



PERFORMANCE APPRAISAL SYSTEM AT SPEHRE.IO

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ABSTRACT

The formal and systematic evaluation of individual performance by organizations, the giving of feedback, fostering of employee development, and human-century management-the type correlates the personal goals and objectives with those of the organization. This article focuses on the different kinds of performance appraisal systems, issues of performance appraisal systems, and how best to implement them effectively.

INTRODUCTION

A performance appraisal system is a structured mechanism that judges individual contributions in an organization. Performance appraisal serves several purposes such as performance evaluation, career development, compensation issues, and the identification of training needs.

There exist various techniques of performance appraisal in organizations that ensure fairness and accuracy with motivation to the employees. Other than that, an effective performance appraisal system, on one hand, fosters the culture of continuous learning and improvement, while, on the other hand, helps in recognizing the high-performing employees, creating morale, and increasing productivity. Performance appraisals foster talent retention through recognition of individual contributions and opportunities for further career development. They are further used as a strategic tool for workforce planning that allows the organization to proactively identify future leaders and fill in the gaps in skill. With a high level of transparency and objectivity, appraisal helps to improve engagement, reduce conflict situations, and facilitate a more unified spirit.

Reflecting work in contemporary organizations, these performance evaluation trends have seen the infusion of technology-driven solutions with AI-based evaluation of performance tracking for accuracy and effective feedback. This new-age integrated method keeps performance evaluation responsive and data-based towards the strategic vision of the organization.

1. Traditional Methods

- ❖ **Ranking Method:** Employees are ranked from best to worst according to their performance on the basis of fairly simple and direct comparisons; however, this approach may not do justice in some cases since the job roles are different.
- ❖ **Paired Comparison:** The method compares employees in pairs to determine relative performance. This technique is workable for small teams, in which case we expect the method to flourish in assisting the evaluator; on the other hand, it becomes an increasingly complicated activity as the number of employees rises.

- ❖ **Critical Incident Method:** This method records and evaluates specific instances of an employee's behavior. Qualitative feedback is useful; however, recovering such evidence may be rather time-consuming.
- ❖ **Essay Method:** Evaluators compile a narrative assessment of the employee's strengths and weaknesses, as well as overall contributions. Though this permits considerable insights on the subject, it is extremely subjective and varies with the evaluator's ability to write.
- ❖ **Checklist Method:** It measures an employee against a checklist of behavioral and functional competencies. This way of evaluation seems to be easy; however, it is somewhat rigid in not being able to accommodate individual cases in performance.

2. Modern Methods

- ❖ Feedback is gathered from all quarters of the enterprise through the 360-degree feedback method: peers, subordinates, and managers. This method provides a more comprehensive view of an employee's performance and encourages a more open lines of communication.
- ❖ **Management by Objectives:** Specific performance goals are set by the employees and their managers for which they are held accountable upon their attainment. This method takes accountability and aligns with organizational objectives.
- ❖ **Behaviorally Anchored Rating Scales:** Performance is evaluated based on predefined behavioral indicators. This approach links the rating to specific behaviors, thus reducing subjectivity.
- ❖ **Key Performance Indicators:** These are measurable and quantifiable metrics used to measure the performance effectiveness of a certain task. KPIs work for the organization to measure the constant updates and facilitate the organizations with real-time data to make inferences on decisions.
- ❖ **Human Resource Accounting Method:** Employees are assessed financially in view of their value to the organization. This method helps in calculating the rate of return on investments made in human resources.
- ❖ **Assessment Centers:** Employees are assessed in simulation and actual exercise of several exercises to test for skills and competencies. This method works well in the selection of potential leaders and areas of development.

SIGNIFICANCE OF PAS

One of the key and significant functions of the well-thought-out performance appraisal systems is that they develop the organization-more productive by treating employees fairly, motivating to improve, and aligning to objectives. The following are some key benefits from a detailed discussion:

1. Improve Employee Development

- Regular evaluations provide self-awareness to employees about strengths and improvement areas.
- Personalized feedback gives the space for setting career goals and improving skills meaningful to the individual role.
- Supports with development for continuous learning and professionalism.

