, 3.588, 2.706, -0.623 , 3.618, -1.206 , 0.893, 0.021, -1.055 and -0.899 . The sum of the total value is considered to be 166, 173, 172, 130, 176, 132, 130, 154, 67 and 95. The standard error of skewness is observed to be 0.333, similar to all variables' cases.

4.2 Correlation

In the case of statistical analysis, correlation is considered a statistical result required for analysing the linear relationships of variables (Table 2). A linear relationship between variables is the first and foremost aspect of analysing the degree of integrity and relevance. The above image is the Pearson correlation analysis showing that all variables have a positive relationship. Therefore, if one variable moves to a single plane, it will facilitate the movement of another variable. Correlation in the case of performance appraisal is observed to be 0.947, 0.871, 0.862, and 0.947, which is significant for describing the linear relationship of variables.

4.3 Linear regression

4.3.1 Model summary

This image shows the alleviation of the R square value of the model summary of variables (Table 3). In general, the strength of the model and dependent variable can be assessed by the model summary. The r value of the present study is observed to be 0.949, with the r square value of 0.902. The adjusted value of the R square is considered to be 0.895, which is different and has a deviation from the main value. The standard error of the estimate of R square is 0.417, influenced by the F change value of 143.426. In the sig. column, the value is observed to be 0.000, which shows that the study is statistically significant. A statistical analysis model summary also discusses the relationship between the model and the dependent variable. The linear relationship between variables can also predict multiple-correlation coefficient values in this scenario.

Table 1 Frequency distribution analysis

	Performance appraisals helps the company to find out whether the employee is being productive or is a liability	Performance appraisal allows you to provide positive feedback as well as identifying areas for improvement. Agree or disagree?	HR can increase the strength of an organisation's people assets through sound hiring initiatives. Agree or disagree?	In the case of fair recruitment processes performance appraisal is the first and foremost important aspect that improves employee engagement skills. Agree or disagree?	Performance appraisal is the deciding factor for the company competitiveness and employee performance. Agree or disagree?	Employee skill regarding performance appraisal enhance project workflow by sharing expertise. Agree or disagree?	HRMP can be classified in respect of their influence, skills, and abilities of employees, motivation and the structure of the work. Agree or disagree?	Management by objectives, 360 degrees feedback are two important performance appraisal method that is required for enhancing competitive advantage in this scenario. Agree or disagree?	Age group	Education
N	Valid 51	51	51	51	51	51	51	51	51	51
Missing	0	0	0	0	0	0	0	0	0	0
Mean	3.25	3.39	3.37	2.55	3.45	2.59	2.55	3.02	1.31	1.86
Median	4.00	4.00	4.00	3.00	4.00	3.00	3.00	4.00	1.00	2.00
Mode	4	4	4	3a	4	4	4	4	0	1
Skewness	-1.708	-1.846	-1.757	-0.512	-2.006	-0.505	-0.562	-1.148	0.441	0.022
Std. error of skewness	0.333	0.333	0.333	0.333	0.333	0.333	0.333	0.333	0.333	0.333
Kurtosis	2.545	3.588	2.706	-0.623	3.618	-1.206	-0.893	0.021	-1.055	0.899
Std. error of kurtosis	0.656	0.656	0.656	0.656	0.656	0.656	0.656	0.656	0.656	0.656
Sum	166	173	172	130	176	132	130	154	67	95

Source: Self-developed in SPSS

Table 2 Correlation analysis

	Correlations				
	Performance appraisals helps the company to find out whether the employee is being productive or is a liability	Performance appraisal allows you to feedback as well as identifying areas for improvement. Agree or disagree?	Employee skill regarding appraisal enhance project workflow by sharing expertise. Agree or disagree?	In the case of fair recruitment processes the first and foremost important aspect that improves employee engagement skills. Agree or disagree?	Performance appraisal is the deciding factor for the company competitiveness and employee performance. Agree or disagree?
Performance appraisals helps the company to find out whether the employee is being productive or is a liability.	Pearson correlation Sig. (two-tailed) N	1 0.000 51	0.947** 0.000 51	0.866** 0.000 51	0.925** 0.000 51
Performance appraisal allows you to provide positive feedback as well as identifying areas for improvement. Agree or disagree?	Pearson correlation Sig. (two-tailed) N	0.947** 0.000 51	1 0.000 51	0.862** 0.000 51	0.947** 0.000 51
Employee skill regarding performance appraisal enhance project workflow by sharing expertise. Agree or disagree?	Pearson correlation Sig. (two-tailed) N	0.866** 0.000 51	0.871** 0.000 51	1 0.000 51	0.832** 0.000 51
In the case of fair recruitment processes performance appraisal is the first and foremost important aspect that improves employee engagement skills. Agree or disagree?	Pearson correlation Sig. (two-tailed) N	0.886** 0.000 51	0.932** 0.000 51	1 0.000 51	0.826** 0.000 51
Performance appraisal is the deciding factor for the company competitiveness and employee performance. Agree or disagree?	Pearson correlation Sig. (two-tailed) N	0.925** 0.000 51	0.832** 0.000 51	0.826** 0.000 51	1 0.000 51

Note: **Correlation is significant at the 0.01 level (two-tailed).

