

Exploratory Analysis of Pharmaceutical Industry's Sales Manager's Perception Towards Performance Appraisals

By

Priyanka.K. Shinde

*Dissertation submitted for the partial fulfillment of the
MBA Pharmaceutical Management*

Academic year, 2016-2018



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TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms. Priyanka.K.Shinde, a student of MBA Pharmaceutical Management from The IIHMR University, Jaipur has undergone internship training at IVC advisory llp, Gandhinagar, from 5th February 2018 to 5th May 2018.

The candidate has successfully carried out the study designated to her during internship training and her approach to study has been sincere, scientific and analytical.

The internship is in fulfillment of the course requirements.

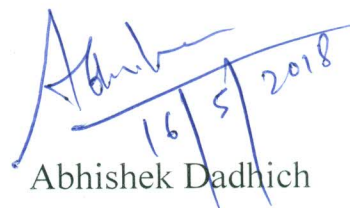
I wish her all success in all her future endeavors.



Dr. Ashok Kaushik

Dean, Academics and Student Affairs

The IIHMR University, Jaipur



Abhishek Dadhich

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ADVISORY (LLP)

Date:05/05/2018

To Whomsoever It May Concern

This is to certify that Ms. Priyanka K Shinde a student of MBA, Pharma Management at Indian Institute of Health Management Research (The IIHMR University, Jaipur) has successfully completed three month of dissertation from 5th February 2018 to 5th May 2018 at IVC advisory llp, Gandhinagar. (M/s MJ Solanki Group).

During her internship Ms. Priyanka K Shinde has worked as a **Project Manager** on projects of manpower outsourcing and telemedicine at IVC advisory llp, Gandhinagar and MJ Solanki Group.

Apart from general understanding of company, she has undertaken following activities:

1. An exploratory study on the perception of manager towards performance appraisals.
2. Developed company profile in the areas of skill development, manpower outsourcing and hospital supplies and presented to government officials and other clients.
3. Attended National Skill Development Corporation (NSDC) Soch TP TC capacity building boot camp 2018.
4. Assisted in development of business plan Care4home company in collaboration with Soch NGO.

She was sincere, hardworking, inquisitive and has successfully carried out the assigned task during internship.

We wish her success in all the future endeavours.

For IVC Advisory LLP


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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled
**An Exploratory Analysis of Pharmaceutical Industry's Sales
 Manager's Perception towards Performance Appraisals**

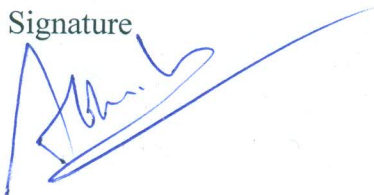
and submitted by Priyanka.K.Shinde

EnrollmentNo0076

under the supervision of Mr. Abhishek Dadhich

for award of MBA in Pharmaceutical Management of the University carried out during the period from 2016 to 2018 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.

Signature



ABSTRACT

The Performance Appraisal system is now a common phenomenon. It is a major tool for most of the organizations to evaluate various aspects of their employees. Majority of the organizations have implemented this process and is a regular feature for evaluation of their staff. Ample literature is available which has discussed the performance appraisal process at length targeting various dimensions of it. Although in the last few decades many studies are done and sufficient international literature on performance appraisal is available (Landy and Farr, 1980), however very limited research is done in Pharmaceutical sector. To analyze the perception of employees regarding the performance appraisal system implementation the research is conducted. A cross-sectional study was done from 5th of February to 5th of May 2018 through a structured interview with 150 managers. This study showed that the respondents had a positive perception of performance appraisal process.

ACKNOWLEDGEMENT

I have taken efforts in this project. However, it would not have been possible without the kind support and help of many individuals and organizations. I would like to extend my sincere thanks to all of them.

I am highly indebted to Mr. Abhishek Dadhich for his guidance and constant supervision as well as for providing necessary information regarding the project & also for his support in the completing the project.

I would like to express my gratitude towards my parents for their kind co-operation and encouragement which helped me in completion of this project. I would like to express my special gratitude and thanks to Inner Voice Consultants for giving me such attention and time.

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1.1 BACKGROUND

The performance appraisal is a process conducted by the Higher Authority of the industry for their employees concerned about their performance, development and needs a support in their role. It is used to assess the recent performance and focus on the future objectives, opportunities, and resources needed.

Performance appraisal has always been a medium for the higher authorities to interact with their subordinates. This helps them understand the performance of each employee and can help the system mold according to their requirement. The research will explore the extent to which the sales managers perceive their level of comfort with the process, the extent to which the managers find justice in the process, to which the managers find a positive change in their performance and the extent of their satisfaction level with the process.

Tasks such as decisions about promotions and layoffs, pay rates, selecting individuals for most suitable work and motivates employees to perform their maximum is evaluated by the authority of the company. However, to come up with an accurate result, a good monitoring is required and the most common way to achieve this is through a formal Performance Appraisal System. Therefore, the Performance appraisal should be given a lot of importance as a wrong result can have a negative impact on employees which is demotivation. The accuracy and subjectivity of appraisal rating on the psychology perspective have been focused on these days in the industries.

Employees reaction towards the performance appraisals need to be tracked from their perspective towards the appraisal would then decide their objective in the company. The aim of this paper is to assess the employees' reactions, perceptions, and preferences towards performance appraisal in the organization.

Major points to be analyzed in the study about the characteristics of the employees of the company and how employees perceive the following:

- o Performance appraisal in total

- o the corporate culture of the organization regarding performance
- o the assessment criteria regarding their performance
- o Their relationship with their supervisors
- o Their opinion on monetary and non-monetary incentives.

Participation in the creation and implementation is one of the factors that affect the reactions and the attitudes of the employees towards the introduction of such systems. As it can be summarized, what a fair performance management system can offer is to improve the reactions of employees to appraisal and towards the organization in total, their motivation and performance and in the end the company's position in future legal challenges to employment (Smither, 1998). Some factors that cause antipathy towards PAS are ownership, bad news, adverse impact, scarce rewards and personal reflection (Grote, 1996). On the other hand, dissatisfactions occurred when the appraisal was lower than expected, mostly for high performers (Taylor and Pierce, 1999). Simply, the relationship between an employer and an employee can be characterized as an "exchange" of the time and talent an employee dedicates to the organization with the organizational rewards that he takes (Grote, 1996). Nevertheless, the reaction of an employee to an appraisal system is affected by what the employee perceives as important from what this system can offer. Based on a Harvard Business Review Article ("An Uneasy Look at Performance Appraisal, D. McGregor), it can be said that performance appraisal has three dimensions, first to provide information about possible increases in pay, promotions, transfers etc., second to inform subordinate about his performance and show the way for improvements and last to offer the foundation for coaching and counseling by the supervisor (Grote, 1996). In other words, the degree of importance of each dimension of the system differs for every employee.