2. Align Goals with Organizational Objectives

- Ensures that the efforts put are in alignment with the overall strategic vision of the company.
- Managements keep track with whether individual and team performance goes with regards to long-term business goals.
- Encourages frameworks for goal-setting such as Management by Objectives (MBO) to consolidate personal and company success.

3. Facilitates Promotions and Salary Decisions

- It is data-driven for salary increment, bonus, and promotion purposes.

- Career advancement or leadership opportunity can be given based on high-performance recognition of employees.
- Contentment is increased by merit-based rewards rather than favoritism.

4. Identifying Training and Development Needs

- Show skill gaps requiring targeted training and development programs.
- Assist human resources function in developing effective learning modules to train the employee workforce.
- This also encourages upskilling and reskilling as it prepares employees for the changing roles in the workplace.

5. Enhancing Employee Motivation and Engagement

- Constructive feedback would inspire the employee as he would feel quality within the workforce, creating more motivation toward improved performance.
- Hard work is recognized in conjunction with job satisfaction and commitment to the organization.
- Periodic evaluations induce the employee into being proactive in his work.

6. Cement a Culture of Continual Improvement

- Encourage all employees to keep improving their competencies so they can remain competitive.
- It gives occasion for introspection and personal growth.
- Dynamic and innovation friendly adapting to the changing business needs is an added advantage.

7. It Brings in More Organizational Transparency

- Fair appraisal system structures clear and makes it an avenue for fairness and transparency in evaluations.
- Presumably, this reduces uncertainties associated with how performance is measured and rewarded once employees are aware of this fact.
- Confidence and trust between employees and management are built on this conducive work culture.

8. Minimize Workplace Conflicts

- Reduced ambiguity between employees and supervisors based on well-defined performance criteria.
- Objective evaluations reduce the bias and favoritism, thus eliminating dissatisfaction.
- Effective feedback mechanism will encourage open communication thus leading to the resolution of disputes amicably.

9. Boosts Employee Loyalty

- Recognition coupled with an opportunity for personal development enhances the retention of employees.
- Employee turnover is reduced as the existing employees realize that the company values them and supports their career growth.
- It creates job security and career advancement, hence engendering employee loyalty.

10. Aids in Legal Compliance

- Provide adequate record keeping for appraisals in case of any disputes regarding promotions, dismissals, or discrimination at the workplace.
- Appraisal processes should be guided by the principles of labor laws and company regulations.
- Appraisal processes should be carried out in an ethical manner, therefore reducing any risk of legal claims in relation to unfair treatment or bias during appraisals.

11. Aids in Workforce Planning

- Supports organizations in identifying where their future leaders and high-potential employees may lie.

- Supports succession planning, ensuring effective transitions in leadership positions when key employees depart.
- Helps in making informed assessments of workforce capabilities to make appropriate resource and personnel assignments.

CHALLENGES IN PAS

Though the performance appraisal systems carry multiple benefits, organizations, in general, face a number of very potent challenges in their implementation and execution. These challenges create a major impact on the fairness, efficacy of the system, and even its acceptance by the employees. All of these ultimately have a strong

impact not only on individual morale but also on the organization's productivity. An in-depth study of the challenges is presented below along with their implications.

1. Lack of Standardization.

- Different appraisal methods in different departments lead to different levels of standards in evaluation.
- Some subjective criteria used in one department may have been defined as objective elsewhere, thus not achieving consistency regarding promotion or reward.
- Absence of standard performance benchmarks makes it impossible to compare anywhere between teams or divisions.

2. Bias and Subjectivity

- Halo Effect: Evaluation of the overall performance of an employee on the basis of a single plus point or achievement and ignoring many others with inferior performance.
- Horns Effect: A single act of misconduct is enough to deteriorate an employee's evaluation overall.
- Recency Bias: Evaluation is dependent more on recent events rather than the whole tenure of an individual employee.
- Leniency or Stringency Bias: A long section of managers tolerates a very poor performance. While another group lines of managers would rather be very strict in performance of an employee as a whole with respect to their management practice.
- Similarity Bias: Perhaps evaluators unconsciously favor employees that share similar backgrounds, interests, or personalities as themselves.

