

# Employee Performance Appraisal Process and Its Impact on Employee Satisfaction

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## Abstract

Appraising employee performance can lead to improving employee engagement and satisfaction and eventually improves their work performance. In the present study, the impact of the employee performance appraisal process on employee satisfaction and business performance has been explored. It has been observed that appraising employee performance has a direct positive impact on job satisfaction and work performance, which eventually provides effective benefits to the organisation. A secondary qualitative data collection method has been followed in the study and reliable and valid data has been gathered from various journals, marketing websites and newspaper articles. The results have been illustrated by conducting a thematic analysis and the findings indicate that performance appraisal has been identified to be a vital approach for employees as well as business organisations. Additionally, several types of performance appraisal have been addressed and their potential impact on the workplace has been illustrated. These types include self-appraisal, the traditional approach of performance appraisal, upward appraisal, 360-degree reviews and performance appraisal of groups. An effective correlation between these performance appraisal processes and employee satisfaction has been observed along with evaluating its positive impact on the organisation. Thus, this study has provided efficient insights and details associated with the impact of the performance appraisal process on employee performance, satisfaction and business success.

## Keywords

Business Success, Employee Performance, Employee Satisfaction, Performance Appraisal Process.

## INTRODUCTION

Business organisations are generally dependent on employee engagement and their performance and regarding this, measuring their performance and appraising as per improvement is vital for ensuring job satisfaction among employees. Appraising employee performance and rewarding them has the potential to improve their work engagement and performance. Additionally, focusing on employee needs and conditions and arranging training programs as per the job performance of employees have a vital impact on their job engagement and satisfaction [1]. Business organisations are constantly focusing on adopting new methods of appraising employee performance and arranging “learning and development” programs has been identified to be one of them. It has been identified that in 2020, around 1,270 Dollars have been spent per worker for training purposes throughout the world [2]. Apart from this, evaluating employee performances through “employee performance appraisal processes” and upgrading the wage structure or providing rewards have been identified to influence overall business performance.

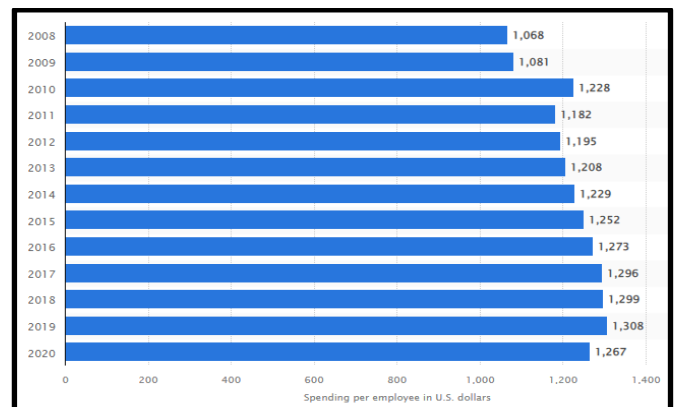


Figure 1.0: Average spending per employee for training purposes throughout the world [2]

## AIM OF THE STUDY

The main aim behind carrying out the following study is to explore the process of employee performance appraisal and its potential impact on employee satisfaction.

### Objectives

- To explore the employee performance appraisal process
- To address the impact of employee performance appraisal on employee satisfaction and workplace
- To develop potential strategic solutions for improving employee satisfaction through performance appraisal

## RELEVANCE OF THE STUDY

The effectiveness and importance of the employee performance appraisal process and its potential impact on employee satisfaction and work performance have been assessed and elaborated on. Apart from this, the influence of “employee performance appraisal” on organisations has also been highlighted. On the other hand, potential strategies for improving employee performance have also been outlined. Therefore, it can be stated that this study has explored relevant aspects associated with job satisfaction and the performance of employees in business organisations. The importance of employee satisfaction and investing in appraising employee performance has been highlighted in this study which has signified changing business context and increasing focus on satisfying employees.

## MATERIALS AND METHODS

### Research design

Research design can be referred to as the comprehensive structure containing the procedures and methods chosen for use in the research. The selection of an appropriate research design depends on the type of data required for the study, whether qualitative or quantitative and it can be divided into experimental, explanatory, exploratory and descriptive. Among these, an exploratory research design has been selected to use in the following study to provide relevant details by exploring the research phenomenon. An exploratory design helps to explore and explain the data collection process and involves both qualitative and quantitative methods [3]. In the present study, this method has been selected for exploring and describing the impact and importance of the “employee performance appraisal process” on “employee satisfaction”.

