COGNITIVE IMPACT OF PERFORMANCE MANAGEMENT SYSTEM: AN IMMINENT REVIEW ON THE APPRAISAL TECHNIQUES, SUPERVISORY BEHAVIOUR, AND ORGANISATIONAL REWARD SCHEMES – A STUDY ON EMPLOYEE'S PERSPECTIVE

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Abstract: *Over decades, the performance management system (PMS) in an organisation has been an on-going process of communication between a supervisor and an employee during the course of their job performance. PMS generally has been observed as a coordinating activity between entities to show effectiveness in accomplishing the strategic objectives of the organisation. Appraisal has a tremendous motivational impact on people through a meaningful feedback system, which is powered to enhance employee performance, and thereby employee rewards. The emphasis of the present study is on the members in a national corporation managed by the GOI (Training and Incubation Centre), who had expressed different views on the organisation's performance management system. This paper is based on the review of literature to ascertain practical issues that affect the employee's performance effectiveness, which is highlighted through the statistical tools used on the study variables, appraisal accuracy, appraiser's behaviour, appraiser's support, employee performance, and employee rewards, which are considered for the study. Results show that the modern-day appraiser plays a major role in setting up a strong appraisal system and the appraiser's behaviour, along with his support, leads to effective performance of an employee, which in turn is instrumental in obtaining rewards. The study draws an inference and concludes with exploring the gender dissimilarity issues that prevail in the industry, depicting an altered overall performance of the organisation than anticipated.*

Keywords: *Appraisal Accuracy, Behaviour, Appraiser's Support, Performance, Rewards*

INTRODUCTION

Mettler and Rohner (2009) state that performance management (PM) includes activities which ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organisation, a department, employee, or even the processes involved in building a product or service, or any other areas. PM is also known as a process by which organisations align their resources, systems, and employees to strategic objectives and priorities. This is most often used in the workplace and can be applied in schools, churches, community meetings, sports teams, health setting, governmental agencies, social events, and even political settings, i.e., anywhere in the world, where people interact with their environments to produce the desired effects. Armstrong and Baron (1998) defined PMS as a strategic and integrated approach to increase the effectiveness of companies by improving the performance of the people who work in them, and by developing the capabilities of teams and individual contributors. It may be possible to get all employees to reconcile their personal goals with the organisational goals to increase productivity and profitability of an organisation using this process. The approach that

companies use depends on the context of their organisation, like the structure, staffing requirements, culture, stage of development, technology, leadership styles, and so on. Performance management systems must be developed and tailored for each individual organisation, as organisational diversity ensures that the definition of performance and the measures used to evaluate performance are different from company to company. Performance management is normally targeted at individual performance, but it can also be applied to teams. Because enduring, superior performance now requires flexibility, innovation, and speed to market, competitive advantage today stems primarily from internal resources and capabilities of individual organisations, including the firm's ability to develop and retain a capable and committed workforce (Becker, Huselid & Ulrich, p. 7).

For the purpose of research, essential variables considered for the study are:

Employee Rewards – This is an activity of recognition, either financially or non-financially, that a person receives for an effective job performance or when the expectation is met. This reward may be in the form of a pay rise, role elevation, recognition, or sense of accomplishment. Motivation is high or low depending on the type of rewards that is given for their performance.

Appraisal Accuracy – This is a concept that defines an employee's skill in exactness and detail-mindedness. Conducting an employee appraisal means using the right phrasing to delineate levels of the employee's abilities, to avoid assumptions and undervaluing the criteria to rate the employee performance. The focus area for a good feedback is to determine the quality and quantity of the employee's work on the factors of rating with accurate and close details. Key work areas should enable the employee and appraiser to improve on the performance.

Appraiser's Behaviour – The supervisor's conduct on the appraisals and the scale of rating are two important factors that act as a foundation for describing an employee's performance qualities as good or bad. Predetermined critical areas of performance and statements that describe the inter-personal relationships, reliability of facts, and the knowledge of doing the job better establish the conceptualisation of the appraisal process. At times, the appraiser is subject to external influences that may upturn the probability of unfair statistics. The conventional process enables the appraiser to rationally process information on similar realities to approximate the value of rating.

Employee Performance – This is one of the most important dependent variables and has been studied for a long decade. Employee performance in the organisation is dependent on the activities and behaviour towards the organisational processes.

