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FACTORS INFLUENCING THE EFFECTIVENESS OF THE PERFORMANCE APPRAISAL
SYSTEM IN PUBLIC SECTOR UNDERTAKING.

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Abstract

This paper investigates the **Performance appraisal system** factors influencing the effectiveness of the performance appraisal system of employees at public sector undertaking. The purpose of this study is to determine the perception of PSU respondents regarding the performance appraisal system. Primary data for this study was collected through structured questionnaires.

Introduction

Appraisal of results is one of the essential considerations that most workers expect. This is also one of the most critical reasons, after all, which pushes workers to bring extra effort into the day-in and day out of their work. Quality evaluations are conducted to test the worker's results. Performance evaluation might not be a particularly glamorous idea for those employees who have not done as anticipated, but apart from revising the pay, it is nevertheless important; performance reviews often serve to determine key qualifications and potential targets for the workforce. Performance appraisal is a continuous process to obtain information necessary for making corrections and impartial decisions on executives and workers. The comparison of performance with job requirements helps in finding out the merit of individual employees existing in various PSUs. It is concerned with determining the differences in the performances among the employees working in the organization. Performance evaluation is a continuous method of collecting the information required to make changes and unbiased judgements about managers and staff.

Comparing results with work criteria helps to assess the quality of individual workers working in various PSUs. It's about evaluating the performance differences among the employees working in the organization. Performance appraisal when done systematically results in measuring factors as job knowledge, quality, quantity of output, initiative, leadership abilities, co-operation, dependability etc. The Performance appraisal system indicates gap between the desired level of performance and actual performance needed by the organisation. Also it analyses the gap and bridges the gap through training and development needs.

Need for Performance appraisal

The effectiveness of an organization relies on the efficiency of its employee. Therefore evaluation of the performance of the employee is significant. The performance evaluation approach lets the worker and thus the manager understand the nature of the performance of the employee as opposed to the quality standard. And the performance evaluation requirements can be demonstrated as follows:-

1. Employee success appraisal helps allow executive choices on changes, bonuses, raises, etc.
2. Performance assessment helps with assessing the employer's preparation and growth requirements.
3. Appraisal of results. A success evaluation of a person helps to devise a compensation scheme
4. The presided reviews during an employee's performance review serves as a motivator.
5. The assessment of results serves as a confirmation of the method of preference.

Importance of Performance appraisal in HR

Human resource management is one of the most dynamic and demanding management areas, as it deals with the aspect of people in company administration. The greatest problem confronting CEOs today is HR, as it plays a key position in a corporation's success and therefore maximizes returns on investment. The role of the HR manager is required to be perceived as a strategic business partner and within organization and also as a contributor to the organization's strategy is to spot its crucial role with clarity in the context of organizational work. Strategic HR activities enable the company achieve long-term and short-term targets by allowing optimal usage of human capital. It includes the case regarding priorities regarding human capital, which are in accordance with the objectives of the organization.

Nevertheless, within the position of HR, there is a substitution goal and it is to withdraw from its conventional function of running HR alone. HR's department performs a mediator position between middle-level managers and top-level managers, or evaluation officials and workers. HR team is responsible for ensuring a healthy and smooth performance assessment is conducted within

the organization. This leads to the development of an effective performance appraisal system.

An effective performance appraisal system is a vital part of the human resources department contributing to the organizational goals. An effective appraisal system can determine and justify the employee's promotions, demotions, compensations, rewards, job enrichment, job rotation, and also provides a sound assessment of employees for training and recruitment needs.

The pay-for - performance concept has become an evolving phenomenon in HR, which improves workplace productivity by aligning employee commitment with the corporate purpose.

The ranking of person, squad, or company community achievement and providing significant disparities in performance rewards between successful performers and non-performers send direct signals to the workplace that outcomes production impacts everyone inside the enterprise.

Difference between PAS and PMS

While the performance evaluation method is an essential part of the performance management framework, a clear line of difference exists among them. A performance monitoring framework is a standardized method for evaluating efficiency of the workers.

It is a mechanism that organisations have embraced that aligns their priorities, strategies, goals and objectives with their limited capital and prioritizes the aims. By theory it achieves the following:-

1. Manage and improve workplace efficiency to support organisation's development.
2. Continuous method.
3. This is a far-sighted operation.
4. Many parties join while the cycle proceeds.
5. Level Control is a method.
6. Fully flexible.

