A STUDY OF PERFORMANCE APPRAISAL SYSTEMS IN HARYANA VIDYUT PRASARAN NIGAM AND POWER GRID CORPORATION OF INDIA: AN EMPIRICAL APPROACH

Mukesh Sarit

*Research Scholar, IKGPTU Jalandhar

Jashan Singh Dhillon

**Assistant Professor, School of Management, Apeejay Institute of Management & Engineering Technical Campus, Jalandhar

Abstract

Purpose – The study aims at analysing the existing performance appraisal system in Haryana Vidyut Parasaran Nigam and Power Grid Corporation of India.

Design/methodology/approach – Both primary and secondary sources of data were used for the study. The primary data involved the use of a structured questionnaire to 800 respondents. 400 each from both the organisation taken up in the study. This was supported by secondary sources such as journals, books and internet sources as well.

Findings – The findings of the study revealed that all the factors of performance appraisal system are more in PGCI than in HVPN. The study signifies that the effectiveness of performance appraisal system is more in Power Grid Corporation of India.

Originality/value – The paper will be of great help to Human Resource Department and managers in the design and implementation of performance appraisal systems. Appropriate recommendations have been made to ensure the delivery of proper performance appraisal measures in both the organisations.

Keywords: Performance measures, Accountability, Responsiveness, Human rights.

Introduction

In this 21st century, Human Resource Management activities are focused at employing, developing and retaining the employees. Retention of talented and valuable employees is the major challenge for the organizations. Therefore, performance appraisal (PA) is extensively used as a reinforce tool for motivating the employees. Human Resource Management concentrates on functions related to manpower such as Job Analysis, Human Resource Planning, Performance Management System, Recruitment, Selection, Compensations and Employee Relations. Amongst all these function, Performance Management System plays a crucial role for the success of the organization at global level. This function has more importance in comparison to other areas because the effectiveness of other functions depends on the level of outcomes of this function. Building an effective performance culture and employing the performance management process are the foundation for increasing performance of the employees. In the contemporary business environment, the extremely modified processes drive the necessity for firms to become more responsive to the rapid development of the comprehensive strategies and the local operational levels. A firm's long-run achievement in meeting its strategic objectives lies in its capability to manage the performance of its employees and confirm that performance processes are consistent with organization's requirement (Mello, 2013). Currently, performance appraisal is used by the organizations as a strategic method by coordinating the human resource functions and business policies (Fakharyan, Jalilv, and Dini, 2012). Performance appraisal is a broadly acknowledged approach in the area of performance management. Performance Management can be defined as "identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization" (Aguinis, 2013). A performance appraisal system as an important part of performance management has received the

significant attention of the management due to present business environment, which is led by the necessity to attain organizational objectives as well as stay significant in extremely competitive markets through superior performance of the employee (Chen and Eldridge, 2012). Therefore, the organizations are focusing on enhancing or increasing the performance of their employees. The term performance appraisal states the processes and methods used by firms to measure the level of performance of their workforces. This process generally includes measuring the performance of the employees' and providing them with feedback concerning the level and quality of their performance (De Nisi and Pritchard, 2006). Performance appraisal can also be measured as the method of obtaining, analyzing as well as recording information that revolves about the relative value of the employee to the organization (Armstrong, 2009).

India's power sector is one of the most expanded in the world. Indian power sector is undergoing a significant change that has redefined the industry position. Sustained economic growth continues to drive electricity demand in India. The demand of Electricity in the country has increased rapidly and is expected to rise further in the coming years (IBEF, 2019). As the sector is significant to economy, similarly the employees employed in these organizations need proper consideration for achieving the objectives of the organization. Performance appraisal of these employees is of prime importance for achieving organizational effectiveness. Therefore, in the present study, existing performance appraisal measures in power Sector of Haryana and Chandigarh have been studied.