3. Resistance from Employees.

- Employees regard the appraisal more as a judgment than as a chance to improve.
- They develop stress and anxiety waves that lead them to be less productive when they encounter criticism or are likely to experience bad consequences.
- Lack of involvement in the appraisal process makes the employees disempowered and disengaged.

4. A Lengthy Journey

- Even though performance evaluations are looked upon as a time-consuming process, they take up time and effort in large institutions.
- Most managers tend to juggle their primary roles and do the work of performance evaluations on top of it.
- More feedback sessions, documentation, and follow-ups often come with administrative difficulties.

5. Incomplete Follow-up

- Feedback becomes underutilized in employee development if no clear action plans are put in place after appraisal.

- Employees feel demotivated when appraisal discussions do not result in evident advances or possibilities for growth in their careers.
- Employees can be left repeating errors without correction as a result of the lack of ongoing feedback between the appraisal cycles.

6. Technology-related Issues

- Limited to HR technol, organizations will not have the chance to analyze and track employee performance effectively.
- Having a manual appraisal process may lead to bias decision-making, erroneous data, and inconsistency.
- Resistance in accepting the AI-driven performance evaluation tools hinders automation and also objective evaluation based on merit.

7. Misalignment with Organizational Strategy

- Performance appraisals do not help drive success for the organization if they are not aligned with the business goals.
- Thus, as APPRAISAL becomes a mere formality rather than a useful tool, KPIs and evaluation metrics are not linked with strategic priorities.
- Lack of integration between individual performance objective and company-specific objectives can lead to inefficiencies and mis-secured efforts.

8. Employee Distrust and Low Morale

- A poorly executed performance review can leave people skeptical and disengaged.
- Most likely, the employees lose their faith in the system and the organization at large if they perceive appraisals are unfair or biased.
- Lack of transparency concerning performance ratings and promotion will at least lead to dissatisfaction and at most greater attrition rates.

9. Measuring Soft Skills Difficulty

- While more easily measured, technical skills and quantitative accomplishments are very difficult to comprehend and measure.
- Soft skills interpreted on subjective grounds can vary grossly despite evaluating by different people.

10. Legal and Ethical Issues

- Discriminatory practices, whether intentional or unintentional, expose organizations to legal risks.
- Absence of documentation invites difficulty when it comes to defending appraisal decisions during disputes.
- Unethical practices such favoritism, falsified ratings, manipulation of performance, harm the morale of the workplace and the credibility of the organization.

BEST PRACTICES IN PAS

A well-structured performance appraisal ensures that employees get a completely fair assessment, constructive feedback, and the chance to develop. The points listed below are some of the best practices along with other supplementary details for making the process more effective.

1. Set Clear, Measurable Objectives

- Define SMART (Specific, Measurable, Achievable, Relevant, Time-Bound) goals in performance.
- Align individual goals with the corporate goals to mark the outcome in one direction.
- Clearly communicate to employees the criteria that will be set for evaluation so that they can understand expectations.

2. Many Kinds of Evaluation Methods

- Combine old and contemporary appraisal techniques to create a more wholesome evaluation.
- Use 360-degree feedback that includes open perspectives by peers, subordinates, and supervisors.
- Adopt Key Performance Indicators (KPI) and Behaviorally Anchored Rating Scales (BARS) for objective measurement.
- Encourage self-assessments where employees will be able to reflect on their own performance.

3. Provide Constructive Feedback

- Offer development feedback rather than merely focusing on weaknesses.
- Use the "SBI" (Situation-Behavior-Impact) model for specificity and actionability.
- Feedback sessions should be more numerous than an annual review; Again, specify what is plus balanced with what needs improvement to keep motivation up.

