
| RESEARCH ARTICLE

Performance Evaluation Practices of Selected BPO Companies and its Effect to Employee Productivity

ZHANG CHEN¹✉, LUO MENG MENG², LI FENG JIAO³ and LI HUI⁴

¹²³⁴La Consolacion University Philippines, Philippines

Corresponding Author: ZHANG CHEN, **E-mail:** zhangchen7@163.com

| ABSTRACT

The COVID-19 pandemic has sparked a debate on the usefulness of performance evaluations, with employees considering factors like work-from-home and hybrid setups as motivators. Employers aim to maximize employee productivity, and they use performance evaluations to assess performance and emphasize company goals. Ugoani (2020) supports this claim, stating that performance appraisals not only review job performance but also bring attention to the company's goals. Open communication between supervisors and employees is crucial during performance evaluations. However, resistance, lack of motivation, and unclear performance dimensions often lead to questions about performance evaluations. This study aims to determine the effectiveness of performance appraisal practices on employee productivity, as employees today prioritize work-family balance and burnout. The study found that most respondents are not satisfied with their company's performance evaluation system and do not believe it positively affects productivity. They also disagree with the communication of performance results and the effectiveness of supervisors providing feedback. They also disagree with the use of rewards like bonuses or pay raises, which do not motivate employees to work more. They also disagree with the promotion of social activities that do not improve productivity. Additionally, many respondents do not communicate negatively about their work, plan it efficiently, or actively participate in meetings and consultations. They also do not take on extra responsibilities or continuously update their skills and knowledge. The study concludes that the BPO company's performance evaluation practices significantly impact employee productivity.

| KEYWORDS

Performance evaluation practices, performance evaluation methods, goal settings, feedback and communication, reward and recognition, interpersonal relationship, productivity performance

| ARTICLE INFORMATION

ACCEPTED: 15 December 2024

PUBLISHED: 07 January 2025

DOI: 10.32996/jbms.2025.7.1.3

Introduction

Nowadays, there is a rising dispute concerning the usefulness of performance evaluation, prompting many employees, researchers, and businesses to ask whether it is still important to utilize this system as a tool of motivation. The outbreak of the covid-19 pandemic has only exacerbated the debate over whether to keep, revise, or abolish performance appraisal because many employees are starting to consider other factors such as work from home, hybrid setup, non-stressful work environment, their family, and so on as important motivators to perform better at work than pay, incentives, and recognition. In fact, employees are fed up with stressful work environments, excessive control, and inadequate professional growth opportunities. Employers,

on the other hand, want to get the most out of their employees when business productivity has been declining. Managers use performance evaluation to assess employee performance. It is an important human resource tool that may also be used to emphasize a company's distinct goals. The policies of each business determine how often this method is used, but the Business Process Outsourcing industry as a whole makes extensive use of it. In fact, some organizations utilize it on a regular basis to determine employee pay increases and promotions, while others use it only infrequently, relying more on the feedback technique for employee ongoing progress.

In addition to what has previously been stated, managers or supervisors usually use a variety of performance evaluations methods to assess how well each employee did overall and how much they helped the organization reach its goals. Thus, an organization may utilize a single kind of performance evaluation method or a combination of approaches to evaluate employee performance. So, an organization can use one kind of performance evaluation method or a mix of methods to judge how well an employee is doing their job.

In some instances, performance evaluation is referred to as performance reviews, performance appraisals, performance assessments, annual reviews, or employee evaluations. For Schleicher et al. (2019), performance evaluation is also a tool designed to assist managers in making personnel decisions as well as employees in improving their performance and acquiring new abilities. Many organizations, for example, use performance evaluation to find out the strengths and weaknesses of their employees and give them the tools they need to improve their job performance or working conditions.

Scholars have come up with several ways to get employees to work harder, such as training, laying out goals and responsibilities for the next evaluation period, feedback, a comfortable work environment, help from management, incentives or bonuses, recognition, etc. There has been more research on employee productivity because people want to find out how to motivate employees to work harder. According to Holden and Overmier (2014), employees do not put their performance into action if they are not motivated or if they are not given an incentive. Employee productivity has become a well-studied topic because of this, and many companies are putting in a lot of effort to find ways to encourage their employees to be more productive. Goyal & Gupta (2016) state that decreasing worker productivity, increased retention expenses, and unmotivated employees are all issues that employers are concerned about.

In addition to what has been said before, performance evaluation has wider applicability. The performance review is also meant to help employees move up in their jobs. Career development is encouraged during the evaluation process, when the employees receive feedback from their supervisors as part of their work performance evaluation to ensure they are managing and achieving the goals set for them. As a result, the organizations can figure out which people have helped them the most, and they can give the best performers the rewards they deserve. According to Ameen & Baharom (2019), the main goal of performance evaluation is to assist managers in making good choices on pay, promotions, training, and employee motivation through feedback.

In line with with the preliminary literature review, performance evaluation is important for more than just assessing how well an employee does their job. Performance appraisals are also important for the business as a whole because they help bring attention to the organization's goals. Ugoani (2020) backs up the above claim by saying that the purpose of a performance appraisal is not only to review how well an employee does their job but also to bring attention to the business's goals. The company is also assessing itself at the same time that the employee is being appraised. This includes comparing goals and performance criteria, going over the whole assessment framework and design, and looking at the values and culture of the company. In addition to what has been said before, managers also use performance evaluation to emphasize a company's distinct goals.

Furthermore, the performance evaluation enables employees to engage openly and honestly with one another. This open communication or dialogue between the supervisor and the employees helps the employees get over their anxiety by letting them know what they need. It also helps the supervisor and the employees build healthy relationships with each other. This open communication also happens when the assessor gives the employee enough time to talk about how he gets along with his coworkers and how he feels about his job as a whole. The employee is also given the chance to offer detailed feedback on what is functioning well and what is not within the team or the organization.

Although several studies have shown the importance of performance assessment to employee career progression, job satisfaction, and organizational success, there is a lot of skepticism about its effectiveness. Some researchers (Siva & Bhanu, 2019; Mitchell, 2019; Trost et al., 2017; Baker et al., 2013) have recently questioned the usefulness and relevance of performance reviews when it comes to improving employees' job productivity and overall value to the organization.

The evaluation process has been linked to resistance and lack of motivation from both appraisers and employees because of mistakes in the evaluation, bias, conflict, a mismatch between employee needs and appraisal goals, and performance dimensions that are not clear or precise. Several employees think that performance reviews are a way for managers or supervisors to remind them of their responsibilities, judge their skills, and warn them of the repercussions of failure. Employees who do not follow guidelines face additional consequences, including dismissal. As a result, performance evaluation has become a contested issue among employees (Behery, 2021).

DeNisi and Murphy (2017) state that not much is known about how employee performance improvements through appraisals are linked to and help improve the performance of an organization. They echo the belief that if all employees improve their performance, the overall performance of the business will improve as a result. However, they conclude that there is no evidence supporting this argument at this time. Siva & Bhanu (2019) went on to say that, to stay up with the current trend, most

organizations are abandoning traditional annual appraisals and striving to find alternative methods of evaluating employee performance.

Furthermore, the performance evaluation is also seen as harmful because it typically leads to employee discontent, deteriorates collaboration, and promotes job dissatisfaction, among other adverse repercussions. This assertion is confirmed by Dauda & Singh (2018), who claim that surveys conducted over the last few years have shown widespread tacit dissatisfaction with the effectiveness of performance evaluation in both informal and formal organizations. Mitchell (2019) looked at the way annual reviews of employee performance are done, especially at multinational high-tech companies. The findings showed that a large number of high-tech companies have stopped using performance ratings or are thinking about doing so. He concluded that performance reviews make employees feel like they are being labeled, which can be demotivating. Balu et al. (2017) also assert that large corporations, such as Adobe, have completely abandoned the traditional yearly performance appraisals in favor of the check-in technique, which, although it sounds like performance evaluation, does not retain any records of performance evaluations. Rock and Jones (2015) back up this claim by saying that large companies are rethinking how they handle critical parts of performance ratings because it hurts employee morale and negatively affects their productivity.

Armstrong was quoted by Dauda and Luki (2021) as saying that the appraisal rating is so fundamentally flawed that it can't be fixed. Referring again to Armstrong, they also pointed out in the same research that, according to employees, ineffective supervisory understanding in doing evaluations leads to bias and degrades effective appraisals to a dishonest annual ritual. Reeves (2016) also states that, although a supervisor may evaluate an employee's performance, the results are just the supervisor's view. An employee's performance appraisal becomes a manager's weapon against them. An appraisal may be skewed in favor of the employee when the employee and manager are friendly.

Cappelli and Tavis (2016) say that the following three factors are making businesses question whether their current appraisals are still relevant: As the job market gets tighter, development becomes more important; when business cycles are short and agility is needed, you need work environments with a faster pace; and teamwork should be valued more than individual responsibility.

The researcher would like to look into how performance evaluation practices affect employee productivity because, in addition to rewards and recognition, which have been known for a long time to increase productivity, employees today care about a lot of other things. Gholitabar et al. (2020), for example, found that employees who do not feel supported by their managers in terms of work-family balancing opportunities are more prone to burnout and unproductive behavior.

After carefully looking at the results of previous studies, the researcher have decided that studying the effect of performance appraisal practices on employee productivity is an important step. This is because it will help researchers and business outsourcing companies figure out the best way to do performance appraisals to motivate employees to reach the goals set by the company and improve their skills. It will also contribute to the current knowledge for future study in this extensive and well-researched area.

Overview of Performance Evaluation Methods

Performance evaluation methods include the critical incident method, weighted checklist method, paired comparison analysis, graphic rating scales, essay evaluation method, behaviorally anchored rating scales, performance ranking method, Management by Objectives (MBO) method, 360-degree performance appraisal method, forced ranking, behavioral observation scales, and the 720-degree performance appraisal (Sundaravadivel & Silambarasi, 2018). However, all these appraisal methods can be classified into two fundamental categories: traditional methods and modern appraisal methods.

Traditional Performance Appraisal Methods

According to Jency (2016), the traditional performance evaluation methods are older ones that emphasize evaluating employees' specific attributes such as knowledge, initiative, loyalty, leadership, and judgment. The methods listed below are regarded as traditional means of evaluating employee performance:

Ranking Method. In this evaluation method, the employees within a particular group are ranked according to their overall performance by an evaluator, who begins with the group's top performer and progresses down to the group's lowest performer (Jency, 2016). This method is very simple to use and ranks employees from best to worst in a group. However, this evaluation's simplicity is overshadowed by the reality that an employee might obtain both the lowest and highest ratings.

