THE MODERATOR EFFECT OF PERSONALITY TRAITS ON PERFORMANCE APPRAISAL EFFECTIVENESS

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ABSTRACT

The performance appraisals systems constitute an integral part of any career development process. Many organizations are facing problems regarding their performance appraisal systems. The main goal of the current research is to determine the moderating role of 5 Big Personality Traits in relation to performance appraisal systems and their effectiveness. The study adopted a quantitative approach using self-administered questionnaires. The Systemic Justice Scales to study the performance of employees and effectiveness of appraisals, and Big Five Inventory for moderating variables were used to identify the role of personality in the performance appraisal system. The present study based on convenience sampling was conducted on 706 employees of a Commercial Banking Sector in Pakistan. Linear and moderated regressions analyses were conducted to examine straight and moderated relationships. The findings from the study indicated that there is a significant relationship between perceived fairness, appraisal satisfaction and elimination of rating errors with effectiveness of performance appraisal. On the contrary, personality traits as a moderator revealed that extraversion and conscientiousness exhibit a significant moderating role between appraisal satisfaction, performance feedback and effectiveness of performance appraisal. Besides that, the results showed that the conscientiousness does moderate the relationship between appraisal satisfaction, elimination of rating errors and effectiveness of performance. Another moderator, openness to experience shows that it has a significant moderating role between elimination of rating error and effectiveness of performance. Guidelines are provided and recommended to human resource practitioners, academicians and researchers to consider personality during the process of performance appraisal in organizations for the improvement of effectiveness in performance appraisal processes.

ABSTRAK

Sistem penilaian prestasi adalah antara aspek yang penting dalam proses pembangunan kerjaya namun kebanyakan organisasi berhadapan dengan masalah tentang sistem penilaian prestasi mereka. Matlamat utama kajian ini adalah untuk menentukan peranan penyederhana lima (5) Sifat Personaliti Unggul berkaitan dengan sistem penilaian prestasi dan keberkesanannya. Kajian ini menggunakan pendekatan kuantitatif dengan menggunakan soal selidik yang ditadbir sendiri. Skala keadilan sistemik digunakan untuk mengkaji prestasi pekerja dan keberkesanan penilaian sementara lima (5) inventori unggul digunakan sebagai pemboleh ubah penyederhana untuk mengenal pasti peranan personaliti dalam sistem penilaian prestasi. Kajian ini telah dijalankan ke atas 706 orang pekerja sektor perbankan komersial di Pakistan berdasarkan persampelan rawak mudah. Analisis regresi penyederhana dan linear telah dijalankan untuk mengkaji hubungan langsung dan hubungan yang melibatkan pemboleh ubah penyederhana. Hasil kajian menunjukkan bahawa terdapat hubungan yang signifikan antara keadilan dijangka, kepuasan penilaian dan penghapusan ralat dengan keberkesanan penilaian prestasi. Sebaliknya, personaliti sebagai seorang pemboleh ubah penyederhana mendedahkan bahawa *extraversion* dan sifat berhati- hati memperlihatkan peranan penyederhana yang signifikan antara kepuasan penilaian, maklum balas prestasi dan keberkesanan penilaian prestasi. Sementara itu keputusan kajian juga menunjukkan bahawa sifat berhati-hati dapat menyederhanakan hubungan antara kepuasan penilaian, penghapusan kesilapan kedudukan dan keberkesanan prestasi. Pemboleh ubah penyederhana (keterbukaan kepada pengalaman) pula menunjukkan bahawa pemboleh ubah ini mempunyai peranan yang signifikan yang sederhana antara penghapusan ralat dengan keberkesanan prestasi. Garis panduan telah disediakan dan disyorkan untuk pengamal sumber manusia, ahli-ahli akademik dan penyelidik untuk mempertimbangkan aspek personaliti semasa proses penilaian prestasi dalam organisasi bagi menambah baik keberkesanan proses penilaian prestasi.

