

THE IMPACT OF 360 APPRAISAL SYSTEM ON EMPLOYEE PRODUCTIVITY

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Abstract

This research paper is about the impact of using 360 appraisal system in the organization. Basically, by 360 appraisal system all the members of the organization can give feedback about the employee's performance anonymously. The performance appraisal system is the most important for the performance of human resources if conducted fairly and effectively. Researcher have done researches about the impact of 360 appraisal system but with limited variables. This research paper is introducing two new more variables and finding the impact of appraisal system on them. The objective of this research to find the further impact of 360 appraisal system on employees' performance and productivity and their contribution towards the organization. This paper shows the relation of 360 appraisal system with Subjectivity biasness, HR analytics, Employee satisfaction, Employee performance, Employee career development and Succession planning. Since there are several ways of data collection, we chose questionnaires to collect data because it gives cost efficiency and speedy results and it is convenient as compared to other methods. Due to the limitation of time some variables which could be added but we didn't add due to the limited time. So, the future researchers should add more variables in this model as well. Since, this study has been conducted in Karachi so, the future researchers could also conduct this research with the same model by adding more variables which still needs to be discovered after the study of this research paper and also with another sample and sample size.

Key words: 360 Appraisal System, Subjectivity Bias, HR Analytics, Organizational Commitment, Employee Satisfaction, Employee Performance, Succession Planning, Career Development, Effectiveness.

Introduction

Overview and Background:

360 appraisal system is a process in which not only bosses or heads give feedback about their employees' performance but also employees' colleagues, office friends and customers evaluate employees' performance anonymously. Organizations recognize their employees as their important assets for investment (Schraeder & Jordan, 2011) as they impact organization's productivity (Sundaray, 2011). Organizations are highly investing in many departments to train its employees to meet its competitive advantage as the performance of employees is important in increasing organization's productivity (Hameed & Waheed, 2011).

The appraisal system is most important for the performance of human resources if conducted fairly and effectively but if not then there will be a factor of dissatisfaction (Shrivastava & Purang, 2011). As unfair evaluations creates discrimination and results in unethical decision making in organizations (Maas & Torres-González, "Subjective performance evaluation and gender discrimination", 2011). Dissatisfied employees because of unfair evaluations give negative outputs and also make them to think of changing their job as they become low committed towards organization (Dusterhoff, Cunningham, & MacGregor, 2014).

Creating an effective appraisal system is found to be more challenging for HR in the improvement of employees' performances (Harrington & Lee, 2015). The adoption and implementation of new technologies on performance appraisal system impacts to improve performance of organization. (Murphy & DeNisi, 2008). There are many advantages of integrating technology into appraisal system performance, this can be beneficial for both the employees and organizations (Farr, Fairchild, & Cassidy, 2013). It is noticed that for formulating and making decision, there is little role of HR analytics (Falletta, 2014).

Problem Statement:

The purpose of our research is to identify the impact of 360 appraisal system on employee productivity. Researchers (Sharma & Sharma, 2017) have already done researches on the impact of 360 appraisal system on the improvement of employees' performance and they want other future researchers to find more positive impacts or reasons through 360 appraisal system for employees' productivity. Our research will add more new variables on daily basis evaluation for employees' performance. Moreover, as said by previous researchers we have to further observe and experience the impacts of daily basis evaluations in different organizational sectors so we have selected teaching sector in which they are evaluated by students and what impact they will get on their productivity. The 360 appraisal system has changed traditional evaluation system for at least past 5 years. In addition to that is it effective in creating positive change in employees, performance, development, in terms of job satisfaction, employee's success and security and also in terms of profit on investment the company's success and security.

Research Objectives:

The main objective to be achieved in this research is to find what are the impacts or effects of applying 360 appraisal system on employees' performance and productivity that how much they contribute towards the organization when their productivity is increased. This paper introduces

some new more variables that shows the impact of 360 appraisal system on employees' productivity. This paper will show that whether there is a positive or negative impact of 360 appraisal system of our new introducing variables on employees' productivity. These new variables will help employees to improve their performance and productivity more and more effectively for the long-term survival of the organization. Moreover, these variables may let us know that how much the employee is important for the organization and vice versa.