Source: Self-developed in SPSS

Table 3 Linear regression analysis (model summary)

<i>Model summary</i>									
<i>Model</i>	<i>R</i>	<i>R square</i>	<i>Adjusted R square</i>	<i>Std. error of the estimate</i>	<i>Change statistics</i>				
					<i>R square change</i>	<i>F. change</i>	<i>df1</i>	<i>df2</i>	<i>Sig. F change</i>
1	0.949 ^a	0.902	0.895	0.417	0.902	143.426	3	47	0.000

Notes: ^aPredictors: (Constant), HRMP can be classified in respect of their influence, employee skills and abilities, motivation or structure of the work. Agree or disagree? Performance appraisals help companies to find out whether the employee is being productive or a liability. Employee skills regarding performance appraisals enhance project workflow by sharing expertise. Agree or disagree?

Source: Self-developed by the learner

4.3.2 ANOVA

This image is regarding the analysis of the variance that can be understood by the regression and the residual value (Table 4). The regression value of the analysis is observed to be 74.809, with a residual value of 8.172. The total value of a sum of squares is 82.980. Apart from that, the mean square value of the statistical analysis is 24.936, with a residual value of 0.174. Moreover, the F value of this statistical analysis is 143.426, which shows that the analysis is statistically significant. In general, the calculation of variables across the means can be understood by the analysis of variance or ANOVA. The analysis of the variance also understands the differences between means and different groups. Apart from that, the study shows that this type of ANOVA is devoid of the chi-square value, which needs to be taken in case of a hypothesis. As there is no hypothesis testing, this ANOVA is devoid of Chi-square. No crosstab analysis is required in this scenario.

Table 4 ANOVA

<i>ANOVA^a</i>						
<i>Model</i>		<i>Sum of squares</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	74.809	3	24.936	143.426	0.000 ^b
	Residual	8.172	47	174		
	Total	82.980	50			

Notes: ^aDependent variable: management by objectives, 360 degrees feedback are two important performance appraisal method that is required for enhancing the competitive advantages in this scenario. Agree or disagree?

^bPredictors: (Constant), HRMP can be classified in respect of their influence, employee skills and abilities, motivation or structure of the work. Agree or disagree? Performance appraisals help companies to find out whether the employee is being productive or a liability. Employee skills regarding performance appraisals enhance project workflow by sharing expertise. Agree or disagree?

Source: Self-developed in SPSS

Table 5 Cronbach alpha

<i>Reliability statistics</i>		
<i>Cronbach's alpha</i>	<i>Cronbach's alpha based on standardised items</i>	<i>No. of items</i>
0.983	0.985	3

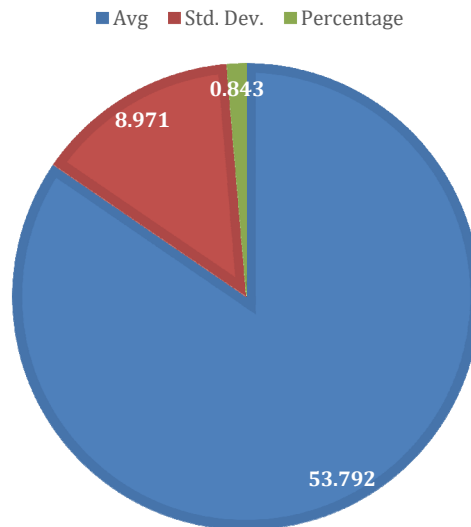
Source: Self-developed in SPSS

4.3.3 Cronbach alpha

This image is about the Cronbach alpha of the present study (Table 5). In a statistical analysis, Cronbach alpha discusses the internal consistency of variables. The value of the Cronbach alpha below one is considered to have a high level of internal consistency. Therefore, it is evident that there is a high level of internal consistency; variables have adequate validity and reliability. The Cronbach alpha value is 0.983, which shows that the entire variable has a high level of internal consistency.

4.3.4 Collinearity diagnostics

This image is about collinearity diagnostics of variables. In dimension one, the eigenvalue is 3.817 with a condition index of 1.000 (Table 6). In dimension two, the eigenvalue is 0.159 with a condition index of 4.896. On the other hand, in dimension three, the eigenvalue is 0.15 with a condition index of 15.714. A sharp increase in the condition index is observed gradually. The relationship between two predictor variables is correlated, which shows that the association has multicollinearity.