To Yoder Performance Appraisal refers to "the formal procedure used in an organization to evaluate personalities, contributions, and potentials of group members". According to Hayek it is "the process of evaluating the performance

and qualification of the employee in terms of requirements of the job for which he is employed, for administration including placement, selection for promotions, providing financial rewards and other actions which require differential treatment among the members of the group as distinguished from actions affecting all members equally.

According to Martin Fisher performance appraisal is a process for establishing the shared understanding about what is to be achieved, and an approach for managing and developing people in a way which increases the probability that it will be achieved in the short or long-term. Performance appraisal is a method of evaluating the behavior of employees in the work spot, normally including both the quantitative and qualitative aspects of job performances. To find out whether an employee is worthy of continued employment or not, and if so, whether he should receive a bonus, a pay rise or a promotion, his performance needs to be evaluated from time to time. The object of performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. Performance Appraisal is a procedure to establish a clear understanding of what the organization strives to achieve and streamline the combined efforts of all the employees so that the company improves its effectiveness and competitiveness in the marketplace. It is a systematic alignment of employee objectives, skills, abilities, efforts with the organization's strategic objectives to create a high-performance culture. The emphasis is on improving, learning and developing the career potential of employees to achieve the overall business objectives. It aims at analyzing the performance against the set standards, both quantitative and qualitative. Performance appraisal is a measure of performance of an employee in accomplishing goals and plans of an organization within a specific period. It gives a picture of how an employee is working in his present job and what are the strong and weak points. Performance appraisal system provides feedback to the employees on their performance and helps him to take utmost care and attention, where it deserves.

The process of performance appraisal helps in linking information gathering and decision-making process which provides a basis for judging the effectiveness of personnel subdivisions such as coming as rightly observed that the overall objective of performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from the individuals employed in it. The performance appraisal system has assumed a new shape and nature in the form of a two-way communication link between the employees and the employers. Proper communication between the assessing authority and the employee under appraisal is essential for gathering all the required information from the employee. A performance appraisal system that is based on a free and unrestrained approach would generate the preferred data and help organizational productivity. To achieve the desired objectives performance appraisal system should be realistic and impartial, with a positive orientation towards remedial steps. Therefore, it requires skillful handling.

2.1 LITERATURE REVIEW

The purpose of this literature review will be to examine the perceptions and attitudes that the Sales Managers had for performance appraisals (reviews). The literature review consisted of a description of a performance appraisal, as well as detailing the typical performance appraisal process overview evident in most of the companies. The literature review also details the overall objectives of performance appraisals, as well as the key characteristics needed for a performance appraisal system.

Sr.no	RESEARCH PAPER	OBJECTIVE	LIMITATIONS/FINDINGS
1.	From Job Analysis to Performance Management: A Synergistic	To study about the practices involved in Performance	Performance appraisal (or performance review) is a process for individual employees and those

	Rapprochement to Organizational Effectiveness -Journal of Organizational Behavior Management 31(4):316- 332 · Hannula, 2011	appraisal.	concerned with their performance, typically line managers, to engage in a dialogue about their performance and development and the support they need in their role. It is Used to both assess recent performance and focus on future objectives, opportunities and Resources needed. However, delve only a little deeper into the literature and You discover a growing consensus, that the “performance appraisal system is a rudderless Sinking ship, most likely broken beyond repair”.
2.	Reasonable Human Resource Practices for making employee downsizing decisions. -Elsevier, Organizational Dynamics (2003). Jawahar & Salegna	To study the practices for making employee downsizing decisions.	Make administrative decision, Feedback or development purposes, evaluate effectiveness of HR practices and Documenting the basis of employment decision (for legal reasons)
3.	Effectiveness of	To measurement	Researchers describe the

	Performance Appraisal: An Integrated Framework - Curtis et al.	criteria of effectiveness of Performance appraisal	ideal performance appraisal, in three ways. One, from the supervisor's perspective, appraisals would be "accurate and helpful in improving employee performance and making administrative decisions".
4.	So, what would an ideal performance appraisal look like? - kondrasuk et al (2008)	To study the problems occurring with performance appraisal system.	He found that a large Number of problems with performance appraisal systems can be reduced to four Categories; "1) purpose of performance appraisal, 2) those involved in performance Appraisal, 3) what is measured and how, and 4) the system and process of performance Appraisal".

5.	Conduct of performance appraisals and the attainment of organizational quality goals -Kondrasuk, 2011	To study the Impact of performance appraisals on individuals and the organization.	Participatory performance appraisal is an essential component of a fair and ethical evaluation of an employee's performance. When employees possess a meaningful role in the appraisal process, employee acceptance and satisfaction with the appraisal is strongly enhanced.
6.	The Effect of the Performance Appraisal System on Trust for Management -Journal of Applied Psychology Meyer & Davis (1999).	To study the effect of trust on the Performance Appraisal.	He described trust in relation to Performance appraisals as being "made up of three components: ability, benevolence and Integrity. In other words, if an employee believes a supervisor has the skills to properly Appraise, has the interests of the employee at heart and believes the supervisor upholds Standards and values, the employee is likely to trust that supervisor".

7.	The Perception of Fairness of Performance Appraisals - Tracy M. Prather	To study the perception of fairness of Performance Appraisals.	He said that belief in fairness of The standards are the most important factor for performance appraisals, and once that is Lost, the entire foundation and benefit of performance appraisal meetings is undermined.
8.	The Social Context of Performance Appraisal: A Review and Framework for the Future. -Levy & Williams, 2004, p.887, and Steelman et al., 2004	To review the most current work in performance appraisal and make suggestions for future research.	First, research has broadened the traditional conceptualization of performance appraisal effectiveness to include and emphasize ratee reactions. Second, the influence that the feedback environment or feedback culture has on performance appraisal outcomes is an especially recent focus that seems to have both theoretical and applied implications. Finally, there appears to be a reasonably large set of distal variables such as technology, HR strategies, and economic conditions that are potentially important for

			understanding the appraisal process, but which have received very little research attention
9.	A case study of employee's performance measurement system - A.K. Siti-Nabiha	To examine the performance measurement system	The top performance issues faced by the employees of the case organization are in areas of poor communication, high time consumption in service delivery, poor trouble shooting and poor knowledge of the customers.
10.	'Comparison of Performance Appraisal Score: A Modified Methodology' -Sarkar, A., Mukhopadhyay, A.R., and Ghosh , S.K., (2011), Research & Practice in Human Resource Management, 19(2), pg. 1-8.	To study different Performance appraisal score.	Performance Appraisal is used for validating the recruitment sources and selection methods used, for reward Allocation, for granting pay hikes, for giving promotions and for identifying the developmental needs. In Short performance appraisal is a process of managing and developing people. Performance appraisal can Also mean a comprehensive process that encompasses planning for future performance, tracking