Rating Scales. This is the simplest and most extensively employed method for assessing employee performance. The rating scale technique provides each employee with a numerical value based on a specified criterion. A typical rating scale system has many numerical scales. Each scale represents a job-related performance criterion, such as cooperation, dependability, initiative, productivity, attitude, and attendance (Ikechukwu et al., 2020).

The scale may go from positive to negative. The rater then computes the employee's overall numerical score. The benefits of rating scales are their flexibility and low cost. It has problems like rater bias and numerical scoring, which give a false impression of accuracy (Ikechukwu et al., 2020).

Paired Comparison Method. In this evaluation method, each employee is rated in tandem with another employee. This appraisal method is a variant of the ranking approach, in which each employee's performance is compared to the performance of all other employees. The employee who gets the most positive comparisons obtains the highest ranking (Haralayya, 2022). There is a distinction between the ranking and paired comparison assessment methods, though. In the ranking method, the superior rates the subordinates from best to worst, whereas in paired-comparison, the evaluator compares each employee with each employee one at a time. (Ikechukwu et al., 2020; Tiyek et al., 2021).

Critical Incident Method. The critical incident method requires the evaluator to keep track of the good and bad performance of each employee. These important incidents serve as the basis for the performance appraisal (Haralayya, 2022; Tiyek et al., 2021). This method reduces bias, but it could lead to too much supervision. For example, a supervisor is supposed to keep track of incidents, but they might forget. Since negative incidents stand out more than positive ones, managers may bring up complaints at an employee's annual performance review (Ikechukwu et al., 2020).

Forced Distribution Method. This method of evaluation is also known as stacked ranking or the Bell-curve ranking method. Evaluators are asked to divide employees into groups of ratings that have already been set, like on a normal distribution curve, to reduce bias in their decisions. The evaluator then chooses, at his or her discretion, the best match for each category. With the forced distribution method, the person doing the evaluation rates the employees based on a predetermined distribution. This method, however, does not involve any conversations with the supervisor (Tiyek et al., 2021; Jency, 2016). Deshmukh & Patel (2019) also found that the Bell Curve technique discourages collaboration and productivity.

Checklist Method. This assessment method enables a yes-or-no approach to evaluating employee performance. Under this method, a checklist of employee attributes in the form of Yes or No questions is created. The rater reports and checks, while HR evaluates. The answers are given in terms of the employee's morals, ethics, diligence, resourcefulness, conscientiousness, cooperation, integration, personality traits, skill, expertise, talents, and abilities. If the employee receives favorable feedback, they must maintain their present level of performance. When employees get negative feedback, they must work exceptionally hard to improve their performance (Jancy, 2020; Kapur, 2022).

According to Chugulu (2014), during the evaluation, a simple form is developed to outline the organization's various goals; assessors then check to see if the employee owns each item and then tick beside it.

Essay Method. The essay method requires the appraiser to write a concise narrative detailing the employee's performance. The appraiser must describe the employee in areas such as training and development, overall performance, productivity, job proficiency or qualification, and strengths and weaknesses.

According to Sabir (2017), the rater writes down the employee description in detail under several major categories, including overall impression of performance, promoting employee ability, existing capabilities and qualifications of performing jobs, strengths and weaknesses, and training needs. However, the principal criticism leveled against this approach is that it is very subjective, in part because the evaluation criteria are left completely to the discretion of the evaluator and the outcomes are based on the writing skills of the evaluator (Ikechukwu et al., 2020).

Modern Performance Evaluation Methods. The modern performance evaluation methods were designed to be more accurate and reliable than the traditional ones. It sought to address the flaws of traditional approaches such as bias, the halo effect, subjectivity, and so on by introducing innovative practices. According to Jency (2016), the approaches listed below are regarded as current ways of evaluating performance:

Management by Objectives (MBO). This is a results-based method that requires managers and employees to collectively agree on goals that will be used to evaluate performance in the next term. First, the manager and employee sit down together and set goals to be fulfilled within a specific time-frame. Secondly, when it is time to evaluate performance, the manager and employee look at the goals that were set and see how well they were met (Tiyek et al., 2021). Islami et al. (2018) defined it as the parameters of strategic planning, which include aligning the manager's goals with those of the workforce so that the organization's goals can be met.

According to Cardona & Rey (2022), when management by objectives is used in an organization with a low sense of commitment, individuals have a propensity to cheat the system by hiding behind the goals or limiting themselves to reaching the bare minimum. They also found that management by objectives, even with empowerment, has not maximized employees' potential. Due to the lack of serious commitment, increasing employees' responsibility or power is useless.

Behaviorally Anchored Rating Scale (BARS). This evaluation method combines parts of both the critical incident method and the graphic rating scale method. According to Klieger et al. (2018), BARS were developed to improve the shortcomings of rating scales. The primary characteristic of BARS is that they provide actual examples of various degrees of performance. These examples provide clear standards that raters can use to evaluate an employee's performance and implicit descriptions of different levels of performance.

The supervisor gives ratings to employees based on items on a numerical scale (Mishra, 2022; Jancy, 2016). This technique was designed to help subordinates improve their performance. It reduces rating errors and enables supervisors to communicate the outcome to employees who have been evaluated. However, the method suffers from the same biases as other ranking methods (Ikechukwu et al., 2020).

Assessment Centers. Employees' performance is assessed over a period of time, such as one or three days, by attentively observing their actions and behavior while they complete a series of selected exercises or work samples (Jency, 2016). A typical assessment center evaluates mental vigilance, efficacy, self-assurance, organizational and planning skills, persuasion, communication skills, empathy, managerial skills, stress resistance, assertiveness, decision-making, and innovation (Ikechukwu et al., 2020).

Psychological Appraisals. These evaluations focus more on figuring out how well an employee will do in the future than on figuring out how well they did in the past. In-depth interviews, supervisory discussions, and psychological testing are utilized to assess individuals' future performance potential (Khanna and Sharma, 2014). This method is frequently reserved for intelligent young employees with high potential because this strategy is time-consuming and costly. Some employees dislike this type of appraisal when there are cultural differences since the quality of the evaluation depends on the psychologists' expertise (Ikechukwu et al., 2020).

Cost Accounting Method. The cost accounting method evaluates employees based on how much money they bring to the business. The costs of keeping the job going and the money the organization makes from the employee are both written down. Thus, employee performance is evaluated based on the cost-benefit relationship (Mishra, 2022; Ikechukwu et al., 2020).

360 degree Feedback System. This is the most commonly used modern performance appraisal method in many Business Process Outsourcing companies. Peers, supervisors, subordinates, team members, and even customers can all evaluate an employee's performance based on a set of predetermined criteria (Mishra, 2022; Balu et al., 2017). Thus, it relies on the input of an employee, a superior, a colleague, subordinates, and sometimes customers, suppliers, etc. Despite the success of 360-degree appraisal systems, a number of concerns have been discovered in the research that limit their usefulness (Idowu, 2017). Ikechukwu et al. (2020) also say that there are some downsides to using a 360-degree evaluation system. For example, some employees might find it scary to get feedback from different people.

720-Degree Performance Appraisal. According to Lavanya and Kavitha (2018), a 720-degree performance appraisal is essentially a 360-degree appraisal performed twice and an assessment of an employee on all facets, with timely feedback to ensure that the employee meets the established targets prior to the next appraisal. When the 360-degree assessment is complete, the employee's performance is analyzed. If the company has a good feedback system, the manager meets with the employee again and gives him feedback and ideas on how to reach the goals that have been set.

Performance Evaluation Methods and Its Effects on Employees Productivity

Abdullateef & Baharom (2019) found that, in order to achieve strategic goals and increase effectiveness and engagement, companies must understand how multiple components of performance evaluation, such as training, job promotion, feedback, recognition, and financial incentives, influence varied workforces.

In addition to the foregoing, Teshale (2021) indicated that there is a positive and significant relationship between performance appraisal, setting objectives, performance feedback, performance reward, interpersonal relationships, and employee productivity, of which performance feedback has the dominant one in Federal Housing Corporation.

According to Deepa & Kuppusamy (2014), performance appraisal has a positive correlation with productivity. Using a cross-sectional survey of 393 employees of an Indian service firm, Chahar (2020) also found that performance evaluation methods have a direct influence on employee job performance, which is mediated by motivation.

In the same vein, Aydın's (2018) study shows that the effect of performance appraisal on employee motivation and productivity was high. In other words, performance appraisal was found to be a major factor in employee motivation and productivity. Furthermore, Siyum (2020) conducted a study on the impact of performance appraisal on employee productivity in private and public hospitals in Tigray, Ethiopia. The findings show that there was an impact of performance appraisals on employee productivity.

According to Ogohi's (2019) research, a fair and objective performance evaluation strategy may improve employee performance. Performance evaluation is one of the most important ways to measure how productive an employee is at work. It usually takes the form of a regular review. Abbasnejad et al. (2017) also found several ways to improve employee performance. These include Management by Objectives, the narrative method, the graphic rating scale form, the ranking method, the 360-degree evaluation, the resultsbased system, the critical incident method, the essay method, and the work standards method. Carol & Florah (2019) conducted research on the performance management practice and employee productivity at the state department of labor in Kenya, and their study found a considerable positive correlation between employee appraisals and productivity. The research showed that a good way to make employees more productive is for companies to evaluate their work and tell them how they did it.

Mollel et al. (2017) found, contrary to previous research, that performance appraisal practices like training, development, and promotion did not have a significant effect on employee productivity. Only recognition and feedback are found to be vital to employee performance. Other researchers (Noe et al., 2017; Giangreco et al., 2012) say that the evaluation process has been linked to resistance and loss of motivation from both appraisers and employees because of mistakes, bias, conflict, misalignment between employee needs and appraisal goals, and vague and unclear performance dimensions.

In addition to what has been said before, Zondo (2018) found that the 360-degree performance appraisal has no influence on labor productivity improvement. Agrawal (2019) discovered that the Bell curve appraisal method was becoming obsolete. There are better approaches that support employee confidence, promote collaboration, and encourage team efforts rather than make individuals compete with each other.

Employee Productivity

This expression refers to the associated tasks that a worker is required to do and the quality with which those activities are performed (Jayum et al., 2018). It may also be described as the amount of work completed by employees and delivered to the business (Thudaa et al., 2019). It is usually thought of as the relationship between output and input, and it has been used in many different ways and at many different levels for more than two hundred years (Olasanmi et al., 2021). It is the most important need for every organization in order to ensure its existence or continued operation (Cury & Saraiva, 2018; Nguyen et al., 2019).

Given the fact that it is critical to business, a high degree of productivity is a sign of a successful company; it means maximizing available resources to accomplish desired outcomes (Olayisade et al., 2021). They also claimed that several variables may have an effect on employee productivity; as a result, businesses must make every effort to ensure that productivity considerations are satisfied to the greatest extent possible. However, employee productivity can be measured by several factors. Iqbal et al. (2018), for instance, emphasized that absenteeism and presenteeism, quality and quantity of work, task productivity, and innovation productivity are all measures of employee productivity. This is due to the fact that employees are the management's instruments, and their actions or inactions impact the organization's profitability and viability. Employee productivity measures an organization's efficiency and effectiveness (Olayisade et al. (2021).