Appraiser Support – This is a process by which one is given responsibility by the organisation to work with their co-workers to meet certain organisational, professional, and personal objectives, which together promote the best outcomes for overall achievement. Supervision involves a helping relationship within which a supervisee becomes more effective in their work. The purpose of supervision is therefore to improve the service, exercise a duty of care to the staff, and support good morale and staff retention. Effective supervision results in positive outcomes, both for people who use the services and for the staff who provide those support services. Essentially, supervision is a work-focused discussion and/or activity that provides structure and feedback on day-to-day work, improving practice by critical reflection.

Muhammad Zahid et al. (2019), in their study, explore the relationships between performance appraisal drives and performance appraisal effectiveness on the outcome of the process itself. The research identifies the appraisee's reactions on the final ratings and how that affects the overall system of appraisals in the telecom sector. This study clarifies the behaviour shown by the appraisee on the company's performance management system.

Diamantidis et al. (2019) explored in their study different criterion for measuring performance. Employee's performance differed at every level, especially when they are new and in the process of acquiring skills, and later, when they develop competencies to work efficiently. In the initial phase, performance is measured on the knowledge exhibit, utilisation of resources, and the kind of control they have on the process they are working. While they develop skills, experience, and are trained and build competencies, performance is measured in terms of procedural knowledge, cognitive abilities, and how efficiently they are able to run the process effectively. As employees build commitment towards their work, the result is a positive and satisfying psychological state of mind, which in turn shows as dedication and emotional work attachment.

REVIEW OF LITERATURE

Baron (2005) writes in his research that performance recognition and regular feedback will not only help employees reach their goals, but there will also be career advancements which satisfy their interests in being connected and remaining in the organisation for some time, working on career development and progression. Idowu (2017) has mentioned that employees are motivated tremendously when their performance is marked to their job promotions. The

study is based on the reinforcement theory, which states that behaviour is repeated when it is effectively rewarded, and for this, the performance management systems should be administered with accuracy and fairness to effectively drive the employees' behaviour. The other side of the performance system holds the negative reward of terminating ineffective employees, whose performance does no good for the organisational accomplishments. Kumar (2012), in his paper, comments that in every organisation the performance rating after the appraisal process develops a Level Performance Number (LPN) and creates a platform to determine the rewards to be motivational as part of the performance management system. The LPN becomes a reference rating for promotions or demotions of the employee. This reward for their performance signals others in the organisation that employee behaviour and enhanced performance will be compensated, and hence they work on improving their performance in the assigned tasks. Performance assessments (Sutton & Watson, 2013) as a stimulus tool aids in capturing the strengths and weaknesses along with supervisory support that boosts the morale of the employees. The study also contributes to the behavioural aspects that can be shaped according to the nature of the work assigned. Employees who have been exposed constantly to supervisory support have been significantly contributing to the innovations that have been, in fact, rewarded instantly. Later emerged the most modern system of assessments, 'E Performance Appraisals' (Al-Raisi et al., 2011), which is a challenging concept, and at the same time, the firmest in the corporates nowadays. The E appraisals highlight that the success in projecting the competencies and improving on the system of assessments lies with the supervisor, who simplifies it to the appraisee with review meetings to ensure appraisals without errors and commitment from the stakeholders of the entire system. This commitment and alignment of connecting the performance appraisal to rewards lies with the leadership in constantly providing resources and strategising the process, and making it a culture in the organisation, which becomes a competitive advantage.

Aguinis et al. (2012) mention that cultural differences attract a drastic change in the way performance management systems are implemented around the world. This means that as cultural changes takes place there are new norms which emerge, leading to new PMS designs and implementation. The study identified culture-related issues about performance management systems in India, China, Turkey, and South Korea in the field of organisational behaviour, and concludes that there are universally comprehensible behavioural changes impacting the performance management systems to a great extent.

Sorooshian et al. (2016) state that performance measurement is a conceptual system of assessment of the organisation's strategies and capabilities, which is well defined in the balanced scorecard, considering the quality of management and the value delivered to the organisation. The EFQM model is also considered in their research paper as a dynamic system of gathering and analysing the information necessary to make the required changes in the organisation. It serves as a vital tool in enhancing the business by a strong decision-making system which should be properly communicated to the stakeholders of the organisation.

Kamble et al. (2020) identified in their research study a smart manufacturing system (SMS) that improves performance of the organisation in comparison to the traditional system. SMS is an integrated technique of automation, artificial intelligence, Internet of things, and many other such industrial systems that automate manufacturing system SMEs in India. Their research explores different advanced technologies that improvise performance management systems.

