A study on Performance Appraisalin Textile Mill in VAPI region

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Abstract
This study examines the performance appraisal system at Textile Mill in Vapiregion.It finds that while the process is fair and well-communicated, it lacks transparency, motivation, and digital integration. Appraisals are linked to promotions but less so to training and salary decisions. The analysis shows no strong link between department placement and gender or experience, though gender and experience do show some correlation. The study suggests improvementsintransparencyanddigitaltoolstoboostemployeedevelopment and organizational effectiveness.

Key   Words:
PerformanceAppraisal,fairness,communicationofobjectives,appraisal parameters, motivation, improvement suggestions.

MeaningofPerformanceAppraisal

The term "performance appraisal" refers to a structured and regular review of an employee's job performance, assessing how well their work aligns with   the setjobcriteria.Thisprocessidentifiesstrengths,areasforimprovement,andthe employee's overall value to the organization, while also planning for future growth and development.

Performance appraisal is the systematic process organizations use to evaluate and assess employee job performance.

Performance appraisals are also called performance evaluations, performancereviews, development discussions, or employee appraisals.

Ifyouconductasuccessfulperformanceappraisal,youcangetahandleonwhat theemployeedoesbestandidentifyareasthatrequireimprovement.Appraisals also come in handy for deciding how to fill new positions in the company structure with existing employees.

ImportanceofPerformanceAppraisal

Performanceappraisalplaysavitalroleinemployeedevelopmentbyidentifying strengths and areas for improvement, guiding training needs, and aligning individualgoalswithorganizationalobjectives.Itservesasatoolformotivation by recognizing good performance and aids in making fair decisions regarding promotions, compensation, and succession planning. Additionally, it fosters open communication between employees and management, ultimately leading to improved performance and a more productive work environment.

ReviewofLiterature

In order to get some insight to the topic under study some literature hasbeen reviewed and referred:

1.   The study by Neha (2021) examines **the Impact of performance appraisals on employee performance, with a comparative focus on Eicher   and Mahindra.**Drawingonpreviousresearch,thestudyfindsthatawell-structured appraisalsystemiscloselylinkedtohigheremployeemotivationandenhanced performance.Itemphasizestheroleofperformanceappraisalsinshapingfuture organizational goals and planning. Additionally, the study highlights the

importance of feedback mechanisms in appraisals for employee development and career growth. Ultimately, it concludes that an effective performance appraisal system is crucial for improving both individual and organizational performance.

2. The study titled **"Performance Appraisal and its Impact on Employee Motivation"** by Sumitha R. (2019) explores the challenges employees face during the performance appraisal process, its role in meeting their growth and trainingneeds,anditsinfluenceonmotivationintheITindustry.Theliterature review highlights that employee satisfaction with appraisal systems fosters motivation, creativity, and career development (Hussein &Mayssa, 2017), while perceptions of fairness and relationships with supervisors significantly impact reactions to appraisal outcomes (Dusterhoff et al., 2014). The study concludes that performance appraisal is vital in human resource management, aligning motivated employees with organizational goals. In Kerala's IT sector, keyappraisalmethodswereidentified,alongsidechallengeslikeappraisalerrors andthenecessityforreskillingemployeesthroughtargetedtrainingprograms.

3. The studies by RenuNathawat(2014) and Wako GedaObse (2018) highlight the importance of effective performance appraisal systems (PAS) in organizational success. Nathawat's study identifies gaps in PAS within cement companies,notingissues likeinadequatetraining andbiases among appraisers, which lead to dissatisfaction among workers. It emphasizes the need for strategiestoaddressthesegapsandimproveperformancemeasurement.Obse's researchfocusesonemployeeperceptionsofPASatthe EthiopianRevenues

and Customs Authority, stressing the role of appraisal systems in fostering job satisfaction and achieving organizational goals. Both studies underscore that fair, transparent, and well-structured appraisal systems are essential for enhancing employee contributions, satisfaction, and overall organizational performance.

