

The Contemporary Relationship Among Performance Appraisal Practices, job Satisfaction, Organizational Commitment, and Career Advancement in MNCs

Avinash Orsu, Romala Vijaya Srinivas



Abstract: Performance appraisal practices are significant policies among other human resource practices implemented in the organization. Hence, it is important for the organizations to focus on the effective appraisal system. Further, it is important in knowing the insights to make changes in the appraisal system. The present study is seeking to understand the influence of appraisal system on the employee variables such as career advancement, job satisfaction and organizational commitment. The study collects the primary data for analysis through a structured questionnaire distributed among the employees working in multi-national corporations operating in Andhra Pradesh. The study results reveal there is a significant relationship towards appraisal system and career advancement. However, the appraisal system and job satisfaction and organizational commitment are certainly found as insignificant for career advancement in MNCs. Many Indian companies have been borrowing modern appraisal methods from the domestic and foreign organization in order to improve the best performance appraisal climate among selected multinational corporations operating in Sri City at Nellore, Andhra Pradesh.

Key Words: Performance Appraisal Practices, Career advancement, Job Satisfaction and Organizational Commitment.

I. INTRODUCTION

The measurement of the performance of an employee has been evolving over the years in all the industrial sectors. The result oriented work productivity is predominant in today's competitive marketplace. Hence, the performance appraisals should seriously be conducted efficiently and timely among the workforce. So, an employee better understands expectations which he or she needs to improve. Although, the performance appraisal is generally done in systematic ways by the supervisors measuring the pay of employees and compares it with targets and plans, analysis the factors behind work performances of employees, and the guidance the employees for better performance.

It is evident from the literature that performance appraisal is a significant factor among the various human resource practices. It is also significant to understand the opinions towards the performance appraisal practices of employees.

II. REVIEW OF LITERATURE

The present study is inspired basing on the past researches on performance appraisal and its effects on organisations as followed as Wei Zheng et al. (2012) identified that performance appraisal process is allied with organizational citizenship behavior through social exchange theory, impression management, affective commitment as a mediator, and rating-reward linkage as a moderator. The results proved that social exchange theory and performance appraisal process are corresponded with organizational citizenship behavior. Rachana Chattopadhyay, Anil Kumar Ghosh, (2012) they had pointed out that Performance appraisal based on a forced distribution system (FDS) is extensively followed by Reputed organizations around the world. In spite of several studies had ascertained many disadvantages in FDS, it is been widely adopted in various corporate over a period of time, due to the unavailability of a suitable alternative. Hence, the above study was initiated to determine the serious limitation of adopting this system and suggesting simple modifications to overcome those limitations. The study results conclude that a modified version is better than the existing one in the allocation of employees to different projects based on an allocation scheme. Max Moullin, (2017) They has stated that The Public Sector Scorecard (PSS) was a inclusive performance management framework which is an integral of mapping of strategy & services improvement, measurement & evaluation. This follows the extends to balanced scorecard by matching the cultural values of the public and Individual sectors. The study is to sought out the assess with the reference to the two case studies in the organizational limitations, how the PSS answers a number of significant success in performance management and the development of public sectors. Further, the study states that studies have unfolded the problems and pitfalls of public sector performance management, but very few have offered a solution. Zamzulaila Zakaria, (2015) in his paper titled "A cultural approach of embedding KPIs into organizational practices" has initiated with an procedures in which organizations integrating key performance indicators (KPIs) was a key element of their organizational activities.

Manuscript received on May 25, 2020.
Revised Manuscript received on June 29, 2020.
Manuscript published on July 30, 2020.

* Correspondence Author

Mr. O. Avinash, Assistant Professor, H&S Department of Sree Venkateswara College of Engineering, Nellore, India.

Dr. Romala Vijaya Srinivas, Assistant Professor K.L Deemed to Be University, Guntur, and Andhra Pradesh India.

