

Relationship between Performance Appraisal Satisfaction and Job Satisfaction of Employees

Abstract

The aim of this paper is to assess and analyze the strength and direction of the Relationship Between Performance Appraisal Satisfaction and Job Satisfaction of Employees working in private Sector Organization in Delhi – NCR, using simple Regression analysis. Where as to determine the Manner to Which the purpose of this Research, Performance Appraisal Satisfaction can be Operationally defined As Positive reaction to the process of appraisal, appraisal interview and the Outcomes of the Appraisal.

Keywords: Performance Appraisal Satisfaction, Job Satisfaction, Private Sector Organization.

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Introduction

A performance appraisal is a method by which the job performance of an employee is documented and evaluated. According to Schultz and Schultz, "Performance Appraisal refers to the periodic and formal evaluation of employee for the purpose of making career decisions." According to Dale S. Beach, "Performance appraisal is the systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development." The overall purpose of performance appraisal is to provide an accurate and objective measure of how well a person is performing on the job.

On the basis of this information, decisions are made about the employee's future in the organization. In addition, performance evaluations are often used to validate specific selection techniques. Thus, there are two broad purposes for conducting performance appraisals:

1. Administrative, for use with personnel decisions such as pay increases and promotions.
2. Research, usually for validating selection instruments.

The purposes of performance appraisal in more detail are as follows:

Validation of Selection Criteria:

1. In order to establish the validity of employee selection devices, the devices must be correlated with some measure of job performance.
2. Whether I-O psychologists are concerned with psychological tests, interviews, application blanks, or some other technique, they cannot determine the usefulness of these measures until they examine the subsequent performance of the workers who were selected and hired on the basis of those techniques.
3. Therefore, a major purpose of performance appraisal is to provide information for validating employee selection techniques.

Training Requirements:

1. A careful study of employee performance can uncover weaknesses in knowledge and abilities.
2. Once these weaknesses are identified, can be corrected through additional training.
3. Information of this sort can lead to redesign of the training program for new employee.
4. Performance appraisal can also be used to assess the worth of a training program by determining if job performance improved after the training period.

Employee Improvement

1. Performance appraisal programs provide feedback to employees about their job competence and their progress within the organization.

I-O psychologists have found that this kind of information is very important to maintaining employee morale.

- Appraisals can also suggest how employees might change their certain behaviors or attitudes to improve their work efficiency.
- This purpose of performance appraisal is similar to that of improving training. In this instance, however, a worker's shortcomings can be altered through self-improvement rather than through formal retraining.
- Workers have a right to know what is expected of them – what they are doing well and how they might improve.

Pay, Promotion, and Personnel Decisions

- Most people do believe they should be rewarded for above average or excellent performance.
- In employing organizations, rewards are in the form of salary increases, bonuses, promotions, and transfers to positions providing greater opportunity for advancement.
- To maintain employee initiative or morale, these changes in status must be based on a systematic evaluation of their worth.
- Performance appraisals provide the foundation for their career decisions and help to identify employees with the potential and talent for contributing to the company's growth.

Performance appraisal is such a critical tool for any organization can be carried out in a variety of ways depending upon its needs and requirements. Techniques of performance appraisal are mainly of two types:

Subjective (judgmental) performance appraisal techniques Jobs on which employees do not produce a countable product – or one that makes sense to count – are difficult to assess. In such situations, I-O psychologists must find some way to assess the merit of the employee's work, not by counting or keeping a precise record of output but by observing work behavior over a period of time and rendering a judgment about its quality. Some of the subjective performance appraisal techniques are as follows:-

Employee Comparison Techniques

Ranking Technique

- In the ranking technique, supervisors list their employees in order from highest to lowest or best to worst on specific characteristics and their abilities and on overall job proficiency.
- In ranking, each employee is compared with all others in the department or work group

Paired-Comparison Technique

The paired-comparison technique requires that each worker to be compared with every other worker in the work.

Forced-Distribution Technique

The forced-distribution technique is useful with larger groups.