For and company, a performance evaluation program is necessary to consider the strengths and

skills of the employee and how well and what he will achieve and develop. A performance assessment system functions as a mechanism for testing an employee's development process.

To recognize the worker's efficiency, it's a formal assessment procedure performed bi-quarterly or quarterly or annually or bi-annually by the organisation.

This basically comprises:-

1. Assessing employees performance and potential typically for determining compensation;
2. Carried out by HR department and direct supervisors,
3. Fixes are made retrospectively,
4. A system for assessing the performance,
5. Typically flexible.

Factors influencing Performance Appraisal Sytem:-Factors affecting PAS such as Reward, Motivation, Employee Efficiency, Satisfaction, Commitment and Loyalty contribute to Successful PAS factors considered for the analysis that influence the efficiency assessment method.

Proposed Model showing factors of performance appraisal system.



Reward: Employees reward programs is a procedure set up by the company to reward performance and motivate them as an individual and as a good team member. Performance appraisal and reward programs are conducted as a method of motivating employees to change their work habits and behaviors to benefit the organization.

Motivation: Motivation is one of the significant factors influencing the effectiveness of performance appraisal system of employees. Human resource management is one of the most significant in any organization or company and the role of managers is to be a leader and accomplish organization objectives by developing a joint venture with people. Job motivation is one of the many variables which decide the success of the employee.

Motivation directs the employees being ambitious and being able to take action and make an effort. Motivation is a force which makes people act in a positive manner, collectively inspires increase in success of skill. Motivation is the internal power of an individual that pushes towards employee performance. If there is no desire and ambition, there is also no inspiration, and motivation has a lot to do with desire and ambition.

Motivation strengthens, always gives encouragement, energy and persistence in pursuing the goal of the organization. Significant corporate outcomes are obtained by getting motivated workers. This Includes 1) Stepped up workplace productivity 2) Reduced turnover and absenteeism 3) Invention and imagination 4) Improved job productivity and consumer loyalty 5) increase list of businesses 6) superior quality of goods or services 7) amelioration of financial results.

Employee happiness, engagement, and loyalty:- Employee satisfaction is a critical element of corporate success as it impacts various job-related problems. To analyze and assess the corporate results, we also have to turn to employee satisfaction and morale as they contribute directly to any organization's past and current behavior. Employee loyalty helps the company to attract highly qualified workers and understanding this situation is becoming important for any enterprise to examine the influences affecting employee loyalties. Employee loyalty enables the organization to retain highly skilled employees and considering this state exploring the factors influencing employee loyalty is getting essential for any organization.

The identification of the important variables would support the company by implementing effective approaches, enhancing efficiency and retaining strategic advantages for the organization. Numerous studies have analyzed employee retention based on two or three variables, but because the topic is directly linked to the corporate identity, community, and beliefs, more aspects such as employee engagement and organizational success need to be examined. Organizational culture:-Organizational culture has certain factors which enhance sustainability based on efficacy.

Employee performance: - Employee efficiency is the subject variable in this study and is the predictor most commonly utilized in organizational psychology. The view based on contributing factors that impact work output has earned much coverage in the research for several decades. The general consensus from numerous studies was that the performance of employees is related only mildly, but positively, to general performance metrics.

Effectiveness of PAS: - Quality appraisals function as a key support tool. Data from performance evaluations is a significant source of feedback for critical decisions affecting human capital.

While these considerations are significant, however, it is crucial to recognize that appraisals constitute just one aspect in a more critical mechanism in performance evaluation.

Literature Review:-

Bouckaert et al (2008) illustrated that performance is the main focus international public management research and that the limitations of existing models must also be considered.

According to Aguinis 2011, Performance management is described as the continuous process of identification of goals and objectives, aligning individual goals and objectives to the strategic goals of an organization and the provision of meaningful feedback.

Sole (2012) explained that there are two basic factors Internal and external factors that influence performance management systems in a public organization. Internal factor include leadership and internal management commitment, employee fight functioning -oriented culture, internal resources, and maturity of PMS. External factor include labor unions, citizens & elected officials, and other legal requirements.