Furthermore, increasing workplace productivity is part of any company's strategy. After working hours, employees should give excellent quality outputs (Asio, 2021). In order to do so, the employee should be aware that their work contributes to the organization's overall success (Jan et al., 2020). A growing challenge in corporations is for their employees to be productive in accomplishing given duties, which adds to the organization's success (Elaho & Odion, 2022). In fact, it is generally accepted that businesses with the most productive employees would be more resilient to the effects of unfavorable market circumstances because they take a proactive approach (Shane, 2017).

Statement of the Problem

This research will assume that inadequate performance appraisals demotivate workers and impair overall productivity.

The following problems will be investigated as part of this research:

1. How do the employees describe the current performance evaluation practices of the BPO company in terms of:
 - 1.1 Performance evaluation methods;
 - 1.2 Goal settings;
 - 1.3 Feedback and Communication;
 - 1.4 Reward and Recognition; and
 - 1.5 Interpersonal Relationship?
2. How do the employees rate their productivity performance with the BPO company?
3. Does the performance evaluation practices of the BPO company has a significant effect to employee productivity?
4. How can the findings of the study be utilized to improve performance evaluation practices towards better employee productivity at the BPO company?

Methods and Techniques Used

The experimental research design will be the structure for this study in which numeric score rating will gather the perception of the respondents observed in a structured pattern. This research design will deal at the problem of the study scientifically, and will establish a clear cause and effect of performance evaluation practices to the productivity of the employees on selected BPO in China. The method of the research will be quantitative whereas, according to Bhawna & Gobind (2015; as cited by Susaie & Shah, 2022), quantitative research is the systematic empirical investigation of observable phenomena using statistical, mathematical or computational techniques. This method will be used to analyze relationships between variables and present this relationship mathematically through statistical analysis wherein, this is the main purpose of the research.

This study will utilize descriptive statistics that will determine the description of the respondents to performance evaluation practices, and rate their productivity in their respective BPO companies. The results will examine how employees perceive the effect of performance evaluation practices to their work productivity leaderships skills of the manufacturing company employees towards a proposal to an enrichment program leadership upskilling.

Instruments of the Study

This research will employ a modified questionnaire adapted from the questionnaire created by Zafu (2021) for his investigation into the effect of performance appraisal practices on employee productivity at Ethiopia's federal housing corporation. The validity and reliability of the twenty-eight-item questionnaire will be determined using Cronbach Alpha after pilot testing.

Presentation, Analysis, and Interpretation of Data

1. How do the employees describe the current performance evaluation practices of the BPO company in terms of:

Table 2
Employees Description to the Current Performance Evaluation Practices of the BPO company

Indicators	Average rating	Interpretation	Rank
A. Performance Evaluation Methods			
1. My performance and individual contributions to the company's objectives are evaluated fairly and consistently in my company	2.32	Disagree	3
2. I am pleased with my company's existing performance evaluation system.	2.40	Disagree	2
3. I am satisfied with the conclusions drawn from my performance evaluation.	2.50	Disagree	1
4. My company's performance evaluation system positively affects my productivity.	2.10	Disagree	4
5. My organization's performance evaluation system has no beneficial effect on my productivity.	2.03	Disagree	5
Overall	2.27	Disagree	
B. Goals Setting			
1. I am satisfied with how my employer establishes my work goals.	2.80	Agree	2
2. I participate in setting my job's goals/targets	2.77	Agree	3
3. I understand the importance of my goals/targets in relation to the overall objective of the corporation.	2.76	Agree	4
4. Work objectives are well-defined, achievable, and simple to understand.	3.09	Agree	1
5. My supervisor provides detailed instructions that assist me in setting goals and enhancing my job performance.	2.50	Disagree	5
Overall	2.78	Agree	
C. Performance Feedback and communication			
1. I like how my performance results are communicated during performance evaluations.	2.49	Disagree	2
2. My supervisor provides me with performance feedback.	1.82	Disagree	5
3. My company's goals and objectives are effectively communicated to its employees and correspond with their personal aspirations.	1.92	Disagree	4
4. My supervisor does not offer me enough feedback and information on my performance.	2.36	Disagree	3
5. My supervisor is not providing me the opportunity to discuss my performance.	2.55	Agree	1
Overall	2.23	Disagree	
D. Performance Reward and Recognition			
1. I appreciate the company's incentive program after the yearly performance evaluation.	1.77	Disagree	5
2. Incentives, salary increases, and other types of rewards encourage me to increase my performance.	1.82	Disagree	4

3. Bonuses, pay raises, and other rewards from my firm do not motivate me to work more.	1.88	Disagree	3
4. Increasing an employee's responsibilities is an excellent method for boosting their performance.	2.16	Disagree	1
5. Recognition and gratitude from supervisors boost my productivity at work.	1.90	Disagree	2
Overall	1.91	Disagree	
E. Interpersonal Relationships			
1. Workplace relationships benefit employees' productivity.	2.38	Disagree	4
2. I like working in a group because it helps me be more productive.	2.57	Agree	2
3. My job productivity is unrelated to my relationships with my supervisor and other employees.	3.14	Agree	1
4. Relationships with supervisors and other employees should not be an element of an employee's performance evaluation.	2.07	Disagree	5
5. Social activities like team outings and travel groups promote employee relationships and productivity.	2.49	Disagree	3
Overall	2.53	Agree	3

Table 2 shows the numerical data of employee's description to the current performance evaluation practices of the BPO company in terms of performance evaluation methods, goal settings, feedback and communication, reward and recognition, and interpersonal relationship.

1.1 Performance Evaluation Methods;

In this section, it quantifies the numerical data of employee's description to the current performance evaluation practices of the BPO company in terms of performance evaluation methods. Pertaining to the table above, with the highest weighted mean of 2.50 and a verbal interpretation of Disagree, I am satisfied with the conclusions drawn from my performance evaluation. Followed by I am pleased with my company's existing performance evaluation system on rank 2 with a weighted mean of 2.40 and interpreted as Disagree. On rank three with a weighted mean of 2.32 and a verbal interpretation of Disagree, My performance and individual contributions to the company's objectives are evaluated fairly and consistently in my company. On rank four, My company's performance evaluation system positively affects my productivity with a weighted mean of 2.10 and interpreted as Disagree. Lastly, with the lowest weighted mean of 2.03 and interpreted as Disagree, My organization's performance evaluation system has no beneficial effect on my productivity. Overall, the employee's description to the current performance evaluation practices of the BPO company in terms of performance evaluation methods corresponds to a general weighted mean of 2.27 and interpreted as Disagree.

1.2 Goals Setting;

In this section, it quantifies the numerical data of employee's description to the current performance evaluation practices of the BPO company in terms of goal setting. Pertaining to the table above, with the highest weighted mean of 3.09 and a verbal interpretation of Agree, Work objectives are well-defined, achievable, and simple to understand. Followed by I am satisfied with how my employer establishes my work goals on rank two with a weighted mean of 2.88 and interpreted as Agree. On rank three with a weighted mean of 2.77 and a verbal interpretation of Agree, I participate in setting my job's goals/targets. On rank four, I understand the importance of my goals/targets in relation to the overall objective of the corporation with a weighted mean of 2.76 and interpreted as Agree. Lastly, with the lowest weighted mean of 2.50 and interpreted as Disagree, My supervisor provides detailed instructions that assist me in setting goals and enhancing my job performance. Overall, the employee's description to the current performance evaluation practices of the BPO company in terms of goal setting corresponds to a general weighted mean of 2.78 and interpreted as Agree.

1.3 Performance Feedback and Communication;

In this section, it quantifies the numerical data of employee's description to the current performance evaluation practices of the BPO company in terms of performance feedback and communication. Pertaining to the table above, with the highest weighted mean of 2.55 and a verbal interpretation of Agree, My supervisor is not providing me the opportunity to discuss my performance. Followed by I like how my performance results are communicated during performance evaluations on rank two with a weighted mean of 2.49 and interpreted as Disagree. On rank three with a weighted mean of 2.36 and a verbal interpretation of

Disagree, My supervisor does not offer me enough feedback and information on my performance. On rank four, My company's goals and objectives are effectively communicated to its employees and correspond with their personal aspirations with a weighted mean of 1.92 and interpreted as Disagree. Lastly, with the lowest weighted mean of 1.82 and interpreted as Disagree, My supervisor provides me with performance feedback. Overall, the employee's description to the current performance evaluation practices of the BPO company in terms of performance feedback and communication corresponds to a general weighted mean of 2.23 and interpreted as Disagree.

1.4 Performance Reward and Recognition; and

In this section, it quantifies the numerical data of employee's description to the current performance evaluation practices of the BPO company in terms of performance reward and recognition. Pertaining to the table above, with the highest weighted mean of 2.16 and a verbal interpretation of Disagree, Increasing an employee's responsibilities is an excellent method for boosting their performance. Followed by Recognition and gratitude from supervisors boost my productivity at work on rank 2 with a weighted mean of 1.90 and interpreted as Disagree. On rank three with a weighted mean of 1.88 and a verbal interpretation of Disagree, Bonuses, pay raises, and other rewards from my firm do not motivate me to work more. On rank four, Incentives, salary increases, and other types of rewards encourage me to increase my performance with a weighted mean of 1.82 and interpreted as Disagree. Lastly, with the lowest weighted mean of 1.77 and interpreted as Disagree, I appreciate the company's incentive program after the yearly performance evaluation. Overall, the employee's description to the current performance evaluation practices of the BPO company in terms of performance reward and recognition methods corresponds to a general weighted mean of 1.91 and interpreted as Disagree.

1.5 Interpersonal Relationships?

In this section, it quantifies the numerical data of employee's description to the current performance evaluation practices of the BPO company in terms of interpersonal relationship. Pertaining to the table above, with the highest weighted mean of 3.14 and a verbal interpretation of Agree, My job productivity is unrelated to my relationships with my supervisor and other employees. Followed by I like working in a group because it helps me be more productive on rank two with a weighted mean of 2.57 and interpreted as Agree. On rank three with a weighted mean of 2.49 and a verbal interpretation of Disagree, Social activities like team outings and travel groups promote employee relationships and productivity. On rank four, Workplace relationships benefit employees' productivity with a weighted mean of 2.38 and interpreted as Disagree. Lastly, with the lowest weighted mean of 2.07 and interpreted as Disagree, Relationships with supervisors and other employees should not be an element of an employee's performance evaluation. Overall, the employee's description to the current performance evaluation practices of the BPO company in terms of interpersonal relationship corresponds to a general weighted mean of 2.53 and interpreted as Agree.