4. The study **"Impact of Performance Appraisal on Employee's Performance Involving the Moderating Role of Motivation"** by ZeeshanHaider (2013) examines the relationship between employee performance and performance appraisal, as well as the impact of performance appraisal and motivation on employee performance. The literature review references Cleveland, Murphy,

andWilliam(1989),whohighlightthatperformanceappraisalscreateareward system that aligns the efforts of both leaders and employees toward common organizational goals. The study concludes that an effective performance appraisal system, by fostering motivation and collaboration, helps ensure that both leadership and employees work together to achieve shared organizational success.

5. The study **"An Exploratory Research on 720 Degree Feedback System: A Study of Indian Corporate"** by Neha Raghav (2017) explores the use of the 720° feedback system in Indian organizations, aiming to identify workers for motivation,training,anddevelopment.TheliteraturereviewreferencesBreaugh (1981), who outlined four performance dimensions—quality, quantity, dependability, and job knowledge—on which employees can be measured, which, when combined with

Vroom's theory, leads to Hunter's approach for rating employee output. The study concludes that the 720° feedback system enhances leadership evaluation by addressing gaps in the 360° model, offering continuous feedback, and integrating action plans into performance appraisals, ultimately linking executive performance to customer loyalty and profitability for organizational success.

6. The study **"Study of Performance Appraisal System in TATA STEEL LTD"** by Pallavi Singh Yadav (2015) examines the impact of performance appraisal exercises at Tata Steel on employee performance ratings. The literature review references Malcolm and Jackson (2002), who highlight the benefitsofperformanceappraisalsinorganizations,includingtheirrolein

employee retention, reward decisions, targeted training based on identified needs,andguidingpromotiondecisions.Thestudyconcludesthatperformance appraisalsareessentialforeffectiveworkforcemanagementandorganizational growth, as they help align employee performance with strategic goals and enhance overall organizational effectiveness.

7. The study **"The Effects of Performance Appraisal System on Employees' Performance"** by Agatha FilemonShayo (2013) evaluates the impact of performance appraisal systems on employees. Citing Gupta (2006), the study defines performance appraisal as a process to assess employee performance, progress, and potential, through formal procedures. The study concludes that employees at WAPO, Tumaini, and Upendo

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 5, Issue 2, Mar.-Apr., 2025, pp: 1409-1419   ISSN: 3048-6874
www.ijhssm.org

radios are dissatisfied with the performance appraisal process, citing a lack of awareness, training, and involvement in setting goals, evaluation, and feedback. This lack of employee participation in decision-making leads to low morale, stress, and high turnover in these organizations.

8.   The study **"Evaluation of Performance Appraisal System in Hospitals for DoctorswithSpecificReferencetoSaurashtraRegion"**byK.S.Dave(2020) focuses on setting and measuring goals, as well as counseling poor performers within hospital settings. The literature review cites Lee and Son (1998), who foundthatwhileemployees'reactionstoperformanceappraisalswerepositively influenced by participation, goal setting, and career discussions, these factors did not lead to improved job performance. The study concludes that the performance appraisal system for doctors in hospitals should be unbiased, ensuring that doctors' knowledge, skills, and attitudes are fairly assessed for optimal performance evaluation.

9.   Thestudy**"TheEffectivenessofthePerformanceAppraisalofPublicSector Employees"**byRemanYousifAbu-shanab,AbdulghaniAl-Hattam,andNahed Salman (2021) examines the effectiveness of performance appraisal programs for remote employees in public sector organizations. The literature review highlights a study on compensation and benefits in Bahrain, revealing a significant correlation between employee compensation and performance effectiveness. The study concludes by focusing on the experience of public sectoremployeesregardingperformanceevaluationpoliciesforremoteworking inBahrain.Itassessestheimpactofperformanceappraisalsystemsonemployee

commitment and skills, emphasizing the importance of these evaluations for improving remote workers' performance.

10.   **Ashish Kumar Ranga**(2018) examines the impact of performance appraisal onemployeemotivationandworkperformanceinthehotelindustry.Thestudy defines employee performance as observable and measurable behavior that contributestoorganizationalgoals.Performanceappraisalisseenasastrategic tool that aligns HR activities with business policies. It involves assessing employees, developing their skills, enhancing performance, and distributing rewards to improve overall effectiveness.

ObjectivesofStudy

Thefollowingobjectives   weredeveloped forthepurposeofpresent study.