			Performance as it occurs, and rating performance at the end of a review period. In short it is linked with Each other aspect of human resource management. Hence knowing the performance Appraisal practices, employee opinions about different aspects of performance appraisal system would Help in improving the system. The above discussion helps in identifying the system in existence and the Merits and demerits thereof.
11.	The social context of performance appraisal: A review and framework for the future - Levy, P. E., and Williams, J. R. (2004), Journal of Management, 30, pg. 881-905	To examine the effects of the social context on the appraisal process	First, research has broadened the traditional conceptualization of performance appraisal effectiveness to include and emphasize ratee reactions. Second, the influence that the feedback environment or feedback culture has on performance appraisal outcomes is an especially recent focus that seems to

			have both theoretical and applied implications. Finally, there appears to be a reasonably large set of distal variables such as technology, HR strategies, and economic conditions that are potentially important for understanding the appraisal process, but which have received very little research attention. We believe that the focus of recent performance appraisal research has widespread implications ranging from theory development and enhancement to practical application.
12.	A composite model for employees' performance appraisal and improvement' - Manoharan, T.R., Muralidharan, C., and Deshmukh, S.G. (2012), European Journal of Training and Development, 36 (4), pg. 448-480.	To develop an innovative method of performance appraisal that will be useful for designing a structured training program.	Performance appraisals using data envelopment analysis focuses on output enhancement, while an integrated fuzzy model using quality function deployment (QFD) and multi-attribute decision-making focuses on input enhancement. For overall and continuous improvement of employees'

			knowledge, skills and attributes, this composite model provides an in-depth analysis and offers a means for designing a structured and effective training programme through interpretive structural modelling.
13	An uneasy look at performance appraisal - mcgregor, D. (1972), Harvard Business Review, 50 (5), pg. 133-138, ebsscohost.	1.To examine the conventional performance appraisal plan which requires the manager to pass judgment on the personal worth of subordinates. 2. To describe an alternative which place on the subordinate the primary responsibility for establishing performance goals and appraising progress toward	The manager in the untenable position of judging the personal worth of his subordinates, and of acting on these judgments. No manager possesses, nor could he acquire, the skill necessary to carry out this responsibility effectively. Few would even be willing to accept it if they were fully aware of the implications involved. It is this unrecognized aspect of conventional appraisal programs which produces the widespread uneasiness and even open resistance of management to appraisals and especially to the appraisal interview. A sounder approach, which

		them.	places the major responsibility on the subordinate for establishing performance goals and appraising progress toward them, avoids the major weaknesses of the old plan and benefits the organization by stimulating the development of the subordinate. It is true that more managerial skill and the investment of a considerable amount of time are required, but the greater motivation and the more effective development of subordinates can justify these added costs.
14	Accountability in a performance appraisal context: the effect of audience and form of accounting on rater response and behavior. - Mero, N., Guidance, R., and Brownlee, A. (2007)	To explore how context influences accountability in a performance appraisal context	Agreeableness and conscientiousness are orthogonal factors. Moreover, The introduction of the potential for conflict would not be expected to interact with rater Conscientiousness because the motivational mechanisms thought to underpin the PA

			rating Behavior of highly conscientious individuals are not linked to conflict avoidance
15	Raters who pursue different goals give different ratings. - murphy, k., Cleveland, j., skate, a., and kinney, t. (2004), journal of applied psychology, 89 (1), pg. 158164, ebscohost.	To examine the raters who pursue different goals.	Raters had little prior knowledge of and often no expectation of future interactions with the ratee (i.e., their course instructor). In typical performance appraisals, raters develop clear expectations about ratee performance, which in turn are likely to influence both rating goals and future performance ratings. Over time, it is reasonable to expect that raters will adjust their rating goals in response to the success or failure of their previous performance appraisals (e.g., a rater who hopes to improve performance by giving high ratings might stop inflating ratings if no changes in performance are observed). Therefore, unlike the present study, the process of forming and applying rater goals in

			performance appraisal is likely to be a dynamic one. Our data do suggest that changes in goals are related to performance ratings, but field studies of the development and modification of rating goals would provide a clearer sense of how rating goals and their influence on ratings change over time.
16	How accurate are your performance appraisals? - miller, c.e., and thorton, c.l., (2006), public personnel management, 35(2), pg. 153-162.	To study the accuracy of performance appraisals.	The researcher has provided a method for correcting for error in the data, so practitioners' data may be more accurately evaluated. Researcher also demonstrated the degree to which multiple raters will improve the accuracy of appraisals. Finally, researcher made suggestions as to how the ppm professional may improve the accuracy of performance ratings based on the research concerning rating versus ranking performance, the supervisors' knowledge of the employee and the number

			of dimensions being appraised.
17	Understanding performance appraisal: Social, organizational, and goal-based perspectives. - Murphy, K., and Cleveland J. (1995)	To Examine the relationship of employee performance appraisal participation, goal setting, feedback and employee acceptance on key appraisal related outcomes	Participatory performance appraisal is an essential component of a fair and ethical evaluation of an employee's performance. When employees possess a meaningful role in the appraisal process, employee acceptance and satisfaction with the appraisal is strongly enhanced.
18	Explaining the Weak Relationship Between Job Performance and Ratings of Job Performance' - Murphy, K.R. (2008), Industrial & Organizational Psychology, 1 (2), pg. 148160, ebscohost	To study the solutions of weak relationship between Job Performance and Ratings of Job Performance.	Three models of the performance–performance rating relationship offer very different explanations and solutions for this seemingly weak relationship. One-factor models suggest that measurement error is the main difference between performance and performance ratings and they offer a simple solution—that is, the correction for attenuation. Multifactor models suggest that the effects of job performance on performance ratings are often masked by a range of

			systematic nonperformance factors that also influence these ratings. These models suggest isolating and dampening the effects of these nonperformance factors. Mediated models suggest that intentional distortions are a key reason that ratings often fail to reflect ratee performance. These models suggest that raters must be given both the tools and the incentive to perform well as measurement instruments and that systematic efforts to remove the negative consequences of giving honest performance ratings are needed if we hope to use performance ratings as serious measures of job performance.
19	Can performance appraisal systems inspire intrinsically motivated employees? -Oh, S., and Lewis, G. (2009)	To examine the relation between appraisal systems and intrinsically motivated employees.	Intrinsic motivation is positively associated with employee satisfaction, whereas it is negatively related to intent to leave. Managerial trustworthiness also shows comparable strong associations with

			those attitudes. More important, regarding employee satisfaction, it interacts with intrinsic motivation in a way that produces a salutary result for organizations. Like managerial trustworthiness, goal directedness also strengthens the association between intrinsic motivation and employee satisfaction. On the contrary, high levels of extrinsic reward expectancy weaken the tie.
20	Comparison of Performance Appraisal Score: A Modified Methodology’ -Sarkar, A., Mukhopadhyay, A.R., and Ghosh, S.K., (2011), Research & Practice in Human Resource Management, 19(2), pg. 1-8.	To study the solution of an accurate comparison of performance appraisal score.	The human resource function executives would benefit by learning the distribution fitting method along with the distributional properties for an appropriate application of the proposed procedure. Alternatively, the organization could hire statisticians to handle the process. Appropriate statistical software will also be helpful.
21	Managing Performance: A	To evaluate managing	Most of performance initiatives occur at the

	Practical Perspective on Managing Employee Performance’ -Schraeder, M., and Jordan, M. (2011), The Journal for Quality and Participation, 34(2), pg. 4-10.	performance in an organization.	organizational level. Common organization-level methods of managing performance are performance appraisal, rewards and recognition, training, access to resources, goal setting, employee participation and empowerment, and coaching and feedback. Less common methods include mentoring, positive organizational behavior and creative work arrangements such as flex time. Manageable individual performance areas are task- and role-specific performance, extra-role performance (also known as organizational citizenship behavior), adaptability, innovation and creativity, and ethical conduct. Other, less obvious aspects of the organization such as physical environment may also be controllable for a performance effect.
22	‘Approaches of Performance Evaluation in	To examine the employees since their	Performance assessment system should be derived from the strategic objectives.