Specific Objectives:

The specific objectives of this research are: -

- To determine the impact of subjectivity bias in the 360 appraisal system on employee's productivity.
- To investigate whether use of HR analytics in appraisal system has positive or negative impact on employees.
- To determine whether the 360 appraisal system plays role in employees' job satisfaction.
- To investigate whether the 360 appraisal system make employees to improve their performance.
- To find whether the use of 360 appraisal system will bring better career development for employees.
- To investigate whether the 360 appraisal system will help the organization to forecast employees' performance.

Literature Review

Defining Variables:

Employees' Perceived Accuracy and Fairness of the Performance Appraisal System:

360 appraisal is an evaluation process in which not only the bosses evaluate their employees' performance but employees' office colleagues as well evaluate them anonymously (Schraedar & Jordan, 2011).

Since employees' perceived accuracy and fairness of the performance appraisal system is our mediator variable so if the employees' perception related to their performance appraisal system is fair and accurate then it definitely has an impact on employees' satisfaction and employees' performance as after being satisfied with their job they improve and give their performance at their best to increase the productivity of an organization.

Subjectivity Bias:

In the realm of authoritative life, execution examination if not done deliberately and perseveringly can cause outrage and disdain for the two gatherings associated with the dialog. Furthermore, a standout amongst the most troublesome perspectives in the execution examination process needs to do with inclinations.

Subjective biases also occur if there is a leniency in evaluating the performances or it can also be due to the personal choices that we put our favorite employee at first priority so in that case subjectivity biases occurs (Mishra & Roch, 2013).

HR Analytics:

Human asset investigation (HR examination) is a zone in the field of examination that alludes to applying explanatory procedures to the human asset division of an association in the expectation of enhancing representative execution and in this manner showing signs of improvement rate of return.

When there is a biasness in the firm then it naturally affects the ways to its future success. There is always a conflict among the workers, they are de-motivated to their work and the outcome is not that good so there must be a check and balance in the firm that no biasness discrimination should occur (Hennessey & Bernardin, 2003).

Job Satisfaction:

The wonderful and delightful position or state that results from appraisal of one's job. If the employee will be satisfied with his job then he will be giving positive outcome towards the organization (McShane & Von Glinow, Organizational behaviour: emerging knowledge and practice for the real world (5th ed.), 2010:108). When performance is connected with awards then this job performance cause job satisfaction (McShane & Von Glinow, 2010:111). A relationship is present between employee's job satisfaction and 360 appraisal system (Asmub, 2008). Any organization, for meetings its objectives must make its employee satisfy with their job because it is very necessary to them for being honest with their work and bring profit for the organization.

Employee Performance:

Employee performance is an important factor for an organization to run its business. Performance appraisal is an instrument that is used to measure the performance of employees and to provide information about how productive employees are concerned to job performance (Nurse, 2005). With the help of performance appraisal employees with poor performance get to know about their performance and they try to improve their performance and it will also help employees who perform good to maintain their performance (Mani, 2002). Owners of business must have quantitative or qualitative analysis process to evaluate its employees' performance.

Career Development:

Career Development is the process of forming and developing job identity of an employee. It is the process where employees learn, plan and create their future paths with the guidance and feedback of managers. Performance appraisal system is an important factor that links the employees and objectives of the organization and it also plays an important role in developing better career for employees (Sharma, Singh, Singh, & Singh, 2012). When organization provide employees with better career development opportunities then employees get more attracted and

honest towards their work. Career development is beneficial for both; employees and the organization.

Succession Planning:

Succession planning is the process of developing and identifying new leaders among the workers of the organization with the prospective of filling the business leadership position in the organization (Garima, Rana, & Grewal, 2013). When old leader leave the organization then new, creative and sensible workers get the opportunity of filling that vacant place, this can be done by succession planning (Garima, Rana, & Grewal, 2013). It aims for the continuity of leadership. With the help of appraisal system organization get to know about the capability of its employees and then can select most appropriate leaders for its business.