4. Train Managers and Supervisors

- Provide appraisal training for managers to reduce bias and ensure consistency.
- Educate leaders on using effective coaching skills for development.
- Train evaluators in conflict resolution and emotional intelligence to be able to manage sensitive issues in discussions concerning performance.
- Ensure managers continuously document performance instead of having it all rest in their heads during review time.

5. Involve Employees

- Encourage employees to take an active role in setting goals and self-evaluation.
- Conceive performance discussions as a bilateral conversation instead of a unilateral discussion.
- Allow the employees to express their complaints, difficulties, and ambitions during appraisal communication.
- Appropriate peer review promotes teamwork and holds individuals accountable.

6. Public and Private

- Establish objectives that are transparent in the way performance data are collected and utilized.
- Performance records will remain confidential and accessible only to relevant stakeholders.
- Let the rules of transparency govern promotion, reward, or training for successful job performance.
- It eliminates favoritism in evaluation across departments by creating standard evaluation criteria.

7. Update and Review the System Routine

- Appraisal systems should change to keep obesity with industry trends and new business policies and job entitles.
- Perform periodic audits to flush out inconsistencies or biases in performance appraisal.
- Take feedback from employees and managers for improving the appraisal process.
- Link HR Analytics and AI-driven performance metrics for data-based decision-making.

8. Link Performance Appraisals with Career Development

- Identify training and development needs through appraisal results.
- Create individualized career development plans for employees, based on their strengths and weaknesses.
- Encourage mentorship and coaching as part of the employee development beyond formal training programs.
- Extend performance evaluations to succession planning, thereby ensuring a future pipeline of leaders.

9. Recognize and Reward High Performers

- Performance appraisals should include incentives like pay raises, bonuses, and recognition programs.

- Introduce non-monetary incentives including added assignments, flexible work schedules, and leadership opportunities.
- Develop a culture of celebrating employees by publicly recognizing their achievements.
- Balanced and meritocratic in the distribution of rewards; appropriate to employee morale and motivation.

LITERATURE REVIEW

Measuring the effectiveness of employee evaluation methods like rating scales, ranking, and balanced scorecard approaches on the training needs and promotion decisions is the major consideration of the paper. It talks about common biases in evaluations while stressing structured goal setting, communication, and later monitoring of performance. With regard to recommendations, the paper suggests digital tools for appraisal, performance incentives, and advanced training for the sake of transparency and effectiveness.[1]

Indicating performance appraisals in India's service industry, the research seeks to explore the extent to which these are really influencing job satisfaction, culture in organizations, and employee retention. It further delves into the errors of ratings that influence the validity and addresses such aspects as goal-setting, skills assessment, and continuous development. This part of the research would highly justify the fact that these performance reviews require proper feedback and communication and conclude with the fact that appraisals must be designed to facilitate the growth of employees as well as organizations.[2]

This study analyzes performance appraisals in India's IT industry with regard to employee evaluation, motivation, and organizational growth. The benefits of appraisals for promotion, training assessment, and communication are discussed; however, challenges such as poor data and time constraints are also addressed. The findings suggest that appraisal structures be more organized and transparent; unfortunately, this will require changing in fairness and more alignment with industry growth.[3]

This study investigates the effects of performance appraisal on employee motivation in Nepal's service industry, utilizing survey and statistical analysis. Regular and fair evaluations improve motivation with multiple evaluators, reducing bias. The study, while insightful, calls for broader sampling and more in-depth qualitative analysis for strengthening its findings.[4]

This research addresses performance appraisal. Effectiveness performance appraisal is culled while raising issues related to feedback, evaluations from all angles, and psychological factors. It discusses rater bias, feedback-related issues, and employee resistance to performances, thus revealing the position of appraisal in workplace hierarchies. Despite all operations, systems concerning performance appraisal continue to exist-basically, people need to learn fair and efficient ways of appraisal.[5]