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LIST OF ABBREVIATIONS

ACR	-	Annual Confidential Report
AS	-	Appraisal Satisfaction
CAMEL	-	Collaborative Approach to the Management of E-Learning
CLSA	-	Credit Lyonnais Securities Asia
EPA	-	Effectiveness of Performance Appraisal
EPAS	-	Effectiveness of Performance Appraisal System
ERE	-	Elimination of Rating Errors
FFM	-	Five Factors Model
FOR	-	Frame of Reference
HR	-	Human Resources
HRM	-	Human Resource Management
HRMP	-	Human Resource Management Process
PA	-	Performance Appraisal
PAS	-	Performance Appraisal System
PBP	-	Performance Based Pay
PF	-	Perceived Fairness
PFb	-	Performance Feedback
RET	-	Rater Error Training
SBP	-	State Bank of Pakistan
SPSS	-	Statistical Package for Social Sciences

LIST OF SYMBOLS

Y	-	Regressand
α_o	-	Intercept of Population
β_1	-	Slope of population regression line with Regressor
ε	-	Error term
Z	-	Moderator
β_2	-	The Slope of Population Regression Line is Associated with
	-	Moderator Dependent Variable
β_3	-	Review after Analysis
x	-	Regressor

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Effective appraisal systems operate as a primary medium for the measurement of management transform in this rapidly changing world marketplace (Obara, *et al.,* 2010). According to Nyaoga and Kibet (2010) depicted the effective performance appraisal as a compassionate tool to individual performance whilst reinforcing organizational objectives. Performance appraisal effectiveness i.e. measuring human performance has long been of concern to researchers and practitioners (Avery and Murphy, 1998; Bernardin and Beatty, 1984; and Hyde, 2001). Performance appraisals are a decisive part of most organizations, and the contemporary study concentrated on the substance of performance appraisals. The study exclusively paying attention to the predicament of unproductive exercise of performance appraisals, the milieu of the performance appraisal process, the inevitability of performance appraisals, and the sound effects on the performance appraisal process on those being evaluated. In accumulation, the rationale behind the study, the nature, its implication, and the outfitted definitions were accentuated and discussed.

The key objective to the demeanor of existing study is the empirically and theoretically contribution towards the most significant issue of performance appraisal effectiveness and moderating effect of big five personality traits on the relationship between independent and dependent variables. This research underlined the study rational, backdrops of the study, problem statement, research questions, research objectives, and function of the study, significance of the study, scope of the study, research limitations, conceptual and operational definitions of the variables. The researcher conferred in detail the chief aspects of chapter like, problem's statement, research objectives, study significance and study rational as well.

One way or the other, it exists to cope with the increase in competition and keep up with the rapid pace of development. For this purpose, most organizations carry out periodic self-assessments in order to gauge their strengths and weaknesses. During such analysis, employees of organizations tend to be under tough scrutiny since they are the most vital part of any organization's assets and can be a significant contributor towards its strength or, in worse scenarios, a major weakness (Mainiero and Tromley, 1994). To make sure employees are following their job descriptions, adhering to organizational code of conduct, and showing their motivation and satisfaction, many organizations appraise the performance from their employees from time to time (Migiro and Taderera, 2010).

In order to make the employees more satisfied, their level of motivation is enhanced. Motivation is that procedure which works on the activation of behavior of employees or drives the employees to achieve the goals in accord with their psychological or physiological needs that are necessary in order enhance the level of performance evaluation effectiveness. Every worker to the organization tries to show his or her increased qualitative level of productivity to the manager. So behavior of the employee is considered here as very important because everyone in the organization wants his or her achievements to be recognized. Every organization in this context tries its best in order to influence the behavior of the employees for the achievement of organizational effectiveness. The behavior of employees is influenced through the working condition provided by the organization and finally, the greater level of influence is made through the feelings of their needs. However, innate drive already exists in employees and the opportunities being provided to them so that they can drive towards their needs for their satisfaction in a given working environment. Employers can never have the maximum benefit from their employees with respect to the overall organizational performance if they are not allowed to utilize the full potential.

So the overall performance of any organization is also dependent on the employee's abilities. So if the employees lose their talent in order to do a particular job, the real performance will be less than the actual performance. Srivastava *et al.* (2001) early researcher, focused on money or cash rewards as the most desirable tools for the improvement of employees performance. However, the inability of cash rewards to increase every employee's performance led experts to classify rewards into a classical dichotomy, i.e. Monetary/Extrinsic rewards (cash or financial) and Non-Monetary/Intrinsic rewards (non-cash or non-monetary rewards). According to Bruce and Pepitone (1998), the most significant factor to encourage an employee is recognition of his/her

achievements. One of the most important factors is to motivate the employees through recognition for the achievements made by the employees. An employee who out performs his duties in an organization will expect that his or her contributions must be recognized and appreciated by the top management.