Relationship between the Variables:

Subjectivity Bias in the Appraisal System:

For better and fair measurement and management of performance, it is important to check or assess multiple dimensions of performance which play an authoritative role in the measurement of performance system (Dervitsiotis, 2004). Performance appraisal systems are created by organizations and are different or change in terms of objectivity and subjectivity at their levels of criteria of evaluation, where subjectivity is defined as the direct personal impact of rater on ratee's performance (Maas & Torres-González, "Subjective performance evaluation and gender discrimination", 2011). Employee's gender, interpersonal effect and mood are personal factors which are also find in ratings of performance appraisal system (Robbins & DeNisi, 1993; 1998). 360 degree feedbacks or reviews were used in order to increase objectivity but some issues were also found such as unfairness in ratings (Van der Heijden & Nijhof, 2004). For inconsistency in objective performance and a potential gaming strategy, subjectivity in performance was found to be a strong aspect (Watts, Augustine, & Lawrence, 2009). Few researchers have said that different culture of rater also results into subjective biases such as giving preferences and leniency during performance evaluations (Mishra & Roch, 2013). Usually performance evaluations are deliberately biased. Biasness and unfairness bring barriers in effective appraisal system such as group, gender and identification and some evaluations are deliberately biased (Campbell, Campbell, & Chia, 1998).

(H1): There is a negative relation between subjectivity bias and employee's fairness and accuracy in the system appraisal.

HR Analytics and 360 Appraisal System:

HR analytics is the process of analysis or the process of decision making. Human resource metrics affects the system in a way that it is made up of different elements like behavioral modeling, a model that predicts future outcomes, and impact of Analysis, cost-benefit-analysis and ROI analysis (Levenson, 2005).

It is also used for the various information of both internal and external. Internal information tells the internal aspects and internal condition of our firm. What is currently going on in the firm

and how the current situation of the firm is, how the workers are working and so many factors like that, while the external factors tell us the way how our environment is being to our firm. Which outsources are affecting our business in which way? External factors should always be kept in mind as it is the main thing from where our competition comes, the different competitors are there in the market and we have to reach up to their level. By these factors we get to know the behavior of our employees, how they are working? Are they up to the mark of the firm or not?

Analytics always helps us to comprehensive data. It sums up the whole situation and gives the total feedback of the work performance and also of the conditions and situations of the firm. So through the help of this analytical stage we get the ways to make decision. (Kiron, Shockley, Kruschwitz, Finch, & Haydock, 2012).

(H2a): HR analytics in appraisal system has negative relationship with subjectivity bias in the system appraisal.

(H2b): HR analytics gives a positive impact on the employee's fairness and accuracy in the system appraisal.

Employees' Satisfaction and 360 Appraisal System:

Through the interpreted accuracy and fairness of the 360 appraisal system, the understanding of employees about appraisal system effectiveness can be evaluated (Sharma, Sharma, & Agarwal, 2016). Employees get satisfy with their job and get committed to their organization if they find performance appraisal system fair, if they fine that the appraisal system is not fair then they feel de-motivated and lose their for performing their job (Murphy & DeNisi, 2008). Performance appraisal system plays an important role in employee's satisfaction with the system. Performance appraisal has a relation with employees' satisfaction (Asmub, 2008). Additionally, equity measurements are found to affect reciprocator practices by workers (Frenkel & Bednall, 2016). Validity of performance appraisal system is based on employees' interpretation of fairness of the system (Clarke, Harcourt, & Flynn, 2013). For employees' satisfaction with performance appraisal system, anticipated exactness plays a critical role (Keeping & Levy, 2000). Equity perception of employees make them satisfies with performance appraisal system and the feedback process (Jawahar, The influence of perceptions of fairness on performance appraisal reactions, 2007).

(H3); There is a positive relationship between fairness of the appraisal system and employees' satisfaction with the system.

Employee Performance and 360 Appraisal System:

If employees find the appraisal system effective then they are willing to improve their performance, their performance is based on the fairness of appraisal system (Maurer & Tarulli, 1996). With the help of performance appraisal system, organization can guide the employees with poor performance and help workers who perform well to proceed (Mani, 2002). The main objective of organization by using performance appraisal is to make its employees get motivated, find their position and duty towards the organization and improve their performance to achieve organization goals (Daoanis, 2012). Employees are willing to improve their performance when they have positive perception about the feedback system (Smither, London, & Reilly, 2005). When employee gets satisfied with performance appraisal they also gets satisfied with feedback, job and get

committed to organization (Jawahar, 2006). Thus, it is expected that employee would like to increase their willingness to improve their performance when they are satisfied with the appraisal system.