Review of Literature

A literature review is the basis of any research study as it explains the contribution made by the existing literature with reference to the present research work. It holds significance as it brings out the connection between the current study and the related studies conducted in the past. Shanmugapriya (2019) studied various methods of

performance appraisal applied by top 10 Information Technology (IT) companies based on their revenue in 2018 and found that Balanced scorecard or 360^0 appraisal method of performance appraisals suffered from drawbacks despite being used by top IT companies. In addition to this, the level of employee satisfaction towards these methods was comparatively low. Thus, it demanded for a contemporary appraisal method free from all errors and limitations. Brown et al. (2019) conducted a review of literature on performance management for a tenure of 11 years by accessing almost 230 articles and dozens of journals. Based on the literature review, the research study brought to light the process-oriented aspect of performance management namely performance appraisal. The study also identified the research gap that helped budding HR development scholars to gain an in-depth understanding about the ways to effectively manage employee performance in organisations. Narkunienė and Ulbinaitė (2018) aimed to investigate as well as compare the contemporary methods for evaluating performance based on the analysis of monetary and non-monetary performance indicators and found that non-monetary performance indicators complemented the monetary indicators. Hence, the modern methods of performance evaluation, combined with monetary and non-monetary performance indicators as well as qualitative and quantitative evaluation be used while appraising performance. Further, the study highlighted the absence of any single method applicable to all sort of companies, thereby, demanding for further work in establishing a multi-criteria method of performance evaluation. Patel and Garg (2018) carried out a survey on the employees working with Dakshin Gujarat Vij Company Ltd. (DGVCL), a thermo-electric company operating in Gujarat and reported that reported that both, the rater as well as the ratee were satisfied with the planning sessions, setting of performance standards along with the development based on their appraisal rank. Ramakrishna and Kumar (2017) assessed the potential appraisal of the employees by measuring their leadership qualities and competencies The study showed that HR played a crucial role in tracing talented

people in the organisation. The performance given by employees directly increased the overall performance of the organisation. The study also highlighted that team work enabled work improvement along with increased production leading to high profit potential of the firm. Sarar (2016) aimed to bring out the relevance of PMS (Performance Management System) in General Electric company. The researcher also presented the implications of the study for practicing managers and highlighted the company's best practices and shortcomings in PAS. The results showed that the sample company did not abide by the practices suggested by the practitioners and researchers possessing expert knowledge. It was found out that performance management, being one of the rarest managerial methods to enhance performance, helped in attaining and sustaining a competitive advantage for the company. Dijk and Schodl (2015) conducted a study on Performance Appraisal (PA) focusing on the psychometric aspects of various tools of appraisal along with the biases and cognitive process involved. The researchers pointed out the landmarks in the existing literature on performance appraisal and highlighted the challenges in the way of performance appraisal success. Bagul (2014) studied the performance appraisal system of employees in SEMCO Electric Private Limited. The study brought to light the fact that the appraisees expected consideration of their valuable suggestions and comments on the appraisal process. Though majority of them were contended with the existing appraisal system, they further demanded for minor changes like increase in the frequency of appraisal, sharing feedback on the performance, etc. Boachie-Mensah and Seidu (2012) focused on bringing out the perception of employees about biases and errors in the performance appraisal conducted at Takoradi Polytechnic Institution, Ghana and indicated that the employees perceived the institution's performance appraisal system to be impacted by subjectivity and major errors. In addition to this, the findings focused on implications of thorough training, motivation as well as availability of suitable resources to ensure effective performance appraisal.

Statement of Problem and Objectives of the Study

Performance appraisal in simply a process of evaluating the value of an employee in terms of his contribution at work. Numerous studies have been conducted on evaluating the performance appraisal system adopted by the organisations in sectors like telecommunication, power, manufacturing and alike. Though performance appraisal is a much researched topic, an analysis of the firms with respect to their PAS has not been covered in the previous studies, specifically with reference to power sector. Besides this, not much research has been carried out in the electricity companies operating in the state of Punjab. The current study has been undertaken to analyse the performance appraisal system adopted in two power sector organisations operating in Chandigarh and Haryana

Research Methodology

The research design is exploratory in nature and is conducted through primary data collection technique. The information relating to the factors of performance appraisal system has been collected from employees of Haryana Vidyut Parasaran Nigam (HVPN) and Power Grid Corporation of India (PGCI) in Chandigarh and Haryana. Each unit of sample has been selected using convenience sampling technique and data was collected from 800 employees of both the organisation with 400 each from Haryana Vidyut Parasaran Nigam (HVPN) and Power Grid Corporation of India (PGCI) using a self-administered questionnaire. Data was analysed SPSS (Statistical Package for Social Sciences) version 20 and Smart PLS (3.0).