© The Authors. Published by Blue Eyes Intelligence Engineering and Sciences Publication (BEIESP). This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>)

The Contemporary Relationship Among Performance Appraisal Practices, job Satisfaction, Organizational Commitment, and Career Advancement in MNCs

The present study allows the role of cultural changing program to enable the implementation of KPIs. Thus the study has adopted the ethnographic approach.

The study has followed the norms with a traditional way of doing ethnographic studies, here observation are the main method to be employed. In addition, this study has employed an interview and document review methods. This study concludes that the operation of KPIs in this organization was made to work through a program of cultural change. This finding suggests that accounting measurements such as KPIs can be embedded as part of organizational activities through cultural intervention. Sandra Rolim Ensslin, et al. (2015) in their paper titled "Research opportunities in performance measurement in public utility regulation" has pointed out the purpose is to propose a method to choose a set of scientific articles about performance measurement in public utility regulation. The researchers have excogitation a method to identify the high-value articles with academic pertinent in the body of knowledge accessed via internet and repositories to perform mapping of publication and conduct of systematic analysis. The study can be categorized as exploratory and descriptive research design with quantitative and qualitative data elements. The study collected data through inductive logic and draws on primary and secondary data sources. Thus, the research had applied the many technical procedures in the selection and study of articles. Jungin Kim, (2016) found that perceived fairness of appraisal criteria was positively and considerably related to pay-for-performance effectiveness. In addition, to this study defines the probably of pay-for-performance may be affected by some demographic characteristics (e.g., age and gender) and state differences. In particular, these great levels of civil service reform had a significantly and certainly influenced the effectiveness of pay-for-performance, but marginally affected performance appraisal fairness. These results provide philosopher and professionals in the public sector with meaningful strategies for civil service to reorganize. Jingyan Ding, et al. (2016) pointed out that with the efforts in development and referring best practices of various public sectors organizations, an integrated performance management system is put in place for the police organization in China. The study assumes the importance of evaluating the performance management system which is implemented in Police organizations in China. The study develops a structured questionnaire to evaluate performance management with four factors such as job characteristic, leadership style, internal operational mechanism of performance management, and interpersonal relationship. J.R.Harrington, et al. (2014) opined that latest works of literature have acknowledged the significance of performance appraisal fairness in high performing organizations. The study has opined that major challenge lies in establishing an effective and yet fair performance appraisal system. However, there is little literature on what organizational and psychological factors constitute in influencing the employees' on fairness in the performance appraisal system, especially in public organizations. The majority of research studies have concentrated on structural factors rather than cognitive and psychological perspectives. The study results find that psychological contract fulfillment which means the expectations between employee and employer what each expects and gives in return each other is the key factor which is overlooked that

is influencing the employee's perceived fairness of performance appraisal. Further, the study results find the significant positive influence of psychological contract fulfillment on federal employees' perceived fairness of performance appraisals among U.S. federal agencies. J.W. Campbell, (2014) has considered organizational identification as a mediating instrument associating PM to change-oriented behavior is also explored. The study has conducted a survey on employees of central government ministries in South Korea, structural equation modeling and bias-corrected bootstrap confidence intervals are used to test a number of empirical hypotheses related to the constructs mentioned above. The study results of the analysis suggest that PM has a positive influence on change-oriented behavior; the positive effect is due to its positive relationship with identification. Seejeen Park, (2014) pointed out that little studies are been done in the area of the motivation of public managers to provide accurate performance appraisals in the public sector. The present study develops preliminary steps of a Rater Motivation Model (RMM) for the public sector. The RMM is developed by using three primary criterions: felt accountability, incentive structures, and public service motivation. The further study examines the variations in raters' perceived rating accuracy depending on the existence of a reward system for accurate appraisers and an organizational forced distribution rating system. The study sample consists of public officials working in various levels of the U.S. and Korean governments. This study assesses construct measures of rater motivation and multiple regression analysis through confirmatory factor analysis to examine the association between the determinants and the rater's perceived performance rating accuracy. It is suggested from the study results that three criteria have a significant influence on rater motivation. In addition influence on the presence of rewards for accurate appraisal and a forced distribution rating system. The study has implications for both the public administration literature and practices. Kota Neela Manikant & P.Srivalli (2018), the college teaching effectiveness is assessed supported the educational performance like teaching ability, professional competence, student evaluation, interpersonal relationship, and personality trait. The opinion of 410 faculties of varied private engineering colleges in Rayalaseema region of province was collected for analysis. The study follows a descriptive research design. The study follows a convenience sampling method within the selection of college for collecting primary data. The results exposed: The study initiated a moderate perception levels of organizational politics, Job Satisfaction and Teaching Effectiveness among faculty. There's a major relationship between teaching effectiveness, organizational politics and Job satisfaction. The study finds a negative relationship between organizational politics with Teaching Effectiveness. The study finds an insignificant negative moderation effect of organizational politics on Job Satisfaction and Teaching Effectiveness. There's an insignificant moderation effect of organizational politics. However organizational politics may be a significant variable in influencing Teaching effectiveness.