Awan et al. (2020) opined that in the public sector offices the managers do not have the orientation of various levels of employee performances. So when these managers are trained to conduct the appraisals in the manner of the organisational framework, while keeping in mind the accuracy of the rating, it effectively improves the performance of the employees. The employees perceived the performance management system as fair and just in the way assessments were conducted under competent supervisors who underwent training on performance evaluations. The study explored variables of job assignments and their overall performance, which witnessed a positive impact on the minds of the assesse or employee.

The study by Pattnaik et al. (2020) is based on a review of literature where the factors of employee performance are focused especially on the public sector employees. The study explored various areas and dimensions of employee performance and focused on the task performance, interpersonal facilitation, and dedication towards their job. The study finds that the managers do not concentrate much on the dimensions of performance and do not perceive explicit differences in the focus of the employees exhibiting overall performance. This creates a complex system for evaluations and may not be done with transparency and objectivity. The authors of the study suggest that managerial capabilities should be improved in assessments and managing performance effectively for the organisation.

Research Aim and Hypothesis

- To study and analyse if appraisal accuracy, appraiser's behaviour, and appraiser's support have any impact on employee performance.

- To ascertain employee performance does indeed contribute to employee rewards.

- To learn whether there is gender effect on performance in the organisation.

The study is hypothesised to understand the relation of the reward system with the independent variables of the research. More precisely, research is done to test the following hypothetical statements: H1: Relationship between employee rewards, appraisal accuracy, appraiser behaviour, appraiser support, and employee performance; H2: Effect of appraisal accuracy, appraiser's behaviour, and support on employee's performance; H3: Effect of employee performance on employee rewards; and H4: Gender differences on job performance.

METHODOLOGY

Data Collection and Analysis

Performance management ensures that the employees not only fulfil their responsibilities, but do so to the best of their abilities and up to the company's expectations. Performance management allows the business to tap the full potential of the dynamic workforce. In short, it can be described as a comprehensive process, starting from monitoring and developing the desired traits to rating their progress and rewarding them for their achievements. Rewarding and appreciating employees' efforts ensure that the level of their performance, and consequently the performance of the business, is not compromised. It ensures optimum productivity, performance efficiencies, and maximum profitability. Data is gathered through a structured survey method by a questionnaire and personal interviews, with a few respondents in key positions. The questionnaire is designed based on the conceptual framework from the literature review. The study covers important aspects of performance management, such as appraisal accuracy, appraiser behaviour, appraiser's support, employee's performance, and employee rewards. This research is a study of a national corporation of an MSME industry (training and incubation centre) managed by the GOI. The study is restricted to a selective sample of employees working at the Hyderabad Centre only, who are positioned across different levels in the organisation. Only performance assessments regularly conducted with increase in their pay structure post the evaluations in the organisation are taken for the study. The survey was conducted through primary data with the help of a questionnaire, which made it easy for the employees to participate at their convenience. The collected data has also been expressed in the form of statistical tables to understand the research with clarity. Out

of 200 questionnaires distributed, 23 were turned down and 27 were considered invalid due to missing information. Therefore, 150 filled-in questionnaires were used as the valid sample collection. Of the 150 respondents used in this research, 77 (51.3%) were male and 73 (48.6%) were female respondents. Respondents ranged in age from 18 to 55, with an average age of 36.5 years and an average experience of over 12 years. Independent sample T-test was done on the demographic data and the same was used to check the impact of gender on job performance. The results of the Levene's test show that there is a difference in the performance of male and female employees in the organisation. All the variables of the study are put through the reliability analysis through which the Cronbach's values of all variables were found to be above 0.6 or 60%, indicating that all the factors and the scale of the factors are valid and contribute to the study on performance management. To establish causal relationships between variables, survey responses were tabulated for correlation and regression analysis. Secondary data was gathered from various journals, articles, books, and so on, to validate the concept of the performance management system.

RESULTS AND DISCUSSION

Reliability Test: This is done to measure internal consistency for the set of items related as a group and to define a scale. The items used in the scale were subject to systematic variation administered in different patterns to determine if the results are consistent. All the variables taken for the study are under a Likert scale, ranging from 1-5 (Strongly Agree (1), Agree (2), Neutral (3), Disagree (4), and Strongly Disagree (5)). The study variables used here show the following results: employee rewards (four items) – α value is more than 0.60, i.e., 73.1%, which is acceptable; appraisal accuracy (four items) – α value is more than 0.60, i.e., 72.3%, so this is also an acceptable variable; appraiser behaviour (seven items) – α alpha value is more than 0.60, i.e., 87.4%, an acceptable variable; employee performance (six items) – α value is more than 0.60, i.e., 82.2% is an acceptable variable; and appraiser support (three items) – α value is more than 0.60, i.e., 78.0%, is also an acceptable variable. Hence, all the above variables with the respective Cronbach's alpha values show the validity of the scale; therefore, they are suitable for the study.