2. How do the employees rate their productivity performance with the BPO company?

Table 3
Employee's Rating to their Productivity Performance

Indicators	Average rating	Interpretation	Rank
1. I perform my task without much supervision.	3.02	Agree	3
2. I demonstrate dedication and commitment to the tasks assigned to me.	2.56	Agree	12
3. I handle the details of the work assigned to me	2.22	Disagree	17
4. I show flexibility (whenever the need arises)	2.60	Agree	11
5. I usually come up with sound suggestions to problems.	3.00	Agree	5
6. I continuously update my skills and knowledge to contribute effectively to the organization	1.69	Disagree	25
7. I willingly help others (whenever necessary) in the performance of my tasks.	2.92	Agree	8
8. I manage to plan my work so that I can finish it on time.	2.36	Disagree	16
9. I keep in mind the work result I needed to achieve.	2.55	Agree	13
10. I am able to set priorities.	3.19	Agree	1
11. I am able to carry out my work efficiently.	2.02	Disagree	19
12. I manage my time well.	3.02	Agree	3
13. I start new tasks on my own initiative when my old task were completed.	2.99	Agree	6
14. I take challenging tasks whenever available.	2.92	Agree	8

15. I work on keeping my job-related knowledge for sharing to my colleagues.	2.18	Disagree	18
16. I work on keeping my job-related skills for sharing to my colleagues.	2.85	Agree	10
17. I come up with creative solutions for new problems.	2.95	Agree	7
18. I take on extra responsibilities.	1.72	Disagree	24
19. I continually seek challenges in my work.	1.92	Disagree	20
20. I actively participate in meetings and/or consultations.	1.85	Disagree	22
21. I do not complaint any minor work-relted issues at work.	1.82	Disagree	23
22. I do not make problems at work bigger than they are.	1.92	Disagree	20
23. I do not focus on negative aspects of situation at work.	3.14	Agree	2
24. I do not talk to my colleagues about the negative aspects of my work.	2.50	Disagree	14
25. I do not talk to people outside the organization about the negative aspects of my work.	2.38	Disagree	15
Overall	2.49	Disagree	

Table 3 shows the numerical presentation of employee’s rating to their productivity performance. Starting with the indicator with the highest weighted mean of 3.19 and a verbal interpretation of Agree, I am able to set priorities. Followed by I do not focus on negative aspects of situation at work on rank two with a weighted mean of 3.14 and a verbal interpretation of Agree. On rank three with a weighted mean of 3.02 and interpreted as Agree; I perform my task without much supervision and I manage my time well. At the fifth rank with a weighted mean of 3.00 and a verbal interpretation of Agree, I usually come up with sound suggestions to problems. I start new tasks on my own initiative when my old task were completed ranked sixth with a weighted mean of 2.99 and interpreted as Agree. On rank seven having a weighted mean of 2.95 and interpreted as Agree, I come up with creative solutions for new problems. Both I willingly help others (whenever necessary) in the performance of my tasks, and I take challenging tasks whenever available ranked eight with a weighted mean of 2.92 and a verbal interpretation of Agree. With a weighted mean of 2.85 and an interpretation of Agree, I work on keeping my job-related skills for sharing to my colleagues ranked tenth. On eleventh rank with a weighted mean of 2.60 and interpreted as Agree, I show flexibility (whenever the need arises). Right on rank twelve having a weighted mean of 2.56 and interpreted as Agree, I demonstrate dedication and commitment to the tasks assigned to me. Interpreted as Agree with a weighted mean of 2.55, I keep in mind the work result I needed to achieve on rank thirteen. On the fourteenth rank, I do not talk to my colleagues about the negative aspects of my work having a weighted mean of 2.50 and interpreted as Disagree. On rank fifteen, I do not talk to people outside the organization about the negative aspects of my work with a weighted mean of 2.38 and interpreted of Disagree. On rank sixteen having a weighted mean of 2.36 and interpreted as Disagree, I manage to plan my work so that I can finish it on time. I handle the details of the work assigned to me ranked seventeenth having a weighted mean of 2.22 and interpreted as Disagree. I work on keeping my job-related knowledge for sharing to my colleagues on rank eighteen with a weighted mean of 2.18 and interpreted as Disagree. On rank nineteen, I am able to carry out my work efficiently with weighted mean of 2.02 and interpreted as Disagree. Both I continually seek challenges in my work and I do not make problems at work bigger than they are ranked twentieth with a weighted mean of 1.92 and interpreted as Disagree. I actively participate in meetings and/or consultations ranked twenty-second with a weighted mean of 1.85 and interpreted as Disagree. I do not complaint any minor work-related issues at work ranked twenty-third with a weighted mean of 1.82 and interpreted as Disagree. On rank twenty-four, I take on extra responsibilities having a weighted mean of 1.72 and interpreted as Disagree. Lastly having the lowest weighted mean of 1.69 and interpreted as Disagree, I continuously update my skills and knowledge to contribute effectively to the organization. Overall, the employees’ rating to their productivity performance corresponds to a general weighted mean of 2.49 and interpreted as Disagree.

3. Does the performance evaluation practices of the BPO company has a significant effect to employee productivity?

Table 4
Significant effect of performance evaluation process of the BPO company to employees' productivity

Table 4 shows the numerical data of the significant effect of performance evaluation process of the BPO company to employees' productivity. Since the computed f of 7.39 is greater than the critical value of 2.87 with degree of freedom of 4 and 20 at level of significant at 5 % therefore the result is to reject the null, hence the BPO company's performance evaluation practices have a significant effect to employee productivity.

4. How can the findings of the study be utilized to improve performance evaluation practices towards better employee productivity at the BPO company?

ANOVA						
Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	2.19	4	0.55	7.39	0.0008	2.87
Within Groups	1.49	20	0.07			
Total	3.68	24				

Since the findings of the study showed that BPO company's performance evaluation practices have a significant effect to employee productivity, therefore a proposal to improve the performance evaluation practices is necessary. The components of the performance evaluation may include: Identify the goals of performance management initiatives; Define and describe each role; Pair goals with a performance plan; Monitor progress towards performance targets; Coaching should be frequent; Use guidelines for advantage; Build a performance-aligned culture.

Summary of Findings

The results of the data highlighted the following observations.

1. Employees Description to the Current Performance Evaluation Practices of the BPO company

In terms of performance evaluation methods, with the highest weighted mean of 2.50 and a verbal interpretation of Disagree, I am satisfied with the conclusions drawn from my performance evaluation. Followed by I am pleased with my company's existing performance evaluation system on rank 2 with a weighted mean of 2.40 and interpreted as Disagree. On rank three with a weighted mean of 2.32 and a verbal interpretation of Disagree, My performance and individual contributions to the company's objectives are evaluated fairly and consistently in my company. On rank four, My company's performance evaluation system positively affects my productivity with a weighted mean of 2.10 and interpreted as Disagree. Lastly, with the lowest weighted mean of 2.03 and interpreted as Disagree, My organization's performance evaluation system has no beneficial effect on my productivity. Overall, the employee's description to the current performance evaluation practices of the BPO company in terms of performance evaluation methods corresponds to a general weighted mean of 2.27 and interpreted as Disagree.

In terms of goal setting, with the highest weighted mean of 3.09 and a verbal interpretation of Agree, Work objectives are well-defined, achievable, and simple to understand. Followed by I am satisfied with how my employer establishes my work goals on rank two with a weighted mean of 2.88 and interpreted as Agree. On rank three with a weighted mean of 2.77 and a verbal interpretation of Agree, I participate in setting my job's goals/targets. On rank four, I understand the importance of my goals/targets in relation to the overall objective of the corporation with a weighted mean of 2.76 and interpreted as Agree. Lastly, with the lowest weighted mean of 2.50 and interpreted as Disagree, My supervisor provides detailed instructions that assist me in setting goals and enhancing my job performance. Overall, the employee's description to the current performance evaluation practices of the BPO company in terms of goal setting corresponds to a general weighted mean of 2.78 and interpreted as Agree.

In terms of performance feedback and communication, with the highest weighted mean of 2.55 and a verbal interpretation of Agree, My supervisor is not providing me the opportunity to discuss my performance. Followed by I like how my performance results are communicated during performance evaluations on rank two with a weighted mean of 2.49 and interpreted as Disagree. On rank three with a weighted mean of 2.36 and a verbal interpretation of Disagree, My supervisor does not offer me enough feedback and information on my performance. On rank four, My company's goals and objectives are effectively communicated to its employees and correspond with their personal aspirations with a weighted mean of 1.92 and interpreted as Disagree. Lastly, with the lowest weighted mean of 1.82 and interpreted as Disagree, My supervisor provides me with performance feedback. Overall, the employee's description to the current performance evaluation practices of the BPO company in terms of performance feedback and communication corresponds to a general weighted mean of 2.23 and interpreted as Disagree.

In terms of performance reward and recognition, with the highest weighted mean of 2.16 and a verbal interpretation of Disagree, Increasing an employee's responsibilities is an excellent method for boosting their performance. Followed by Recognition and gratitude from supervisors boost my productivity at work on rank 2 with a weighted mean of 1.90 and interpreted as Disagree. On rank three with a weighted mean of 1.88 and a verbal interpretation of Disagree, Bonuses, pay raises, and other rewards from my firm do not motivate me to work more. On rank four, Incentives, salary increases, and other types of rewards encourage me to increase my performance with a weighted mean of 1.82 and interpreted as Disagree. Lastly, with the lowest weighted mean of 1.77 and interpreted as Disagree, I appreciate the company's incentive program after the yearly performance evaluation. Overall, the employee's description to the current performance evaluation practices of the BPO company in terms of performance reward and recognition methods corresponds to a general weighted mean of 1.91 and interpreted as Disagree.

In terms of interpersonal relationship, with the highest weighted mean of 3.14 and a verbal interpretation of Agree, My job productivity is unrelated to my relationships with my supervisor and other employees. Followed by I like working in a group because it helps me be more productive on rank two with a weighted mean of 2.57 and interpreted as Agree. On rank three with a weighted mean of 2.49 and a verbal interpretation of Disagree, Social activities like team outings and travel groups promote employee relationships and productivity. On rank four, Workplace relationships benefit employees' productivity with a weighted mean of 2.38 and interpreted as Disagree. Lastly, with the lowest weighted mean of 2.07 and interpreted as Disagree, Relationships with supervisors and other employees should not be an element of an employee's performance evaluation. Overall, the employee's description to the current performance evaluation practices of the BPO company in terms of interpersonal relationship corresponds to a general weighted mean of 2.53 and interpreted as Agree.