III. HYPOTHESES

H1: The performance appraisal practices have significant influence on career advancement.

H2: The performance appraisal practices have significant influence on Job Satisfaction.

H3: The performance appraisal practices have significant influence on Organizational Commitment.

IV. RESEARCH METHODOLOGY

The study follows a descriptive research design; descriptive research includes surveys and fact-finding inquiries of different kinds. The major purpose of descriptive research is a description of the state of affairs as it exists at present. In social science and business research, we quite often use the term Ex post facto research for descriptive research studies. The main characteristic of this method is that the researcher has no control over the variables; he can only report what has happened or what is happening. Most ex post facto research projects are used for descriptive studies in which the researcher seeks to measure such items as, for example, frequency of shopping, preferences of people, or similar data.

V. SCOPE OF THE STUDY AND FURTHER RESEARCH

The identification of the performance appraisal will be useful to determine future decision making regarding the changes and redesigning of the appraisal system. Also, it will help in identifying the appraisal practices being followed in industries for assessing executives' performance and to determine whether the objectives of Based on the above findings, it is possible to design a new performance appraisal system for the managers in industries keeping the HRD concept in view. The dimensions of performance appraisal practices considered in the study are objectivity, fairness, subjectivity, and outcomes. The study is confined to study the above variables among the employees working in selected Multinational Corporation operating in Sri City-SEZ, Nellore, and Andhra Pradesh. The study will also give scope to extend to reaming sectors like retailing, service.

VI. POPULATION OF THE STUDY

The study is meant to look at the performance appraisal practices among the staff working in Multi-National Corporations present in province. A multinational corporation (MNC) has operations, facilities, and other assets in a minimum of one country aside from its home country. Such companies have offices and/or factories in several countries and frequently have a centralized head office where they coordinate global management. The study has identified the foremost prominent and focused industries in Andhra Pradesh like Electronics, Energy, Aero Space, Food Processing, Automobile, Textiles, Petroleum, and Petro Chemicals, Minerals, Pharmaceuticals and data Technology. the businesses identified in each industry are identified supported their volume of business, listing available exchanges and overall best companies. There can be other companies in operating within the above industries, but not considered because of its low prominence within the industry. Among the above organizations around 20,000 employees are been expected to figure. The organizations can be having branches in other