According to La Belle (2005), it is commonly observed that the motivational factors differ from one individual to another, and this makes it difficult for organizations to establish uniform rewarding techniques for their employees. A large number of public and private organizations have adopted reward and recognition systems over the decades (Islam, Ismail and Zaki, 2004). It is suggested that employees may be appreciated by myriad ways (Islam, Ismail and Zaki, 2004). However, all the employees may not be motivated equally by an identical reward system. Even in some situations, the reward of an employee may be considered as punishment by another employee (Islam, Ismail and Zaki, 2004). Therefore, to assess how much each employee deserves from an appraisal, a proper mechanism to appraise employees' performance needs to be established.

Performance appraisals help thoroughly analyze employees' work and behavior as well as document essential facts and information related to them to evaluate their overall net worth for the organization. They help monitor employees' present performance and tap their future potential. The main objective of performance appraisals is to give feedback to employees and inform them on how well they are contributing to the organization, what their weak points are and which areas they need to work on to improve their performance further.

Markos and Sridevi (2010) say that performance appraisal enhancing communication flow between the employees and the management. The appraisals are indicators of an employee's actual performance and are therefore, quantitative in nature. The performance appraisals are used in order to enhance their level of commitment towards job satisfaction and uplift their motivation level. The performance appraisal techniques are utilized for the enhancement of overall performance but, sometimes in organization. The problems persist even after employing the performance appraisal tools. This is basically due to the behavior of an individual employee as well as the desired level or the satisfaction level of the employee. Then there is also the need of again performance appraisal system, or we can say there is a need of recurrence of performance appraisal with respect to the behavior of the employees perceived from their response for the appraisal system already employed by the management to enhance their level of productivity. This is known as post performance appraisal system. It helps managers identify training and

development needs for their employees. Furthermore, performance appraisals help foster employee accountability. This accountability is basically a systematic process in any organization, which is also known as stewardship. As shareholders or the owners of any business handle, overall, their resources through the management and this management are responsible for all resources assigned by the owners to the business.

Similarly, this stewardship or accountability factor also prevails in the relationship between the managers, and the workers in the same manner resources are assigned to the workers, and workers are responsible for the tasks assigned by the management. When employees know that they will be regularly evaluated, they are likely to keep their performance and conduct in check as they know that they will be held accountable for it. There are different determinants that can be used in the post performance appraisal of the employees such as perceived fairness, performance feedback, appraisal satisfaction and elimination of rating's error. Perceived fairness is mainly focused on capability and relevance of appraiser to measure the employee's performance. Appraisal satisfaction is used to measure the fairness of appraisal satisfaction.

The main focal point is that how the employees perform their tasks, and how to evaluate the accuracy of performance of employees. In this construct, it will also be evaluated how employees would be satisfied with performance appraisal procedures, and it will be analyzed if the process is fair, purposeful, or waste of time. Performance feedback mainly focuses on how to measure the well timed and regularly feedback provided to the employees regarding job. It also constructs an idea that how to measure the timely information and opportune help for the well-timed improvement of performance. Elimination of rating error is mainly focused to measure the rating of employees based on how well they do the work and how much work they do.

Basically, these post performance appraisal tools, and determinants are used for the passage of time again and again, and most of the organizations have considered them as recurring activity in order to enhance the performance of the individual employees. This post performance appraisal mechanism is basically very important and challenging as organizations are continuously passing through the reign of changes due to globalization. Globalization has changed the business world into a new era of competition. Organizations are striving hard for their lasting success in the competitive environment throughout the business world which is actually the consequence of global changes. Organizations have to face many external and internal factors and success of any organization is basically a result from these factors. In the antagonistic environment

throughout the business world, every organization is striving for competitive advantages over its competitors in every aspect such as in business operations, price mechanism, cost system, differentiation, market shares, profit and many others. Resources of all kinds are considered to be important for an organization and ability of any organization of proper utilization of these resources drags it toward a competitive edge.