	Organizations’ -Shahraji, M.G., Rashidipanah, M., Soltaninasanb, R., Golroudbari, M.P., Tavakoli, A., Khorshidifard, S., Attar, M. And Ghahramanpour, A. (2012) ,Interdisciplinary Journal of Contemporary Research in Business, 4(8), pg. 620-625	performance.	Otherwise, the system may to support activities that that can have an adverse effect on strategic objectives. In addition, it should be noted that if strategies change during time, some performance indicators will also change. Therefore, need for flexibility in these systems is felt to ensure that performance evaluation system is always consistent with organizational goals.
23	‘Approaches of Performance Evaluation in Organizations’ -Shahraji, M.G., Rashidipanah, M., Soltaninasanb, R., Golroudbari, M.P., Tavakoli, A., Khorshidifard, S., Attar, M. And Ghahramanpour, A. (2012), Interdisciplinary Journal of	To examine the employees based on their performance.	Performance assessment system should be derived from the strategic objectives. Otherwise, the system may to support activities that that can have an adverse effect on strategic objectives. In addition, it should be noted that if strategies change during time, some performance indicators will also change. Therefore, need for flexibility in these systems is felt to ensure that performance evaluation

	Contemporary Research in Business, 4(8), pg. 620-625.		system is always consistent with organizational goals.
24	Performance management in police agencies: a conceptual framework' -Shane, J. (2010) , An International Journal of Police Strategies & Management, 33 (1), pg. 6-29.	To define a systematic management structure that helps police practitioners institutionalize performance management and analysis in more rational-technical ways.	The findings suggest a performance management model is more rational than the traditional command-control model and may increase consistency in police management by systematically collecting and reporting on streams of data to measure performance instead of relying on rote compliance.
25	Assessing the ethics of implementing performance appraisal systems' -Sillup G., and Klimberg R. (2010), Journal of Management Development, 29 (1), pg. 38-55	To try to understand better whether performance appraisal (PA) helps performance evaluators (pes) to manage more effectively and meet employees' expectations in US-based	Time dedicated to implementing PA was the most important factor leading to ethical issues. Pes with the highest educational levels and most experience spent the least amount of time (1.86 vs 3.19 hours) implementing PA. Most pes (79.6 percent) solicited feedback about employees' performance from employees' peers but

		corporations	20 percent did not. Additionally, not a single PE had PA as a specific objective, making it difficult to sequester time necessary for PA. Older pes felt PA helped them manage more effectively and pes who were Black or White and from Marketing/Sales were most favorable about meeting employees' PA expectations. There were no remarkable differences among PA systems at the five corporations, e.g. 360-degree training.
26	A case study of service desk's performance measurement system' -Siti-Nabiha, A., Thum, W.Y. and Sardana, G.D. (2012), International Journal of Commerce & Management, 22(2), pg. 103-118.	To examine the performance measurement system of a technical assistance center at one of the largest semi-conductor manufacturers in the world. The study examines top performance	The top performance issues faced by the service desk of the case organization are in areas of poor communication, high time consumption in service delivery, poor trouble shooting, poor knowledge of the agents, and confusing phone menu. The top four areas that need focus and improvement are Resolution Rate (RR),

		issues faced by the service desk and provides recommendations to address these issues.	Customer Satisfaction (CSAT), Total Utilization, and Tickets per Agent per Week (TAW). In addition, there are mismatches between the employees and the management of the service desk regarding the rewards and recognition system
27	The road to performance ratings is paved with intentions: A framework for understanding managers' intentions when rating employee performance' -Spence, J., and Keeping, L. (2013),Organizational Psychology Review	To study the performance ratings according to the managers.	Employee performance appraisals are complex events in organizations. They occur in contextually rich environments and have implications for careers, training opportunities, remuneration, and interpersonal relationships. For years, the study of performance appraisals has mirrored this complexity and has revealed a multitude of variables that can influence the accuracy of performance ratings. Of late, the importance of managers' intentions as a determinant of performance ratings has

			gained prominence. What is less understood is where these intentions come from and what determines their relative strength or weakness. In the current paper, we present a model that explains the simultaneous presence and strength of multiple rating intentions that managers can have when rating employee performance.
28	Conscious rating distortion in performance appraisal: a review, commentary, and proposed framework for research’ -Spence, J., and Keeping, L. (2011), Human Resource Management Review, 21 (2), pg. 85-95.	To study the rating distortion in performance appraisal.	Accuracy can be viewed as a means of achieving one or more of three desired goals on the part of raters: (1) achieving/maintaining a positive relationship with a subordinate, (2) achieving/maintaining a positive image of themselves and their workgroup, and (3) achieving/maintaining behavior that is supportive of organizational norms/goals. Finally, we briefly apply regulatory focus theory to the study of performance ratings
29	The impact of non-	To examine the	Three primary non-

	performance information on ratings of job performance: A policy-capturing approach' -Spence, J., and Keeping, L. (2010), Journal Of Organizational Behavior, 31 (4), pg. 587-608, ebscohost, viewed 11 April 2014.	impact of Nonperformance information on ratings of job performance.	performance factors that managers consider when rating employee performance: (a) Potential negative consequences of ratings, (b) organizational norms, and (c) the opportunity to advance self-interests. Using a policy-capturing methodology, the current study investigated if these three non-performance factors, as well as individual rater differences (e.g., conscientiousness, agreeableness, and performance appraisal experience), influence performance ratings.
30	'The Feedback Environment Scale: Construct Definition, Measurement, and Validation' -Steelman, L.A., Levy, P. E., and, Andrea F. (2004) , Educational and Psychological Measurement, 64 (1), pg. 165-184.	To define And measure the various aspects of a new construct, the feedback environment.	Training needs assessment for managers and others and a readiness index for the implementation of multirotor feedback programs. There has been surprisingly little empirical work conducted with an eye toward training managers to give better feedback. One reason for this may be the lack of a validated instrument to

			assess coaching and other aspects of the feedback process. Use of this instrument is an ideal way to diagnose organizations and improve the “coaching of coaches” that is instrumental to employee success and development.
31	‘Handbooks of mixed methods in social and behavioral research’ -Tashakkori, A., and Teddlie, C. (2003) , Sage Journal Articles	To study differing viewpoints and disciplinary approaches of mixed methods	By taking advantage of the laws of perception, we can ascertain by reasoning how things really are; and any man, if he has sufficient experience and reason enough about it, will be led to the one true conclusion
32	‘Importance of system and leadership in performance appraisal’ -Tuytens, M., and Devos, G. (2012),Personnel Review, 41 (6), pg. 756-776.	To improve employee performance, also in the educational field. However, doubts exist about the effectiveness of performance appraisal.	The results indicate that teacher participation in the teacher performance appraisal system significantly influences the perceived procedural justice by teachers, which in its turn significantly influences the perceived feedback utility. The role of the school leaders is found to be extremely important.

