

A study of Performance Management System as a predictor of employee's contextual, task and adaptive performance in IT sector of Pune

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ABSTRACT

Human Resource Management (HRM) cares with the people and management. Since every organization comprises of people, acquiring their services, developing their skills, motivating them to higher levels of Performance and ensuring that they continue at the same level of commitment to the organization are essential to understand organizational goals. The study focuses on to find out the effect of Performance Management System on employee's performance working in IT companies. A sample of 91 employees was selected conveniently from IT companies. Five hypotheses were formulated to prove the objective. Primary data was collected through a standard questionnaire. Independent sample t-test was used to test the impact of demographic variable (Gender) on productivity. Regression analysis was used to determine the impact of the continuous variable (PMS) on Productivity. Results presented here show a significant relationship between Performance Management System and employee's productivity. IT organization can use PMS as a strategic approach by integrating it with business policies and HR practices and can improve the Performance standard so fits employees.

Keywords: *Performance Management System, Performance, IT Companies, department*

1. INTRODUCTION

Human Resource Management (HRM) cares with the people dimension of management, since every organization comprises of individuals, acquiring their services, developing their skills, motivating them to higher levels of Performance and ensuring that they continue at the same level of commitment to the organization and are essential to achieving organizational goals. This is true, regardless the sort of organization: viz. government, business, education, health, recreation, or social action. Human resource management is one of an evolving science concerned with the management of people and people constitute the principal asset of any organization (Sukmaya S, 2012).

Different organizations will have different goals and objectives to be achieved. Some of the main goals or objectives are to supply quality product or rendering quality service, which enables them to satisfy their customers need. As a result, they can achieve their organizational goals too. Organizations realize their motto through effective and efficient utilization and management of employees. Employees are said to be the lifeblood of organizations, because, through folks that organizations are able to do their missions and visions. Therefore, its employees determine the destiny of a given organization and it are often agreed, a corporation is nearly as good as its people.

As human resource (HR) is one among the foremost important resources within the organization, so it should be managed well. One way of managing the HR is conducting Performance measure and analyzing the role of Performance measure upon services to the employees. If Performance Management System (PMS) is conducted appropriately and its result is communicated to the employees, it will improve the overall Performance of the organization. The skill to conduct Performance Management System relies on the ability to assess an employee's Performance in a fair and accurate manner. To do so, organizations must design a Performance Appraisal (PA) or Performance Management System (PMS) that can accurately measure the overall Performance of the employees.

Performance Management System (PMS) is the most important requirement for successful business and human resource policy. The ability to conduct PMS relies on the ability to assess an employee's performance in a fair and accurate manner. To do so, an organization must design a Performance Management System (PMS) that can accurately measure the performance of its employees. PMS provides valuable performance information to the number of critical human resource activities, such as allocation of rewards, e.g. hike, promotion, feedback on development and assessment of training needs, and others. Since Performance Management System is one of the most significant requirements for success of business and human resource, organizations must design proper PMS in order to achieve the goals and objectives of the organization. The key component of the Performance Management System (PMS) is the creation of specific performance criteria or competencies. These performance standards (PS) must be developed, defined and communicated to the incumbent with Performance monitored against those standards throughout the year. Without equitable and objective standards, questions will still arise about how performance is measured and the way compensation decisions are made. One of the most important concerns of a manager is to motivate employees to make their optimum contribution to the achievement of organizational goals. Therefore, it becomes important for him/her to understand what motivate employees to work towards organizational goals. Since the needs of employees and the organization are not always the same, the managers can better integrate these two sets of needs by gaining an insight in to the needs of his employees then persuade them in to the direction of organizational goals, because motivation is what drives an individual into doing something. For PMS to meet its desired objective appropriate techniques must be in place. Hence, there is a need to match appraisal techniques to different PMS situation in the organization.

1.1. SCOPE

The scope of the study is limited to the respondents that are selected from IT organization in Pune, Maharashtra. The research work is carried out for one month only. The sample unit was 91 respondents. The impact of Performance Management System on employee's performance is studied in this research in IT organization of Pune.