1.   Tostudywhetherscientificperformance appraisalisappliedincompany.
2.   Tofindwhetherincrementsofemployeesarebasedonperformance appraisal of organization.
3.   Tostudywhetherperformanceappraisalhelpemployeesimprove employees' performance.

ResearchMethodology
* **ResearchDesign**
Research design refers to blue print for the research. It is a plan through which observations are made and data is assembled. It provides an empirical and logical basis for drawing conclusions and gaining perfect knowledge. To accomplishthe above objectivesof thestudy,bothprimary andsecondary data havebeenapplied.Aquantitativeapproachwithanexploratoryanddescriptive design encompassing the survey method has been used.

* **TypeofData Used**
Theanalysisofpresentstudyisbasedonprimaryaswellasonsecondarydata. However, more emphasis has been laid on primary data.

* **Primary Data:**
Primarydataareoriginalincharacterandarecollectedafreshforsomespecific purpose. The primary data has been collected through under mentioned methods.

* **Questionnaire:**
Awellstructuralscheduleofquestionscontainingdifferentaspectsofthestudy has been developed and circulated to the persons concerned. Demographic as well as socio-economic background of the respondents has also been sought initially.Thenawellstructuredquestionnairehasbeenusedtocollectdatafrom the organization. A Five point Likert's rating scale has been used for the instrument drafting. The scoring scale of the questionnaire **is:**   5=Strongly Agree,4=Agree,3=Neutral,2=Disagreeand,1=StronglyDisagree.Cronbach's

alphatestHairetal.,2009)hasbeenappliedtocheckthereliabilityorotherwise of the questionnaire prepared.

* **Sampling**
ThisstudyisacasestudyconductedinaTextileMill.Astructuredquestionnaire was used as the primary data collection instrument and was distributed to 74 respondents.Theobjectivewastoanalyzeperformance

appraisalanditsimpact on employee performance. Special care was taken during sample selection to ensurediversityintermsofexperience,gender,maritalstatus,anddepartmental affiliation, thereby capturing a comprehensive perspective across the organization.

- **Tools of Analysis**

The data was presented using tables, diagrams, and figures. For analysis, mathematical techniques such as the simple average and percentage method were employed to aid interpretation. Additionally, non-parametric tests, includingtheChi-squaretest,wereusedforfurtheranalysis.SPSS17.0software was utilized for the initial data processing and statistical evaluation. The study focused on examining performance appraisal and its impact on employee performance.

DemographicDetailsofRespondents
**DepartmentswhereRespondentsWork**
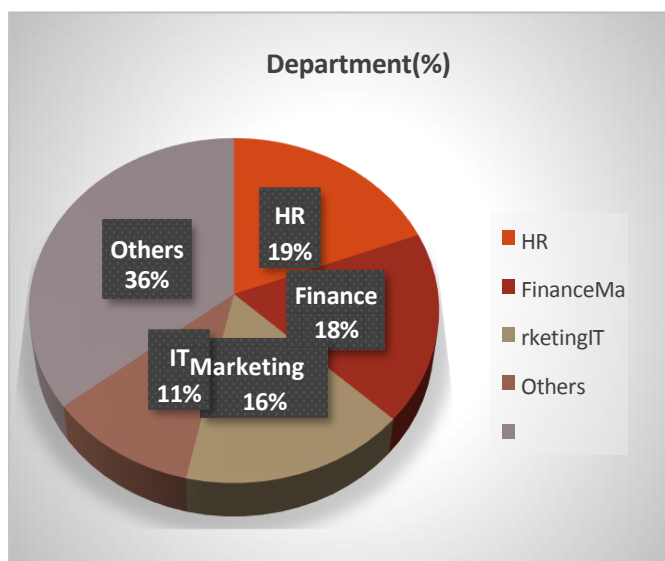
Statement	Frequency
HR	18.9
Finance	17.6
Marketing	16.2
IT	10.8
Others	35.1

Fig.1.1   Table.1.1

ThepiechartandtablecategorizetheplacementsintoHR,Finance,Marketing,

IT,andOthers.Thetableprovidesnumericaldata,whilethepiechartrepresents percentages. According to the data, the "Others" category has the highest placement percentage at 36%, followed by HR at 19%, Finance at 18%, Marketing at 16%, and IT at 11%. This distribution indicates that a significant portion of placements falls outside the core listed departments, with HR and Finance securing notable shares. IT has the lowest representation among the specifiedfields.Thevisualizationprovidesaclearinsightintoplacementtrends across departments.