According to Lawler (2014), in his research has shown that performance management in public sector enterprises is still gaining importance as an

effective organizational approach. There is an drastic progress of PSUs on using performance management systems in gaining control the fundamental complications of business enterprise in today's competitive scenario.

Watkins (2015) explained the seven component model of PMS used in the public sector: a) Identify desired performance, b) define objectives, c) performance assessment, d) identify a solution set, e) development of performance solution, f) conduct formative evaluation and g) implementation and continuous improvement.

Mazzarol(2016) stated that any organization with an effective performance management system increases the employer's sureness that it has the correct people in the correct place and at the correct time. Since then, performance assessment has become an important aspect of employment in many public sphere firms, in one way or another performance is connected with the establishment of performance standard that an employee needs to achieve.

Bakotic (2016) stated that employee satisfaction of job and firm performance have strong connection as organizational performance is dependent on many factors and one of them is an effective performance appraisal system. Kampkotter (2016) had described performance appraisal by using factors like monetary outcomes, non-monetary outcomes, big five personality traits, and job satisfaction. The performance appraisal system can be more effective if it is combined with monetary benefits for employees. Executive - employees' satisfaction also boosts when tangible benefits are provided during the implementation of performance appraisal systems.

According to Lapsley et al(2018), the government has only identified the need for the new tools and measures to manage the public departments and government organizations with the introduction of the New Public Management. Those new management tools and techniques will help organizations in the public sector improve their performance.

Kuvaas (2019) had reported that understanding of workers and autonomy criteria have an effect on interpretation of workplace evaluation systems. The factors such as intrinsic motivation and effective commitment also influence the orientation of employee autonomy from the performance appraisal perspective.

Payne et al (2018) performed a review to learn about the effect of the new technologies on employee understanding of performance appraisal programs, and noticed that the electronic implementation made employees more responsible than the current paper and pencil method.

Methodology of research

Study is a theoretical and systematic quest for knowledge which is important. The study's key goal is to figure out the secret reality that has not yet been uncovered or perfected through the current results of the previous research work. Employee opinions are analyzed.

1. To understand the performance appraisal system in PSU.
2. To measure the effectiveness of the performance appraisal system in PSU.
3. To identify the Individual Performance Factors influencing the organizational performance in PSU.

Hypothesis of the study

To fulfill the above objectives of the study the following null hypothesis was formulated.

H1: Demographic variables have no significant influence on the effectiveness of performance appraisal system.

H2: Individual performance does have no significant relationship with organisation performance in PSU.

H3: Individual performance factors of an employee has no significant influence on organisation performance in PSU.

Methods of Data Collection

The data collecting process starts after a study issue has been established. The primary aim of the research is to find out the truth which is hidden and which has not been discovered as yet or refinement over the existing findings of the earlier research work. The opinion on employees is analyzed.

Analysis and findings:-

In this research paper, analysis has been done by using statistical package SPSS Ver- 24.0 and various testing tools like frequency tables, chi-square test, correlation have been used to find out the significant influence of demographic variables on performance appraisal system, relationship between individual factors and organizational performance and significance of individual performance factors and organisation performance factors in PSU.

Table No:1 Frequency table showing Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 30 yrs	175	29.2	29.2	29.2
31-40 yrs	195	32.5	32.5	61.7
41-50 yrs	145	24.2	24.2	85.8
Above50 yrs	85	14.2	14.2	100.0
Total	600	100.0	100.0	

Table No.1 is representing the statistical scores of Age-frequency. It is found that out of 600 respondents, 175 respondents are under 30 years of age, 195 respondents are between 31-40 years of age range, 145 respondents are between 41-50 years of age and 85 respondents are over 50 years of age.

Table no: 2 showing the Gender-Frequency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	420	70.0	70.0	70.0
	Female	180	30.0	30.0	100.0
	Total	600	100.0	100.0	

Table No:2 is representing the statistical scores of Gender frequency. It is noted from the above table that out of 600 respondents, 420 respondents are male and 180 respondents are female.

Table no: 3 showing the Marital Status-Frequency.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	450	75.0	75.0	75.0
	Unmarried	150	25.0	25.0	100.0
	Total	600	100.0	100.0	

Table No: 3 is representing the statistical scores of Marital Status frequency. It is noted from the afore mentioned table that out of 600 respondents, 450 are married and 150 are unmarried.