1.2. Research Gap

Performance management is considered as the only function of HR which plays a multi-functional role. It is considered as a control tool, motivational tool, performance tool and also a strategic tool for achieving business outcomes. A lot of research has been conducted in this area. But very little research has been conducted in this area pertaining to the IT sector particularly in Pune region. In

this paper, the researcher aims to understand the dynamics of performance management system in IT companies.

1.3. Problem Statement

While interacting with the employees of the manufacturing companies, the researchers could sense that although the companies had well defined policy guidelines, but when it comes to implementation, the employees had a varied opinion. Later, when the performance records were studied, there were cases of a perfect bell curve. Hence, the researcher decided to study the scenario and come up with an appropriate analysis and suggestions.

1.4. OBJECTIVES

- To study the impact of Performance Management System on employee's performance in IT organizations in Pune.
- To study the impact of demographic variables on the mean value of employee's performance.

1.5. HYPOTHESIS

H1: There is a significant impact of PMS on employee's Performance (Contextual, Task and Adaptive)

H2: The mean level of employee's performance remains same for all categories of gender

H3: The mean level of employee's performance is unchanged whether the employee is married or unmarried.

H4: The mean level of employee's performance is same for all education levels of the employees.

H5: The mean level of employee's performance remains same for all income levels.

1.6. MODEL OF THE STUDY

1.6. a. Performance Management System:

Performance Management System is a strategic function of the Human Resource Department that helps in effective talent management and improving performance of the employees. PMS is a combination performance measurement and performance management.

1.6. a.i. Performance Measurement:

It is supported the assumption that performance are often measured by objective indices. Behavior or activities are seen means to the important results. Performance measurement is important to enforce accountability to results.

1.6. a.ii. Performance Management:

It is a result-oriented exercise. It brings into focus all organizational and sectional results, links them, into perspective, relates them in terms of the larger picture, measures them, found out monitoring and feedback mechanisms, and finally, institutes development plans to enhance upon results procured thus.

1.6. b. Employee's Performance:

Employee Performance refers to how your workers behave in the workplace and how well they perform the job duties obligated to them. The company typically sets performance targets for individual employees and therefore the company as an entire hope that your business offers good value to the purchasers minimizing waste and operating efficiently.

1.6. b.i. Contextual Performance:

Contextual productivity, which is defined as activities that contribute to the social and psychological core of the organization, is beginning to be viewed as equally important to task productivity.

1.6. b.ii. Task Performance:

Task Performance can be defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services.

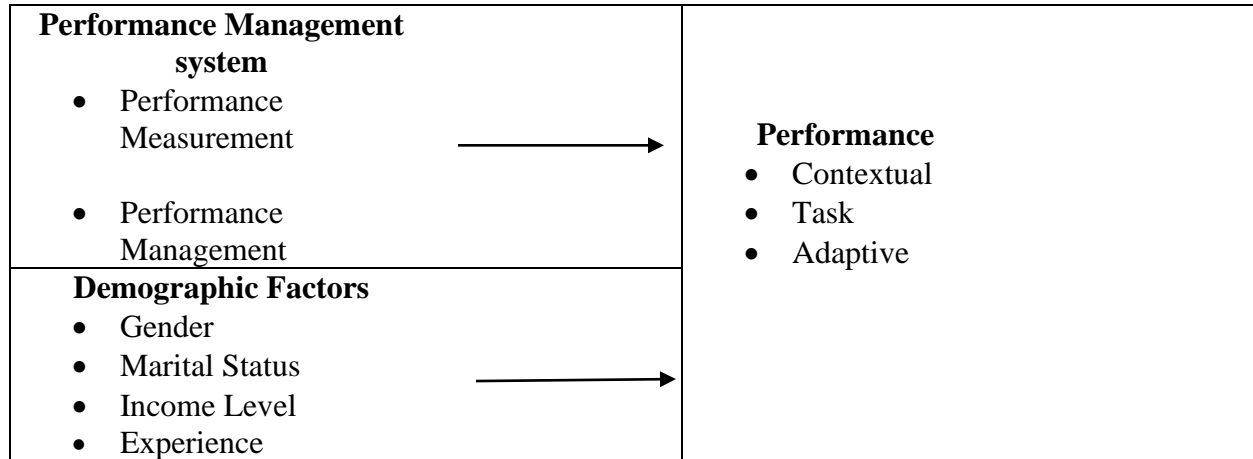
Task Performance is defined because the work activities that contribute to an organization's technical core. Contextual Performance is more likely to be voluntary in nature, whereas task Performance is more likely to be prescribed by the formal job role.