Genderof Respondents
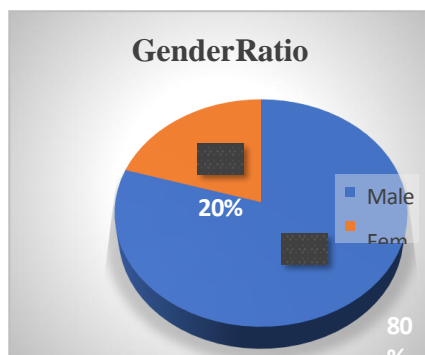
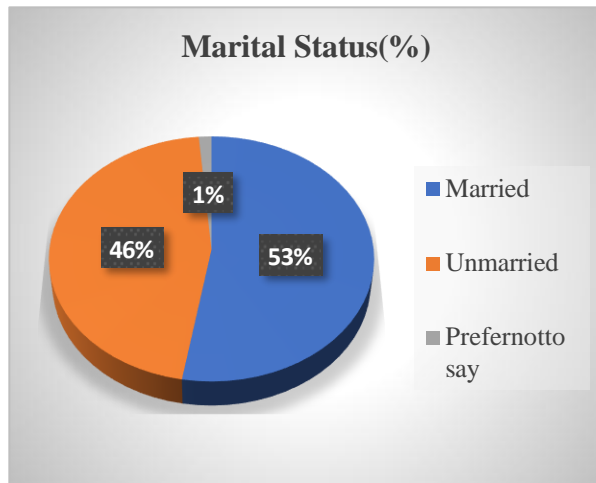| Statements	Frequency
Male	59
Female	15
Total	74

Fig.1.2   Table1.2

Thepiechartrepresentsthegenderratio,showingthat80%ofthepopulationis female, while only 20% is male. The chart uses different shades of orange to differentiate between the two groups, with a legend indicating "Male" and "Female." The significant imbalance suggests a Male-dominated environment, which could be relevant in contexts such as workplace demographics, educational institutions, or specific survey responses. The data visually emphasizesthegenderdisparity,highlightingthatMalesconstitutethemajority in this particular scenario.

Marital Status

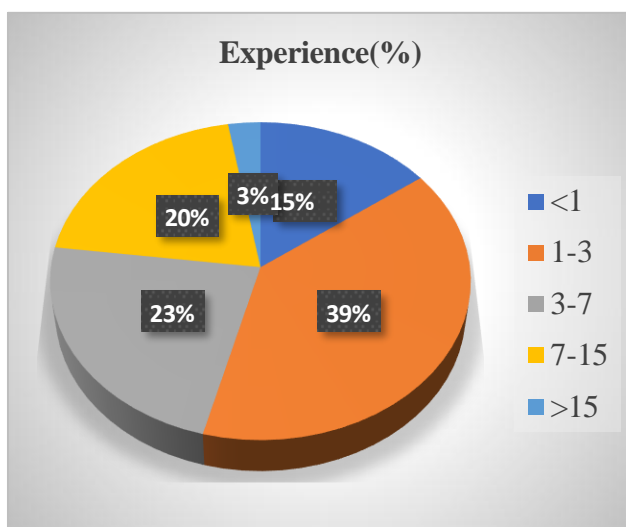| Statements	Frequency
Married	39
Unmarried	34
Prefernottosay	1
Total	74

Fig1.3   Table1.3

The pie chart represents the marital status distribution of a given population. Accordingtothechart,53%ofindividualsareunmarried,makingupthelargest portion of the dataset. Married individuals account for 46%, which is slightly lowerthantheunmarriedcategory.Averysmallpercentage,just1%,chosenot todisclosetheirmaritalstatus.Thisdistributionsuggeststhatthemajorityofthe population in this dataset is single, with a nearly equal split between married and unmarried individuals.