parts of state and Foreign nations, but our study is confined to look at the staff working within the above company branches operating in province. Non Probability sampling may be a sort of unit sampling where it's not known which of the units are picked to be sampled, and where a number of the units have a zero probability of being chosen. The difference between non probability and probability sampling is that non probability sampling doesn't involve random selection and probability sampling does. Convenience sampling could be a statistical procedure of drawing representative data by selecting people thanks to the convenience of their volunteering or selecting units due to their availability or easy accessibility. the benefits of this kind of sampling are the supply and therefore the quickness with which data will be gathered. The disadvantages are the chance that the sample may not represent the population as a full, and it would be biased by volunteers. Hence this study follows a non probabilistic – convenience sampling method. The study is interested to gather the first data from the staff of the Multi-national corporations present is Sri City, Tada and Nellore Special Economic Zone. Since the bulk of the businesses will be covered and accessed easily in one place, the rationale to pick out Sri City, Tada and Nellore – SEZ for conducting the research is due to its wide industrial activity in province. The study collects both primary and secondary data; the first data is collected through a structured questionnaire. The questionnaire is run personally to employees and their opinions are collected through the questionnaire instrument. the first data is collected for the aim of study of the variables of the study. The secondary data is collected through Journals, Books, dissertations and conference papers. The secondary is collected for the aim of literature collection and for planning the study. the subsequent sections will discuss the questionnaire design and variables of the study. The study designs a structured questionnaire with a letter to administer to employees working in multinational corporations as shown within the appendix. The questionnaire consists of two sections like Demographic characteristics and Variables of study. The second section consists of questions regarding the variables towards Performance Appraisal, Career development, and Job satisfaction.

VII. ANALYSIS

The respondents of the study are the employees working in Multi National Corporations operated in Sri City, Nellore Dist. The study collected the opinions from 400 respondents. The information of demographic variables is mentioned below in a tabular form. The study results reveal that majority of the respondents belong to the age group of 41-50 years (N = 155, 36.6%) followed by 31-40 years (N = 104, 24.5 %), the rest of the employees are in the age group of 25-30 (N = 70, 16.5%) and 51 and above (N = 71, 16.7 %). The majority of the employees are male (N = 346, 81.6 %) and followed by female (N = 54, 12.7 %). The employees working in the MNC's have very vast experience, the study categorizes the years of experience like 0-10 years (N = 85, 20%), 11-20 years (N = 170, 40.1 %) and 21 and above years of experience (N = 145, 34.2 %).



The Contemporary Relationship Among Performance Appraisal Practices, job Satisfaction, Organizational Commitment, and Career Advancement in MNCs

The employees designation are been categorized into four groups such as Assistant Mangers (N = 132, 31.1%), Managers (N = 179, 42.2%), General Managers (N = 72, 17%) and Heads of Departments (N = 17, 4%). Hence it can be understood that majority of the employees have 11-20 years of experience and working in the designation of managers.

Table- I: Demographic profile of respondents

S.no	Parameters		Frequenc y	Percent age
1	Age Group	25-30 Years	70	16.5
		31-40 Years	104	24.5
		41-50 Years	155	36.6
		51- 60 Years	71	16.7
2	Gender	Male	346	81.6
		Female	54	12.7
3	Years Of Experience	0-10 Years	85	20.0
		11-20 Years	170	40.1
		21 and above Years	145	34.2
4	Designation	Assistant Manager	132	31.1
		Manager	179	42.2
		General Manager	72	17.0
		Heads of Department	17	4.0
6	Education Qualificatio n	Diploma	45	10.6
		Graduatio n	201	47.4
		Post Graduatio n	145	34.2
		Others	9	2.1

Source: Compiled from primary data, N=400

The educational qualification of employees are collected are categorized into four groups such as below diploma (N = 45, 10.6 %), Graduation (N = 201, 47.4 %) and Post Graduation and above (N = 145, 34.2 %). Hence it can be observed that majority of the employees working have graduation as educational qualifications. Consequently it can be concluded that majority of the employees are belonging to the age group of 41-50 years, male employees with 11-20 years of experience working in the designations of Manager and are graduates. The reliability analysis of the questionnaire items is conducted through as Cronbach's Alpha. The following table lists various study variables which includes i) Career Advancement ii) Job Satisfaction iii) Organizational Commitment and iv) Performance Appraisal The statistical technique Cronbach's Alpha is a measure of internal consistency, that is, whether all items within the instrument measure the same thing. Alpha is measured on the same scale as Pearson Correlation Coefficient and typically varies between 0 to 1. The closer the alpha approaches 1.00 the greater the internal consistency of items in the instrument being assessed.