1.6. b.iii. Adaptive Performance:

Adaptive Performance within the work environment refers to adjusting to and understanding change within the workplace. An employee who is flexible is valued and important within the success of an organization.

1.7. THEORETICAL FRAMEWORK:

Independent Variables	Dependent Variables
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2. LITERATURE REVIEW

This section consists of three sections: Performance Management System, process and importance.

2.1 Performance Management System:

A Performance Management System is a regular review of an employee's job performance and overall contribution to a company. Also known as an "annual review," "performance review or evaluation," or "employee appraisal". A Performance Management System evaluates an employee's skills, achievements and growth, or lack thereof. Companies use Performance Management Systems to give employees big-picture feedback on their work and to justify pay increases and bonuses, as well as developmental plans. They can be conducted at any given time but tend to be annual, semi-annual or quarterly.

2.2. Performance Management System Methods:

2.2.a. Traditional Methods:

1. Rating Scales: The numerical scale is ready that represents the work evaluation criterion like the output, initiative, attendance, attitude, dependability, etc. and ranges from excellent to poor. Thus, each employee is given the rating supported his Performance against each set criteria then the consolidated score is computed accordingly. The rating scales are one of the easiest traditional methods of Performance Management System and can be applied to any job.

2. Checklist: A checklist of employee traits within the sort of statement is ready where the rater put a tick mark in "Yes" or "No" column against the trait checked for each employee. Once the checklist gets completed the rater forwards the list to the HR department for the ultimate evaluation of the worker.

3. Forced Choice Method: Under this method, the rater is forced to answer the ready-made statements as given within the blocks of two or more, about the workers in terms of true or false. Once he's through with the list, it's forwarded to the HR department for the ultimate assessment of the worker.

4. Forced Distribution Method: This method of Performance Management System is predicated on the idea that employee's job Performance conforms to the traditional distribution curve i.e. a bell-shaped curve. Hence, the rater is compelled to put employees on each point on the scale. It is seen that cluster of employees is placed at the highest point on a rating scale.

5. Critical Incidents Method: Under this method, the critical behavior of every employee that creates a difference within the effective or non-effective Performance is recorded by the supervisor and is taken into consideration while evaluating his Productivity.

6. Behaviorally Anchored Rating Scale: The descriptive statements about employees' behavior, both effective and ineffective are put on the scale points, and the rater is asked to indicate which behavioral point describes the employee behavior the best.

7. Field Review Method: Under this method, the Performance evaluation of an employee is completed by someone who doesn't belong to his department or is typically from the company office or the HR department. The outsider reviews the Performance of an employee through his records and holds interviews with the assessee and his superiors.

8. Performance Tests and Observations: The test either written or oral is conducted to check the knowledge and therefore the skills of employees. Sometimes the worker is asked to demonstrate his skills within the given situation then he's evaluated thereon basis.

9. Essay Method: Under this method, the detailed description of the employee Performance is written by the rater. The Performance of an employee, his relations with other Co-workers, requirements of coaching and development programs, strengths and weaknesses of the worker , etc. are some of the points that are included in the essay. The efficiency of this traditional method of Performance Management System depends on the writing skills of the rater.

10. Cost Accounting Method: In this method, the employee's Performance is evaluated in monetary terms, i.e. how much cost company is incurring on keeping the employee and how much he is contributing to the firm in terms of his output.

11. Comparative Evaluation Approaches: Under this method, several comparative analysis is done, wherein the Performance of one employee is compared with that of another Co-worker, and the rating is determined accordingly. The Ranking Method and therefore the Paired Comparison Method are the standard comparative forms utilized in this approach.