2. Employee's Rating to their Productivity Performance

Starting with the indicator with the highest weighted mean of 3.19 and a verbal interpretation of Agree, I am able to set priorities. Followed by I do not focus on negative aspects of situation at work on rank two with a weighted mean of 3.14 and a verbal interpretation of Agree. On rank three with a weighted mean of 3.02 and interpreted as Agree; I perform my task without much supervision and I manage my time well. At the fifth rank with a weighted mean of 3.00 and a verbal interpretation of Agree, I usually come up with sound suggestions to problems. I start new tasks on my own initiative when my old task were completed ranked sixth with a weighted mean of 2.99 and interpreted as Agree. On rank seven having a weighted mean of 2.95 and interpreted as Agree, I come up with creative solutions for new problems. Both I willingly help others (whenever necessary) in the performance of my tasks, and I take challenging tasks whenever available ranked eight with a weighted mean of 2.92 and a verbal interpretation of Agree. With a weighted mean of 2.85 and an interpretation of Agree, I work on keeping my job-related skills for sharing to my colleagues ranked tenth. On eleventh rank with a weighted mean of 2.60 and interpreted as Agree, I show flexibility (whenever the need arises). Right on rank twelve having a weighted mean of 2.56 and interpreted as Agree, I demonstrate dedication and commitment to the tasks assigned to me. Interpreted as Agree with a weighted mean of 2.55, I keep in mind the work result I needed to achieve on rank thirteen. On the fourteenth rank, I do not talk to my colleagues about the negative aspects of my work having a weighted mean of 2.50 and interpreted as Disagree. On rank fifteen, I do not talk to people outside the organization about the negative aspects of my work with a weighted mean of 2.38 and interpreted of Disagree. On rank sixteen having a weighted mean of 2.36 and interpreted as Disagree, I manage to plan my work so that I can finish it on time. I handle the details of the work assigned to me ranked seventeenth having a weighted mean of 2.22 and interpreted as Disagree. I work on keeping my job-related knowledge for sharing to my colleagues on rank eighteen with a weighted mean of 2.18 and interpreted as Disagree. On rank nineteen, I am able to carry out my work efficiently with weighted mean of 2.02 and interpreted as Disagree. Both I continually seek challenges in my work and I do not make problems at work bigger than they are ranked twentieth with a weighted mean of 1.92 and interpreted as Disagree. I actively participate in meetings and/or consultations ranked twenty-second with a weighted mean of 1.85 and interpreted as Disagree. I do not complaint any minor work-related issues at work ranked twenty-third with a weighted mean of 1.82 and interpreted as Disagree. On rank twenty-four, I take on extra responsibilities having a weighted mean of 1.72 and interpreted as Disagree. Lastly having the lowest weighted mean of 1.69 and interpreted as Disagree, I continuously update my skills and knowledge to contribute effectively to the organization. Overall, the employees' rating to their productivity performance corresponds to a general weighted mean of 2.49 and interpreted as Disagree.

3. Significant effect of performance evaluation process of the BPO company to employees' productivity

Since the computed f of 7.39 is greater than the critical value of 2.87 with degree of freedom of 4 and 20 at level of significant at 5 % therefore the result is to reject the null, hence the BPO company's performance evaluation practices have a significant effect to employee productivity.

4. The Proposed Improvement to the Performance Evaluation Practices of the BPO company

The findings of the study showed that BPO company's performance evaluation practices have a significant effect to employee productivity, therefore a proposal to improve the performance evaluation practices is necessary. The components of the performance evaluation may include: Identify the goals of performance management initiatives; Define and describe each role;

Pair goals with a performance plan; Monitor progress towards performance targets; Coaching should be frequent; Use guidelines for advantage; Build a performance-aligned culture.

Conclusions

The following conclusions are hereby drawn on the findings of the study.

1. Majority of the respondents disagreed that they are satisfied with the conclusions drawn from their performance, and they were not pleased with their company's existing performance evaluation system. Many respondents disagreed that their performance and individual contributions to the company's objectives are evaluated fairly and consistently in company, and the company's performance evaluation system does not positively affect their productivity. Respondents also disagreed that their organization's performance evaluation system has a beneficial effect on their productivity.

Most respondents disagreed that they like how their performance results are communicated during performance, and their supervisor does not offer them enough feedback and information on their performance. Many respondents disagreed that their company's goals and objectives are effectively communicated to them, and correspond with their personal aspirations. Further, many respondents disagreed that their supervisor provides them with performance feedback.

Moreover, many respondents disagreed on the following indicators: increasing employees responsibilities is an excellent method for boosting performance; recognition and gratitude from supervisors boost my productivity at work; bonuses, pay raises, and other rewards from my firm do not motivate employees to work more. Incentives, salary increases, and other types of rewards encourage employees to increase performance; employees appreciate the company's incentive program after the yearly performance evaluation.

Lastly, majority of the respondents disagreed that social activities like team outings and travel groups promote employee relationships and productivity. Workplace relationships does not benefit employees' productivity, and relationships with supervisors and other employees should be an element of an employee's performance evaluation.

2. Majority of the respondents disagreed that they do not talk to their colleagues about the negative aspects of their work, and they also disagreed that they do not talk to people outside the organization about the negative aspects of my work. Many respondents does not manage to plan their work so that they cannot finish it on time neither handle the details of the work assigned to them. Many respondents disagreed that they work on keeping their job-related knowledge for sharing to their colleagues. More respondents were not able to carry out their work efficiently, and refuse that they continually seek challenges in their work, and do not make problems at work bigger than they are. More respondents disagreed that they actively participate in meetings and/or consultations, and they do complaint minor work-related issues at work. Lastly, respondents disagreed that they take on extra responsibilities, and they continuously update my skills and knowledge to contribute effectively to the organization.

3. The BPO company's performance evaluation practices have a significant effect to employee productivity.

Recommendations

1. BPO company owners and managers should be consistent in implementing the performance evaluation system to every employee, showing fair and substantial decisions. They should also acknowledge and assess the individual contributions of the employees to the company's objectives as well as its benefits on employees productivity. Strong communication is also necessary particularly feedback to the employee outputs in a timely manner.

2. BPO company owners and managers should encourage the employees to talk to their colleagues on spreading positivity. They should also require their employees to manage and plan their work so that they can finish it on time, and focus on every detail for possible improvement.

3. The components of the performance evaluation may include: Identify the goals of performance management initiatives; Define and describe each role; Pair goals with a performance plan; Monitor progress towards performance targets; Coaching should be frequent; Use guidelines for advantage; Build a performance-aligned culture.

Specifically these are the issues that performance management can be very targeted effectively.

- *Keeping employees engaged*

Engagement of employees is a focus of any management team. In a yearly appraisal system, goals would be given at the beginning of the year and then revisited 12 months later to see if they had been met.

- *Retaining talent*

Employees who have frequent meetings with management to discuss performance, solve problems and receive training are more likely to stay with the company.

- *Developing leaders from within*

This consistent development and partnership between managers and employees allow for the development of leaders from within the company.

Funding: This research received no external funding.

Conflicts of Interest: The authors declare no conflict of interest.

Publisher's Note: All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers.

References

- [1] Abadi, F., & Renwarin, J. M. (2017). Analysis on the influence of compensation and leadership on job satisfaction and its effect on job performance. *Advances in Intelligent Systems Research*, 131, 19-24.
- [2] Abbasnejad, T., Behboudi, M. R., Sahelizadegan, F., & Mahmoodi, J. (2017). Strategic performance measurement of employees based on project efficiency and effectiveness. *Iranian Journal of Management Studies*, 10(1), 207-236.
- [3] Adler, S., Campion, M.A., Colquitt, A.L., Grubb, A.R., Murphy, K.J., Ollander-Krane, R., & Pulakos, E.D. (2016). Getting Rid of Performance Ratings: Genius or Folly? A Debate. *Industrial and Organizational Psychology*, 9, 219-252.
- [4] Agrawal, S. (2022). Trends in Performance Management System: A Study of Indian Service Provider Companies. *Global Business Review*, 23(2), 479-492. <https://doi.org/10.1177/0972150919867853>
- [5] Ahmad, R. (2019). *Performance Appraisal: Past, present and the way forward*. UNIMAS Publisher.
- [6] Ahmad, S., Wasim, S., Irfan, S., Gogoi, S., Srivastava, A., & Farheen, Z. (2019). Qualitative vs. quantitative research. *population*, 1(43), 2828-2832.
- [7] Akinlabi, B. H., Dogo, E. B., Asikhia, O. (2021). Goal setting and employee performance: A study of Southwest Universities' Registry Workers in Nigeria. *Global Scientific Journals*, 9(2), 315-327.
- [8] Alam, M. N., Hassan, M. M., Bowyer, D., & Reaz, M. (2020). The effects of wages and welfare facilities on employee productivity: Mediating role of employee work motivation. *Australasian Accounting, Business and Finance Journal*, 14(4), 38-60.
- [9] Al-Jedaia, Y., & Mehrez, A. (2020). The effect of performance appraisal on job performance in governmental sector: The mediating role of motivation. *Management Science Letters*, 10(9), 2077-2088.
- [10] Ameen, A., & Baharom, M. (2019). PERFORMANCE APPRAISAL PURPOSES: THE PREDICTORS OF EMPLOYEE ENGAGEMENT. *E-Academia Journal*, 8(1), 136-151. <https://doi.org/10.24191/e-aj.v8i1.6674>.
- [11] Ameen, A., & Baharom, M.N. (2019). The assessment of effects of performance appraisal purposes on employee performance in Nigerian civil service. *Journal of Social Sciences and Humanities*, 16(5), 1-17.
- [12] Aranda, C., Arellano, J., & Davila, A. (2017). Organizational learning in target setting. *Academy of Management Journal*, 60(3), 1189-1211.
- [13] Armstrong, M. (2003). *A Handbook of Human Resource Management Practice*, 11th ed., Kogan Page, London.
- [14] Arunraj, A. M. (2021). A Study of Effectiveness of Performance Appraisal System in A.S.K.Apparels. *International Journal of Research in Engineering, Science and Management*. Vol.4 (4), 122-125.
- [15] Asio, J. M. R. (2021). Determinants of work productivity among selected tertiary education employees: A PreCOVID-19 pandemic analysis. *International Journal of Didactical Studies*, 2(1), 101455. <https://doi.org/10.33902/IJODS.2021167470>
- [16] Attipoe, W. E., Agordzo, G. K., & Seddoh, M. J. E. (2021). Effect of Performance Appraisal System on Employee Productivity;(Selected Public Senior High Schools, Ho Municipality, Ghana). *Journal of Economics and Sustainable Development*, 12(2), 1-14
- [17] Aydin, A. (2018). Impact of Performance Appraisal on Employee Motivation and Productivity in Turkish Forest Products Industry: A Structural Equation Modeling Analysis. *Drvna Industrija* 69(2), 101-111.
- [18] Baci, L.E. (2017). Expectancy Theory explaining civil servants' work motivation. Evidence from Romanian City Hall. *The USV Annals of Economics and Public Administration*, 17(2 (26)), 146-160.
- [19] Bairagi, V., & Munot, M. V. (Eds.). (2019). *Research methodology: A practical and scientific approach*. CRC Press.
- [20] Baker, A., Perreault, D., Reid, A., & Blanchard, C. M. (2013). Feedback and organizations: Feedback is good, feedback-friendly culture is better. *Canadian Psychology/Psychologie Canadienne*, 54(4), 260-268.
- [21] Baker, T. (2013). *The End of the Performance Review: A New Approach to Appraising Employee Performance*. Springer.
- [22] Balu, L., Cheeran C.S., & Joshi M. M. (2017). Best practices in performance appraisal. *6th International Conference on Managing Human Resources at the Workplace*, 1-8.