Chi-square analysis: -A chi-square (χ^2) statistic is a test that measures how expectations compare to actual observed data (or model results). The data used in calculating a chi-square statistic must be random, raw, mutually exclusive, drawn from independent variables, and drawn from a large enough.

Table No: 4 Chi-Square analysis showing the Age and Factors influencing effectiveness of Performance appraisal system in Public sector undertaking.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	451.717 ^a	12	0
Likelihood Ratio	337.454	12	0
Linear-by-Linear Association	203.508	1	0
N of Valid Cases	600		

Table No: 4 show the chi square measure to show the age and factors influencing effectiveness of PAS in PSU. It reveals that there is a significant relationship between the age and factors influencing the effectiveness of PAS in PSU.

Table No.5 showing chi-square analysis of Gender and Factors influencing effectiveness of Performance appraisal system in Public sector undertaking.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.262 ^a	3	0.100
Likelihood Ratio	6.288	3	0.098
Linear-by-Linear Association	6.075	1	0.014
N of Valid Cases	600		

Genderwise grouping of the survey respondents was listed in Table-5. In the details contained in Table No.5, a chi-square test of independence was performed to examine the gender and factors influencing effectiveness of performance appraisal system in Public sector undertaking. The association between these variables gender and factors influencing performance appraisal system in public sector undertaking was found to be not significant as the Pearson chi-square 0.100 is greater than the 0.005 with 3 degrees of freedom. Table No.6 displaying Marital Status and Factors influencing effectiveness of Performance appraisal system in Public sector undertaking on chi-square analysis.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.996 ^a	3	0
Likelihood Ratio	33.807	3	0
Linear-by-Linear Association	24.205	1	0
N of Valid Cases	600		

On the details contained in Table No: 6, a Chi-square check was applied. Because the chi-square measured p-value 0.000 with 3 degrees of freedom reflects that the marital status of the employees has a strong influence on the factors influencing PAS in PSU.

Correlation:-Correlation is a statistical tool that will indicate whether or not the pairs of variables are closely connected. This determines the statistical relationship between two variables if they are positively correlated or negatively correlated. It is also referred as covariation (variation of one variable affecting the variation of other variable).

1).Correlation between Employee Performance, Satisfaction, commitment, Loyalty(Ability), and PAS in PSU.

Table no: 7

Correlations			
		Ability	Aware of PAS
Ability	Pearson Correlation	1	.967**
	Sig. (2-tailed)		.000
	N	600	600
Aware of PAS	Pearson Correlation	.967**	1
	Sig. (2-tailed)	.000	
	N	600	600

** . Correlation is significant at the 0.01 level (2-tailed).

It is noted from the above table that a Pearson product-moment correlation was performed to assess the relationship between Skill (Employee Quality, Satisfaction, Engagement, Loyalty) and PAS Knowledge in PSU. There was a solid, positive association between Skill (Employee Quality, Satisfaction, Engagement, Loyalty) and PAS perception in PSU that was statistically ($r = 0.967, n=600, p= 0.000$).

2) Correlation between Motivation, Reward (Motivation), and PAS in PSU.

Table no: 8

Correlations			
		Aware of PAS	Motivation
Aware of PAS	Pearson Correlation	1	.960**
	Sig. (2-tailed)		.000
	N	600	600
Motivation	Pearson Correlation	.960**	1
	Sig. (2-tailed)	.000	
	N	600	600

** . Correlation is significant at the 0.01 level (2-tailed).

It is noted from the above table that a Pearson product-moment correlation was performed to assess the relationship between Skill (Employee Quality, Satisfaction, Engagement, Loyalty) and PAS Knowledge in PSU. There was a solid, positive association between Skill (Employee Quality, Satisfaction, Engagement, Loyalty) and PAS perception in PSU that was statistically ($r = 0.967, n=600, p= 0.000$).

3). Correlation between Organisation Culture of PAS in PSU.