Acceptable standard alpha value should be equal to or greater than 0.6, to indicate the internal consistency of the items of the instrument. In our study all variables are well above the standard value.

Table -2: Cronbach's Alpha on Study variables

SL.No	Variable	No of Items	Cronbach's Alpha
1	Career Advancement	6	0.68
2	Job Satisfaction	8	0.72
3	Performance Appraisal	19	0.76
4	Organizational Commitment	6	0.81

The following table list weighted mean, Skewness and Standard deviation of the study variables. The study results indicate that the weighted mean of Career Advancement is 3.53, indicates that the employees are neither satisfied nor dissatisfied on the policies and programmes conducted for employee career advancement by the organization. The Skewness of Career Advancement is observed to be -0.101 which is in the standard range of -1 to 1. In addition the standard deviation value too is within the range of research standards i.e. .590. The weighted means scores of Job Satisfaction variable is observed to be at 3.72 indicates that employees are exhibiting marginal satisfaction with the job. The Skewness is at -.443 indicates that the data is in normal distribution. In addition the standard deviation is at 0.504 is within the range of the standard norm. The weighted mean score for Performance Appraisal is observed to be at 3.68, indicates that employees are marginally satisfied with the Performance Appraisal Practices implemented by the organization. The Skewness of the Performance Appraisal Practices is 0.79 indicate that the data is normally distributed. The standard deviation is at 0.342 is within the standard norms.

Table-3: Weighted Mean scores, Standard Deviation and Skewness of study variables

SL.N o	Variable	Weighte d Mean	Standard Deviatio n	Skewene ss
1	Career Advancement	3.5371	.59031	-.101
2	Job Satisfaction	3.7572	.50498	-.443
3	Performance Appraisal	3.6817	.34235	.079
4	Organizational Commitment	3.7458	.54534	-.258

The weighted mean scores of Organizational Commitment is observed to be 3.74 which indicates that the employees are marginally agreeing that they are committed to the organization. The skewness of Organizational Commitment is observed to be -.258, which indicates normal distribution. The standard deviation is observed to be .545 which indicates the data is varying as per the research standard norms.



VIII. CORRELATION ANALYSIS AMONG HRD PRACTICES AND EMPLOYEE PERFORMANCE

The data analysis through correlation analysis is summarized in the following table. The study variables include career advancement, job satisfaction, organisational commitment and performance appraisal. Further, the following table summarizes the results of correlation analysis among the above mentioned variables. The significance of correlation between the variables is tested 2-tailed and employed Pearson correlation technique. It can be understood from the correlation analysis that Career Advancement has insignificant correlation with Job Satisfaction ($r = .074, p > .05$). Conversely Career Advancement is having significant correlation with Organizational Commitment ($r = .121, p < .05$). But the correlation between Career Advancement and Organizational Commitment is observed to be weak. However Career Advancement has significant correlation with Performance Appraisal Practices ($r = .224, p < .05$). Hence the hypothesis **H1: The performance appraisal practices have significant influence on career advancement. H1 is accepted.** Job Satisfaction has insignificant correlation with Organizational Commitment ($r = .066, p > .05$). In addition it is observed that Job Satisfaction has insignificant correlation with Performance Appraisal Practices ($r = .063, p > .05$). In addition Organizational Commitment has insignificant association with Performance Appraisal practices ($r = -.035, p > .05$). Hence the hypothesis **H2: The performance appraisal practices have significant influence on Job Satisfaction. H2 is rejected.** Further the hypothesis **H3: The performance appraisal practices have significant influence on Organisational Commitment. H3 is rejected.**