- **Ranking Method:** In the Ranking Method, superiors give the rank from best to worst, to their subordinates on the basis of their merits. Here, the detailed description of why best or why the worst isn't given.

- **Paired Comparison Method:** Under this method, the performance of each employee is compared with the other employee and then the decision on whose performance is better is made.

12. Confidential Reports: The confidential reports are mostly prepared by the government departments, wherein the employee is evaluated on some of the following parameters:

- Attendance
- Leadership
- Self-expression
- Ability to work with others
- Initiative
- Integrity

- Responsibility
- Technical ability

2.2.b. Modern Methods:

i. Management by Objectives: This concept was given by Peter F. Drucker, consistent with him; the Performance of an employee are often assessed on the idea of the targets achieved by him as set by the management of a corporation. Firstly, the management sets the goals and communicates the same to the employees, and then the Performance of an employee is compared against these set goals and is evaluated on this basis. In case the employee is not able to achieve the pre-established goals, then management decides on a new strategy or policy that should be undertaken for the accomplishment of unattainable goals.

ii. Psychological Appraisals: this is often one among the foremost frequently used modern methods of Performance Management System, wherein the psychologist assesses the employee's potential for the longer term Performance instead of the past one. Under this method, the psychologist conducts the in-depth interviews, psychological tests, discussions with the supervisors and therefore the reviews of other evaluations. This assessment is completed to work out the intellectual, emotional, motivational and other related characteristics of an employee that's necessary to predict his potential for the longer term Productivity.

iii. Assessment Centres: The assessment center is the central location where the managers come and perform the job exercises. Here the assessee is requested to participate within the in-basket exercises, role playing, discussions, computer simulations, etc. where they're evaluated in terms of their persuasive ability, communication skills, confidence, sensitivity to the emotions of others, mental alertness, administrative ability, etc. This entire exercise is done under the trainer who observes the employee behavior and then discusses it with the rater who finally evaluates the employee's productivity.

iv. 360-Degree Feedback: It is a feedback method wherein the details of an employee's Performance are gathered from other stakeholders such as superiors, peers, team members and self. In this method, the worker is asked about himself, i.e. what he feels about his productivity, and then accordingly he can realize his strengths and weaknesses. Also, the peers or team members are asked about assessee's performance through which the worker knows about what others feel about him and may overcome his disbeliefs if any. Thus, this method is employed to possess an in depth evaluation of an employee from all the perspectives.

v. 720-Degree Feedback: This is another feedback method, wherein the assessment is done not only by the stakeholders within the company but also from the groups outside the organization. These external groups who assess the employee's Performance are customers, investors, suppliers and other financial institutions. It is one among the foremost crucial modern methods of Performance Management System because this is often the sole group that determines the success of the organization as an entire.

Nowadays, companies use the fashionable methods of Performance Management System which have a broader scope than the normal methods and provides a more accurate and comprehensive evaluation of a private.

2.3. Performance Management System Criticism

An issue with Performance Management Systems is that differentiating individual and organizational Performance can be difficult. And if the evaluation's construction doesn't reflect the culture of a corporation or organization, it is often detrimental. Employees report general dissatisfaction with their Performance Management System processes.

Other potential issues include:

- * Distrust of the appraisal can cause issues between subordinates and supervisors or a situation during which employees merely tailor their input to please their employer.
- * Performance Management Systems can lead to the adoption of unreasonable goals that demoralize workers or incentivize them to engage in unethical practices.
- * Some labor experts believe that use of Performance Management Systems has led to lower use of merit- and Productivity-based compensation.
- * Performance Management Systems may lead to unfair evaluations in which employees are judged not by their accomplishments but by their likeability. They can also cause managers giving underperforming staff an honest evaluation to avoid souring their relationship.
- * Unreliable raters can introduce variety of biases that skew appraisal results toward preferred characteristics or ones that reflect the rater's preferences.
- * Performance Management Systems that work well in one culture or job function may not be useful in another.