Experience

Fig1.4   Table1.4

Statements	Frequency
<1	11
1-3	29
3-7	17
7-15	15
>15	2
Total	74

The above pie chart represents the distribution of experience levels in a given population. The largest group, comprising 39%, has less than 4 years of experience, indicating a significant presence of early-career professionals. The next largest category, with 23%, falls in the 7–15 years' experience range, followed by 20% who have over 15 years of experience, suggesting a strong presence of mid to senior-level professionals. A smaller segment, 15%, has between 4–7yearsofexperience,whilethesmallestgroup,just3%,fallsinthe 3–7yearsrange.Thisdistributionsuggestsabalancedmixofjunior,mid-career, andexperiencedprofessionals,withanotableconcentrationofemployeesinthe early career stage.

OrganizationConductsPA

Statements	Frequency
Yes	72
No	02
Total	74

Fig1.5   Table1.5
Thepiechartillustrateswhetherorganizationsconductperformanceappraisals. The overwhelming majority, 97%, confirm that their organization conducts performance appraisals, while only 3% report that their organization does not. This indicates that performance appraisal systems are widely implemented across organizations, suggesting a strong emphasis on evaluating employee performanceandprovidingfeedback.Theminimalpercentageoforganizations not conducting appraisals could reflect either smaller businesses or those with alternative evaluation methods.

PerformanceAppraisalCycle
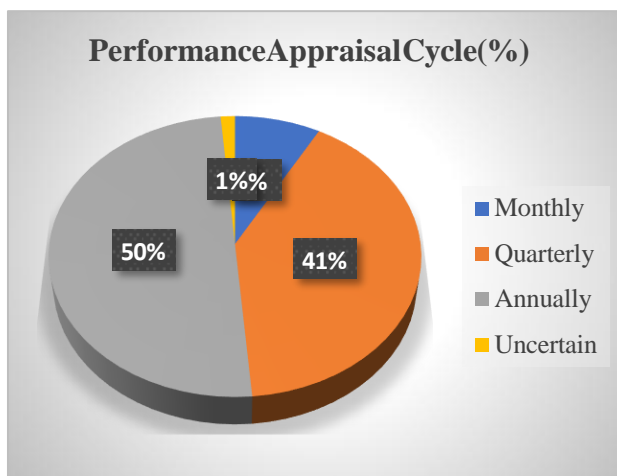
Statements	Frequency
Monthly	6
Quarterly	30
Annually	37
Uncertain	1

Fig.1.6   Table1.6

The pie chart illustrates the frequency of   performance appraisal cycles in organizations. The

majority, 50%, fall under the "Uncertain" category, indicating that either employees are unaware of the appraisal cycle or the organization does not have a fixed schedule. A significant portion, 41.6%, conducts appraisals annually, which is a common practice in many organizations for performance evaluation. Quarterly appraisals are followed by 11.6%,showingthatasmallernumberoforganizationsp refermorefrequentperformance reviews. Monthly appraisals are either absent or negligible in the dataset. This data suggests that while annual appraisals are the norm, a considerable number of employees are unsure about their organization's appraisal cycle.

StatementsConfirmingPerformanceAppraisalPracticesintheOrganization
Table1.7

Statements	S.A.	Agree	Neutral	D.A.	S. D.	Total
SuperiorsconductaFair P.A.	12 (16.2)	57 (77)	5 (6.8)	00 (00)	00 (00)	74 (100)
ObjectivesoftheAppraisalare clearlycommunicated	4 (5.4)	66 (89.2)	1 (1.4)	00 (00)	3 (4.1)	74 (100)
Parameters of PAS are communicated before conductingaAppraisalProcess	7 (9.5)	62 (83.8)	5 (6.8)	00 (00)	00 (00)	74 (100)
PerformanceAppraisalsystem ofyourcompanyisratedhigh by employees	4 (5.4)	60 (81.1)	9 (12.2)	1 (1.4)	00 (00)	74 (100)
PASystemMotivates employeestoPerformwell.	00 (00)	1 (1.4)	00 (00)	58 (78.4)	00 (00)	74 (100)
PASystemoftheCompany is Transparent	00 (00)	00 (00)	4 (5.4)	62 (83.8)	8 (10.8)	74 (100)
Companyusesdigitaltools /softwarefor PA	1 (1.4)	2 (2.7)	4 (5.4)	57 (77)	10 (13.5)	74 (100)
PromotionisbasedonPAonly	00 (00)	00 (00)	3 (4.1)	50 (67.6)	21 (28.4)	74 (100)
Incrementsarebasedon employees'PA	1 (1.4)	2 (2.7)	17 (23)	42 (56)	12 (16.2)	74 (100)
PAofcompanyposesa ConstantStresstoemployees	00 (00)	22 (29.7)	13 (17.6)	37 (50)	2 (2.7)	74 (100)
Trainingneedsofemployeesare basedonPAonly	00 (00)	1 (1.4)	15 (20.3)	54 (73)	4 (5.4)	74 (100)
Employeesarereleasediftheir Performanceisnotsatisfactory	00 (00)	22 (29.7)	11 (14.9)	41 (55.4)	00 (00)	74 (100)

