

A Review: Performance appraisal satisfaction among female employees

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Abstract: *The focus of this review paper is to explore the employee insights specifically gender based satisfaction towards the Performance Appraisal Program in the private sector in Indian context. The literature review also sought to explore that there is lack of relevant research in the field of gender-based analysis of satisfaction as a result from performance appraisal system, which is believed to be the important for holistic growth of organization in today's time of cut throat competition.*

Key Word: *Performance appraisal system, employee satisfaction*

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I. Introduction

Employee performance is an important component in an organization. It can determine the grade of the organization in the market environment and help achieve the organization's goals. Campbell et al. (1993) defined performance as the behavior or action to reach an organizational goal. Performance is the outcome of employees' work (Bernardin et al., 2003). Bates and Holton (1995) stated that performance is multidimensional in which measurement depends on various factors. The performance management is an extensive, methodical, sequential and continuous process that involves performance mapping processes and sequences (Garvin 1998). Performance Appraisal system may be a continuous process and a natural aspect of management and assess performance by regard to agreed objectives. Performance management gives direction to the workers through guidance from management (Medlin 2013). Supporters of performance review and management systems have argued that performance review programs are the logical and preferable means to appraise, to develop and to effectively utilize, employees' knowledge and capabilities (Drucker 1954, Herzberg et al. 1959, Cascio 1999 and Wilson 2001).

The present study also highlights the value of in depth understanding of gender-based studies of performance appraisal satisfaction in organizational strategic success and improvement and summarizes previous investigations in order to enlighten the researchers to the state of current research and find out the gap between existing researches. So as a whole study gives gravity on various basis on which the differences can be studied and explored also how the results can be more effective for which the authors collected reviews on performance appraisal and satisfaction of fairness and its implications on the basis of which future research directions have been attempted.

II. Performance appraisal

Performance appraisal is an unkind management practice. Relating performance with reward increases the levels of performances and should be used in both public and private sectors (Armstrong & Brown, 2005).

Schneir, C., & Carrol, S. (1982). Reveled that there is evidence about employees perceive certain aspects of the appraisal system in a global way, whereas managers differentiate among various components and see them as distinct entities. Second, the relative importance of the factors differs between the 2 groups. In the another study researcher observed that a performance appraisal system is a management tool which can help to motivate employees. Mount, M. K. (1983) In the nonsupervisory sample, three appraisal determinants, two appraisal interview items, the supervisor's relations with subordinates, and his or her problem-solving behavior combined to account for 57% of the variance. Abdullah Pooyan Bruce J. Eberhardt (1989) explored that supervisors were significantly more satisfied with performance appraisals and labelled their appraisals in more favorable terms as compared to non-supervisors.

Latham, G. P., Almost, J., Mann, S., & Moore, C. (2005). Discovered that the employees see their performance appraisal as a key test of the trustworthiness of their superior and the organization toward themselves. They believe that fair or unfair behavior by managers in a performance appraisal is likely to affect their perception of the degree of supportiveness they receive from their supervisor and also influence them to act

ethically or unethically. Therefore, the appraisal process has to be structured and systematic; above all, it needs to be ethical.

Kuvaas, B. (2006) noted that the relationship between performance appraisal satisfaction and work performance, however, was both arbitrated and moderated by employees' intrinsic work motivation. The form of the moderation revealed a negative relationship for workers with low intrinsic motivation and a positive relationship for those with high intrinsic motivation.

Jawahar, I. M. (2006) results revealed that satisfaction with rater and previous performance ratings influence employees' satisfaction with appraisal feedback. Satisfaction with appraisal feedback was positively related to job satisfaction and administrative commitment and negatively related to turnover intentions. Supervisory status toned-down the connection between satisfaction with appraisal feedback and subsequent performance such the connection existed just for supervisory employees who, additionally to receiving feedback about their own performance, also provided feedback to their subordinates. Implications of results for researchers and practitioners are discussed.

Shrivastava, A., & Purang, P. (2011) explored that the differences between public and private sector banks with respect to perception of fairness of the performance appraisal system and performance appraisal satisfaction. Perception of fairness of the performance appraisal system has been studied through nine factors. In the study they used independent samples t-test and qualitative analysis to learn the mean differences between the two banks. Outcomes interestingly specified that non-public sector bank employees notice greater fairness and satisfaction with their performance appraisal system as compared to public sector bank employees. Zakaria et al. (2012) in the study found that (HRM practices can develop the performance of an organisation by contributing to employee satisfaction. The 360-degree feedback method can be attempted by organizations as this technique combines evaluations from various bases into overall appraisal (Garavan et al. 1997). Selvarajan, T. T., & Cloninger, P. A. (2012) the study done on Mexican employees, to examine the relationship between performance appraisal characteristics (appraisal source, appraisal purpose and feedback richness) and perceived reactions of employees to the appraisal characteristics (perceived fairness and perceived accuracy of appraisals) and appraisal outcomes (appraisal satisfaction and motivation to improve). And explored that higher levels of perceived fairness and accuracy lead to higher levels of employee appraisal satisfaction and motivation to improve performance in the future.

Moulik, S. R., & Mazumdar, S. (2012) attempted to explore how IT professional in India perceive the way the organizations' use the results of appraisals and the way that impacts the attitudes they hold towards the appraisal system as a whole. More recently, researchers have attempted to expand the dimensions of performance appraisal usage as well as explore the possibility of other related uses of appraisal (Iqbal, 2012).