### Research type

Research type involves the type of data that will be collected in the study and further procedures of data collection and analysis. There are generally two types of data, qualitative and quantitative and qualitative data refers to descriptive data, while quantitative data refers to numerical data. The researcher has decided to use a qualitative research type in the present study for describing the context and aspects associated with the “employee performance appraisal process” and its potential impact on their satisfaction. Qualitative methods and research types often involve providing descriptive answers to the research questions [4]. Therefore, this particular research type has been selected in the study for describing the importance of appraising employee performance.

### Research philosophy

Research philosophy helps to guide the philosophical assumption of a study and also guides the research procedures. This method can be categorised as interpretivism, positivism and realism. An interpretivism research philosophy has been selected to use in the present

study for collecting relevant information and interpreting the research phenomenon more effectively. Additionally, this particular research philosophy involves the core factors and variables associated with the research phenomenon [5]. Therefore, using this research philosophy will help to explore the importance of “employee performance appraisal” more effectively and develop suitable solutions for improving employee satisfaction.

### Inclusion and exclusion criteria

#### *Inclusion criteria*

- A secondary qualitative data collection method has been used in this study and reliable and valid websites and journals have been included in the data collection process.
- Websites and journals published on or after 2019 have been used for collecting relevant information.
- Journals and websites published only in the English language have been included.
- Secondary sources having free access have only been used for collecting data.

#### *Exclusion criteria*

- Journals and websites published before 2019 have not been used for collecting relevant data.
- Websites and journals that have irrelevant data or are not reliable have been excluded.
- Secondary sources, which are paid, have not been used.
- Journals and marketing websites that have been published in other languages than English have been excluded.

### Data collection and data analysis

A secondary qualitative data collection method has been selected to use in the study and relevant and reliable journals and websites will be explored for gathering data. Regarding this, a thematic analysis will be conducted for evaluating and illustrating the collected data. Thematic analysis is among the most popular methods of analysing qualitative data and helps to explore the experiences associated with the research phenomenon [6]. Using these methods will help to explore and elaborate on the impact of the “employee performance appraisal process” on their satisfaction and job performance.

## RESULTS

### Performance appraisal and its impact on business

Employee satisfaction is an important aspect of improving the overall performance of an organisation and satisfaction is strongly dependent on performance appraisal. Performance appraisal is a strategic and integrated approach that helps to improve employee engagement and gives an organisation a positive push towards its success. Performance appraisal refers to the systematic review of an employee's performance and overall contribution to a company [7]. It is an integral part of a company's overall performance management system. It is important for the organisation to reach its

organisational mission and vision. The main objective of performance appraisal is to make compensation packages and salary structures and it is also important for organisations to identify their core strengths and weaknesses. Performance appraisal has major positive impacts on business and it has the ability to maximise the overall performance of the business process.

It helps *employees to grow in their careers* and it is also important for the organisation. Regular evaluation and review help employees to develop a strategy for professional growth and ultimately improves the overall career growth of the employee. Performance appraisal is also important to *improve employee performance* and contribution in an organisation [8]. Regular feedback helps to motivate employees towards their job and improves the efficiency of the employee along with the organisational performance. Often performance appraisal is used to determine the bonus, incentives and rewards of employees and that *acts as the motivational force for the employees*. The appraisal process is also significant to *improve employee engagement* and that is important for the organisation to reach their goals more effectively.

When an employee understands their positive contribution to the business of an organisation they are more likely to perform better. Systematic and regular performance appraisal shows employees that their manager cares about them and that helps to increase the engagement of employees towards the organisation and ultimately helps to flourish the overall business performance of the organisation [8]. Regular review of performance and appraisal procedures helps the human resource management team of the organisation to identify the employees who need more training to perform the job more efficiently. It generally *improves the training and development procedure* of employees and gives an organisation a positive push towards its success. Often the performance appraisal process helps to identify the key skill of the employees and it also helps the organisation to allocate jobs and improve their productivity.

### **Types of performance appraisal and its impact on workplace**

Performance appraisal is an important strategy in the business organisation that helps the business in improving the overall performance of the organisation. It generally looks at the growth, accomplishments and skills of individual employees that are important for the organisations to influence overall organisational performance [9]. There are different types of appraisal process which includes a traditional appraisal of performance, 360-degree review, self-appraisals, review initiated by employees, performance appraisal of groups, upward appraisals and negotiated appraisals.

*“Traditional performance appraisal”* is an evaluation that is based on an employee's performance supporting how well they are doing in a workplace. It basically focuses on the performance of an individual employee and often incentives, and rewards for employees depend on the traditional

appraisal process. *360-degree review* is basically an appraisal process to analyse the performance of an individual employee. Supervisors, superiors, colleagues and individuals make evaluations by collecting feedback from all the directions of a workplace [10]. This 360-degree appraisal process is more significant to understand the employees' performance in the organisation and it helps the human resource management team to manage their workforce more efficiently. *Self-appraisal* is a process of performance evaluation that is performed by the employee itself. Considering employees' accomplishments, strengths, weaknesses and mistakes an employee performed their self-assessment.