(H4): There is a positive relationship between employee performance and 360 appraisal system.

Employee Career Development and 360 Appraisal System:

Performance appraisal plays an important in better career development for employees (Sharma, Singh, Singh, & Singh, 2012). Because of the appraisal system, organizations get to know about the need of their employees for training and better career development. These preparation and advancement needs are recognized in accordance with the organization's goals and vital needs (Nurse, 2005). Appraise is a person who has the information about the appraisal system and knows which employee needs training and career development in which area (Wilson & Western, 2001). (Nurse, 2005) has suggested that when organization through performance appraisal system gets to know about the need of employees for career development, it should take steps to fulfill their need so that employees get attracted to their work and bring positive outcome for organization.

(H5): There is a positive relationship between career development and 360 appraisal system.

Succession Planning and 360 Appraisal System:

With the help of appraisal system, performance management can get to know about the performance of employees and can perform succession planning by replacing old leaders with new ones (Aberdeen, 2006). Organization must focus on continuously and methodically establish leaders for succession planning (Aberdeen, 2006). One of major challenges faced by organization for succession planning is shortage of testing instruments (Aberdeen, 2006). (Groves, 2007) has recommended that the managers should keep the level of leadership at its high as it's the main factor behind the success of the firm. On the other hand, it is also important to keep the aspects of planning schedule at the right place in performance appraisal criteria.

(H6): There is a positive relationship between succession planning and 360 appraisal system.

Research and Methods

Methods of Data Collection:

There are several methods of collecting data such as Interviews, Questionnaires Surveys, Observations and one to one interview etc. The methods we used to collect our data is through questionnaires as they give cost efficiency and speedy results. The people who answer the series of questions called respondents. The method we used to fill up our questionnaires is that one of the research partner asked her brother and cousin who work in local companies which are Monet and Cloud Innovators respectively to take our questionnaires along with them and fill them by their office colleagues. Since our research is related to employees so that's why we have chosen organizations to collect consistent data. We prepared questions of our questionnaire through the use of different sources on internet and printed out 300 questionnaires and handed over to the two persons as mentioned earlier to fill them.

Sampling Technique:

While collecting the data we thought of our convenience as we do not work in organizations as yet and might find some difficulties to approach organizations and gather data from them that's why we collected by the help of our close relatives who work in organizations.

Sample Size:

Since we prepared 300 questionnaires and asked them to distribute all of them but out of 300, 250 got completed and didn't get the responses of remaining 50. The overall sample size of our respondents were 300 employees. Most of them were on contract and very few of them were permanent as far as we got to know.