Figure 7 Pie chart 1 (see online version for colours)

Source: Self-developed in SPSS

Table 6 Collinearity diagnostics

Collinearity diagnostics ^a						
Model	Dimension	Eigenvalue	Condition index	Variance proportions		
				Performance appraisals help the companies to find out whether the employee is being productive or a liability (Constant)	Employee skill regarding performance appraisal enhance project workflow by sharing expertise. Agree or disagree?	HRMP can be classified in respect of their influence, employee skills and abilities, motivation or structure of the work. Agree or disagree?
1	1	3.786	1.000	0.00	0.00	0.00
	2	0.1	4.896	27	0.02	0.02
	3	0.015	15.714	0.70	0.15	0.01
	4	0.009	20.954	0.03	0.83	0.97

Notes: ^aDependent variable: management by objectives, 360 degrees feedback are two important performance appraisal method that is required for enhancing the competitive advantages in this scenario. Agree or disagree?

Source: Self-developed by the learner

4.3.5 Pie chart

Responses to variables are high, showing positive feedback from participants (Figure 7). 52.94% of the participants strongly agreed with the questions. 3.90% of the respondents strongly disagree with the question. 33.33% of responses agreed with the question. Overall, it is evident that all responses have a high degree of response; therefore, the statistical analysis is properly valid.

4.4 Secondary analysis

Employees and organisations can both benefit from performance appraisal. They define goals and expectations and also encourage open communication. As Islami et al. (2018) suggest, the greatest performance appraisal includes conversations between management and the employee that bring positive feedback and suggestions for improvement of the organisation. Supervisors and employees can use performance appraisals to enhance strengths and faults in employee performance. Employees are assigned to activities in which they are also providing opportunities to develop skills. The employees and supervisors can use performance appraisal for the employee's personal goals and the supervisor's goal for the betterment of the organisation. They are working together to achieve goals and develop skills for their organisation. In larger organisations, an employee's performance and an individual employee's expectations create a link. This performance appraisal helps the employees to prioritise their responsibilities to the supervisor's expectations. So, a performance appraisal should allow supervisors and employees to communicate. Performance appraisals are beneficial to both the employees and the organisation. It benefits increased job satisfaction, improved sense of employees and loyalty to the organisation. An employee can recognise an organisation's functions, which can boost the organisation's performance. Employee productivity can be increased by this as well as the development of the organisation is possible. As suggested by recognise et al. (2020), the objective is to examine behaviour and results. Supervisors should be aware of the benefits of performance appraisal and positively conclude the organisation.

For effective performance, the first manager should clear the goal of appraisal and enhance the thoughts and ideas of work procedure to fulfil the organisation's goals. Giving employees proper training, exploring the importance of job performance and valuing the employee self-appraisal. Performance management increases the employees' performance and helps them to achieve goals. Usually, employees do not have much experience in judging performance appraisal. So, they should be properly informed about the self-appraisal process. The objective of self-appraisal is to understand the performance management system, work management system, and impact of goal setting on job performance. Proper training and methods can help make the process more objective. Supervisors can be helpful in leadership training on some topics. The appraisal process is more acceptable and enjoyable for the employees, so the organisation's profit must be enhanced.

Performance appraisal is the most crucial component of management for an organisation. An appraisal is increasing and involves giving feedback to their supervisors. Subordinates, customers or superiors perform appraisals. Performance appraisal system allows the evaluation of multiple performance aspects. They provide useful feedback to employees and management. These appraisals are pointless unless the feedback system

complements them. Reward systems can be a powerful motivator, but only when combined. Managers should be aware of several techniques, performances, benefits and drawbacks. Incentive systems will be valuable for managers in selecting the best system for the organisation.

Employees can depend on the performance of the appraisal system to perform important tasks. Managers should stay updated on the latest developments, like the pay and reward system. So, they can make changes by modifying it. Managers are regularly active in staff training and development performance, monitoring and offering job feedback. This performance is examined on a needed basis, or the assessment and review process is ineffective. As suggested by Kutanoğlu et al. (2018), there are three aspects of the performance appraisal system – the uses of performance appraisals, problems in performance appraisals, and the methods for decreasing the errors. Performance appraisals are used for different reasons in most organisations. These help to increase employee productivity in the development of organisations.

Employees' feedback is important in performance appraisals. It is all about the quantity and quality of job performance. Employees are less knowledgeable about their performance and should know they need to improve their work. Performance appraisals can also help to develop the work procedures of employees. They can learn about their strengths and weaknesses. This can initiate the improvement of self. In addition, appraisals may initiate reward systems on an employee's performance. The plan should be merit-based. Performance appraisals also serve personnel-related functions. They can be valuable for making personal choices such as promotion, transfer, and termination. Appraisal systems can assist management, which should be capable of selection and placement. Performance appraisals assist managers that they can find employees' abilities for immediate or future performances. As Saeed (2019) suggested, in this case, new design training programs might be implemented to help the company's human resource department. There are lots of issues that could give value to appraisal techniques. The majority of difficulties are upon the validity and dependability of methodology. A successful performance appraisal system should have a high level of validity and reliability.