			Charismatic leadership influences both directly and indirectly (through procedural justice) the perceived feedback utility by teachers.
33	‘This is the internal grading system Google uses for its employees’ -Yarrow, J. (2014), Business Insider, viewed on 30 July 2014.	To study the internal grading system Google uses for its employees.	At Google you can look up to what your co-workers are in employee directory. Googlers understand what everyone is working on. OKR’s help the employees to keep an eye on what they have achieved.
34	‘Get rid of the performance review! How companies can stop intimidating, start managing and focus on what really matters’ -Culbert, S. A. (2010), Business Plus.	To study how companies, give the performance reviews.	The conclusion that performance rating is not working is not solely an academic one; there is evidence of widespread dissatisfaction with performance rating and related techniques in organizational settings; many large organizations (e.g., Accenture, Deloitte, Microsoft, Gap, Inc., Eli Lilly) have abandoned or substantially curtailed their use of performance appraisal. Most organizations continue to use performance

			appraisals and ratings, and there is little sign this is changing, at least in the short term.
35	‘Sources of political distortions in performance appraisals: appraisal purpose and rater accountability’ -Curtis A. B., Harvey R. D., and Ravden D. (2005), Group & Organization Management, 30 (1), pg. 42-60, viewed 10 April 2014.	To focus on contextual variables surrounding the performance appraisal process	Holding raters accountable for the accuracy of their ratings, especially when ratings are for administrative purposes, may be an effective strategy for reducing leniency error.
36	‘Seven biggest problems with performance appraisals: and seven development approaches to rectify them’ -Davis, P. (2012), Development and Learning in Organizations, 26 (1), pg. 11-14	To highlight the common failures of performance appraisals and describe how training can help overcome these failures.	The design, management and implementation of performance appraisals have been hampered for many years by several common strategic and operational mistakes. Training and learning has a big role to play in addressing these mistakes and improving appraisal outcomes for individuals and organizations.
37	‘Performance	To consider	The design, management

	management coaching: servant leadership and gender implications’ -Duff, A. (2013), Leadership & Organization Development Journal, 34 (3), pg. 204-221.	theoretically the relationships between performance management, a servant leadership style and leader gender, drawing from Hackman and Wageman's theory of team coaching to suggest a servant leadership style being optimally suited to support the different leadership roles enacted at different stages of the performance management cycle.	and implementation of performance appraisals have been hampered for many years by several common strategic and operational mistakes. Training and learning has a big role to play in addressing these mistakes and improving appraisal outcomes for individuals and organizations.
38	Values in Qualitative and Quantitative Research’ -Duffy, M., and Chenail, R. (2008)	To study the importance of Qualitative and Quantitative Research.	Quantitative research has dominated the research conducted In counseling and other helping professions, there is increasing

	,Counseling & Values, 53 (1), pg. 22-38.		Recognition of the importance of qualitative research and its fit with The values of the counseling profession
39	The role of leader-member exchange in the performance appraisal process’ -Elicker J.D., Levy P.E., and Hall R.J. (2006), Journal of Management, 32 (4), pg. 531-551	To study the role of leader-member exchange in the performance appraisal process.	Agreement of others performance feedback with one’s own view strongly determines feedback reactions. Yet inconsistent result of feedback interventions motivates a search of additional influences.
40	‘High commitment performance management: the roles of justice and trust’ Ferndale, E., Hope-Hailey, V., and Kelleher, C., (2011),Personnel Review, 40 (1), pg. 5-23.	To explore the relationship between employees' perceptions of a subsystem of HRM practices (performance management) and their commitment to the organization.	The link between employee experiences of high commitment performance management (HCPM) practices and their level of commitment is strongly mediated by related perceptions of organizational justice. In addition, the level of employee trust in the organization is a significant moderator.
41	‘Implementing Performance Appraisal: Exploring	To explore the employee experience on	Organizational units with high trust in senior management have both

	the Employee Experience', -Ferndale, E., and Kelliher, C. (2013) ,Human Resource Management, 52, pg. 879-897.	implementing Performance appraisals.	higher Levels of commitment, and show a stronger link between employee perceptions of fair treatment by their line manager during performance appraisal, And organizational commitment.
42	'An investigation into Performance Appraisal effectiveness from the perception of Employees in a consumer Services Company -Farrell, A. (2013), National College of Ireland.	To investigate the effectiveness of Performance Appraisals from the perception of the employees.	The employees were happy with having to complete performance appraisal, but there is still some work to be done in improving the system and making it more successful and rewarding. There are a few elements of the current system that are limiting the effectiveness of the appraisal, the organization is also missing some of the vital elements that are needed in an effective performance appraisal.
43	'Performance appraisal process and system facets: Relationships with contextual	To study the performance appraisal process.	Performance appraisal process and system facets were associated with employees' contextual performance as well as with

	performance' -Findley, H., Giles, W., and Mossholder, K. (2000), Journal Of Applied Psychology, 85 (4), pg. 634-640, ebsscohost.		their perceptions of appraisal accuracy. After controlling relevant variables, they found that appraisal process facets explained variance in contextual performance and perceived accuracy beyond that accounted for by the system facets. However, when the order of entry for the process and system variable sets was reversed, only for perceived appraisal accuracy, as hypothesized, did the system facets account for variance beyond that explained by the appraisal process facets.
44	Beyond neopositivists, romantics and localists: a reflective approach to interviews in organizational research' -Alvesson, M. (2003), Academy of	To study different approaches to interviews in Organizational research	The interview needs to be conducted in a different manner depending on the respondents.