For proper exploitation of all these resources, human resources are to be considered as major driving force. Human resource is an important asset for the organization, and work force is a major determinant of organizational competitiveness. So acquiring, maintaining and retaining the best workforce have now become a great challenge for the organizations in that competitive environment because for every organization, this finest workforce is a sign of success. This workforce is contributing toward the competitive edge through offering best return to organizations. Hence, a high commitment level of workforce is essential to the organization and also necessary for the employees for their success. The further the commitment level raises the more satisfaction level increases, and employees are motivated. This post or recurring performance appraisal system is also very important to an organization as it ensures the accomplishment of the individual goals which are as important as the overall achievement of the organizational goals.

It is explicable than the effectiveness of any organization is basically measured from the level of their performance appraisal effectiveness. Consequently, the individual performance is very necessary and there is a continuous need of influencing the behavior of everyone in order to enhance the level of productivity so that he or she can contribute towards the organizational effectiveness more efficiently.

Another rationale behind the recurring system of the performance appraisal is that individuals behave differently in a given working condition provided by the employers for overall organizational performance. There are many factors that determine the level of individual behavior in a workplace. Culture is very important also because most of the managers and the workers in the organizations are shaped by their culture and equally important by the organizational culture. "These influences affect the way employees communicate and interact with one another, and with management. In the same way, a manager's communication is greatly influenced by outside factors" (Ardichvili, *et al.,* 2006). Further, there are many outside factors that influence the degree of the manager's communication. It is strongly believed that communication has an important role in the employee's perception and also assists in order to know the perception level of employers. An individual takes with them an attitude that affects both their personal as well as

workplace environment. While some describe an attitude as circumstance dependent, it is defined as "A persistent mental state of readiness to feel and behave in a favorable or unfavorable way toward a specific person, object, or idea" (Wang and Noe, 2010: 5).

Performance appraisal is a concept of worth studying in the context of human-resource management. Behavior of individuals plays a vital role during performance appraisal procedures. Therefore, it is important to understand the definition of attitude as it is directly correlated in the way an individual behaves. As much as attitude affects an individual's behavior at the workplace, so does perception. In fact, perception is defined as "a process by which individuals organize and interpret their sensory impressions in order to give meaning in their environment" (Heather, 2006: 123). Moreover, perceptions can, and often do, vary from person to person, which can cause great differences in a workplace environment. So the individual attitude to the work and workplace has a significant effect upon the personality of everyone as well as the working environment provided for the organization. So the behavior and the personality of each individual have a determinant role in the individual performance which leads toward the overall organizational effectiveness. The attitude and the personality of individuals also determine the satisfaction factor and help to get the feedback on it. As each individual has his or her own personality with different traits, so everyone behaves in his or her own way to a workplace. Finally, it can be said that personality traits to an individual may play moderating effect that either will increase or decrease the relationship between the performance appraisal system and the effectiveness of the performance appraisal system that approaches toward the organizational effectiveness.

This study basically focuses on the system of performance appraisal of the role of personality, so here the concept of personality is very important, and for that theory of traits is used as underlying theory. So the model or the main context of this study basically lies behind the theory of traits. Trait theory is a major approach in the study of human personality. Trait theorists are primarily interested in the measurement of traits, which can be defined "as habitual patterns of behavior, thought, and emotion" (Jain and Gupta, 2012: 115). According to this perspective, traits are relatively stable over time, differ across individuals (e.g., some people are outgoing whereas others are shy), and influence behavior" (Jain and Gupta, 2012: 109).

The "Big Five" factors (or Five-Factor Model; FFM) of personality are five broad domains or dimensions of personality who are used to describe human personality. The Big Five framework of personality traits from Costa and McCrae (1992) has emerged as a

robust model for understanding the relationship between personality and various academic behaviors. These personality traits are mainly categorized into five types, i.e. Neuroticism, Extraversion, Agreeableness, Openness to Experience, Conscientiousness, which are normally known as Big Five Personality Traits. These Five big personality traits are basically the reflection of responses of the different individual in the performance appraisal system, and this reflection is due to the attitude, behavior, perception of each individual. The involvement, commitment, motivation, satisfaction is also determined from these behaviors or attitudes toward work. Such as Liao and Lee (2009: 35) stated that "neuroticism relates negatively to employee job involvement, whereas extraversion, openness to experience, agreeableness, and conscientiousness relate positively to it. These results may serve as a reference point for management and operations, particularly in plastics industry organizations so the model or the main context of this study is basically laid on the theory of traits.