2.4. Process of Performance Management System:

Performance Management System comprises the following steps:

- Select performance factors (based on job description) to be evaluated and set the standards to be achieved.
- Set the performance review period.
- Measure actual productivity.
- Compare performance with set standards and rate it with a suitable scale.
- Communicate the rating to the appraisee.
- Use the Performance Management System for the desired purpose.

2.5. Importance of Performance Management System:

Because companies have a limited pool of funds from which to award raises and bonuses, Performance Management Systems help determine how to allocate those funds. They provide how for companies to work out which employees have contributed the foremost to the company's growth so companies can reward their top-performing employees accordingly.

Performance Management Systems also help employees and their managers create a plan for employee development through additional training and increased responsibilities, as well as to identify shortcomings the employee could work to resolve.

Ideally, the Performance Management System is not the only time during the year that managers and employees communicate about the employee's contributions. More frequent conversations help keep everyone on an equivalent page, develop stronger relationships between employees and managers, and make annual reviews less stressful.

3. RESEARCH DESIGN

There search employed a quantitative approach to examine the effect of Performance Management System on employees' performance in IT organizations in Pune. This research paper consists of methods that were used in establishing the effectiveness of Performance Management System on employee productivity. These methods included the research design and approach which was descriptive in nature.

3.1 Sample Design:

The target population of this study was the employees working in IT organizations of Pune, Maharashtra. For selecting the above mentioned population Convenient sampling technique was used which gives the researcher the convenience of selecting the sample from the population.

3.2. Sample adequacy:

Total no of variables for regression analysis is one. Hence as per the rule at least 20 samples should be selected. Again if the demographic variables are considered, then there are 5 demographic variables and here also then at least 20 sample size rule applies. And in this study the sample size is 91 which satisfies the rule of sample size adequacy.

3.3. Data Collection:

For collecting data, 91 respondents were nominated representing the population. The primary source of data was administered through a structured questionnaire which was distributed online to the employees of IT organizations. The primary data was collected through questionnaire that was made up of close ended questions based on the problem statement.

3.4. Questionnaire Design:

Questionnaire design is a multi-stage process that gives attention to many details at once. Online survey of employees of IT organizations of Pune was conducted. Questions are formulated in two sections. The first section consists of demographic details with categorical variables and second section consists of continuous variables in 5-point Likert Scale—Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) and Strongly Agree (SA).

3.5. Survey outcomes

200 questionnaires were distributed online by Google forms out of which 91 genuine responses were received.

3.6. Data Analysis methods and tests

The data collected was analyzed in three steps. Independent sample t-test was used to analyze the difference in the sample mean for different levels of gender and marital status.

ANOVA is performed to determine the difference in the sample mean for different levels of income and education levels.

At last Regression analysis is performed to study the impact of independent variable PMS on different types and overall employee's performance

4. DATA ANALYSIS AND INTERPRETATION

Demographic Data Results

Table 1: General description of the characteristics of the study sample

Variables	Variable Options	Frequency	Percentage (%)
Gender	Male	57	62.64
	Female	34	37.36
	3-5 years	45	49.46
	6-8 years	9	9.89
	More than 9 years	7	7.69
	26-30 years	36	39.56
	31-35 years	9	9.89
	36-40 years	2	2.20
	More than 40 years	4	4.39
Qualification	Under graduate	4	4.40
	Graduate	62	68.13

	Post graduate	25	27.47
Marital Status	Unmarried	70	76.92
	Married	21	23.08
	Divorced	-	-
Income Level	Upto Rs. 2.5 lakhs per annum	14	15.38
	Rs 2.5 to 5 lakhs per annum	26	28.57
	Rs 5 to 7.5 lakhs per annum	30	32.97
	Rs 7.5 to 10 lakhs per annum	16	17.58
	Rs 10 to 12.5 lakhs per annum	1	1.1
	Rs 12.5 to 15 lakhs per annum	2	2.2
	Morethan Rs 15 lakhs per annum	2	2.2

Statistical Interpretation: In terms of gender, the study population was made up of 62.64% males and 37.36% females. In terms of work experience, 32.96% had less than 2 years whilst 7.69% had more than 9 years and 49.46% had 3-5 years. The largest group of respondents was of 32.97% having income level 5-7.5 lakhs per annum and the smallest group was of % having income level 10 to 12.5 lakhs per annum. The largest group of respondents was of 43.96% , aged between 20 and 25years. The smallest group of respondents was of 2.2%, aged between 36 and 40years. Further, 68.13% are graduates and 27.47% are post-graduates. Further, the social status of the respondents shows that 23.08% are married and 76.92% are unmarried.