Results and Discussions

A perusal at the Table 4.1 revealed that the whole sample comprised of 86% of male and 14% of females in the study signifying that the ratio of males is more than the females. The study sample further comprised of 23 percent of single persons and 77 percent were those who were married. About 33% of the total respondents were in the age group of 18-30 years followed by those in the age group of 41-50 years (31.8).

30 percent of the respondents belonged to age category of 31-40 years and 5.3% respondents were from upper age categories of 51years and above. Out of the total of 800 respondents 61.9 percent were graduates followed by the respondents who were post graduate (27.1%). About 11 percent of the respondents were those who had completed their senior secondary education.

Table 1: Descriptive Statistics of Respondents

		Count	Column N %
Gender	Male	688	86.0%
	Female	112	14.0%
Marital Status	Single	184	23.0%
	Married	616	77.0%
Age group	18 to 30 years	264	33.0%
	31 to 40 years	240	30.0%
	41 to 50 years	254	31.8%
	51 and above	42	5.3%
Highest qualification	10+2	88	11.0%
	Graduation	495	61.9%
	Post-Graduation	217	27.1%
Experience	1 to 5 years	268	33.5%
	6 to 10 years	129	16.1%
	11 to 15 years	138	17.3%
	16 to 20 years	119	14.9%
	Above 20 years	146	18.3%
Organization	HVPN	400	50.0%
	PGCI	400	50.0%

Posting	Chandigarh	20	2.5%
	Haryana	780	97.5%
	Total	800	100%

About 33.5 % of the total respondents were having experience of 1-5 years followed by 18.3% who were associated with the organisation for more than 20 years. 17.3 % of the respondents were having experience of 11-15 years and 16.1% were from 6-10 years of experience category. while 14.9% were having 16-20 years of experience. Overall the sample included employees from almost all experience categories.

Out of the total 400 respondents of Power Grid Corporation about 2.5% were posted at Chandigarh and rest were in Haryana. While all 400 respondents of Haryana Vidyut Parasaran Nigam were posted in Haryana.

Existing Performance Appraisal System in Haryana Vidyut Parasaran Nigam and Power Grid Corporation of India

Table 2 shows the various characteristics of current performance appraisal system in both the organisation. In Haryana Vidyut Parasaran Nigam (HVPN) performance appraisal form is called Annual Confidential Report (ACR) and in Power Grid Corporation of India (PGCI) it is called Annual Appraisal Report (AAR). Frequency of appraisal is an annual practice in both the organisations. Employees of both the organisation were asked for their satisfaction level with appraisal method, about 36.25 % employees in HVPN were satisfied with the current appraisal method while 63.75% were dissatisfied. While in PGCI, about 77.5% were satisfied and 22.5% were dissatisfied. Hence, employees of PGCI are more satisfied with the current performance appraisal method than in HVPN. Further, regarding the format of performance appraisal, it has been reported that 41.75% employees of HVPN consider it good, 12.25% reported it as very good, and about 21.5% were of the view that the format is fair. While, 21.5% considered it as bad and 3% reported it as very bad.

Table 2: Descriptive Statistics of Performance Appraisal System

Parameter		Haryana Vidyut Parasaran Nigam		Power Grid Corporation of India	
		Count	Column N %	Count	Column N %
Appraisal Method	ACR	400	50.0%	0	0%
	AAR	0	0	400	50.0%
Satisfaction with Appraisal Method	Yes	145	36.25%	310	77.5%
	No	255	63.75%	90	22.5%
Frequency of Appraisal	Yearly	400	100.0%	400	100.0%
Performance Appraisal Format	Very bad	12	3%	0	0%
	Bad	86	21.5%	0	0%
	Fair	86	21.5%	10	2.5%
	Good	167	41.75%	350	87.5%
	Very good	49	12.25%	40	10%

On the other hand, 87.5% employees of PGCI considered it as good and 10% reported it as very good and again 10% considered it as fair. while none of the employees of PGCI reported the format of performance appraisal as bad or very bad.

Hence, it can be concluded that the satisfaction level of PGCI employees is more on both the current method and the format of performance appraisal than the employees of HVPN.