Management by Objectives (MBO) Management by Objectives (MBO)

It involves a mutual agreement between employees and managers on goals to be achieved in a given period of time.

- MBO focuses on results-i.e.on how well employees accomplish specific goals.
- The main emphasis is on what employees do rather than on what their supervisors perceive their behaviors to be or think of them or.

Objective Performance Appraisal Techniques

Industrial organizational psychologists have developed a number of techniques to measure job performance. The specific technique used to measure the same depends on the type of work being evaluated. Performance Appraisal Satisfaction Performance appraisal satisfaction has tended to focus on one of three components of the appraisal system.

- The appraisal process: this involves the policies and procedures used to implement and administer performance appraisal process
- The appraisal interview: refers to the formal meeting held between the rater and the ratee (employee) and is typically used to provide feedback to the employee on their performance, discuss an employee's performance, and to define and discuss the performance goals that the ratee needs to achieve in the future
- The appraisal outcomes: although there are a number of outcomes to the appraisal process, i.e., training opportunities, career development and pay increases, the most immediate outcome is the performance rating In reality though, when organizations and their employees are referring to the appraisal system they are often referring to a combination of all three of these components (Brown et al, (2010))

Review of Literature

A thorough review of existing literature was done, looking at both Indian and international studies. The literature consists of studies which correlate performance appraisal satisfaction with variables not pertaining to our study such as organizational commitment among others, and there are studies which correlate performance appraisal satisfaction with job satisfaction, which is pertaining to the present study. They are briefly presented below.

Ismail and Gali (2016) conducted a study to examine the relationship between performance appraisal satisfaction, job stress and work-family conflict. The study also aimed to explore the role of job stress as a mediator between satisfaction with performance appraisal and work-family conflict. The total sample consisted of 120 participants from different industries and structured questionnaires were administered. Data was analyzed through the correlation method. The findings revealed that performance appraisal satisfaction was negatively correlated with job stress and work-family conflict. However, job stress fully mediated the relationship between performance appraisal satisfaction and work-family conflict.

Shrivastava and Purang (2016) conducted a study to examine fairness perceptions of performance appraisals in the Indian banking sector. The researchers investigated the mediating role of performance appraisal satisfaction on the relationship between justice perceptions and job satisfaction. The

study followed a cross sectional design whereby the data was collected from a sample of 340 respondents. The results revealed that performance appraisal satisfaction was guided by perceptions of fairness and this further impacts the job satisfaction of employees. The researches explain the results by stating that job satisfaction depends on employee perceptions 6 rather than the intent and design of HR systems.

Another study in India conducted by Kumari (2015) examined the impact of perceived fairness of performance appraisal on employee performance. Descriptive research design was used to collect data from 80 employees from Vodafone and TATA Docomo using standardized questionnaires. Analysis of data was done by using correlation and regression analysis. The results revealed that there was a significant positive relationship impact of perceived fairness of performance appraisal on employee performance.

Kampkötter (2014) conducted a study to investigate the effect between the incidence of being formally evaluated by a supervisor and job and income satisfaction. Data was collected from a Sample of more than 12000 individuals from German Socio-Economic Panel Study. 1 item Surveys were administered assessing performance appraisal satisfaction and job satisfaction. The data was analyzed using fixed effects regressions and the results revealed that there was a significant positive effect of performance appraisal on job satisfaction, which is driven by appraisals that are linked to monetary outcomes. The results also revealed that when the appraisals induce performance monitoring without any monetary consequences, then there is a detrimental effect on job satisfaction rates.

The review seems to indicate that both in the Indian corporate sector as well as the international corporate sector, there seems to exist a positive relationship between performance appraisal satisfaction and employee work performance and organizational commitment. To add to this knowledge some studies also found that performance appraisal satisfaction was negatively correlated with job stress and conflict. More specifically, the literature also seems to indicate that all over the world, whether in India or Norway or even Germany, there seems to exist a strong positive correlation between performance appraisal satisfaction and job satisfaction, and that performance appraisal satisfaction has a strong effect on job satisfaction. These findings indicate that performance appraisal system is a powerful tool for the HR department and its implementation, if done fruitfully, can have strong positive consequences for the organization as a whole, in terms of employee commitment and job satisfaction.