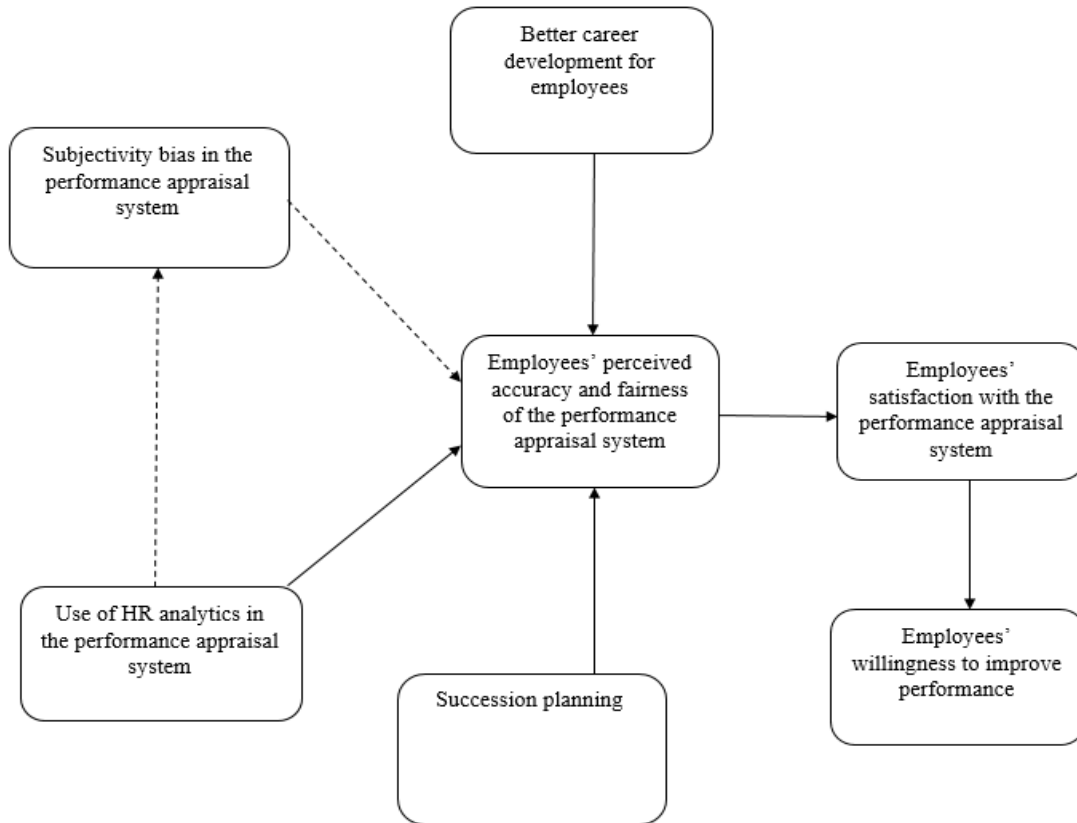
In addition to this five demographic information's were provided for respondents to be filled by them in which there were Gender, Age Group, Household Income Level, Qualification and Work Experience.

In Gender, there were 86% male and 14% were female. The age group of the genders was above 21 or 22 as our sample was the organizational employees with the work experience mostly of 2-4 years and their income level was between 25000-56000 and there was no employee with household less than 25000. The employees' qualification was mostly bachelors.

Instruments of Data Collection:

In order to conduct this study, the questionnaire was designed on the basis of previous literature and the instruments contain seven constructs including Subjectivity Bias, HR Analytics, Employees' Satisfaction, Employees' Performance, Career Development and Succession Planning. The first part of the questionnaire included demographic information which will not be considered. The questionnaire includes questions related to mediator and all the dependent and independent variables. The level of agreement of the respondent was indicated for each scale item using the scale like with the categories: 'strongly agree', 'agree', 'Neutral', and 'Disagree', 'Strongly Disagree'.

Research Framework:



Results and Analysis

We have taken P-value 0.05, in the following results. The direct relationship of Subjectivity Bias with Employees' Perceived Fairness of the Performance Appraisal System, Employees' Perceived Fairness of the Performance Appraisal System with Employees' Satisfaction, Employees' Perceived Fairness of the Performance Appraisal System with Employees' Performance, HR Analytics with Employees' Satisfaction and Subjectivity Bias with Employees' Performance are all accepted as their relationship among them is significant whereas, the direct relationship of Career Development with Employees' Perceived Fairness of the Performance Appraisal System, HR Analytics with Employees' Perceived Fairness of the Performance Appraisal System, Succession Planning with Employees' Perceived Fairness of the Performance Appraisal System, Subjectivity Bias with Employees' Satisfaction and HR Analytics with Employees' Performance are all rejected as their relationship is not significant.

Structural Path	B	P-value	Results
Indirect Relationship			
Subjectivity Bias ---> Employees' Perceived Fairness of the Performance Appraisal System --> Employees' Performance	-0.044	0.345	Rejected
Career Development ---> Employees' Perceived Fairness of the Performance Appraisal System--> Employees' Performance	0.244	0.197	Rejected
HR Analytics --> Employees' Perceived Fairness of the Performance Appraisal System--> Employees' Performance	-0.1	0.460	Rejected
Succession Planning---> Employees' Perceived Fairness of the Performance Appraisal System--> Employees' Performance	0.008	0.967	Rejected
Subjectivity Bias ---> Employees' Perceived Fairness of the Performance Appraisal System --> Employees' Satisfaction	0.0726	0.283	Rejected
Career Development ---> Employees' Perceived Fairness of the Performance Appraisal System--> Employees' Satisfaction	-0.403	0.039	Accepted
HR Analytics --> Employees' Perceived Fairness of the Performance Appraisal System--> Employees' Satisfaction	0.165	0.452	Rejected
Succession Planning---> Employees' Perceived Fairness of the Performance Appraisal System--> Employees' Satisfaction	-0.013	0.891	Rejected