Note:S.A=StronglyAgree, D.A.=Disagree, S.D.=Strongly Disagree

Employees feel that the performance appraisal system in the company is fair and well-communicated. They believe their superiors conduct appraisals properly, and the process is clear. However, many think the system lacks transparency and does not motivate them. It is not the main factor for promotions, salary increases, or training decisions. Most employees also feel thatPAdoesnotuseenoughdigitaltoolsandthatitcansometimesbestressful. However, poor performance in PA does

not directly lead to job loss. Overall, while the system is well-structured, it needs to be more transparent and connected to career growth.

ConfirmingPerformanceAppraisalPracticesintheOrganization.

Table.1.8

Statement	Mean	Std. Deviation	Skewness	Kurtosis	MeanRank
SuperiorsconductaFair P.A.	2.45	.665	-.515	-.334	12th
ObjectivesoftheAppraisal are clearly communicated	4.09	.473	.306	1.400	3rd
ParametersofPASare communicated before conductingaAppraisal Process	3.92	.657	-3.489	14.745	7th
PerformanceAppraisal systemofyourcompanyis rated high by employees	4.03	.405	.219	3.446	5th
PA System Motivates employeestoPerformwell.	3.91	.473	-1.104	4.288	8th
PASystemoftheCompany is Transparent	4.18	.479	-.284	5.208	2nd
Companyusesdigitaltools /softwarefor PA	4.05	.402	.451	3.347	4th
PromotionisbasedonPA only	4.24	.518	.264	-.198	1st
Incrementsare based on employees'PA	3.99	.652	-1.820	7.193	6th
PAofcompanyposesa Constant Stresstoemployees	3.84	.777	-.788	1.690	9th
Trainingneedsofemployees are based on PA only	3.26	.922	-.325	-1.388	11th
Employeesarereleasedif their Performanceisnot satisfactory	3.82	.533	-.715	1.618	10th

Thetableconfirmsvariousaspectsoftheperformanceappraisal(PA)systemin the organization. Promotions are primarily based on PA, ranking highest, indicatingitsstronginfluenceoncareergrowth.TransparencyinthePAsystem andclearcommunication ofappraisalobjectivesarealsoratedhighly,showing thatemployeeslargelyunderstandtheprocess.Theuse ofdigitaltoolsforPAis acknowledged, which supports efficiency. However, fairness in PA conducted bysuperiorsranksthelowest,suggestingconcernsaboutbiasorinconsistency. Additionally, PA-related stress among employees and the limited link between PA and training needs indicate areas for improvement. Strengthening fairness, reducingstress,andaligningPAwithemployeedevelopmentcouldenhancethe system's effectiveness.

CrossTabulation

GenderDepartmentCrosstabulation

	Department		Total

	.00	HR	Finance	Marketing	IT	Others	
Gender Male	1	10	9	8	7	24	59
Female	0	4	4	4	1	2	15
Total	1	14	13	12	8	26	74

Chi-SquareTests

	Value	df	Asymp. Sig. (2sided)
PearsonChi-Square Likelihood Ratio	5.849ᵃ	5	.321
	6.404	5	.269
Linear-by-LinearAssociation	3.433	1	.064
NofValidCases	74		

a.   6cells(50.0%)haveexpectedcountlessthan5.Theminimumexpectedcountis.20.