In India, Singh and Rana (2013) conducted a study to investigate the impact of performance appraisal on the organizational commitment. The sample consisted of 172 bank employees who were randomly selected from 10 public sector banks of Uttarakhand. An ex-post-facto survey design was used and data was analyzed using multiple regression analysis. The results of the study concluded that

performance appraisal had a significant and positive impact on the organizational commitment of employees. The awareness of performance appraisal, fairness in the appraisal & performance based payment practices significantly predicted the organizational commitment of bank employees.

W.A.S and W.G.S (2013) conducted a study to examine the relationship between performance appraisal satisfaction and employee outcomes, in the form of employees' motivation, work performance and employees' commitment. Data was gathered using structured questionnaires on 110 employees in the Bank of Ceylon head office through random sampling technique. The sample consisted of clerical employees, executive officers and managers. The independent variable was the performance appraisal satisfaction and the dependent variables were the employee outcomes. The data was analyzed using correlation and simple regression. The results indicated that performance appraisal satisfaction had a weak but positive relationship with employee outcomes and regression analysis showed that there was a 10% impact of PA satisfaction on employee motivation, 14% on work performance and 5% on employee commitment.

Ramakrishnan (2013) conducted a study on quality of life at work place relation with its performance and job satisfaction. In high range of complexity with today's environment, it poses many challenges to the management during the upcoming decade. Trends such as the changing of structures at organization, specialization, more knowledge, care policy and new health problems and sophistication in education have a major part to play. Nursing professionals and skill requirement as their word to performance at hospitals are also affected. In such a point, hospitals have to specifically ensure the quality of life for nurses that provide satisfaction and enhance job performance. In addition to the paper, an effort is made to review on quality of life to identify the concept and computation variables as well its relation with performance and satisfaction.

Methodology

Aim of the Study

The present study targets to evaluate the strength and path of the connection among Performance Appraisal Satisfaction and Job Satisfaction of personnel working in private sector organizations in Delhi-NCR, the usage of simple regression analysis.

The following are the operational definition of the 2 variables:

Job pride (JS)

JS has been defined as "the affective stories at the task...Construed as an evaluative judgement" (Weiss, 2002).

Performance Appraisal Satisfaction

Performance Appraisal Satisfaction may be defined as the volume to which the appraisal meets employee desires (Culbertson et al., 2013). For the motive of this studies, Performance Appraisal Satisfaction can be operationally described as a tremendous reaction to the appraisal method,

appraisal interview and the effects of the appraisal (Katavich, 2013).

Objective of the Study

1. To get admission to appraisal delight for employees.
2. To get right of entry to activity pleasure.
3. To have a look at the impact each in a corporation.
4. To set up the relation among factors.

Hypothesis

Hypotheses framed for the have a look at are as follows:

H1A

There could be a enormous and nice relationship between performance appraisal satisfaction and wellknown satisfaction of employees.

H1B

There could be a massive and effective relationship between performance appraisal pleasure and intrinsic delight of employees.

H1C

There might be a sizeable and nice dating between performance appraisal delight and extrinsic delight of employees.

H2A

General delight of employees may be notably inspired by their delight with overall performance appraisal device.

H2B

Intrinsic pride of personnel may be considerably prompted by using their delight with performance appraisal gadget.

H2C

Extrinsic pleasure of personnel could be substantially stimulated with the aid of their delight with overall performance appraisal system.

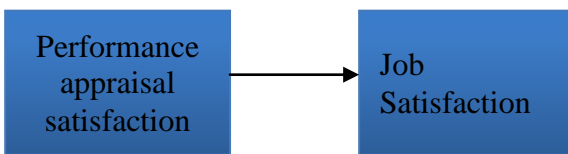
Design

Survey approach turned into used to collect information from a pattern of employees across diverse non-public region agencies.