The indirect relationship of Subjectivity Bias with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Performance, Career development with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Performance, HR Analytics with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Performance, Succession Planning with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Performance, Subjectivity Bias with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Satisfaction, Career Development with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Satisfaction and Succession Planning with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Satisfaction are all rejected as they not having a significant relationship among them whereas, the only indirect relationship of Career development with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Satisfaction is accepted, having a significant relationship among them.

Discussion, Conclusion and Future Recommendations

Discussion:

Through our entire research study we came to know that the five direct relationships of our variables which are Subjectivity Bias with Employees' Perceived Fairness of the Performance Appraisal System, Employees' Perceived Fairness of the Performance Appraisal System with Employees' Satisfaction, Employees' Perceived Fairness of the Performance Appraisal System with Employees' Performance, HR Analytics with Employees' Satisfaction, Subjectivity Bias with Employees' Performance are all accepted as their relationship among them is significant because they are having their P-value less than 0.05 likewise the relationship among the variables of Career Development with Employees' Perceived Fairness of the Performance Appraisal System, HR Analytics with Employees' Perceived Fairness of the Performance Appraisal System, Succession Planning with Employees' Perceived Fairness of the Performance Appraisal System, Subjectivity Bias with Employees' Satisfaction, HR Analytics with Employees' Performance are all rejected as their relationship among them is insignificant because they have their P- value greater than 0.05. Now when it comes to indirect relationships, the only one indirect relationship of our variables is accepted that is the relationship among HR Analytics with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Satisfaction because they are having a significant relationship among them due to their P- value which is less than 0.05 and rest of the indirect relationships of our variables like Subjectivity Bias with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Performance, Career development with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Performance, HR Analytics with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Performance, Succession Planning with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Performance, Subjectivity Bias with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Satisfaction, Career Development with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Satisfaction and Succession Planning with Employees' Perceived Fairness of the Performance Appraisal System and Employees' Satisfaction are all rejected as they not having a significant relationship among them as their P- value is greater than 0.05.

Conclusion:

The conclusion of our entire research is that our mediator, Employees' Accuracy and Fairness of the Appraisal System is having a direct impact on the variables Subjectivity Bias, Employees' Satisfaction and Employees' Performance as their relationships among them are accepted and hence are significant and has no direct impact on other variables like Career Development, HR Analytics and Succession Planning as their relationship with the mediator is rejected and hence is insignificant too. Likewise, the mediator, Employees' Accuracy and Fairness of the Appraisal System indirectly impacts the only variable HR Analytics as their relationship among them is also significant and accepted while it is not indirectly impacting remaining variables which are Subjectivity Bias, Employees' Performance, Employees' Satisfaction, Career

Development, Succession Planning because their relationships with the mediator was rejected and is insignificant also.

Future Recommendations:

This research study also has limitation which gives future researchers an opportunity to conduct and continue study on the following topic for the variables which still need to be discovered after reading this research paper. This research study is conducted for our BRM course where we had been provided with three months for the completion of our research paper so the lack of time was the biggest limitation as proper researches take a long time to be done. This study had been conducted during our semester so being students we couldn't be able to travel a long distance for the data collection and also we had our other courses to give an attention to them too so we used convenient and simple data collection method which was through questionnaires. Being students finance was also a limitation so we collected data through questionnaires as this method gives cost efficiency and speedy results and also the authors cannot hire the third party for data collection they are to do of their own.

This study is conducted on 'The Impact of 360 Appraisal System on Employees' Productivity' and the sample size was 300 and out of them we got the responses of 250 and the respondents were different organizational employees of different organizations of Karachi. Due to the limitation of time some variables which could be added but we didn't add due to the limited time. So, the future researchers should add more variables in this model as well. Since, this study has been conducted in Karachi so, the future researchers could also conduct this research with same model with another variable, sample size or population.

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