Further table 3 reveals the results of the ranking done by employees of both the organisations on various parameters of purpose of performance appraisal system. 68% of the employees reported the purpose of performance appraisal for determining promotional needs and 61.1% considered it for determining salary increase with ranking one and two respectively. To assess past performance was given importance by only 9.6% employees by giving it rank one (3.5%) and two (6.1%). 13.4% people considered it for Identifying Strengths/Weaknesses in terms of performance of the employees by giving it third position. About 44.1% employees were of the view that the purpose of performance appraisal is to assess the training and development needs. About 7.1% employees reported that it gives clarity on job objectives and 3% considered it as a tool for developing communication between rater and ratee.

Table 3: Purpose of Performance Appraisal System (Ranking)

Purpose of Appraisal	Rank	Count	Column N %
Determine the Salary Increase	1	98	12.3%
	2	489	61.1%
	3	87	10.9%
	4	12	1.5%
	5	7	.9%
	6	93	11.6%
	9	14	1.8%
Determine the Promotion	1	544	68.0%
	2	131	16.4%
	4	19	2.4%
	5	57	7.1%
	6	19	2.4%
	8	30	3.8%

Assess Past Performance	1	28	3.5%
	2	49	6.1%
	3	7	.9%
	4	38	4.8%
	5	31	3.9%
	6	17	2.1%
	7	174	21.8%
	8	365	45.6%
	9	91	11.4%
Distinguish Between Performance levels	1	118	14.8%
	2	38	4.8%
	3	55	6.9%
	4	62	7.8%
	6	51	6.4%
	7	373	46.6%
	8	37	4.6%
	9	66	8.3%
Communication Development	5	24	3.0%
	6	36	4.5%
	7	63	7.9%
	8	232	29.0%
	9	445	55.6%
Identify Strengths/Weaknesses	3	107	13.4%
	4	106	13.3%
	5	93	11.6%
	6	396	49.5%
	7	48	6.0%
	8	43	5.4%
	9	7	.9%
Assess the Training and Development Needs	1	19	2.4%
	2	19	2.4%
	3	353	44.1%
	4	163	20.4%
	5	112	14.0%
	6	91	11.4%
	7	43	5.4%

Provide Performance Feedback	3	54	6.8%
	4	162	20.3%
	5	299	37.4%
	6	10	1.3%
	7	101	12.6%
	8	79	9.9%
	9	95	11.9%
Clarify Job Objectives	2	57	7.1%
	3	130	16.3%
	4	231	28.9%
	5	170	21.3%
	6	121	15.1%
	8	31	3.9%
	9	60	7.5%

Further a Cross Tab analysis was performed with Chi Square Test of Association to check whether satisfaction level of the employees with current appraisal method is significantly dependent on the gender.

H1: There is significant association between satisfaction level of the employees with current appraisal method and gender.

As shown in table 5, There is an insignificant association between satisfaction level of the employees with current appraisal method and gender. ($\chi2$= 4.846, df=1, p=-0.128). We lack enough evidence to support H3. It can be concluded that satisfaction level of the employees with current appraisal method is same for male and female employees.

Table 4: Crosstab Analysis of Gender and Satisfaction with Current Appraisal Method

	Are you satisfied with current appraisal method?		
	Yes	No	Total

Gender	Male	Count	402	286	688
		Expected Count	391.3	296.7	688.0
		Standardized Residual	.5	-.6	
	Female	Count	53	59	112
		Expected Count	63.7	48.3	112.0
		Standardized Residual	-1.3	1.5	
Total		Count	455	345	800
		Expected Count	455.0	345.0	800.0

Crosstab analysis in table 4 with observed frequencies depicts that the difference between expected count and the observed count for dissatisfaction with current appraisal method is statistically insignificant (<1.96).

Table 5: Chi Square Test of Association (Gender and Satisfaction with Current Appraisal Method)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.846	1	.128		
Continuity Correction[b]	4.404	1	.136		
Likelihood Ratio	4.800	1	.128		
Fisher's Exact Test				.131	.118
Linear-by-Linear Association	4.840	1	.128		
N of Valid Cases	800				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 48.30.					
b. Computed only for a 2x2 table					

Further Chi-square statistics were used to examine the association between satisfaction level of the employees with current appraisal method and marital status.

H2: There is significant association between satisfaction level of the employees with current appraisal method and marital status.

As shown in table 7, There is an insignificant association between satisfaction level of the employees with current appraisal method and marital status. ($\chi2$= 3.264, df=1, p=-0.071). We lack enough evidence to support H4. It can be concluded that single and married do not have any difference in their satisfaction level with current appraisal method.