The performance appraisal systems were studied in small and medium enterprises (SMEs) along the lines of fairness, automation, and efficiency. The past literature mentions several constraints peculiar to evaluating designers' performance, namely subjective assessments and complex industry workflows. PDM-integrated workflow-based appraisal models have been postulated to provide greater access to such evaluations through enhanced objectivity and coordination. Building on these approaches, this study therefore aims to offer a system to increase the accuracy of appraisals through process management and data-driven assessment methods.[6]

The literature review suggests that HR is of significance to organizations, and employee performance assessments greatly impact achieving organizational goals. It identifies the limitations of the traditional performance appraisal system and introduces the use of computerized Decision Support Systems (DSS) to improve efficiency and transparency. The study covers the 360-degree feedback program to minimize subjectivity and the Simple Multi-Attribute Rating Technique (SMART) for structured, multi-attributes appraisal.[7]

The entire performance appraisal system places into consideration what the author feels should be its most important parts: the commitment of top management to the appraisal system, the establishment of objectives for each employee, and a program of proper training for rater personnel. The multiple-rater system, self-appraisal, and consideration of factors affecting the legal view of the appraisal also receive attention. The motivating role,

along with commitment to implementing any organizational goals, is emphasized by this study. It also reviews other functions a performance appraisal can fulfil.[8]

Within the review of empathy in literature, there is a lot of work done on different biases that can creep into performance appraisal systems, such as the halo effect, horn effect, and recency error, which all threaten employee motivation and productivity. On the other hand, past studies maintain that structured appraisal criteria, continuous feedback, and rater training can help reduce subjectivity and improve fairness. Other studies found that employee perceptions of systems of appraisal will determine their commitment and acceptance of performance evaluation. These examples lay a foundation for exploring appraisal biases in educational institutions, which is the focus of this paper.[9]

In the studies on performance appraisal systems, a focal point has been their very important role in employee motivation, productivity, and organizational efficiency. Research has emphasized the values of fairness, trust, and communication in the appraisal process while focusing on the possible pitfalls of bias and employee dissatisfaction. Research has also stressed the importance of money as a motivational factor, and merit pay systems that are underfunded will not be able to work well. There is, however, an ever-increasing demand for improving appraisal mechanisms to sustain employee satisfaction and enhance organizational effectiveness. [10]

RESEARCH GAP

The research gap across these papers mostly leans towards the implementing technology in AI-driven performance appraisal systems, which is mentioned anywhere from not at all to barely in passing, while my paper explores it at great length. Most of the paper discusses the performance appraisal trends in Indian IT companies, and in doing so, it describes the various conceptual frameworks, challenges, and factors influencing traditional evaluation methods. This is where an in-depth coverage of automation, employee resistance, and legal issues would have proved beneficial. In contrast, my work examines AI-driven appraisal systems in-depth with a view toward contrasting them with traditional and modern methods while emphasizing bias reduction, legal compliance, and mechanisms for continuous feedback. Further, my paper elaborates on the role of technology in monitoring performance and strategizing workforce planning, both of which are minimally covered by the papers. These advances have, however, created another gap in hybrid appraisal models covering a combination of human judgment and AI-driven assessments to be fair and transparent to engage employees better. My research seeks to fill this gap by critically examining technology-based performance evaluation systems, their effectiveness toward enhancing appraisal outcomes, and their influence on organizational decision-making, employee satisfaction, and legal compliance.

FINDINGS

1. Impact on Employee Performance

- The study shows that structured performance appraisals affect employee productivity, motivation, and engagement. Employees who receive regular feedback perform better and are more satisfied with their jobs.

2. The Effectiveness of Appraisal Methods

- Traditional appraisal systems, such as ranking and paired comparisons, tend to frustrate employees due to the competitive nature, while modern approaches such as 360-degree appraisal and KPI present a more balanced view of assessment that seems fairer and seems more complete.

3. Implementation Challenges

- The findings suggest that organizations grapple with biases, inconsistency, and lack of transparency in performance evaluation. Because of subjectivity, the implementation of appraisal systems creates excessive instances of unfair assessment that result in diminished employee trust in the entire system.