In this research design, statistical method of Simple Regression evaluation became hired. Simple regression is a statistical method used to summarize and examine relationships between two variables. One variable, denoted x, is seemed as the predictor, explanatory, or independent variable. The different variable, denoted y, is regarded because the response, final results, or established variable.

Simple linear regression gets its adjective "simple," because it concerns the have a look at of most effective one predictor variable.

Framework



In the prevailing take a look at, performance appraisal delight is the impartial variable (IV) that impacts JS, the established variable (DV). Various researches in the beyond have cautioned that overall performance appraisal pride has a positive and great effect on process pride (Blau, 1999; Monie et al, 2010;

Brown, 2010; Shrivastava et al, 2010; Karimi et al, 2011).

Variable

Following variables had been controlled for in the cutting-edge study:

1. All agencies had been from private area and had a proper overall performance appraisal system.
2. Participants have to be at a managerial publish regardless of higher, center or decrease level.
3. The worker's tenure have to be at the least 1 yr inside the gift agency and have to have gone through at the least one overall performance appraisal.
4. Data must be gathered from as a minimum four personnel from one business enterprise.

Sample

A total of 108 participants were recruited by the method of convenience sampling. All the participants were at a managerial post. The participants were drawn from 26 different organizations. All the organizations were located in the Delhi/NCR region.

The sample included 76 males and 32 females. Their average age was 33.02 years. They were from middle/upper socio economic status, residing in Delhi/NCR region. The demographic sheet is attached. The demographic characteristics of the sample are depicted in table 1 below.

Demographic Characteristics of Participants

With respect to gender, almost three-fourth of the participants were males (70.4%). About half of them belonged to the age group of 25-35, and the remaining half ranged from 22 to 67 years of age. Majority of the employees were post-graduate and above (67.6%) and several of them held MBA degree (31.4%). Half of the employees belonged to the middle managerial level (47.3%) while the rest were distributed between junior and senior management. The average tenure of the employees across 20 organizations was around 6 years. 80% of the organizations had an annual performance appraisal with the appraiser being the manager in 80% of the workplaces.

The organisation from which the present researcher collected data was Honda Motors which is a subsidiary of Honda of Japan for the production, marketing and export of passenger cars in India. Its headquarters in India are located in Greater Noida where there is a factory alongside. Honda Motors in India places importance on its core values of innovation and goals of strong brand equity and market share leadership and strives to inculcate these goals of superiority in its employees by also incorporating it as a standard in the performance appraisal.

Tools

Minnesota Satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire turned into in the beginning developed by means of Weiss, D. J., Dawis, R.V., and England, G.W. In 1967, It measures pleasure of an character with several exclusive components of thework environment.

For the modern take a look at, the fast shape of MSQ became adopted which consisted of 20 gadgets, one from each scale.

The scales are- Ability Utilization, Achievement, Activity, Advancement, Authority, Company regulations and practices , Compensation, Coworkers, Creativity, Moral Values , Independence, Recognition, Responsibility, Security , Social service , Social Status, Supervision-Human relations, Supervision-Working Conditions.

The quick shape MSQ accommodates of dimensions:

Intrinsic Satisfaction

This measures feelings about the nature of job obligations. Item numbers 1, 2 three, four, 7, eight, nine, 10, 11, 15, sixteen and 20 measure intrinsic pleasure.

Extrinsic Satisfaction

This measures feelings about situational activity components outside to the task. Item numbers 5, 6, 12, 13, 14, and 19 measure extrinsic satisfaction.

The total of those two dimensions plus item variety 17 and 18 yields a score on General Satisfaction. These two gadgets have been included in the General Satisfaction Scale, but now not related to both the Intrinsic Scale and the Extrinsic Scale.