Table 6: Crosstab Analysis of Marital Status and Satisfaction with Current Appraisal Method

			Are you satisfied with current appraisal method?		
			Yes	No	Total
Marital Status	Single	Count	94	90	184
		Expected Count	104.7	79.4	184.0
		Standardized Residual	-1.0	1.2	
	Married	Count	361	255	616
		Expected Count	350.4	265.7	616.0
		Standardized Residual	.6	-.7	
Total		Count	455	345	800
		Expected Count	455.0	345.0	800.0

Crosstab analysis in table 6 with observed frequencies depicts that the difference between expected count and the observed count for dissatisfaction with current appraisal method is statistically insignificant (<1.96).

Table 7: Chi Square Test of Association (Marital Status and Satisfaction with Current Appraisal Method)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.264[a]	1	.071		
Continuity Correction[b]	2.965	1	.085		
Likelihood Ratio	3.245	1	.072		
Fisher's Exact Test				.075	.043
Linear-by-Linear Association	3.260	1	.071		
N of Valid Cases	800				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 79.35.					
b. Computed only for a 2x2 table					

Further a Cross Tab analysis was performed with Chi Square Test of Association to check whether satisfaction level of the employees with current appraisal method is significantly dependent on experience of employees.

H3: There is significant association between satisfaction level of the employees with current appraisal method experience of employees.

As shown in table 9, There is a significant association between satisfaction level of the employees with current appraisal method and experience of employees. (χ2= 97.292, df=4, p=-000). Hence H3 was supported.

Table 8: Crosstab Analysis of Experience and Satisfaction with Current Appraisal Method

Crosstab			
	Are you satisfied with current appraisal method?		
	Yes	No	Total

Experience	1 to 5 years	Count	130	138	268
		Expected Count	152.4	115.6	268.0
		Standardized Residual	-1.8	2.1	
	6 to 10 years	Count	100	29	129
		Expected Count	73.4	55.6	129.0
		Standardized Residual	3.1	-3.6	
	11 to 15 years	Count	85	53	138
		Expected Count	78.5	59.5	138.0
		Standardized Residual	.7	-.8	
	16 to 20 years	Count	95	24	119
		Expected Count	67.7	51.3	119.0
		Standardized Residual	3.3	-3.8	
	Above 20 years	Count	45	101	146
		Expected Count	83.0	63.0	146.0
		Standardized Residual	-4.2	4.8	
Total		Count	455	345	800
		Expected Count	455.0	345.0	800.0

Crosstab analysis in table 8 with observed frequencies depicts that employees with more than 20 years of experience are less satisfied with current appraisal method . In these results, the expected count and the observed count are the largest for dissatisfaction with current appraisal method in case of employees with more than

20 years of experience, and the standardized residual is also the largest and statistically significant (>1.96).

Table 9: Chi Square Test of Association (Experience and Satisfaction with Current Appraisal Method)

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	97.292[a]	4	.000
Likelihood Ratio	101.252	4	.000
Linear-by-Linear Association	2.083	1	.149
N of Valid Cases	800		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 51.32.			

Symmetric measures in table 10 show the strength of association between experience of employees and satisfaction with current appraisal method. The value of contingency coefficient here is .329 which indicates the moderate level of association between the two variables.

Table 10: Symmetric Measures (Experience and Satisfaction with Current Appraisal Method)

		Value	Approximate Significance
Nominal by Nominal	Contingency Coefficient	.329	.000
N of Valid Cases		800	

Conclusions and Managerial Implications

All in all, it can be said that in PGCI, appraisal process is a tool for performance plan and is taken as serious process by evaluators than in HVPN. Further, Performance appraisal system creates a positive workplace culture with clear performance standards in PGCI as compared to HVPN. Based on the above results, it has been found that majority of the employees are still not able to identify the performance gaps to work on their improvement areas. Hence, it is recommended that more focus should be laid on the training and development needs of the employees for improving their performance in the future. Human resources which is the heart of any organisation in terms of managing the manpower should be fully open to any change as per demand of the changing environment. Hence performance appraisal parameters must be included in the appraisal form which evaluate the performance as per the latest technology and knowledge of latest trends. The present research was conducted by taking HVPN and PGCI in Chandigarh and Haryana, if scholars can evaluate an employee's performance against a unit elsewhere, the results will be different and can be considered a range or scope for future research.

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