Table no: 9

Correlations			
		AwareofPAS	Organisationculture
AwareofPAS	Pearson Correlation	1	.914**
	Sig. (2-tailed)		.0
	N	600	600
Organization culture	Pearson Correlation	.914**	1
	Sig. (2-tailed)	.000	
	N	600	600
Organization			

It is noted from the above table that a Pearson product-moment analysis was conducted to establish the connection between Corporate Culture and PAS consciousness in PSU. There was a statistically good, positive association between Corporate Culture and PAS knowledge in PSU ($r = 0.914$, $n=600$, $p=0.000$)

ANOVA

Variance analysis (ANOVA) is a statistical analysis tool that splits an observed aggregate variability found inside a data set into two parts: systematic factors and random factors.

H1: There were no significant impacts of socioeconomic influences on the validity of performance appraisal framework.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.491	3	0.497	2.093	0
Within Groups	186.123	597	0.237		
Total	187.614	600			

As the average value of F (2,093) is greater than the values of the table and is exceptionally high important with 0.000 p values at 5 percent, indicating 3 degrees of freedom.

Consequently, the null hypothesis;

H1: Demographic variables could have no major effects on the validity of the framework for success assessment is discarded.

H2: Individual performance does have no significant relationship with organisational performance in PSU.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	140.493	4	35.123	69.805	0
Within Groups	393.978	596	0.503		
Total	534.471	600			

As the calculated value of F is 69.805 is greater than the table values and is highly significant (p values being 0.00 at 5 percent level of significance with 4 degrees of freedom. So, the null hypothesis H2: Individual performance does have no significant relationship with organisational performance in PSU is rejected.

ANOVA

H3: Individual performance (abilities) An employee's factors have no significant impact on PSU performance of the organisation.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	16.052	3	5.351	5.977	0
Within Groups	701.912	597	0.895		
Total	717.964	600			

Since the estimated value of F (5.977) is greater than the table value and the p values are (0.000) at 5 percent meaning point of 3 degrees of freedom, the null hypothesis H3: an employee's specific output(s) variables have no major impact on the success of an institution in PSU is dismissed.

An effort was made here to examine the relationship between performance evaluation and different influences affecting the performance appraisal mechanism across all PSU frameworks.

Findings:

1. The company's corporate governance approach is focused on the ideals of accountability, legal regulation, policies, and commitment to standards and professional ethics.
2. Equipped with the latest facilities, the company is backed by a high profile, highly skilled workforce with an impressive track record of more than seven decades of wealth of experience in all aeronautics disciplines.
3. The company's Employee Relations situation was calm, safe, and cordial.
4. The workers are pleased with the company's implemented "two-tier structure."
5. Employees believe Quality Appraisal's fundamental goal is Capacity Development.
6. Some employees believe the current system of assessment does not work fairly and equitably.
7. The task setting shall be done jointly by the appraisee and the initiating body.
8. The new Quality Appraisal framework does not accommodate staff.
9. Potential evaluation is not part of the Quality Evaluation framework.

Recommendation & suggestions from the study:-

1. Employees should be given more awareness through the Performance Management system awareness programs.
2. Initially, a predetermined set of performance level standards should be drawn up.
3. Clear indication of the cut must be given to the appraisee about what he/she expects.
4. The organization has to be consistent across the evaluation/appraisal processes. This can be achieved by clearly communicating the objectives and the criteria for the evaluation.
5. Company should fix the proper objectives of PA.

6. Organizational goals will be reported to each employee in advance.
7. Feeling of self-assessment will culminate even in the workplace.

Conclusion

There is a huge array of work surrounding success evaluation. However, our work has affected the variables affecting the effectiveness of the performance assessment method in the undertaking of the public sector. Recent performance appraisal research has emphasized structural process characteristics that, in addition to psychometric characteristics, influence the attitudes and affective reactions of systems by participants.

The research examined the variables that affect the conduct, interpretation, and reaction of employees to performance evaluation, an operation that influences the potential jobs, salary decisions, promotions, and training decisions of employees, as well as advancement decisions. Since performance metrics are already commonly utilized inside public sector organizations, there is a lack of data as to their usefulness. Therefore it is not currently apparent to what degree success metrics are helping organizations meet the targets. The coordination of employee success and corporate targets by implementing an acceptable collection of performance metrics is, therefore, of utmost importance. In addition to increasing capacity at all levels of government to deliver outcomes, it is necessary to develop an atmosphere conducive to successful and productive output through a program of incentives and punishment.

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