Thechi-squaretestresultsindicatewhetherthereisasignificantrelationshipbetweengender   and   department distribution. The Pearson Chi-Square value is 5.849 with a p-value (Asymp. Sig.)of0.321,whichisgreaterthanthestandardsignificancelevelof0.05.Thissuggeststhat there is no statistically significant   association   between   gender   and   department   placement. Similarly,thelikelihoodratio(6.404,p=0.269)andthelinear-by-linearassociation(3.433,p
= 0.064) further support the lack of a significant relationship. Additionally, 50% of the expected counts are less than 5, which could affect the test's reliability. Overall, gender does not appear to have a significant impact on department distribution in this dataset.

DepartmentExperienceCrosstabulation

		Experience					Total
		<1	1-3	3-7	7-15	>15	
Department	.00	0	0	0	1	0	1
	HR	3	7	1	2	1	14
	Finance	2	5	5	1	0	13
	Marketing IT Others	3	4	3	2	0	12
		1	6	0	1	0	8
		2	7	8	8	1	26

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 5, Issue 2, Mar.-Apr., 2025, pp: 1409-1419   ISSN: 3048-6874
www.ijhssm.org

Total		11	29	17	15	2	74

Chi-SquareTests

	Value	df	Asymp. Sig. (2sided)
PearsonChi-Square	20.703ª	20	.415
LikelihoodRatio	22.363	20	.321
Linear-by-LinearAssociation	2.084	1	.149
NofValidCases	74		

a.5   cells(50.0%)haveexpectedcountlessthan5.Theminimumexpectedcountis .41.

Chi-square test examines the relationship between gender and experience level. The Pearson Chi-Square value is 12.988 with a p-value of 0.011, which is less than 0.05. This indicates a significant association between gender and experience level, meaning that gender may have an impact on the distribution of experience levels in this dataset. However, 50% of the expectedcountsarelessthan5,whichmayaffectthereliabilityofthetest.Overall,theresults suggest that gender and experience level are not independent of each other.

Findings:
Followingarethefindingfrom thepresent study:
1.   Placements are highest in the "Others" category (36%), with HR (19%) and Finance (18%) following, while IT has the lowest representation (11%).
2.   Thegenderratioshowsasignificantfemalemajority,with 80%
3.   Themaritalstatusdistribution shows53%unmarried, 46%
4.   Theexperiencedistributionshows 39%with lessthan 4years'experience
5.   Thedatashowsthat97%oforganizationsconductperformance appraisals
6.   Thedatashowsthat97%oforganizationsconductperformance appraisals
7.   Theperformanceappraisalsystemisfairandclearbutneedsmoretransparency, motivation, digital integration, and a stronger link to career growth.
8.   ThetablehighlightsthatpromotionsarestronglytiedtoPA,butfairness,stress, and alignment with training needs require improvement for a more effective system.
9.   The chi-square test shows no statistically significant relationship between gender and department distribution in the dataset.
10.   The chi-square test indicates no significant relationship between experience level and department placement.
11.   The chi-square test shows a significant association between gender and experience level.

Conclusion:
The study on employee performance appraisal at Textile Mill highlights the importance of a structured evaluation system in enhancing employee motivation,jobsatisfaction,andoverallperformance. Thefindingsindicatethat while the company's appraisal system is fair and well-communicated, it lacks transparency and digital integration, making it less effective in motivating employees. Mostemployeesacknowledgethatperformanceappraisalsplayacrucialrolein careergrowth,buttheybelievethesystemshouldbemorealignedwithtraining, promotions, and salary increments. Additionally, performance appraisals can sometimes create stress, which needs to be managed carefully to maintain a positive work environment.
The statistical analysis reveals that there is no significant relationship between department placement and factors like gender or experience level, suggesting thatthecompanyprovidesequalopportunitiesacrossvariousroles.However,a significant link was found between gender and experience level, indicating a possible pattern in career progression.
Overall, the study concludes that while the performance appraisal system at TextileMillhasastrongfoundation,improvementsintr

ansparency,motivation strategies, and digital tools can make it more effective in driving employee development and organizational success.

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