Table2:IndependentsamplettestforDemographicvariable:Gender and Marital Status

	Levene's Test for Homogeneity	Significance Value
Gender	0.875	0.045
Marital Status	0.963	0.313

Statistical Interpretation: The independent sample t test for gender and overall performance shows that the p value is less than 0.05 i.e. 0.045. This implies that there is a significant effect on the mean scores of overall performance for both the gender categories. Hence hypothesis H2 is accepted. The value of Levene's test of homogeneity is > 0.05 , which implies that the data is homogenous in nature.

In case of marital status also since the p value is less than 0.05 implies that the hypothesis H3 is rejected even though the values of employee performance are homogenous throughout.

Table 3: ANOVA test for demographic variable: Education and Income

	Welch Test for Homogeneity	Significance Value
Education	.179	0.059
Income	.150	0.178

Statistical Interpretation: ANOVA test is performed for the categorical variables Education and Income as they have more than two groups. Here t-test is not possible. Welch test is performed to check the homogeneity. In the variables, education and income. But it is observed that the levels of education significantly effects on the mean value of employee’s performance with significant value exactly equal to 0.05.

Whereas in income does not significantly affect the mean value of employee’s performance with p value > 0.05.

Hence hypothesis H4 is accepted but hypothesis H5 is rejected.

Table 4: Regression Analysis for PMS on employee’s performance

Variables	R ²	Significance Value	Shapiro Wilk
Contextual Performance	.105	.002	.637
Adaptive Performance	.104	.002	.094
Task Performance	.022	.162	.003
Overall Performance	.328	.002	.257

Statistical Interpretation: Multiple regression is performed to study the impact of PMS which is a continuous variable on employee’s performance which is also a continuous variable.

Simple regression is performed in four steps. At first, impact of PMS is determined on contextual performance, and then impact of PMS is determined on adaptive performance followed by impact of PMS on task performance.

In the end, the impact of PMS on the overall performance of the employee is determined.

From the figures resulting from the data analysis exhibited in Table-4: the following observations were made.

The regression with contextual performance depicts a R² of .105, and the significance value is .002 which implies that contextual performance significantly impacts employee’s performance to the extent of 10.5%.

The regression with adaptive performance depicts a R² of .104, and the significance value is .002 which implies that adaptive performance does not significantly impacts employee’s performance.

The regression with task performance depicts a R^2 of .022, and the significance value is .162 which implies that task performance significantly impacts employee's performance to the extent of 2.2%.

The regression with the overall performance depicts a R^2 of .328, and the significance value is .002 which implies that contextual performance significantly impacts employee's performance to the extent of 32.8%. Hence hypothesis H1 is accepted.

The assumptions of regression are being satisfied. The Shapiro Wilk's value for all the types of performance is > 0.05 and the normal residuals plot (Fig-1) implies that the residuals are normally distributed. The value of Durbin Watson is > 2 implies that the residuals are un-correlated. The assumption of homoscedasticity states that the variance of error terms is similar across the values of the independent variables. A plot of standardized residuals (Fig-2) versus predicted values showsthat the points are equally distributed across all values of the independent variables.