- [23] Basahal, A., Jelli, A. A., Alsabban, A. S., Basahel, S., & Bajaba, S. (2022). Factors Influencing Employee Productivity—A Saudi Manager's Perspective. *International Journal of Business and Management*, 17(1), 39-51
- [24] Basias, N., & Pollalis, Y. (2018). Quantitative and qualitative research in business & technology: Justifying a suitable research methodology. *Review of Integrative Business and Economics Research*, 7, 91-105.
- [25] Barg, J. E., Ruparathna, R., Mendis, D., & Hewage, K. N. (2014). Motivating workers in construction. *Journal of Construction Engineering*, 3(2), 21-35.
- [26] Bayo-Moriones, A., Galdón-Sánchez, J.E., & Martínez-de-Morentin, S. (2019). Performance appraisal: dimensions and determinants. *The International Journal of Human Resource Management*, 31, 1984 - 2015.
- [27] Behery, M. (2022). Single-rating, multi-rating 360° performance management and organizational outcomes: evidence from the UAE. *International Journal of Organizational Analysis*, Vol. 30 No. 1, 47-83. <https://doi.org/10.1108/IJOA-03-2020-2095>.
- [28] Belsito, C. A., & Reutzel, C. R. (2019). SME employee performance appraisal formalization and trust in leadership change. *International Journal of Organizational Analysis*, 28(2), 434- 456. <https://doi.org/10.1108/IJOA-07-2019-1832>.
- [29] Bhanu, M.V.V., & Kalyan Kumar, E.S. (2019). The End of performance appraisal: what's next for the organizations and how to deal without annual appraisal. *International Research Journal of Engineering and Technology (IRJET)*, 6(1), 1695-1700.
- [30] Binta, M., Muhammad, I., Ahmed, Z., Bazza, A. M., & Magaji, B. (2019). Effects of Performance Appraisal on Employee Productivity in Federal Ministry of Education Headquarters Abuja Nigeria. *Asian Journal of Contemporary Education*, 3(2), 121- 131.
- [31] Bradler, C., Dur, R., Neckermann, S., & Non, A. (2016). Employee recognition and performance: A field experiment. *Management Science*, 62 (11), 3085-3099.
- [32] Budworth, M. H., Harrison, J. A., & Chummar, S. (2019). Beyond feedback: understanding how feedforward can support employee development. *Journal of Management Development*, 38(1), 46-57. <https://doi.org/10.1108/JMD-12-2017-0402>.
- [33] Cabaluna, A. Y., & Mbaw, O. N. (2021). Lived Experience of Leadership Styles on Employee Job Satisfaction in Selected BPO Companies in the Philippines. An Intervention of Behavioral Performance. *Journal of Psychology and Behavior Studies*, 1(1), 30-40.
- [34] Cappelli, P., & Conyon, M. J. (2018). What do performance appraisals do? *ILR Review*, 71(1), 88-116.
- [35] Cappelli, P., & Tavis, A. (2016). The performance management revolution. *Harvard Business Review*, 94(10), 58-67.
- [36] Cardona, P., & Rey, C. (2022). The Limits of Management by Objectives. In *Management by Missions* (pp. 35-48). Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-030-83780-8_3
- [37] Carol, O., & Florah, O. M. (2019). Performance management practice and employee productivity at state department of Labor Kenya. *International Journal of Business, Humanities and Technology*, 9(4), 20-30.
- [38] Chahar, B. (2020). Performance appraisal systems and their impact on employee performance: The moderating role of employee motivation. *Information Resources Management Journal*, 33(4), 17-32.
- [39] Cox, K. A. (2019). Quantitative research designs. *Research Design and Methods: An Applied Guide for the Scholar-Practitioner*.
- [40] Cury, P.H.A., & Saraiva, J. (2018). Time and motion study applied to a production line of organic lenses in manaus industrial hub. *Gestão & Produção*, 25(4), 901-915.
- [41] DAKHOUL, Z. M. (2018). The determinants of employee performance in Jordanian organizations. *Journal of Economics Finance and Accounting*, 5(1), 137-143.
- [42] Daniel, C. O., & Ibrahim, A. U. (2019). Influence of performance appraisal management on employee productivity. *Global Science Journals*, 7(3), 701-709.
- [43] Dauda, Y. & Luki, B.N. (2021). Perspectives on Performance Appraisal Practices in Organizations. *Global Scientific Journal*, 9(5),931-950
- [44] Dauda, Y., & Singh,G. (2018). Assessment of human resource management best practices among private and public institutions. *International Journal of Humanities and Social Sciences*, 8(1), 27-36.
- [45] Deepa, E., & Kuppasamy, S. (2014). Impact of performance appraisal system on job satisfaction, employee engagement organizational citizenship behaviour and productivity. *Indian Journal of Applied Research*, 4(2), 4-6
- [46] DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of applied psychology*, 102(3), 421-433.
- [47] Deshmukh, D., & Patel, J. (2019). Research paper on bell curve method of performance management. *International Journal of Management*, 10(1), 38-42
- [48] Deshpande, M. S. A. (2021). Investigation of the Role of Goal Setting Objectives and its Outcomes among Young Learners. *International Journal of English Literature and Social Sciences (IJELS)*, 6(4), 1-4
- [49] Donna, I., Asbari M., Purwanto A., Goestjahjanti F. S., & Winanti, A. M. (2020). The Effect of Fairness of Performance Appraisal, Job Satisfaction and Commitment on Employees' Performance: Evidence from Indonesian Automotive Industry. *International Journal of Advanced Science and Technology*, 29(04), 2383 - 2396
- [50] Elaho, O. B., & Odion, A. S. (2022). The Impact of Work Environment on Employee Productivity: A Case Study of Business Centers in University of Benin Complex. *Amity Journal of Management Research*, 5(1), 782-797
- [51] Ezeamama, I. G. (2019). Job satisfaction and employee productivity in Anambra state Nigeria. *European Journal of Research in Social Sciences*, 7(2),1-13.
- [52] Femi, A. F. (2014). The impact of communication on workers' performance in selected organisations in Lagos State, Nigeria. *IOSR Journal of humanities and Social Science*, 19(8), 75-82.

- [53] Francis, B. R., Ahmad, R. bin, & Abdullah, S. M. binti. (2021). A Bibliometric Analysis on Performance Appraisal. *International Journal of Academic Research in Business and Social Sciences*, 11(9), 1797-1818.
- [54] Ganesh, A. (2018). Intricacies of connection between incentives and employee productivity. *Training & Development Journal*, 9(2), 69-75
- [55] Gaunt, A., Patel, A., Fallis, S., Rusius, V., Mylvaganam, S., Royle, T. J., ... & Pawlikowska, T. R. (2017). Surgical trainee feedback-seeking behavior in the context of workplace-based assessment in clinical settings. *Academic Medicine*, 92(6), 827-834.
- [56] Gaur, M., & Ebrahimi, N. (2013). Understanding workplace relationships-with special reference to superior-subordinate relationship: An important dimension having impact on the success, growth and performance of the employees and organization. *International Journal of Research and Development*, 2(2), 7-12.
- [57] Gholitabar, S., Costa, C., & Tourian, F. (2020). Determinants of Burnout and Turnover Intention in Travel Agencies (Iran): The Investigation of Family Work Conflict, Nepotism and Customer Aggression on Employees' Performance. *Revista Turismo & Desenvolvimento*, (34), 139-148.
- [58] Giangreco, A., Carugati, A., Sebastiano, A., & Tamimi, H. A. (2012). War outside, ceasefire inside: An analysis of the performance appraisal system of a public hospital in a zone of conflict. *Evaluation and program planning*, 35(1), 161-170.
- [59] Gkizani, A. and Galanakis, M. (2022) Goal Setting Theory in Contemporary Businesses: A Systematic Review. *Psychology*, 13(3), 420-426.
- [60] Gnepp, J., Klayman, J., Williamson, I. O., & Barlas, S. (2020). The future of feedback: Motivating performance improvement through future-focused feedback. *PLoS one*, 15(6), e0234444. <https://doi.org/10.1371/journal.pone.0234444>
- [61] Goerg, S. J. (2015). Goal Setting and Worker Motivation. *IZA World of Labor*, 178, 1-10.
- [62] Gupta, B., & Parmar, D. S. (2018). EFFECT OF PERFORMANCE APPRAISAL ON EMPLOYEE PRODUCTIVITY IN AN AUTOMATION SOLUTION COMPANY. *Journal of Management Research and Analysis*, 5(2), 151-157.
- [63] Haralayya, B. (2022). Employee Performance Appraisal at Sri Veerabhadreshwar Motors Bidar. *Iconic Research and Engineering Journals*, 5(9), 171-183.
- [64] Hart, J., & Opara, D. N. (2019). Leader-Member Exchange and Employee Performance: A Study of Manufacturing Firms in Port Harcourt. *Nigerian Academy of Management Journal*, 14(2), 134-146.
- [65] Ibrahim, A. U., & Daniel, C. O. (2019). Impact of Performance Appraisal on Employee Productivity in Nigeria Breweries Plc. *The International Journal of Business & Management*, 7(5), 206-211.
- [66] Idowu, A. (2017). Effectiveness of performance appraisal system and its effect on employee motivation. *Nile Journal of Business and Economics*, 3(5), 15-39.
- [67] Ikechukwu A, Chukwujekwu C.O & Onah C. (2020). Comprehending Employees' Performance Appraisal in Organizations: A Methodical Exposition of the Processes, Methods and Rationalizations. *International Journal of Research and Innovation in Social Science (JRISS)*, 4(9), 272-274
- [68] Islami, X., Mulolli, E., & Mustafa, N. (2018). Using Management by Objectives as a performance appraisal tool for employee satisfaction. *Future Business Journal*, 4(1), 94-108.
- [69] Islami, X., Mulolli, E., & Mustafa, N. (2018). Using Management by Objectives as a performance appraisal tool for employee satisfaction. *Future Business Journal*, 4(1), 94 - 108. <https://doi.org/10.1016/j.fbj.2018.01.001>.
- [70] Jain, A., & Adlakha, N. (2019). An Empirical Study on Performance Appraisal System and Individual Performance of Employees of Selected Private Sector Banks in Jaipur. *Journal of The Gujarat Research Society*. Vol. 21 (9), 314-324.
- [71] Jan, S. A., & Rahman, W. (2020). Impact of Performance Appraisal Practices on Employee Productivity in the Power Sector of Khyber Pakhtunkhwa: Testing the Mediating Role of Need Based Training. *Experts Journal of Management Sciences*, 1(1), 1-16.
- [72] Jayum, S. S., Aule, O., & Teslim, A. B. (2018). Training and employee productivity in the Benue State Ministry of Agriculture, Nigeria. *British Journal of Multidisciplinary and Advanced Studies*, 2(1), 1-10.
- [73] Jency, S. (2016). 720 Degree Performance Appraisal: An Emerging Technique. *International Journal of Informative & Futuristic Research*, 3(8), 15-27.
- [74] John, M., Tunde, O., & Anita, I. (2017). PERFORMANCE APPRAISAL IN ORGANISATION: BUILDING COMPETENT EMPLOYEES. *Asian Journal of Current Research*, 2(3), 89-94.
- [75] Jug, R., Jiang, X. S., & Bean, S. M. (2019). Giving and receiving effective feedback: A review article and how-to guide. *Archives of pathology & laboratory medicine*, 143(2), 244-250.
- [76] Kampkötter, P., Marggraf, K., & Zimmermann, J. H. (2017). Determinants and effects of formal target agreements: an empirical investigation of German firms. *Review of Managerial Science*, 11(1), 1-18.
- [77] Kapur, R. (2018). *Research methodology: Methods and strategies*. Faculty of Social Sciences, University of Delhi, Delhi, India
- [78] Kapur, Radhika. (2020). *Understanding the Significance of Performance Appraisal Methods within Organizations*. Faculty of Social Sciences, University of Delhi, Delhi, India.
- [79] Khan, M. A., Hussain, A., & Khan, M. H. (2020). The Moderating Effect of Employee Satisfaction on the Relationship of Goal-Setting and Purposes, Fairness and Rating Scale Format with Employee Job Performance. *Journal of Business and Social Review in Emerging Economies*, 6(1), 309-320.
- [80] Khanna, M., & Sharma, R. K. (2014). Employees performance appraisal and its techniques: a review. *Asian Journal of Advanced Basic Sciences*, 2(2), 51-58.
- [81] Kihana, J.W. & Wainaina, L. (2019). Performance appraisal feedback and employee productivity in water and sewerage companies in Kiambu country, Kenya. *International Academic Journal of Human Resource and Business Administration*, Vol. 3(5), 376-393.
- [82] Kim, S. J., & Choi, S. O. (2018). The effects of job mismatch on pay, job satisfaction, and performance. *Journal of Open Innovation: Technology, Market, and Complexity*, 4(4), 49.
- [83] Klieger, D. M., Kell, H. J., Rikoon, S., Burkander, K. N., Bochenek, J. L., & Shore, J. R. (2018). Development of the behaviorally anchored rating scales for the skills demonstration and progression guide. *ETS Research Report Series*, 2018(1), 1-36.
- [84] Kluger, A. N., & Lehmann, M. (2018). Listening first, feedback later. *Management Research: Journal of the Iberoamerican Academy of Management*, 16(4), 343-352.