Akhtar, T., & Khattak, S. (2013) The study reveals that an appraisal system having an appropriate appeal procedure, dual purpose and employees' participation in its design generally has high level of employee acceptability and satisfaction with the system. In another study Culbertson, S. S., Henning, J. B., & Payne, S. C. (2013). Studied performance appraisal and satisfaction level and revealed the negative relationship between negative feedback and PA satisfaction was stronger for those higher in performance-prove (PPGO), performance-avoid, and learning goal orientation. Additionally, the relationship between positive feedback and PA satisfaction was stronger for individuals low on PPGO and weaker for individuals high on PPGO. Implications for enhancing PA reactions are discussed.

Prasad, K. D. V., & Vaidya, R. (2016). studied comparative analysis among men and women on the employee factors influencing the evaluation performance appraisal system. The seven independent factors Job Knowledge, Skill Level, Job Execution, Initiative, Client Orientation, Team Work, Compliance to Policies and Practices, and one dependent factor, the final outcome of the Performance Appraisal System the Rating measured. And recommended gender-based appraisal system satisfaction studies to happen in future.

Curzi, Y., Fabbri, T., & Pistoresi, B. (2020). findings showed that performance appraisal focused on the employees' achieved results and new-developed competences boosts innovative behaviour more than traditional forms of evaluation based on time spent at the workplace, assigned tasks, working hours. Moreover, the employees' satisfaction with the appraisal system and their performance rating agreement totally mediate the above relationship.

Setiawati, T., & Ariani, I. D. (2020) studied the influence of performance appraisal fairness and job satisfaction through commitment on job performance among respondents working in Condong Catur Hospital (RSCC) in Yogyakarta, Indonesia and discovered that that performance appraisal fairness and job satisfaction have positive and significant influence on job performance partially and simultaneously. Moreover, performance appraisal fairness and job satisfaction have positive and significant influence on employee commitment partially and simultaneously. However, the direct effect of performance appraisal fairness and job satisfaction on job performance is greater than the indirect influence. Samuel, K., Thinguri, R., & Koech, P. (2020) conducted a study to examine the effects of supervisor trust on employees' reactions to the performance appraisal system. measured the variables of interest including satisfaction with their performance appraisal, satisfaction with the

system used during the appraisal, and perceptions of procedural and distributive justice with the appraisal system.

Related dimensions include communication and organizational maintenance as sub-categories within the set of administrative purposes (Aguinis, 2009), strategic purposes (Noe, Hollenbeck, Gerhart and Wright, 2003), and Youngcourt, Leiva and Jones (2007) added role definition to the categories of administrative and developmental PA that Dorfman et al. (1986) created.

II. Connection between performance appraisal and gender-based satisfaction

Satisfaction with appraisals has been defined as how content employees are with the level of involvement, they have in the performance appraisal process, quality of feedback given to them and the linkage to reward allocations. (Cascio, 1989). Researchers have attempted to identify characteristics of appraisal systems and processes that are related to employee satisfaction with the system and process. Landy et al. (1978, 1980) tested appraisal systems in general and found that

Russell and Goode (1988) found that satisfaction with the appraisal positively associated with satisfaction with the appraisal source, the supervisor.

Boswell & Boudreau (2000) in their study they made attempt to find a relationship between employee's perception of performance appraisal and PA use (developmental or evaluative) found that perceived PA use for development is positively related to both PA satisfaction and satisfaction with the appraiser over and above the effects of justice, the PA rating, and demographic variables. However, perceived evaluative uses were not found to be meaningfully connected to either attitudinal variable.

Cook, J., & Crossman, A. (2004). examines the inter- relationship between a person's role as appraisee and/or appraiser in a performance appraisal system (PAS) and level of satisfaction expressed with the system and result indicated no intrinsic difference in satisfaction level linked to role in administering a PAS and that the source of satisfaction and/or dissatisfaction with the PAS was not equally attributable to all aspects of organisational justice.

Towne (2006) explored the affiliation between the endorsed use of the PA system and communication within organization found that when staff members perceived their supervisors were providing valid, timely appraisals they felt there was more teamwork, information flow, and involvement in the organization than those employees that did not feel their appraisals were effective. Secondly, as supervisors supposed performance appraisals were linked to important outcomes, staff members' perceptions of appraisals rose.

Agarwal (2011) in her study on the different sides of performance appraisal and how managerial perceptions of the same impressions effectiveness of the appraisal system observed that that all the aspects of performance appraisal 'system' as well as 'process' facets were positively related to the perceived effectiveness of PAS in the public sector organization.

Recent studies in the Indian context have focused on the different aspects of job satisfaction, and performance appraisals and management have figured an important aspect of the same. (Ghosh and Vijayaragavan, 2003; Shrivastava and Purang (2009); Monis and Sreedhara, 2010).

III. Conclusion

The above reviews suggested that it is an aspect which is still untouched and needs researcher's attention towards it. It is also being felt that examining performance appraisal satisfaction level on the basis of gender still in their nascent stages. Plethora of literature and research about appraisal system their impact on organizations as a whole is available. In contrast, there is limited literature and research regarding gender-based studies of satisfaction arises from performance appraisal specially in India.

The present researches lack solid definitive evidence of such studies. And lack of time-lag studies on performance appraisal satisfaction level which examines people on the basis of their gender.

In short, there is a research gap in the literature regarding perceptual difference between male and female employee's satisfaction originates from prevailing systems of performance appraisal in organization.

It is also being noted that research on appraisal system and Hierarchy wise satisfaction studies has been conducted but there is limited research on the link between male and female employees.

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