Table-4: Correlation analysis among study variables

S. No	Correlation	Coefficient (r)	Sig. (2-tailed)
1	CA → JS	.074	.139
2	CA → OC	.121*	.015
3	CA → PA	.224**	.000
4	JS → OC	.066	.185
5	JS → PA	.063	.212
6	OC → PA	-.035	.486

It can be observed that Performance Appraisal ($Wilks^{\wedge} = .734, p\text{-value} = .042$) has significant main effect on Career Advancement ($F = 2.102, p\text{-value} = .001$). However the Performance Appraisal has insignificant effect on Job Satisfaction ($F = .939, p\text{-value} = .563$) and Organizational Commitment ($F = .897, p\text{-value} = .629$). $Wilks^{\wedge}$ explains that Performance Appraisal is a relevant factor to the group of dependent variables i.e. Career Advancement, Job Satisfaction and Organizational Commitment. The partial eta square $\eta^2 = 0.098$ could explain 9.8 % variance in the dependent variables. The ANOVA results reveal that partial eta square $\eta^2 = 0.150, \eta^2 = 0.073$ and $\eta^2 = 0.070$ of Performance Appraisal on Career Advancement, Job Satisfaction and Organizational Commitment respectively. Hence it can be concluded that Performance Appraisal has its influence on Career Advancement. However Performance Appraisal has shown no influence on Job Satisfaction and Organizational Commitment.

Table -5: MANOVA Results: Effect of performance appraisal practices on career advancement, job satisfaction and organizational commitment

Independent Variables	Multivariate Tests			ANOVA Dependent Variables		
	F value Effect size	p-value	Wilks ^	Career Advancement	Job Satisfaction	Organizational Commitment
Performance Appraisal	1.283 $\eta^2 = .098$.042	.734	2.102 $\eta^2 = .150$.001	.939 $\eta^2 = .073$.563	.897 $\eta^2 = .070$.629

Legends: a = F value, b = Effect Size and c = p-value

The multivariate analysis too has confirmed that Performance Appraisal has its effect on the three dependent variables as a whole; however it is having its effect on Career Advancement in isolation and insignificant effect on Job Satisfaction and Organizational Commitment. The same results are observed in correlation. Hence, H1 is accepted and H2, H3 is rejected.

IX. DISCUSSION

The demographic analysis of the employees' age group, gender, educational qualification, experience and designation reveal that majority of the employees are in the age group of 41-50 years. Most of the employees are male and having experience of 11-20 years. The majority of the employees are working in the cadres of Assistant Managers and Managers. Most of the employees have educational qualification of graduation and followed by post-graduation. It is observed from the study results that employees are satisfied with the performance appraisal system implemented in the organization, performance appraisal system is fair and unbiased and superiors take appraisal system seriously. Employees perceive that the performance appraisal process helps them in understanding their level of performance, feedback received after the performance appraisal is relevant and feedback is as per the actual achievements. In addition, it is understood that there is an appeal process for any discrepancies in the appraisal process, firm recognize the good performers through appraisal system, the organization conducts the performance appraisal process in the possible best way, the organization provides positive feedback to good performers than criticizing the poor ones, appraisal system helps in the enriching the effectiveness of their work, employees perceive the appraisal system enables them to redesign their roles and responsibilities and most of the employees opine appraisal system help for self-review.



The Contemporary Relationship Among Performance Appraisal Practices, job Satisfaction, Organizational Commitment, and Career Advancement in MNCs

Further, it is observed that employees perceive that appraisal is instrumental in motivating employees, appraisal the system uses time and resources effectively in accomplishing of work, perceive appraisal system helps in establishing targets, the appraisal system is meaningful in assessing the performance of employees, employees perceive that appraisal the system is capable of determining the strategies and appraisal system is instrumental in building self-confidence in employee's performers.