Neuroticism is an assessment of the concept of comfortable with unfamiliar situations and remains motionless under pressure. It also analyzes how the individuals deal with others and with passions. Extraversion is the assessment of the love to do actions and level of willingness to do anything. Extraversion is the concept of excitement, seeking facet and to measure the adventure. Agreeableness measures the concept how to defend the people and how individual are easily satisfied. It also means the trust on people, what they say, how much an individual is vigilant about others, because individuals believe that attentions of others are good for everyone. Openness to experience is that there is no absolutely right or wrong, and it also measures how to avoid the philosophical discussions. Conscientiousness analyzes how to get the things done in proper way, and it also measures the order and sequence to execute the targets. So the role of big five personality traits is shown to be very deep for the performance appraisal setup and then the effectiveness of this set up. These five big personality traits basically act as a catalyst which might increase or decrease the level of productivity and ultimately, the overall organizational performance.

This study also focuses on the setup of post performance appraisal and its ultimate effect on the effectiveness of the role of big five personality traits. This study is conducted with respect to Pakistan and especially in the banking sector. Over many decades, the Government of Pakistan has continually strived to devise effective rewarding techniques. The assumption underlying is to improve productivity of the employees in all the government financial institutions. The fact that has been widely noticed and realized is

that the banking sector of Pakistan needs tenacious improvements. Pakistan is a rapidly developing country, and a sound banking sector is the backbone of any country that is growing and prospering. Therefore, this research undertakes to examine the banking sector of Pakistan as this is one sector that has a considerable influence on the overall economy of our country.

Recently, the focus has shifted on to the development of the commercial banking institutions in order to improve the quality of banking facilities. The quality can only be imparted by improving the reward and recognition approaches of the banking sector employees. Government is implementing its action plans for improving the salary structures and the training abilities of the banking employees. Private sector is emphasizing on providing improved salary structures, employee trainings, career development, professional growth, appointment on admin affair's posts. All of such changes require a "standard" to which employees' performance can be compared overtime, and their overall worth to the organization can be assessed. For this purpose, performance appraisals often serve as the benchmark by which employee performance can be objectively assessed.

Since the banking employees have been playing a significant role in bringing up the advancements and quality in the banking system, they should, therefore, continue to develop their knowledge, skills understanding, and interests necessary for acquiring mastery over the banking expertise or a particular area and competence in the latest technological changes within the banking sector.

Performance appraisals have several benefits for the appraisee. He or she is better able to understand his/her roles, obligations and position within the organization. Employees need to know if their performance level is up to the mark, or if they are lagging, and in case of latter situation, where, how and why. It is thereby essential for managers to periodically communicate with the employees on their performance for the organization. This helps identify weak points of employees so that timely corrective action can be taken. Performance appraisals help uplift morale among the employees and motivate them to improve upon their weaknesses and build on their strengths.

They prompt employees to come up and discuss any issues that they might be facing, with their supervisors and seniors, therefore, helping to overcome communication barriers by bringing problems out in the open. Performance appraisals help set a possible career path for the employees to follow in order to progress within the organization. They allow employees and senior managers to discuss ways for further advancements within the

organization. This includes identifying skills that need to be acquired, educational courses that need to be taken up, and experience in a certain area that might be needed to move from one designation in an organization to perhaps a higher post. Besides communicating employees' individual goals, employee appraisals provide managers with the opportunity to explain organizational goals to the employees and the ways in which they can participate in the achievement of those goals. Therefore, performance appraisals are as much beneficial for employees as they are for the senior management of any organization.

Performance appraisals should be conducted regularly but whether they should be linked to promotional opportunities is an option that can vary from organization to organization. Most organizations do tend to exercise this option as they believe it helps further boost morale of employees. There's no denying that positive feedback is itself very motivating but promotional prospects help the system by reinforcing the positive feedbacks.