Fig-1 Normal Residual plot

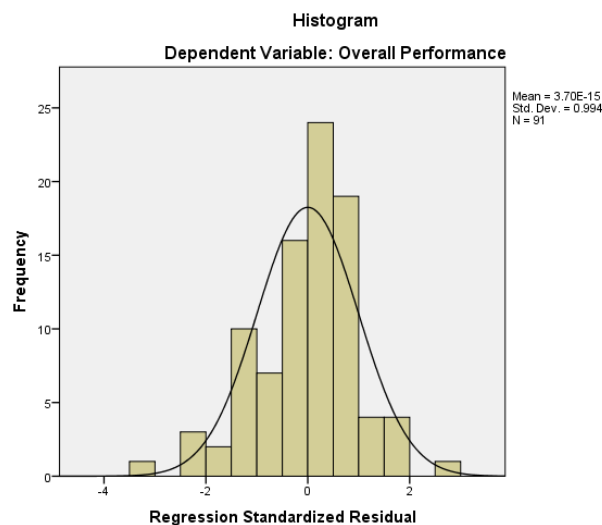
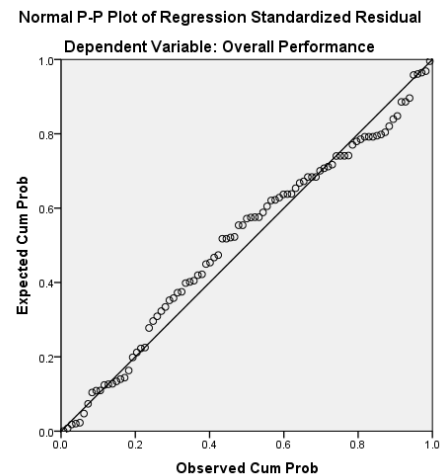


Fig-2: Normal P-P Plot of residuals



6. Theoretical Interpretation and Discussion:

- While interacting with the IT employees, it was evident that the PMS system is just a process to evaluate the employees and fit them into a bell curve. But the real objective of a PMS is to help employees develop. This was absent in most organizations. There are no developmental actions followed after the PMS in most organizations taken under study.
- Recent studies have proved that companies should avoid fitting employees into the bell curve. Companies like Accenture has already initiated this process. The companies are supposed to monitor the performance of the employees consistently in regular intervals. Rather than waiting till the end of the year to understand where the employee lies in his performance, the companies should give short term goals to the employees and monitor the performance for those set of goals. This can be done in every three months or in a quarter.

7. RECOMMENDATIONS/ SUGGESTIONS

In view of the above results, it is recommended that

- The companies should put more focus on the gender sensitiveness and marital status as these has a major influence on the performance.
- There is a need to keep pace with Performance Management System such as cards to measure the performance of employees working in IT organizations of Pune.
- The companies should rethink on its PMS strategies to orient their employees towards task performance.
- Education of the employees matters for the performance. The level of education they possess determine their intellectual level, rationality and responsiveness to situations.
- Income also doesn't play a significant role in the performance of employees.
- There should be a focus on other more sensitive dimensions such as training and development to measure performance.

8. CONCLUSION

From the above study conducted, it is concluded that hypothesis H1, H2 and H4 is accepted and hypothesis H3 and H5 are rejected. This study shows that there is an impact of a performance management system on employee's performance. It is also supported by the existing literature on the same construct. As discussed in the introduction and research gap, PMS plays a multifunctional role of motivation, performance, engagement and strategic business decisions. From the data analysis and personal discussion with the employees, this fact holds true. An organization can create opportunities for employees to use performance management as a motivating and morale-building factor to frame employee behavior towards efficiency and effectiveness for performance and finally profitability of the organization. The performance management system also appeals to the employees related to employee commitment and loyalty. The problem statement defined in the beginning was addressed sufficiently in the topic and the research gap was bridged to a great extent. However, every research leads to a new gap which can be explored in future scope.

9. FUTURE DIRECTION OF RESEARCH

This research can be carried out in other sectors like manufacturing, entertainment, banking and finance etc. Also, various factors impacting performance can also be studied apart from PMS. Other demographic variables can also be studied here in this study. The criteria of performance evaluation can also be studied separately.

10. LIMITATIONS

In this study we have taken just Performance Management System variable into consideration but there can be other things also which can influence the motivation of employees and lead to increase or decrease in their Performance like compensation management etc. The study was conducted with help of primary data collection source that is questionnaire but there could be other sources also taken into consideration.

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