- [86] Latham, G. P., & Locke, E. A. (2018). Goal setting theory: Controversies and resolutions. In D. S. Ones, N. Anderson, C. Viswesvaran, & H. K. Sinangil (Eds.), *The SAGE handbook of industrial, work & organizational psychology: Organizational psychology*, 145–166. <https://dx.doi.org/10.4135/9781473914957.n8>.
- [87] Lau, C. M., Scully, G., & Lee, A. (2018). The effects of organizational politics on employee motivations to participate in target setting and employee budgetary participation. *Journal of Business Research*, 90, 247-259.
- [88] Lavanya, K., & Kavitha, K. (2018). 720 Degree Performance Appraisal System. *Journal of Emerging Technologies and Innovative Research (JETIR)*, 5(12), 545-547.
- [89] Lazear, E. P. (2018). Compensation and Incentives in the Workplace. *The Journal of Economic Perspectives*, 32, 195-214. <https://doi.org/10.1257/jep.32.3.195>
- [90] Lee, S. P., Kee, D. M. H., Lee, P. S., San Chin, W., Gan, H. M., Alghanim, B., & Kumar, B. (2020). Improving the interpersonal relationship among employees in Nestle. *Journal of the Community Development in Asia (JCDA)*, 3(1), 8-15.
- [91] Lloyd, R., & Mertens, D. (2018). Expecting more out of expectancy theory: History urges inclusion of the social context. *International Management Review*, 14(1), 28-43.
- [92] Madhani, P. M. (2020). Effective rewards and recognition strategy: Enhancing employee engagement, customer retention and company performance. *The Journal of Total Rewards*, 29(2), 39-48.
- [93] Mati, T. A. (2020). *The Role of Performance Appraisal in Influencing Employee Productivity in Commercial Banks in Meru County, Kenya* (Master's thesis, KeMU).
- [94] Martins, F. S., da Cunha, J. A. C., & Serra, F. A. R. (2018). Secondary data in research– uses and opportunities. *PODIUM sport, leisure and tourism review*, 7(3), 1-4
- [95] McCauley, C. D. (2012). Reflection on Integration: Supervisor–Employee Relationships. *Personal Relationships. The Effect on Employee Attitudes, Behavior, and Well-being*, 95- 105.
- [96] Mishra, S. (2022). 720-Degree Performance Appraisal-The Most Recently Introduced Concept & An Integrated Method in Performance Management System. *International Journal of Scientific Research and Engineering Development*, 5(1), 172-181
- [97] Mitchell, D. (2019). *Performance rating-An antiquated methodology in the High-Tech Industry?* (Master's thesis, Dublin, National College of Ireland).
- [98] Mohamed Al Ali, R. A. A., et al. (2018). The Effect of Training on Employees' Productivity in Public Organizations in the U.A.E. *International Journal of Entrepreneurial Research*, 1(1), 15-18. <https://doi.org/10.31580/ijer.v1i1.135>
- [99] Mollel Eliphas, R., Mulongo, L. S., & Razia, M. (2017). The influence of performance appraisal practices on employee productivity: A case of Muheza District, Tanzania. *Issues in Business Management and Economics*, 5(4), 45-59.
- [100] Mughal, H. A. (2019). Support at Work and its Relationship with Employee Performance: Critical Insights for Early Scholars. *Annals of Contemporary Developments in Management & HR (ACDMHR)*, 1(3), 16-21.
- [101] Mukherjee, S.P. (2019). *A Guide to Research Methodology: An Overview of Research Problems, Tasks and Methods* (1st ed.). CRC Press. <https://doi.org/10.1201/9780429289095>
- [102] Mumtaz, S. & Rowley, C. (2020). The relationship between leader–member exchange and employee outcomes: review of past themes and future potential. *Management Review Quarterly*, 70(1), 165–189. <https://doi.org/10.1007/s11301-019-00163-8>
- [103] Murphy K.R., et al. (2018). *Performance Appraisal and Management*, SAGE Publications, Ireland.
- [104] Murphy, K. (2020). Performance evaluation will not die, but it should. *Human Resource Management Journal*, 30 (1), 13-31. <https://doi.org/10.1111/1748-8583.12259>
- [105] Nandedkar, A. (2018). Solving the Performance Appraisal Puzzle. An HRM Class Exercise. *Journal of Human Resources Education*, 12 (4), 13-26.
- [106] Nasution, A. P., Mahargiono, P. B., & Soesatyo, Y. (2016). Effect of leadership styles, organizational climate and ethos of work on employee productivity (PT. HP Metals Indonesia the Powder Coating). *International Journal of Business and Management*, 11(2), 262.
- [107] Nawaz, N. & Gajenderan, V. (2020). Impact of HRM Practices Towards the Employee Engagement in Private Banks. *International Journal on Emerging Technologies* 11(5): 245-251.
- [108] Nawi, N. M., & Ismail, F. (2021). The Effect of Performance Appraisal towards Employee Performance and Employee Satisfaction among Employee at University Hospital X. *Research in Management of Technology and Business*, 2(1), 184-200.
- [109] Nguyen, P.T., Nguyen, M.K., & Dang, H.T. (2019). The factors affecting technology transaction value in Vietnam: technology demand approach. *International Journal of Productivity and Performance Management*, 69(2), 344–360. <https://doi.org/10.1108/IJPPM-07-2018-0278>
- [110] Noe, R. A., Hollenbeck, J. R., Gerhart, B. A., & Wright, P. M. (2017). *Human Resource Management: Gaining a Competitive Advantage* (11th ed.). New York: McGraw Hill Education.
- [111] Nwinyokpugui, P. N., & Omunakwe, P. O. (2019). Interpersonal Relationship at Work; Enhancing Organizational Productivity of Deposit Money Banks in Port Harcourt. *Journal of Research in Business and Management*, 7(1), 22-33.
- [112] Ogbewi, O. (2018). General concepts of goals and goal-setting in healthcare: A narrative review. *Journal of Management & Organization*, 27(2), 324-341.
- [113] Ogohi, C. D (2020). Performance appraisal and its impact on employees productivity. *International Journal of Social Science and Economic Research*. Vol.4 (2), 1151- 1160.
- [114] Ogolla, C. & Oluoch, M. N. (2019). Performance Management Practices and Employee Productivity at State Department of Labour, Kenya. *International Journal of Business, Humanities and Technology*, Vol. 9 (4), <https://doi.org/10.30845/ijbht.v9n4p3>.
- [115] Olanmi, O. O., Olajide, O. O., & Ojubanire, O. A. (2021). Determinants of employee productivity in listed manufacturing firms in southwestern Nigeria. *International Journal of Applied Management and Technology*, 20, 194–210. <https://doi.org/10.5590/IJMAT.2021.20.1.11>