	Management Review, 28 (1), pg. 13-33		
45	Globalization of performance appraisals: theory and applications, management decision' -Appelbaum, S., Roy, M. And Gilliland, T. (2011), Emerald Group Publishing Limited, 49 (4), pg.570-585.	To provide a more complete perspective regarding the "best practices" for performance appraisals of "distant" employees in global organizations	Adequate training must be provided to both the appraiser and the appraisee to avoid the many rating errors that are common in performance appraisal. Training should include cultural, legal and customer differences by country providing managers with the tools to improve on the process. Managers must also be given the opportunity to build the required relationship with these employees.
46	'Performance evaluation in work settings' -Arvey, R.R. (1998), Annual Review Of Psychology, Psychology and Behavioral Sciences Collection, 49 (1), pg. 141, ebscohost	To evaluate performance in work settings.	Research is progressing in traditional content areas as well in the exploration of new ground. Researchers are recognizing that job performance is more than just the execution of specific tasks and that it involves a wider array of important organizational activities. There is also an increased optimism regarding the use of supervisory ratings and

			recognition that such "subjective" appraisal instruments do not automatically translate into rater error or bias.
47	‘Adopting performance appraisal and reward systems: A qualitative analysis of public sector organizational change’ -Azzone, G., and Palermo, T. (2011), Journal of Organizational Change Management, 24 (1), pg. 90-111.	To provide a qualitative analysis of change to understand which factors inhibit or, conversely, facilitate the enactment of process of managers' performance appraisal and reward systems.	The cases reveal differentiated patterns of organizational change and lead to a problematic overview. The desired technical and cultural organizational transformations are limited by an interplay of organizational and wider environment forces.
48	Developing effective performance appraisal system’ -Boice, D. F., and Kleiner, B. H. (1997), Work Study, 46, pg. 197-201.	To explore effective performance appraisal system.	Give your managers ownership of the system. Recognize and reward them for honest and reliable appraisals and hold them accountable for ineffective appraisals. A survey by the Center for Effective Organizations found that appraisal systems are most effective in organizations

			where senior leaders give managers the training and support they need to get the most out of appraisal meetings with employees. Review your appraisal system periodically to keep it evolving and beneficial.
49	‘Human resource performance metrics: methods and processes that demonstrate you care’ - Boyd, N., and Gessner, B. (2013), Cross Cultural Management: An International Journal, 20 (2), pg. 251-273.	To show that HR systems are not always designed in ways that consider the well-being of employees. Performance metric methods seem to be designed with organizational goals in mind while focusing less on what employees need and desire.	The analysis showed that performance metrics should be reevaluated by executives and HR professionals if they seek to develop socially responsible organizational cultures which care about the well-being of employees.
50	‘Performance appraisal based on a forced distribution system: its drawbacks and remedies’ - Chattopadhyay, R.,	Performance appraisal based on a forced distribution system (FDS) is widely used in	Extensive simulation studies show that the modified algorithm is uniformly better than the existing one over different schemes for allocations of

	and Ghosh, A.K. (2012), International Journal of Productivity and Performance Management, 61 (8), pg. 881 – 896.	large corporate sectors around the globe. Though many researchers have pointed out several drawbacks in FDS, due to the absence of any suitable alternative, it has been (and continues to be) adopted by many industries over a long period of time. The purpose of this paper is to point out some serious limitations of this system and propose a simple modification to overcome these limitations.	employees to different projects, and depending on the allocation scheme, it can lead to substantial improvement.
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2.1.1 Research gap: This research paper identifies the research gap by specifically targeting sales manager's attitude of the Pharmaceutical industry towards the performance appraisal system in their company. In this research paper factors like Goal-setting, Appraisal evaluation method, the active role of higher authority in performance management system and facilitation of communication have been taken into consideration.

3.1 Research Objective

To Investigate Sales managers' views towards the exercise of performance appraisals as a valuable endeavor.

4.1 Materials and Methods

Study Method: A cross-sectional sampling method was used for the study conducted through a structured interview with 150 Sales Managers. The sample unit included sales managers.

Type of study: A Quantitative study type was used to carry out the research.

Study Location: The study was conducted in different stockists in Ahmedabad, Gujarat.

Duration of Study: The study will be conducted from 5th February to 5th May 2018 for a duration of 3 months.

Sample Size: 150 respondents which include Area Sales Managers, Regional Sales Managers, Business Development Managers and Zonal Managers were approached for the study.

Data Collection Procedure:

In the data collection process, a structured questionnaire comprised of questions pertinent to Investigate Sales managers' attitude and perception of their formal performance appraisal system. The questionnaires were pretested on 15 interview encounters, before the actual data collection and appropriate modifications were instituted. The Sales Managers in the clinic were asked for their consent to

participate in the study after nature and aim were explained to each by the investigators.

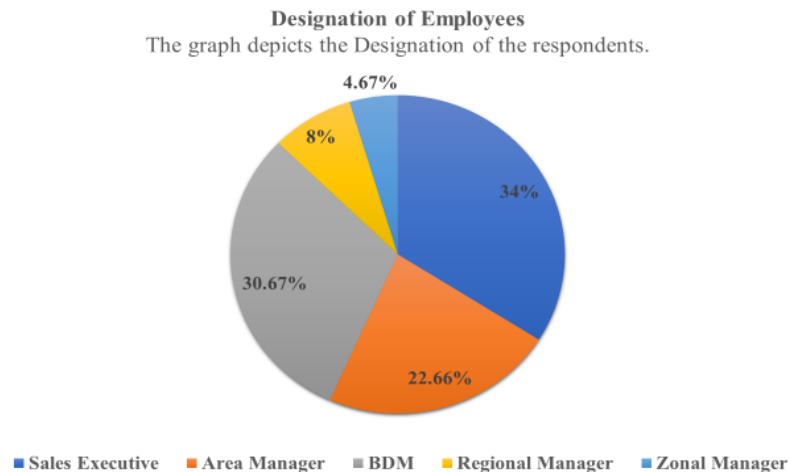
Data Analysis Procedure

Data collected were analyzed descriptively using Excel.

5. Analysis

Performance Appraisals helps employees to improvise their recent performance thereby focusing on their future objectives. It has always been a self – assessment tool for an employee to identify and improvise on his/her weaknesses. But the question which arises is that, Do the employees consider the Performance Appraisals Helpful? The Author has aimed to analyze the perception of Employees over the Performance Appraisal aspect by choosing 150 respondents from the Pharmaceutical Industry. The 150 respondents contain 87 Males and 63 Females. The 150 Respondents had different Designations which thereby broadened the horizon of the researcher.