Human resource management is a strategic approach to managing employment relations that emphasises the people's strength in generating competitive advantages. The importance of human resource management is recruiting large employees and also firing employees. Human resources and human capital represent the growing recognition of employees. Cappelli and Canyon (2018) suggest that that term includes the qualities of people that bring knowledge, intelligence, and enthusiasm and improves the ability to learn. Human resources are strategic because they constitute a strategic capability. The organisation should have qualified and skilled workers. Employees display suitable behaviour that is compatible with the organisation. So, it is the responsibility of the human resource team to guarantee that the appraisal process runs smoothly.

The HR team's first and most important task is to make a plan for the entire appraisal process. That is important to make the procedure straightforward and not too processed. That should be different responsibilities for every employee. Their major responsibilities depend on creating and designing a suitable procedure. Employees must be thoroughly informed about the appraisal process. The criteria of this process must be clear. Employees should be given sufficient training to handle the performance appraisal process. As Roscoe (2019) suggested, they must understand that they do not insult anyone but assist individuals by setting goals. Some employees do not like the idea of

performance appraisal. So, it is the responsibility of the HR group to change the concept. The HR department must meet with rewiring authorities to guarantee that appraisals should be completed on time and benefit the employee. It should be reserved for the employee that worked hard throughout the year. These performance appraisals should guide managers and supervisors to ensure a fair appraisal is completed. The HR department can interact with employees' daily actions, like routine work, behaviour, and relations with seniors and fellow workers. There are a lot of responsibilities present in the HR department, which should give increment letters to the recipient. They should hand it over only to the employee. That should not be discussed in front of others. As a professional HR, it is their responsibility to make employees happy.

An organisation's critical and necessary phase is managing and training the employees. Management must be able to recognise an employee's level of performance. So, they can be rewarded based on their contribution towards the company. The employee should be able to understand the rules and regulations of the organisation, and difficulties should be avoided. As Yusof (2020) suggested, mutual understanding and confidence should be created among the employees. The system should be capable of ensuring that all employees are treated fairly. When preparing performance appraisals, employees should be treated with respect. The organisation should be suitable for structure, needs, development, and employees should be able to achieve results like promotion, increments and placements. Performance appraisal plans are needed to meet both organisational and individual. It is effective in human resource management. The aim is individual growth, salary view, work planning, and promotion. As suggested by Tambo (2019), the main objective of this program is to find the weakness and strengths of the employees. Identifying, addressing, training, and goals for the organisation. To collect accurate data on employees, if an employee's performance is lowered, then to assist in enhancing his performance, to understand the tradition and promote the cultures of the organisations.

5 Conclusions

Performance appraisals are more than a procedure of evaluating an individual's performance. It aims to improve the performances of individuals to achieve a larger goal. A good performance appraisal should include creating a plan that develops the individual's performance. The employees and supervisors should work together to have a flow of communication, lacking and career goals. A variety of methodologies should conduct the performance appraisals. The standard and actual performances give a differentiation, and authorities should be able to understand the need for training. Training should be properly done so that employees can enhance their working skills for future betterment. So, a performance appraisal is an important issue in any organisation. And it is a method by which productivity can be measured. Every organisation contains goals and objectives, and the involvement of every employee benefits the organisation. Appraisals are a positive way of managing each employee's role in an organisation. So, human resource management plays a crucial role in managing the organisation. Thus, this thesis aims to enhance management's performance and influence employees' performance. And the objective is to find the relationship between the performance management system and employee management.

5.1 Limitations

According to this research, it is more likely to create annual reviews that emphasise the results that employees produce to performance goals rather than how closely they adhere to historical behaviour patterns, which is the main limitation. This understanding is in line with the scholars' advice that management teams should present specific performance goals, allowing employees to innovate in pursuing these objectives. This advice follows the new involvement that leaders are required to play as a consequence of the digital evolution of the workplace. There were a few restrictions placed on the current study that should be mentioned. The original study is transverse departmental, which is the original study's initial drawback. Cross-sectional analyses are carried out at a specific period and do not reveal the order of the events; hence, causality cannot be inferred from the study. Therefore, long or interventional research is advised to get around a large cross-sectional study's limitations. The second drawback was that this study's perceptions were the only ones used. If executives had participated in the information disclosure or organisational statistics like licensed copyrights had been used, the outcomes would have been more explanatory. Research using multiple sources and methodologies is advised. The respondents' representation of the labour force was a second drawback. It is reasonable to anticipate that there might be variations per organisation and throughout the business, so research in this field is advised.

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