4. Technology's Role

- With the introduction of performance management software and AI-assisted analytics, performance appraisals have become more accurate and swift; however, small and medium enterprises still follow manual methods that result in varying degrees of error.

5. Employee Perception and Resistance

- Many employees consider performance appraisal as a punitive measure rather than a development tool. The development of such beliefs comes often from a lack of well-communicated evaluation criteria and feedback mechanisms.

6. Impact on Career Advancement

- Employees receiving constructive performance comments have greater promotion rates and chances for advancement; however, a lack of timely follow-up corrective action diminishes the impact of the appraisal system on employee development.

7. Training and Development Needs

- Findings imply that organizations with structured appraisal systems efficiently identify skill gaps and can design an employee training program that would raise the capabilities of their workforce.

8. Legal and Ethical Considerations

- Many organizations conduct performance reviews without proper documentation, which sets the stage for legal actions pertaining to promotions, termination, and discrimination claims. It is imperative to maintain proper records and conduct evaluations in an open and transparent manner.

RECOMMENDATIONS

1. Goal Development

- The organization needs to have well-defined, measurable, and role-specific performance indicators for objective evaluations. Clear expectations reduce ambiguity and enhance acceptance of the appraisal process by employees.

2. A Hybrid of Appraisal Methodologies

- A fair and balanced appraisal method will use both the traditional and the modern. For instance, KPIs can be combined with 360 feedback for both quantitative and qualitative evaluation processes.

3. Reduce Bias through Training

- Deliberately selected raters must undergo bias-awareness training so that appraisals can be based on fairness, consistency, and impartiality without personal judgments. AI-based performance analytics can be beneficial in limiting human bias as well.

4. Enhance Employee Engagement

- In the interest of transparency, employees ought to be involved in setting goals and conducting self-assessments. A teamwork style of appraisal fosters cooperation and accountability.

5. Give Continuous Constructive Feedback

- Appraisals should not be done only once a year. It should be a continuous feedback process whereby the employee's performance would be assessed monthly or quarterly.

6. Use Technology

- Organizations should invest in AI solutions for the performance management system to automate evaluations, track trends, and gather data-based insights. It will ensure efficiency and consistency in performance review processes.

7. Interlink the Process of Performance Appraisal with Career Development

- The process of appraisal evaluation should feed directly into development programs for the employee. Organizations should provide mentorship, skill-building programs, and opportunities for career advancement depending on appraisal results.

8. Resistance from Employees

- Transparency in terms of objectives of the appraisal, benefits to employees, and the system of the conduct will reduce the resistance. The employees should look at the appraisal as a platform of growth and not punishment.

9. Documentation and Legal Issues

- The documentation of performance appraisal must be very clear and include all aspects of feedback, an improvement plan, and performance-based decisions to avoid legal disagreements, thus increasing HR compliance.

10. Consistent Updates to the System

- Based on regular employee feedback, industry trends, and technical innovations, organizations ought to frequently improve their performance appraisal process for it to continue being relevant and effective.

CONCLUSION

The existence of a well-structured performance appraisal system is paramount for individual employee development, operationalization of success with the organization, and their presentation to the human resource decision-makers. This study portrays the advantages of the appraisal process, like stimulating productivity, motivating employees, and promoting career development, while identifying negative challenges such as bias, lack of transparency, and employee resistance. Eggar from the other side of the spectrum, 360-degree feedback and AI-tracking seem to produce greater accuracy and fairness than conventional methods.

So far, overcoming the challenges presented might require organizations to aspire to a hybrid form in which traditional and modern practices find resonance. Incorporating training on bias for managers, employee participation, and technology capabilities in the assessment process can increase effectiveness. Continuing to update the appraisal system to stay in line with career development and business goals will promote employee trust and engagement.

Performance appraisal systems must be continuous and open, hence focused on development, where culture fairness, motivation, and growth will be cultivated. Best practice implementations will channel a rise in productivity and satisfaction toward the achievement of sustained competitive advantage for respective industries.

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