Figure 5.1. Designation of Employees



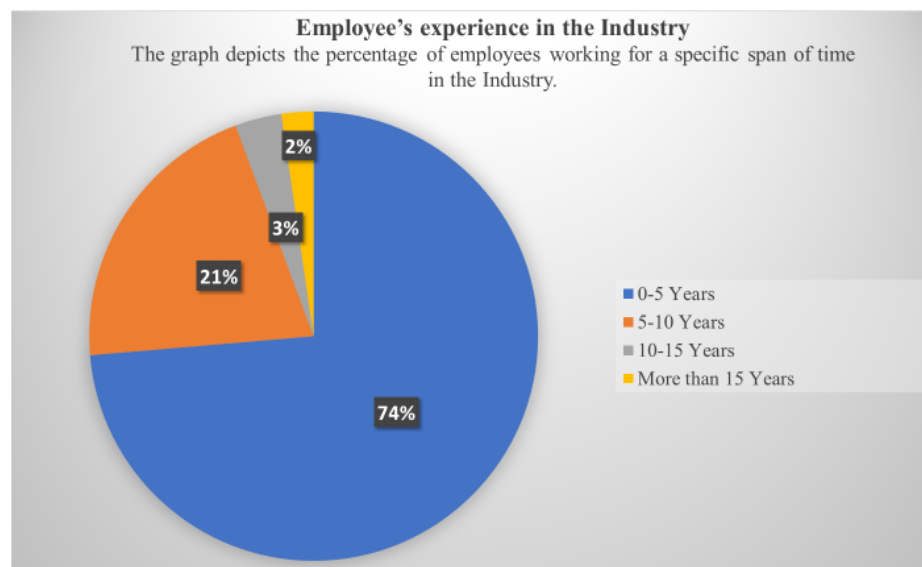
The graph depicts the Designation of every respondent was found that the respondents belonged to five different Designations, which were Sales Executive, Area Manager, Business Development Manager, Regional Manager and Zonal Manager. Sales Executive Managers were 34%, Area Managers were 22.66%,

BDM were 30.67%, Regional Managers were 8% and Zonal Managers were 4.67% out of the total respondents.

Since how many years have you been working with this Company?

The researcher studied the years dedicated by the respondents to the Pharmaceutical Industry. All the respondents had different experience in the Industry.

Figure 5.2. Employee's experience in the Industry



It was found that, 74% of the respondents had an experience of 0-5 years in the Pharmaceutical Industry. Whereas the least share i.e. 2% of the respondents had an experience of more than 15 years in the industry. Followed by which 3% respondents had an experience of 10-15 years and that of 21% respondents had an experience of 5-10 years.

Inference: It was inferred that majority of the sample size includes the working population having experience of 0-5 years and the least population was of those who had an experience of more than 15 years.

Did you receive your Performance Appraisal?

Out of 150 respondents, 3 respondents had not received their Performance appraisal as they have just started their career. This thereby converted our sample size from 150 to 147 as only the candidates with Performance Appraisal were eligible for the survey.

Inference: *It was inferred that three respondents were not included in the research which thereby converted our sample size from 150 to 147.*

Are the current performance appraisal criteria being satisfactory?

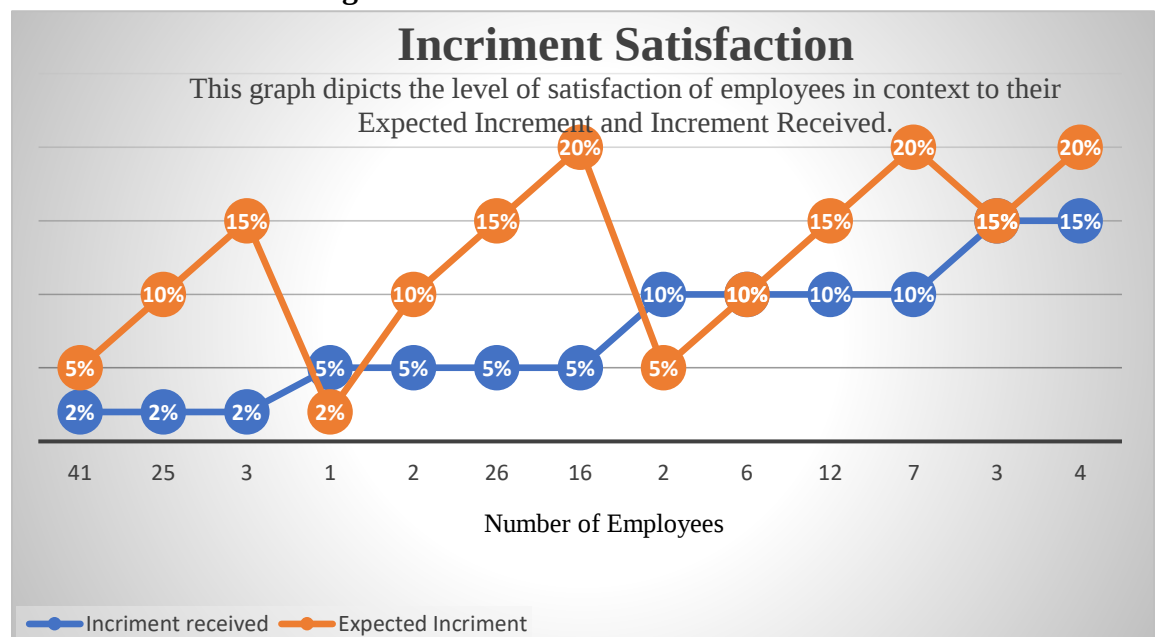
After receiving the performance appraisal by 147 respondents, it was found that 63.2% employees were satisfied, and the remaining 36.73% employees were dissatisfied. The dissatisfied employees expected more out of the performance appraisal system. As their expectations were not met therefore they were dissatisfied.

Inference: *It was inferred that majority of the employees were dissatisfied with their performance appraisal due to some reasons.*

How much increment did you receive after your Performance appraisal and how much did you expect?

The graph given below explains about the gap between Increment expectation and Increment received by the respondents. increment expected by them didn't match the increment received by them. A larger population of 41 respondents had expected an increment of 5% but had received 2% The researcher found a huge gap between the Increment expectation and Increment received by 16 respondents. These 16 respondents had expected an increment of 20% but had received an increment of 5%.It was also found that there were three respondents who received more than what they expected. One respondent expected 2% and had received 5% increment. Whereas the other 2 had expected 5% increment but had received 10% increment.

Figure 5.3.Incriment Satisfaction



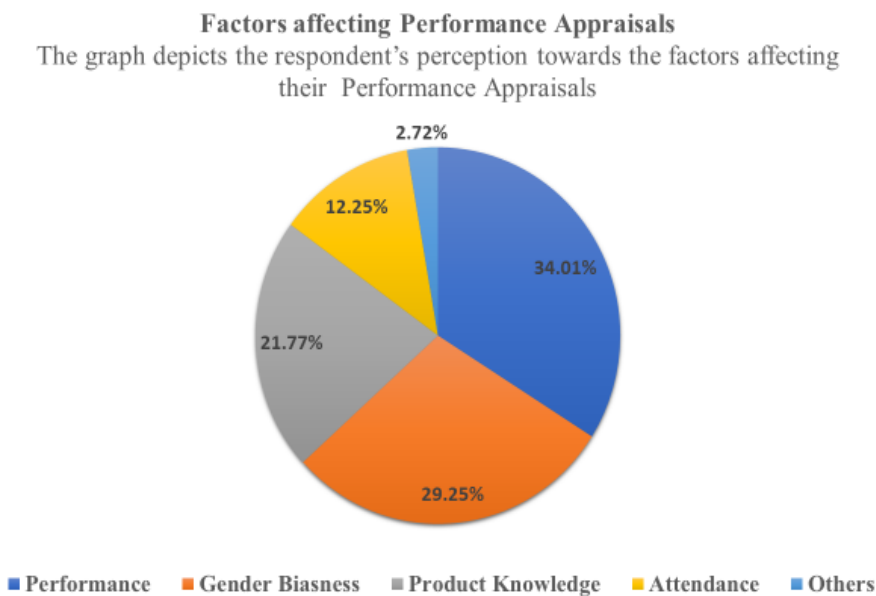
The graphs also explain that, 3 respondents were satisfied with what they had received. They

Inference: Out of 147 respondents, 141 respondents were dissatisfied which there by left only three respondents satisfied.