The respondents had been required to indicate their level of settlement with the statements with the assist of a five factor Likert scale (wherein 1= Very Dissatisfied, 2= Dissatisfied, three= Neither Satisfied Nor Dissatisfied, four= Satisfied, five= Very Satisfied).

Scores are decided via summing the weights of responses selected for the objects in every scale.

Raw ratings are then transformed to percentile scores the use of the maximum appropriate norm organization for the man or woman. Ordinarily, a percentile score of seventy five or higher could be taken to represent a excessive degree of satisfaction; a percentile rating of 25 or decrease might imply a low stage of pride; and ratings inside the center variety of percentiles indicate common pleasure.

The Performance Appraisal Satisfaction Scale

The Performance Appraisal Satisfaction scale was in the beginning advanced with the aid of Cook and Crossman (2004). Cook and Crossman (2004) have diagnosed regions for investigating satisfaction with performance appraisal satisfaction: Procedural justice

It can be subdivided into two; (a) the perceived validity of the overall performance appraisal system itself (e.G. Item 6 of the size states 'I understand via my overall performance appraisal overview how my task enables my organisation to gain its strategic dreams'); and (b) perceived equity of the way in which the PA procedure is executed (e.G.

Table 1: Means and Standard Deviations of Performance Appraisal Satisfaction and Three Dimensions of Job Satisfaction

PAS	Intrinsic Satisfaction	Extrinsic Satisfaction	General Satisfaction	
Mean	3.63	45.07	21.58	74.75
Std. Deviation	0.63	9.58	5.340	15.10
Norms	2.63-3.83	40.99-56.07	16.94-25.7	65.96-89.8

As may be seen in Table 1, the individuals inside the gift observe close to the norms the suggest

Item 2 of the Scale said 'The contemporary overall performance appraisal device is truthful and unbiased').

Distributive justice: It is visible as equity associated with consequences selections and distribution of assets (e.G. Item 23 of the size stated 'The device that my company uses to allocate performance appraisal bonuses/incentives is honest').The organisation from which the present researcher collected data was Honda Motors which is a subsidiary of Honda of Japan for the production, marketing and export of passenger cars in India. Its headquarters in India are located in Greater Noida where there is a factory alongside. Honda Motors in India places importance on its core values of innovation and goals of strong brand equity and market share leadership and strives to inculcate these goals of superiority in its employees by also incorporating it as a standard in the performance appraisal.

Procedure

The modern-day examine required a couple of 2-4 researchers to go to the respective business enterprise for information series.

At least 4 employees from every business enterprise were decided on as contributors for the look at. Further, every researcher accumulated records from personnel who had been either Junior, Middle or Senior Level Managers from the same employer. A previous date and time become constant with the managers of the respective employer for statistics collection.

The contributors had been defined that the present research tried to recognize their perceptions of the overall performance appraisal machine of their enterprise and work related attitudes, with out revealing the unique targets of the have a look at.They were assured that confidentiality would be maintained and that their person responses could no longer be shared with the Instructions were given to the participants and one at a time the two questionnaires were administered.

Results and Data Analysis

The received statistics become subjected to 3 forms of quantitative analysis namely, descriptive analysis, correlational evaluation, and easy regression analysis the usage of SPSS version23. This was observed by using a qualitative analysis of the interview responses acquired.

Descriptive Analysis

In the descriptive analysis, the approach and trendy deviations of the overall performance appraisal scores, intrinsic satisfaction, extrinsic satisfaction, and fashionable pride had been computed. These had been suggested in Table 1 beneath.

rating of PAS (3.63) can be interpreted as being within the moderately high variety which means that the

employees are fairly satisfied with the overall performance appraisal device of their respective agencies.

Similarly the suggest scores of intrinsic delight (45.07), extrinsic satisfaction (21.58) and widespread satisfaction (74.75) also fall within the common range as regards to the norms.