This appraisal process helps the employee to understand their values, strengths and weaknesses and that helps them to motivate towards their job. *Employee initiated review* is a process of performance assessment that is initiated by the employee himself [11]. In this appraisal, process employees ask their managers to review their performance to determine their contribution towards the organisation. This appraisal process is useful for the employees to improve their values and contribution towards the organisation along with the overall functioning of the organisation. *Group performance appraisal* is also a type of appraisal process that is beneficial for the organisation and for the individual employees. In this appraisal, process superiors review their full team to know how their team is performing and where they need to improve in the near future [12]. This appraisal process is also helpful for the leaders to determine the key skills and strengths and drawbacks of the team that helps the organisation to make strategies for the overall working process.

*The upward appraisal* process is also useful for an organisation to improve its working process and it is beneficial for the organisation to improve overall productivity. The upward appraisal is a process of performance assessment in which staff members or subordinates review their team leads and notify the human resource managers to improve the performance of the team [13]. Negotiation appraisal is another form of the appraisal process that is also important to understand the overall functioning of the organisation. In this process, the mediator helps the employees and managers to discuss the performance before offering any kind of criticism. This kind of assessment is beneficial in a situation where there is no disagreement between managers and the employees.

### **Impact of performance appraisal in improving employee satisfaction**

Performance appraisal is the process of performance assessment in an organisation and it helps the human resource management teams to determine the performance of each employee. Performance appraisal and job satisfaction both are interlinked and performance appraisal has an effective impact on the job satisfaction of an individual. Every company knows the role of performance appraisal in a successful business model and the human resource management team adopts the correct appraisal process to

motivate employees and improve job satisfaction among the employees [14]. There are numerous impacts of performance appraisal to improve the job satisfaction of an employee.

**Performance appraisal clarifies the individual goals of employees** and motivates them towards the job. Employees' performance depends on different factors but when they are aware of what they are doing and what is the main objective of their work they feel motivated towards their job and consequently it increases the job satisfaction of the employee. It provides clarity to the employees about the role of the employee in the organisation and their contribution to the organisation.

**Performance appraisal improves the accountability** of an employee and it improves the overall performance of the organisation. When the performance of an employee is reviewed on a time to time basis it provides an insight into the strengths and weaknesses of employees [15]. Understanding strengths and weaknesses help employees to perform well on the job and it improves the overall accountability of the employee and consequently enhances the job satisfaction in an employee.

**The performance appraisal process enhances the motivation** of an employee and it is the most effective factor that can boost the overall performance of an employee in the workplace. Often employees are appreciated through the performance appraisal process for their contribution to the organisation. Sometimes the incentives, rewards and other add-on facilities depend on the appraisal process and that gives employees ultimate motivation towards their work [16]. It improves the overall job satisfaction of employees which is important for every organisation.

**Reviews of performance help to increase employees' productivity and consequently improve** the job satisfaction among employees. Supervisors and team leaders use the performance appraisal process as a tool to identify the potential of a worker and guide them accordingly on their given work or projects. It improves the productivity of employees and also increases the contribution of employees in an organisation.

**Performance reviews and appraisal process helps to fine-tune the employees' skills** and it improves the overall productivity of an individual employee. Often performance reviews are used to manage and analyse the key skills of employees and suggest to them the required improvement and that helps them to modify their skills to perform well in the workplace [17]. Sometimes organisations also contribute to the skill development of an employee through an organised training process. Consequently, it improves the performance of the employee and also increases job satisfaction.

### **Strategies to improve employee satisfaction through performance appraisal**

The performance appraisal process is an important part of human resource management strategies in an organisation. A systematic review of performance helps to improve the overall performance of the employees along with job satisfaction. Job satisfaction is an important aspect that helps

the organisation to meet its mission and vision. There are different ways of improving the job satisfaction of an individual employee through the performance appraisal process. Human resource management teams of an organisation have to determine employees' needs and requirements through the performance review process [18]. The organisations have to formulate their appraisal process in such a way that gives them an insight into the employees' requirement. Companies can design different programmes and initiatives to meet employees' requirements and improve the job satisfaction of an individual employee.