Which factors affected your performance appraisal?

The respondents named certain factors which affected their performance appraisal. The graph below depicts the factors affecting Performance appraisal of employees. The employees believed that the performance appraisals would have been up to the mark if they would have improvized on certain factors. The factors which affected their performance appraisals were their performance, Gender Baisness, Lack of Product Knowledge, Attendance and few other factors as well.

Figure 5.4. Factors affecting Performance Appraisals



It was found that 34.01% of the respondents believed that their performance wasn't up to the mark. 21.77% employees thought that they had lack of product knowledge, 29.25% respondents thought that they faced Gender Biasness in their company. 12.25% respondents said that their attendance affected their Performance appraisal drastically and 2.72% had other reasons which included company's policies, Partiality and Company's Culture.

Inference: This Inferred that all the employees knew the reason behind their quality of performance appraisal. This thereby shows that the employees were dissatisfied by the reasons taken into consideration while preparing their performance appraisals.

Table no.5.1: The table depicts the Descriptive statistics for each statement.

S.No	Statements	Mean	Std Dev	Skewness	Kurtosis
1	I receive specific and accurate feedback on my past performance.	3.83	0.585	0.0459	-0.2487
2	The Performance Appraisal System helps me identify my areas for development.	4	0.735	-0.30712	-0.3239
3	My leadership and interpersonal skills are developed due to Performance Management System.	3.93	0.799	0.1248	-1.4334
4	I feel more motivated after performance appraisal.	3.29	0.845	0.218613	0.14546
5	It improves the relationship with my manager.	3.67	0.705	0.5069	-8863
6	Performance appraisal is valuable even if I am in good standing.	3.32	0.851	0.1332	0.0421
7	Performance appraisal criteria encourages me to develop job performance priorities	4.03	0.72	-0.0524	-1.0704

In the above table, researcher found that with the mean of 4 and SD of 0.735, performance appraisal system helped respondents identify their areas for development with the lowest Skewness (-0.3071) and improved the relationship with managers with the Mean = 3.67 and SD=0.705 and has the highest Skewness (0.5069). The Kurtosis (0.14546) was the highest for the respondents

who felt motivated after receiving performance appraisal with the Mean =3.29 and SD=0.845 and was lowest (-1.0704) for the respondents who were benefited by developing job priorities with the Mean= 4.03 and SD= 0.72. Since all the construct are within the range of ± 1.5 therefore it was assumed that the data had normal tendency. The table depicts that the respondents had a positive response towards the Performance appraisal criteria in their company.

Inference: It was inferred that the employees likely agreed to the fact that they had received a specific and an accurate feedback. They also agreed that the performance appraisal helped them identify their area of improvement and thereby helped them develop their leadership and interpersonal skills. The employees showed their neutral perception towards getting motivated after performance appraisal, their relationship with manager after performance appraisal and its value when they are on a good standing. They agreed on the fact that performance appraisal encourages them to develop their job performance priorities.

6.1 Findings and Discussion:

The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method can be used through personal interviews and if possible, through telephone interviews. Therefore, an interview is used as a primary data collection technique like that of questionnaire, observation and the like regardless of advantages and disadvantages it has. Thus, in this study personal interview was carried out.

The interviewees were asked about their level of satisfaction on the increment practice. Of which, three of the interviewees were satisfied with the increment practice of the organization. The remaining 144 respondents were dissatisfied with the increment practice. Therefore, based on the result of the interview, most employees of the organization were dissatisfied with the incremental practice of the organization.

A question was also raised regarding the areas of improvement due to performance appraisal practice. Among the total interviewees, 21.17% of them strongly agreed, 51.7% agreed and 20.41% were neutral regarding the area as improvement faced. By taking the overall result into consideration it was found that the employees agreed to the improvement they faced through the performance appraisal procedure. It was also found that the respondents didn't had negative endeavor regarding the performance appraisal system.

Questions were raised regarding the reasons behind getting poor performance appraisals. It was found that 34.01% had performance issues, 29.25% faced gender biasness, 21.77% had poor product knowledge, 12.25% had attendance issues and 2.72% faced other problems. By this data, it was found that all the respondents were aware about the reasons of poor performance appraisal.

Findings of the study revealed that an efficient and effective performance management system can be made by the way of ensuring that organization plan for performance management process by the way of a systematic process of Goal-setting, Appraisal evaluation method, active role of higher authority in performance management system and facilitation of communication.

7.1 Inference:

The primary objective of this study was to assess the influence of perception of performance appraisal on employee work outcomes because performance appraisal has been an issue of major concern with its long-lasting impacts on the employees' work out comes, in the form of work performance, affective commitment and turn over intention, which in turn, leads to the organizational performance. For employees of an organization, a sound performance appraisal system must be put in practice, to exert their maximum efforts towards the realization of organizational objectives and goals. In situations where employees are not aware of what they are expected to perform and the consequences that their performance would bring to them, it is difficult to expect better work performance, organization commitments& reducing turn over intention.

8.1 Conclusion:

It is crucial for organizations to be aware of factors that influence managers' perception towards performance appraisal. By taking cognizance of this fact, the organization might be able to change managers' perception towards performance appraisal positively. The study showed that the employees had a positive perception towards the accuracy of the feedback they received. They also agreed that the Performance appraisal system helped them identify their areas of improvement which there by helped them develop their leadership and Interpersonal skills. They showed a neutral feeling towards getting motivated after receiving their Performance Appraisals and getting affected with it even if they were on a good standing. The employees were happy with their relationship with the managers after receiving their Performance Appraisal and were also able to build their job priorities accordingly. The study also found that majority of the employees were not satisfied with the increment they received. The overall result of the study showed that the respondents on a consider performance appraisals as a valuable endeavor.

9.1 Limitations:

As every research, this paper has its own limitations as well. The first limitation of this research is, as mentioned before, the fact that the research was conducted in only one industry which is Pharmaceutical industry. For this reason, it cannot be stated that the results are valid for every industry. The sample could include participants from different organizations and business sectors to ensure a more representative sample. Another limitation of this study was the limited given time for completion of the work. This survey only focuses on the employee's perception about performance appraisal by linking the procedural justice, objective setting, priority setting and Performance feedback .A research also needs to be done on the role of senior management in the process. The study

could include the employees' and senior management's views regarding the factors that influence managers' attitudes towards performance appraisal to obtain their perspective of these factors and other related factors and to combine those findings with the findings of this study.

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