X. CONCLUSION

The study is conducted among approximately four hundred employees through a structured questionnaire. The study results of correlation analysis and MANOVA revealed that there is a significant relationship between performance appraisal practices and career advancement. However, it is found an insignificant relationship towards appraisal practices and job satisfaction and organizational commitment. The study is successful in understanding the relationship between the study variables. Future studies can extend the present study to other industries and employee behavioral variables. The present study also has implication to Multi-National Corporations in understanding the relationship between the study variables and employee perceptions.

REFERENCES

1. J.R. Harrington, Ji Han Lee, (2014). "What Drives Perceived Fairness of Performance Appraisal? Exploring the Effects of Psychological Contract Fulfillment on Employees' Perceived Fairness of Performance Appraisal in U.S. Federal Agencies", *Public Personnel Management Vol 44, Issue 2, pp. 214 – 238*.
2. J.W.Campbell, (2014). "Identification and Performance Management", *Public Personnel Management, Vol 44, Issue 1, pp. 46 – 69*.
3. Jingyan Ding, Quanquan Zheng, Xiaomei Wang, Hong Zhu, Jin Zhang, (2016). "Assessment of Innovative Performance Management in Chinese Police System", *Public Personnel Management Vol 45, Issue 1, pp. 6 – 25*.
4. Jungin Kim, (2016). "Impact of Performance Appraisal Justice on the Effectiveness of Pay-for-Performance Systems after Civil Service Reform", *Public Personnel Management, Vol 45, Issue 2, pp. 148 – 170*.
5. Kota Neela Manikanta, P.Srivalli (2018). "Moderation of Organizational Politics on Job Satisfaction and Teaching effectiveness among Engineering Faculties", *Asian Journal of Management, 8(4), pp: 1365-1369*.
6. Max Moullin, (2017). "Improving and evaluating performance with the Public Sector Scorecard", *International Journal of Productivity and Performance Management, Vol. 66 Issue: 4, pp.442-458*, Retrieved from <https://doi.org/10.1108/IJPPM-06-2015-0092>
7. Rachana Chattopadhyay, Anil Kumar Ghosh, (2012). "Performance appraisal based on a forced distribution system: its drawbacks and remedies", *International Journal of Productivity and Performance Management, Vol. 61 Iss: 8 pp. 881 – 896*.
8. Sandra Rolim Ensslin, Leonardo Ensslin, Lucas dos Santos Matos, Ademar Dutra, Vicente Mateo Ripoll-Feliu, (2015). "Research opportunities in performance measurement in public utilities regulation", *International Journal of Productivity and Performance Management, Vol. 64 Issue: 7, pp.994-1017*.
9. Seejeen Park, (2014). "Motivation of Public Managers as Raters in Performance Appraisal", *Public Personnel Management, Vol 43, Issue 4, pp. 387 – 414*.
10. Wei Zheng, Mian Zhang, Hai Li, (2012). "Performance appraisal process and organizational citizenship behavior", *Journal of Managerial Psychology, Vol. 27 Iss: 7, pg. 732 – 752*.
11. Zamzulaila Zakaria, (2015). "A cultural approach of embedding KPIs into organisational practices", *International Journal of Productivity and Performance Management, Vol. 64 Issue: 7, pp.932-946*.

AUTHORS PROFILE



Mr. O. Avinash Part-Time Research Scholar in K.L Deemed to Be University, and Assistant Professor in H&S Department in Sree Venkateswara College of Engineering, Nellore, , Having 7 years of teaching experience in the specialized in the areas of H.R and Marketing. Attended various National and International Conferences.



Dr. Romala Vijaya Srinivas is an Assistant Professor in K.L Deemed to Be University, Guntur, and Andhra Pradesh. He has 10 years of teaching experience. He is specialized in Marketing and Human Resource management. He has attended more than 25 national and international conferences across India. He published 20 research papers in Scopus indexed national and international journals. He guided projects for more than 50 MBA students and 3 PhD research scholars so far.