Table 2: Correlation matrix of PAS and the sub dimensions of JS

	PAS	p value
Intrinsic Satisfaction	0.511	0.000
Extrinsic Satisfaction	0.637	0.000
General Satisfaction	0.606	0.000

The correlation is interpreted using the pointers given by way of Cohen (1998), in keeping with which a correlation coefficient between 0.1 to 0.29 can be considered as low; between zero.3 to 0.409 be regarded as moderate, and zero.5 to one can be considered as excessive.

As can be visible from Table 2 the correlation coefficient of all the three dimensions of job satisfaction i.e intrinsic delight, extrinsic pride and fashionable pride with overall performance appraisal satisfaction falls within the 0.Five to 1 range which can be interpreted as a excessive coefficient.

Also for the reason that correlation coefficient of Extrinsic pleasure and overall performance appraisal pleasure (zero.637) is higher than intrinsic pleasure and overall performance appraisal delight (zero.606) hence ES and PAS are extra strongly correlated than IS and PAS.

These outcomes verify our hypotheses that there's a large and advantageous relationship between overall performance appraisal satisfaction and all of the 3 dimensions of job delight.

Simple Regression Analysis:

The 0.33 statistical method for use changed into that of Simple or Linear Regression. Linear regression is a linear technique for modelling the relationship between a scalar structured variable and one or more explanatory variables (or unbiased variables).

In the prevailing look at, only one predictor variable– performance appraisal – pleasure became studied to assess its effect on various additives of task satisfaction. Table three reviews the results of simple regression analysis.

Table 3: Simple Regression Analysis

Predictor	Criterion	R	R2	F	SIG
Performance appraisal satisfaction	Intrinsic Satisfaction	0.511	0.262	37.548	0.000
	Extrinsic Satisfaction	0.637	0.406	72.312	0.000
	General Satisfaction	0.606	0.368	61.604	0.000

According to Cohen (1989) higher the variance of R square, better is the variance inside the dependent variables because of the independent variable.

It may be visible from table three that all the effects of regression had been determined to be statistically huge (p<0.01) which means that our

impartial variable (PAS) contributed appreciably to all the three dimensions of the established variable (JS).

IS contributes about 26.2% (0.262 x one hundred) to PAS while the final 73.Eight% of the variance in IS is contributed by using other factors that were now not studied.

About 40.6% (zero.406 x 100) is contributed by means of PAS to ES even as the last 59.4% is contributed through other variances. Similarly PAS contributes approximately 60.6% to the overall pride of employees.

Discussion and Conclusion

The aim of the present observe changed into to assess the electricity and direction of the relationship between Performance Appraisal Satisfaction and Job Satisfaction of personnel running in personal zone companies in Delhi-NCR. The individuals (n=108) were at managerial positions and survey method became used to collect the facts.

The facts became analyzed the use of correlation and regression analysis.

It became hypothesized that there would be a full-size and tremendous relationship between overall performance appraisal pride and fashionable delight of employees whereby fashionable satisfaction of personnel might be extensively influenced by means of their satisfaction with performance appraisal machine.

It was additionally hypothesized that there could be a giant and superb relationship between overall performance appraisal delight and intrinsic delight of employees wherein intrinsic delight of employees might be drastically motivated by way of their pleasure with overall performance appraisal device.

Thirdly it became hypothesized that there would be a widespread and effective courting between overall performance appraisal pleasure and extrinsic pleasure of personnel whereby extrinsic delight of employees might be significantly inspired through their delight with overall performance appraisal machine.

The results imply that there was a massive dating between intrinsic job delight and overall performance appraisal satisfaction (r=zero.511, effect=26.2%).

There became also a extensive relationship found between extrinsic job pride and performance appraisal satisfaction (r=zero.637, impact=forty.6%) and there was additionally a enormous courting among preferred process delight and performance appraisal pleasure (r=zero.606, effect= 36.Eight%).

Intrinsic Satisfaction

In MSQ, intrinsic delight has been explained as such as aspects consisting of type of paintings, achievement, capacity usage and so forth. It changed into located that pride with overall performance appraisal gadget had a 26.2% effect on intrinsic task delight of managerial personnel of personal businesses.