Zero Order Correlation: This is done to test the importance of the variables of the study.

Table 1: Zero Order Correlation among Study Variables

Zero Order Correlation		ER Total	AA Total	AB Total	EP Total	AS Total
Employee Rewards	Pearson Correlation	1	.296**	.399**	.461**	.240**
	Sig. (2-tailed)		0	0	0	0.003
	N	150	150	150	150	150
Appraisal Accuracy	Pearson Correlation	.296**	1	.465**	.288**	0.109
	Sig. (2-tailed)	0		0	0	0.186
	N	150	150	150	150	150
Appraiser Behaviour	Pearson Correlation	.399**	.465**	1	.357**	.234**
	Sig. (2-tailed)	0	0		0	0.004
	N	150	150	150	150	150
Employee Performance	Pearson Correlation	.461**	.288**	.357**	1	.289**
	Sig. (2-tailed)	0	0	0		0
	N	150	150	150	150	150
Appraiser Support	Pearson Correlation	.240**	0.109	.234**	.289**	1
	Sig. (2-tailed)	0.003	0.186	0.004	0	
	N	150	150	150	150	150

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

This correlation test is run to check whether the rewards scheme in the company is associated with appraisal accuracy ($r = .296$, $p < .001$), appraiser behavior ($r = .399$, $p < .001$), appraiser support ($r = .240$, $p < .001$), and employee performance ($r = .461$, $p < .001$). The sig. value of all the variables is less than 1%, which demonstrates that the positive correlation among the study variables is significant and supports hypothesis 1. The correlation between these variables proves that appraiser behaviour is depicted in appraisal accuracy. The more accurately the appraiser is oriented towards a fair rating pattern, the clearer the performance assessment to the appraisee. Constant appraiser support in the form of continuous feedback leads to enhanced employee performance on the job assignment. An effective performance obtains attractive rewards for the employee. Furthermore, this cycle motivates all the employees, for the overall efficient performance of the organisation.

Regression Analysis: This supports hypothesis 2 and hypothesis 3.

Table 2: Regression Analysis for Study Variables

Regression Model	B	Std. Error	Beta	T	Sig.
(Constant)	11.6	2.072		5.61	0
1a. Appraisal Accuracy	0.31	0.136	0.19	2.3	0
1b. Appraiser Behaviour	0.16	0.06	0.221	2.61	0

Regression Model	B	Std. Error	Beta	T	Sig.
1c. Appraiser Support	0.32	0.112	0.218	2.86	0
Dependent Variable: Employee Performance					
(Constant)	15.1	1.354		11.15	0
2. Employee Rewards	0.576	0.091	0.461	6.328	0

The regression test was done to predict the dependency of the variables of the study, such as the appraiser behaviour, appraisal accuracy, and appraiser support, on the employee's job performance in the organisation. Later, it also checks the impact of employee performance on employee rewards. The regression analysis shows that the sig. value for appraisal accuracy, appraiser behaviour, and appraiser support is less than 5%, which clearly depicts the impact that exists of the independent variable (appraiser behaviour, appraisal accuracy, appraiser support) on the dependent variable (employee performance). Further analysis is also done to find out the effect of employee performance on the reward system, where the sig. value for employee rewards is less than 5%, indicating that the rewards received is certainly dependent on employee's job performance. Aligning rewards to highlight good performance and recognise top performers is a good way of showing employees how their efficiency helps the company achieve its long-term objectives. A strong HR software to track and analyse employee performance provides employees' supervisors with access to dashboards with real-time performance metrics, which will enable the performance discussions for further enhancements.

T-Test: This is done to test if there are any gender-wise differences in performance with the help of Levene's Test for Equality of Variances. The T-test supports hypothesis 4 of the study, to distinguish if male and female employees differ in their performance measures.

Table 3: Independent Sample T-Test

Levene's Test for Equality of Variances		T-Test for Equality of Means							
	F	Sig.	T	Df	Sig. (2-Tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Upper	Lower
Equal variances assumed	2.696	0.103	2.619	148	0.01	1.929	0.737	0.473	3.384
Equal variances not assumed			2.597	138.792	0.01	1.929	0.743	0.46	3.397

Sig. i.e., the p-value of Levene's test is .103 (read as p > 0.005, i.e., p is greater), so the null of Levene's test can be accepted; and it can be concluded that there is a difference in the way male and female employees perform their duties. The sig. value of 1% (which is less than 5%) for t-test – Equality of Means, equal variances assumed – shows the gender impact on employee performance. Therefore, the study shows that gender differences exist and this variation impacts the organisation to a great extent.