- [116] Olayisade, A., & Awolusi, O. D. (2021). The Effect of Leadership Styles on Employee's Productivity in the Nigerian Oil and Gas Industry. *Information Management and Business Review*, 13(1 (I)), 47-64.
- [117] Omunakwe, P. O., Nwinyokpugi, P. N., & Adiele, K. C. (2018). Workplace interpersonal relationship and organizational productivity in deposit money banks in Port Harcourt. *Jour of Eco, Management & Social Science*, 4(4), 153-177.
- [118] Osafo, E., Paros, A., & Yawson, R. M. (2021). Valence–Instrumentality–Expectancy model of motivation as an alternative model for examining ethical leadership behaviors. *SAGE Open*, 11(2), 1-13
- [119] Owino, C. A., Oluoch, M., & Kimemia, F. (2019). Influence of Performance Management Systems on Employee Productivity in County Referral Hospitals of Kiambu County. *International Journal of Academic Research Business and Social Sciences*, 9(3), 1320–1336.
- [120] Owoeye, I., Kiiru, D., & Muli, J. (2020). Recognition Practices and Employee Performance: Understanding Work Engagement as a Mediating Pathway in Kenyan Context. *Journal of Human Resource Management*, 8(3), 163-171.
- [121] Paré, G., & Tremblay, M. (2007). The influence of high involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions. *Group & Organization Management*, 32 (3), 326-357.
- [122] Pembli, S. (2019). Vroom's Expectancy Theory and its Application in Management of Incentives Scheme in Adamawa Plastic Company, Yola, Nigeria. *International Journal of Trend in Scientific Research and Development (ijtsrd)*, 3 (5), 334-339. <https://doi.org/10.31142/ijtsrd25278>.
- [123] Pichler, S. (2019). Performance appraisal reactions: A review and research agenda. *Feedback at work*, 75-96. https://doi.org/10.1007/978-3-030-30915-2_5.
- [124] Pitono, H., Setyadi, D., Mintarti, S., Suharto, R. B., & Permana, M. (2021). REWARDS IS NOT ENOUGH. *International Journal of Business Management and Economic Review*, 5(1); 123-132. <http://doi.org/10.35409/IJBMER.2022.3362>
- [125] Pramesti, R. A., Sambul, S. A. P., & Rumawas, W. (2019). The Effect of Reward and Punishment on Employee Performance of KFC Artha Gading. *Journal of Business Administration*, 9(1), 57. <https://doi.org/10.35797/jab.9.1.2019.23557.57-63>
- [126] Prasad, K. D. V., Vaidya, R., & Rao, M. M. (2016). Evaluation of the employee core competencies influencing the performance appraisal system with reference to agriculture research institutes, Hyderabad: a multiple regression analysis. *Journal of Human Resource and Sustainability Studies*, 4(04), 281.
- [127] Prasetyo, I., Aliyyah, N., Rusdiyanto, R., Chamariyah, C., Syahrial, R., Nartasari, D. R., ... & Sulistiyowati, S. (2021). Discipline and Work Environment Affect Employee Productivity: Evidence from Indonesia. *International Journal of Entrepreneurship*, 25(5), 1-32.
- [128] Ragab, M. A., & Arisha, A. (2018). Research methodology in business: A starter's guide. *Management and organizational studies*, 5(1), 1-23.
- [129] Rahi, S., Alnaser, F. M., & Abd Ghani, M. (2019). Designing survey research: recommendation for questionnaire development, calculating sample size and selecting research paradigms. *Economic and Social Development: Book of Proceedings*, 1157-1169.
- [130] Rainey, H. G., & Jung, C. S. (2015). A conceptual framework for analysis of goal ambiguity in public organizations. *Journal of Public Administration Research and Theory*, 25(1), 71-99.
- [131] Rehman, S., Sehar, S., & Afzal, M. (2019). Performance Appraisal; Application of Victor Vroom Expectancy Theory. *Saudi Journal of Nursing and Health Care*, 2(12), 431- 434.
- [132] Razak, A., Sarpan, S., & Ramlan, R. (2018). Effect of Leadership Style, Motivation and Work Discipline on Employee Performance in PT. ABC Makassar. *International Review of Management and Marketing. Econjournals*, vol. 8(6), 67-71.
- [133] Reemts, S., Hirsch, B., & Nitzl, C. (2016). The impact of goal setting on the individual work performance of German civil servants–Empirical evidence from local administrations. *Zeitschrift für öffentliche und gemeinwirtschaftliche Unternehmen: ZögU/Journal for Public and Nonprofit Services*, 89-101.
- [134] Reeves, L. (2016), *Pros and Cons of Performance Appraisals*, Demand Media Inc. Santa Monica, CA.
- [135] Rietsche, R., Aier, S., & Michael, R. (2021). Does Real-Time Feedback Matter? A Simulation Study to Link Individual and Organizational Performance. In WITS, *the Workshop on Information Technologies and Systems*. 1-15.
- [136] Sabir, A. (2017). Performance Appraisal-A Documentation and Evaluation of Employees. *American Journal of Management Science and Engineering*, 2(2), 29-34.
- [137] Seo, J. (J.), Nahrgang, J. D., Carter, M. Z., & Hom, P. W. (2018). Not all differentiation is the same: Examining the moderating effects of leader-member exchange (LMX) configurations. *Journal of Applied Psychology*, 103(5), 478-495. <https://doi.org/10.1037/apl0000262>
- [138] Sepdiningtyas, R. & Santoso B. C. (2017). The Influence of Leader-Member Exchange on Individual Performance: The Roles of Work Engagement as a Mediating Variable and Co-workers Support as a Moderating Variable. *Review of Integrative Business and Economics Research*, 6(4), 285-305
- [139] Shane, S. (2017). Ways to increase productivity on the manufacturing floor: Eight tips to help increase shopfloor success. *Industrial and Labour Relations Review*, 41(2), 117-121.
- [140] Sides, J. D. & Cuevas, J. A. (2020). Effect of goal setting for motivation, self-efficacy, and performance in elementary Mathematics. *International Journal of Instruction*, 13(4), 2-16.
- [141] Singh, A. S. (2017). Common procedures for development, validity and reliability of a questionnaire. *International Journal of Economics, Commerce and Management*, 5(5), 790-801.
- [142] Siswanto, S., Maulidiyah, Z., & Masyhuri, M. (2021). Employee engagement and motivation as mediators between the linkage of reward with employee performance. *The Journal of Asian Finance, Economics and Business*, 8(2), 625- 633.
- [143] Siyum, A. H. (2019). Impact of Performance Appraisal on Employee Productivity in Private and Public Hospitals in Tigray, Ethiopia. *The International Journal of Business & Management*, 7(5), 360-368.
- [144] Steffen, A., & von Bieberstein, F. (2018). *Go beyond (your) average: A eld experiment on real-time performance feedback and sales productivity*. Working Paper
- [145] Sujirachato, W. (2018). *Driving work motivation of subordinates through effective communication skill of managers in goal setting and performance appraisal* (Master thesis, Mahidol University, Thailand)

- [146]Suleyman, M. Y. (2018). An empirical analysis of the leader–member exchange and employee turnover intentions mediated by mobbing: evidence from sport organisations, *Economic Research-Ekonomska Istraživanja*, 31(1), 480-497.
<https://doi.org/10.1080/1331677X.2018.1432374>
- [147]Sundaravadivel G. R. & Silambarasi R. (2018). 720 Degree Performance Appraisals: An Emerging Technique. *International Journal of Innovative Research in Technology*,5(4), 57-61
- [148]Szostek, D. (2019). The impact of the quality of interpersonal relationships between employees on counterproductive work behavior: a study of employees in Poland. *Sustainability*, 11(21), 5916.
- [149]Tagliabue, M., Sigurjonsdottir, S. S., & Sandaker, I. (2020). The effects of performance feedback on organizational citizenship behaviour: a systematic review and meta-analysis. *European Journal of Work and Organizational Psychology*, 29(6), 841- 861.
- [150]Tahir, N., Khan Y. I., Shahid Jan, & Hashim, M. (2014). The impact of training and development on employees performance and productivity: A case study of United Bank Limited Peshawar City, KPK, Pakistan. *International Journal of Academic Research in Business and Social Sciences*. 4(4), 86-98
- [151]Teo, T. C., & Low, K. C. P. (2016). The impact of goal setting on employee effectiveness to improve organisation effectiveness: Empirical study of a high-tech company in Singapore. *Journal of Business & Economic Policy*, 3(1), 1-16.
- [152]Thudaa, A., Sarib, J., & Maharanic, A. (2019). Employees Perception of Human Capital Practices, Employee's Productivity, and Company Performance. *Integrated Journal of Business and Economics*, 15, 240-250.
- [153]Thuy, N., & Trinh, E. (2020). Human Resource Development: Overview of the Performance Evaluation and Performance Appraisal viewpoints. *Journal La Biscoman*, 1(5), 15-19.
- [154]Tiyek, R., Doğan, M. & Tuysuz, M. (2021). Performance Appraisal in Public Institutions. *Strategic Public Management Journal*, 7(14), 58-76.
- [155]Trost, A. (2017). *The End of Performance Appraisal: A Practitioners' Guide to Alternatives in Agile Organisations*, Springer.
- [156]Ugoani, J. (2020). Performance Appraisal and its Effect on Employees' Productivity in Charitable Organizations (2020). *Business, Management and Economics Research* Vol.6(12), 166-175.
- [157]Van der Hoek, M., Groeneveld, S., & Kuipers, B. (2018). Goal setting in teams: Goal clarity and team performance in the public sector. *Review of public personnel administration*, 38(4), 472-493.
- [158]Van Woerkom, M., & de Bruijn, M. (2016). Why performance appraisal does not lead to performance improvement: Excellent performance as a function of uniqueness instead of uniformity. *Industrial and Organizational Psychology*, 9(2), 275-281.
- [159]Xiao, Y., & Watson, M. (2019). Guidance on conducting a systematic literature review. *Journal of planning education and research*, 39(1), 93-112.
- [160]Yaddanapudi, S., & Yaddanapudi, L. N. (2019). How to design a questionnaire. *Indian journal of anaesthesia*, 63(5), 335.
- [161]Yitzhaky, L., & Bahli, B. (2021). Target Setting and Firm Performance: A Review. *Journal of Applied Business Research (JABR)*, 37(3), 81-94.
- [162]Zafu, T. (2021). *Effect of performance appraisal practices on the employee's productivity: The case of Federal Housing Corporation* (Master's Thesis, St. Mary's University).
- [163]Zayum, S.S., Aule, O., & Hangeior, A.A. (2017). Performance Appraisal and Employee Productivity in Plateau State Internal Revenue Service, Nigeria. *Journal of Public Administration and Governance*, 7(4), 24-37.
- [164]Ziyaminyana, N. & Pwaka, O. (2019). An Investigation into the Impact of Performance Management Systems on Employee Productivity: The Case Study of Information and Communication Technologies (ICT) Companies in Harare, Zimbabwe. *European Journal of Business and Management*, 11(3), 23-40
- [165]Zondo, R. W. (2018). The influence of a 360-degree performance appraisal on labour productivity in an automotive manufacturing organisation. *South African journal of Economic and management sciences*, 21(1), 1-7.