**Pay and benefits packages** are the most important tool to improve job satisfaction in an organisation. An organisation can provide incentives, rewards and benefits packages to its employees through the performance review process. It gives employees positive motivation towards their job and improves job satisfaction among the employees. Every organisation has to **create opportunities for their employees by improving their skills**. Organisations can introduce different skill development programmes by reviewing employees' existing skills. Often companies can provide educational resources to their employees to improve their knowledge in different fields that help them to perform well in the workplace [19]. This knowledge development initiative is able to improve employees' productivity and also helps them to contribute more in the workplace. This can improve job satisfaction among the employees.

Job satisfaction of an individual employee can be improved by the performance appraisal process. Relationships between supervisors and subordinates can be improved through a performance appraisal process. Individual employees' performance sometimes depends on the supervisors and other teammates. Often **teammates and supervisors share their knowledge among themselves and it improves the overall productivity** of all employees. It helps them in improving job satisfaction. **Surveys are the most effective way of understanding the job satisfaction of an individual employee** and also help to improve job satisfaction among the employees. Often companies can ask their employees about different workplace related matters to improve other benefits in the workplace [20]. Companies can ask their employees' opinions on different projects through the appraisal process. It can improve the employees' engagement towards the organisation and give them chances to the employees to take part in the organisational development. This survey and assessment process helps the organisation to improve job satisfaction among their employees.

### **DISCUSSION**

Performance appraisal is an important process in a business that refers to the time-to-time reviewing of the employees of the organisation. It has a major impact on the business process and it is an integral part of a company's performance management system. The main objective of this process is to make salary structure, incentives and reward



systems by reviewing the performance of employees on a time-to-time basis. The performance appraisal process has a huge number of positive impacts that help to maximise the overall performance of the organisation [21]. It helps the employees to grow their careers along with the organisational performance. Time to time review of performance helps employees to make a strategy for their professional growth. Performance appraisal is also helpful to improve the overall performance of the employee. Regular review of performance motivates employees towards their job and improves efficiency of the employee. The appraisal process is often used to improve employee engagement towards the organisation.

When an employee is aware of their role in the organisation and they can understand their contribution they are more likely to perform better.

Sometimes the regular appraisal process helps the organisation to make training and development programmes for their employees and sometimes the appraisal process helps to identify the key skills of employees. That helps the organisation to allocate jobs according to their skills which helps to improve the productivity of the employee [22]. There are different types of appraisal process which includes traditional performance appraisal, 360 degree review, self appraisal, employee initiated review, group performance appraisal and upward appraisal. Traditional performance appraisal is a performance review process that helps to understand how well an employee is doing in a workplace. 360 degree review is basically an appraisal process in an organisation that is beneficial to understand the all-round performance of an employee [23].

This appraisal process helps the organisation to manage its workforce efficiently. The self appraisal process is a performance evaluation by an employee and it helps them to understand their strengths and weaknesses and it makes employees more productive and ultimately influences the overall performance of an organisation. Group performance appraisal is a performance review process that evaluates the overall working process of a team and that helps the supervisors and team leaders to formulate their working process accordingly [24]. The performance appraisal process has a major impact on improving employee satisfaction. Performance appraisal clarifies the individual goals of an employee that influence the job satisfaction of an employee. The performance review process improves the overall accountability of an employee and it enhances the motivation among all employees in an organisation that increase the job satisfaction among them. Performance appraisal helps to fine-tune the existing skills in an employee and ultimately improves productivity which is important to improve job satisfaction in an employee.

Different strategies are there that help the organisation to improve employees' job satisfaction. Pay and benefits packages are the most important tool to improve employee engagement in an organisation as it improves job satisfaction in an organisation. An organisation can create opportunities

for employees by improving their skills. An organisation can identify employees' key skills and make plans for the skill development programmes and that helps to improve productivity along with their job satisfaction. An organisation can determine the overall performance of a team or an individual by introducing surveys [25]. Through survey procedure, an organisation can identify different workplace-related matters that help them to formulate different workplace related policies. That is beneficial for the organisation to job satisfaction of an employee. Therefore, it can be stated that the performance appraisal process has huge impact on the overall functioning of an organisation and it is also important to improve job satisfaction among employees.

## CONCLUSION

The present study has been carried out to evaluate and illustrate the impact of the "employee performance appraisal process" on their satisfaction and work performance. A secondary qualitative data collection method has been used and thematic analysis has been used for evaluating the outcomes. Employees are regarded to be the main assets of an organisation and motivated and satisfied employees are more efficient and engaged with their organisation. It has been observed that appraising employee performance through various ways and methods not only improves employee satisfaction and work performance but also provides effective opportunities for the organisation. Effective influence of appraising employee performance on their job satisfaction and work performance has been identified and these practices have a major impact on overall business performance. Thus, efficient details have been provided in this study and the outcomes suggest that employee satisfaction and engagement is vital for business organisation and can provide an effective competitive advantage.

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