Lind and Tyler (1988) located out that excessive high-quality PA revel in contributes to the personnel' feelings of self-worth, attitude, achievements approximately their task and feelings of

a advantageous function in the business enterprise, which can be all components of intrinsic task satisfaction.

Moreover, Hendrix et al (1998) claimed that PAS is also expected to provide confidence inside the employee, that's once more a element of intrinsic process delight as assessed by means of MSQ.

Fried and Ferris (1987) advised that revel in of high great PA results in higher degrees of task pride and the experience of a low quality PA most in all likelihood ends in a lower degree of activity satisfaction. A high fine PAS avoids emotions of "failure to put in force any process manage" and "confusion about organization's performance"

Extrinsic Satisfaction

In MSQ, extrinsic task delight consists of elements which include running situations, supervision, coworkers and fairness perceptions:

The PAS questionnaire assessed each procedural justice that is worried with the fairness and the transparency of the methods by using which selections are made, and also distributive justice that's equity in the distribution of rights or sources.

It became located that PAS has a 40.6% effect on extrinsic job pleasure.

According to Ali & Ahmad (2004) performance appraisal also affects task delight and motivation of employees. Fair performance reviews and common performance remarks make up a sizeable estimator of task satisfaction on the place of work and additionally make contributions to private increase.

Darehzereshki (2013) discovered sizeable courting among employees' delight and such supervisory variables as degree to which supervisor is worried with personnel as individuals, type of reputation given through the manager for right work which can be a part of his pride with the overall performance appraisal.

Brown et al. (2010) analyzed the relationship between PA great measured by means of clarity, verbal exchange, agree with, and equity of the PA procedure and task pride. They determined that personnel who document a low PA first-class (lowest ranges of consider in manager, bad communiqué, loss of clarity approximately expectancies, notion of a less honest PA system) also file decrease ranges of activity pleasure and dedication. Such low great changed into said with the aid of many managerial employees from diverse corporations.

Why Extrinsic More Than Intrinsic

In the existing take a look at, the effect of PAS on extrinsic activity pleasure changed into nearly double the impact on intrinsic process pride this is forty.6% and 26.2% respectively.

Since MSQ defines extrinsic pride as agree with on supervisor, fairness perceptions, running conditions, etc, for this reason diverse HRM policies which include overall performance appraisal structures fall underneath the purview of factors which can be external to the worker. Thus it is glaring that an extrinsic thing can have greater impact on extrinsic job delight as opposed to intrinsic process delight.

Deci has advised that extrinsic elements have an effect on intrinsic factors for this reason if rewards or PA are seen to be nice and justified, and if they're interpreted as fine statistics or feedback for self-dedication of their overall performance and improvement, the rewards then provide delight of the want for competence and enhance intrinsic motivation.

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Appendix

Demographic Characteristics of participants

S. No.	Factor	Frequency	Percentage
1	Gender		
	Male	76	70.37
	Female	32	29.62
2	Age Group		
	Below 25	16	14.81
	25-29	27	25
	30-34	26	24.07
	35-39	20	18.51
	40 and above	19	17.59
	Average Age	33.02	
3	Educational Qualification		
	Graduates	35	32.40
	Post-Graduates	73	67.59
4	Tenure in the Organisation		
	0-36 Months	51	47.22
	37-60 Months	23	21.29
	61-120 Months	21	19.44
	Above 120 Months	13	12.03
	Average Tenure in Months	55.55	
5	Frequency of Appraisal		
	Annual	84	77.77
	Biannual	24	22.22
6	Appraiser		
	Manager	86	79.62
	Others (Manager & Myself/ Manager & Peers)	16	14.81
	360	6	5.55
7	Whether appraisal met expectations		
	Lower than expected	25	23.14
	About the same as expected	77	71.29
	Higher than expected	6	5.55
8.	Level of Management		
	Junior	29	26.85
	Middle	43	39.81
	Senior	19	17.59
9.	No. of Organisations	19	
10.	No. of Participants	108	