DISCUSSION

The study on performance management focuses on appraisal systems in the organisation and the employees' approach to performing under different circumstances. A strong appraisal system will always make employees work effectively and perform well. The study represents a model for better understanding of the concept as shown in Fig. 1.
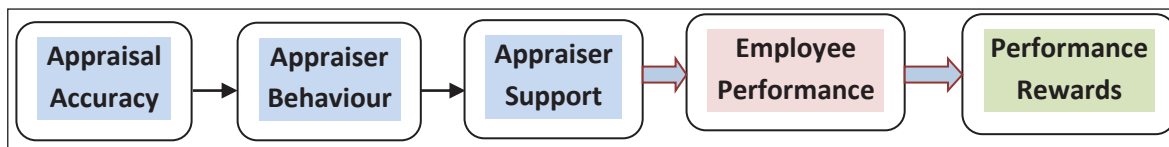

Fig. 1: Impact of Appraisal Accuracy, Appraiser Behaviour, and Appraiser Support on Employee's Performance Prominent to Their Performance Rewards

The findings of the research suggest that the accuracy adopted in conducting the appraisals for the employee's performance has a great significance in the perception that is built around the performance management system. Another strong variable is the supervisor, in his support and behaviour towards carrying out the assessment of the employees, irrespective of the gender differences, which will add to the performance enrichment. The stronger the perception on the evaluation systems, the greater will be the understanding on the performance measures, and the higher will be the rewards received. In this context, a well-built performance appraisal programme should be designed in such a way that the appraiser would be able to analyse the contribution of the employee to the organisation periodically, and all the employees who have been performing well would be rewarded suitably, either with an increase in their salary or a promotion. Through this the appraiser can also motivate the employees who feel that they had no growth in the organisation; it appropriately serves the purpose of employee development. Thus, performance appraisals can be used as a significant tool for career advancement. To make employees understand their performance and the corresponding appraisal system, it is required that the organisation should maintain transparency without prejudice. Analysing one's own strengths and weaknesses is the best way of identifying the available potential, through the self-appraisal tool. To appraise one's own self on key performing targets and qualities, the appraisee would have to go through a process of reflection and review. It is an established fact that change is faster when it is self-initiated. If any employee has to improve or do better, they must first feel the need to do so. Reflection and review are processes that enable the employee to feel the need to improve upon their strengths and weaknesses. All employees must be

clear about the criteria on which ratings were given to each employee while conducting the performance appraisal. Instead of secrecy, there should be openness. Because of lack of communication, employees may not know what ratings they have been assigned by the supervisor. The standards by which employees think they are being judged are sometimes different from those their superiors actually use. Proper communication of these ratings can help the employers achieve the level of acceptability and commitment which is required from the employee. A post-appraisal interview is suggested, wherein the employees are given proper feedback on their performance, and they can also put forward their grievances. The appraisal should be followed up with a session of counselling, which is often neglected in many organisations. Counselling involves helping an employee identify their strengths and weaknesses, to contribute to their growth and development. The purpose of this is to help the employee improve their performance level, maintain their morale, guide them to identify and develop their strong points, overcome their weak points, develop new capabilities to handle more responsibilities, and identify their training needs.

CONCLUSION

Performance management undoubtedly plays a vital role in every organisation and enhances the positive perception among the employees to perform their assignments better. The aim of performance management system is to ensure the maximisation of efforts by the employees of the organisation and to realise the desired goals. The performance appraisal system has been professionally designed and is monitored by the human resource department. The implementation is the responsibility of each and every employee, along with their supervisor. There should be adequate training given to the evaluator that will go a long way in answering the quality of performance appraisal, which leads to employee performance, and which in turn leads to employee rewards. The more effective the performance management of an organisation, the more productive the organisation would be as a whole. In a big organisation with a vast number of employees, it is an extraordinary task to manage the performance of a great number of people efficiently. In conclusion, performance appraisal is a very important tool that influences employees. The study results show that a formal performance review process is highly important, as it provides an opportunity to get an overall view of employee performance. It encourages systematic and regular joint-stocking and planning for the future. Good performance reviews do not just summarise the past; they help determine future performance expectations as well.

FUTURE RESEARCH ADVICES

This study is done primarily at the public sector training and incubation centre with a short timeframe, and therefore, the scope of the research is limited. The study can be extended to the public and private sector units in the future. The researcher can also work on the role of the appraiser for effectiveness in the performance appraisal systems.

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