1.2 Study Rationale

This study has immense importance for policy makers and practitioners, especially in developing countries like Pakistan. In most of the enterprises, specifically public sector organizations, this exercise still prevailed ritualistically. The real objective and validity of the performance appraisal are diluted if performed ineffectively and ambiguously. This study identifies facets and dimensions of effective performance appraisal systems, which should be considered by the performance evaluators for valid performance measurement. Further, this study guides entrepreneurs in revealing important variables, which can directly or indirectly lead to effective performance evaluation.

Effective performance appraisal is vital to ensure accountability and performance management of employees. However, the currently available literature fails to acknowledge this important objective of the performance appraisal system. The scholars and practitioners are therefore advised to explore this area having avenues for future research (Rubin, 2011). The contribution in this study is twofold. First, it is an attempt to contribute to the literature regarding identifying factors, which have consequences towards effectiveness of performance appraisal. Second, it assists the managers and policy makers

to ensure accountability and performance management perspectives in performance appraisal systems. Employees may be motivated and make high level of efforts if they believe that their efforts would be recognized through proper, fair and objective performance appraisal systems (Robbins and Sanghi, 2007).

This study directs the industrialists, bank executives, in particular, to enhance employee motivation and performance through effective performance appraisal systems. Further, this study helps the decision makers in highlighting the importance and moderating role of personality traits towards the effectiveness of performance appraisal, which is rarely investigated in the past.

1.3 Background of the Study

Recent past is evident to many structural changes in financial institutions. These changes can be attributed to the continuous shifts in financial sector paradigms. Now businesses are to compete globally, in the world of no boundaries. Now the markets are not restricted to one area or region, but they have to be present globally. Now the word organization seems to be limited and looking small in the front of multinational organizations. This presence has increased level of competition among organizations. Now organizations are not only facing competition on local or national basis, but their rivals are spread across the globe. Organizations now have to meet the challenging competition at all levels from globally spread competitors.

Economists often emphasize the role of financial institutions for the economic development of any nation. Studies often highlight that there is a stark relation between financial institutions and economic growth; financial resources within the economy are utilized in a better way by a well established financial sector (Zaidi and Akbar, 2005).

The financial sector includes investment banks, commercial banks, foreign banks, insurance companies, and mutual funds companies, housing finance companies, micro finance companies, corporate brokerage houses, venture capital companies, leasing companies, development finance institutions, discount houses, modarabas and stock exchanges (Qayyum and Ahmed, 2006). State Bank of Pakistan (SBP) regulates and controls activities of all financial institutions within Pakistan. According to State Bank of

Pakistan's report (2010), the banking sector in Pakistan consists of 34 commercial banks with 18 local private banks, 4 public sector commercial banks, 7 foreign commercial banks and 5 specialized banks with a total number of 2,806 branches. In addition to all this, 6 full-grown Islamic banks are working all over the country (SBP website).

Now getting the competitive edge is the prime way to leave behind all competitors. Leaving behind all competitors requires extensive work and efforts. One way is to grasp available resources and make the best use of it and create such a chunk of resources that are not immitigable and rare. Out of these resources, human resources are considered to be the most vital asset. Last few decades have witnessed a great revolution about the work practices that are directed towards workforce. Workforce or human resource is the resource that makes the best use of all other resources. In the words of Pfeiffer (1994) recent competitive changes have made organizations realize the importance of the human resources for getting a competitive edge over competitors.

The banking sector of Pakistan has shown radical changes since independence to the country in 1947. Pervez (2011) asserts that the commercial banks have been contributing greatly towards the growth of Pakistan's economy like, banking sector contribution towards Pakistan GDP 18% and banking sector is the second largest contributors towards growth of Pakistan's economy. Initially, the banking sector provided poor quality of products and services due to inadequacy of the human-resource management and professional skills.

Pervez (2011) points out that Pakistan is the land of 180 million people, and the banking sector of Pakistan has improved rapidly in recent years, but the Pakistani banking sector still doesn't have a formal appraisal system. Particularly, in the rural areas people dislike the income they receive as interest. According to World Bank report 2008, only 14% population of Pakistan has access to the formal financial system. Therefore, 86% of population is not able to access the financial system; that is why Pakistan is still an unsaturated market in the banking sector. It is argued by Saeed (2005) without any change in the existing resources and in the production process, economic development cannot be achieved more efficiently through already employed resources.

All working banks in Pakistan, due to poor quality and bad services, were nationalized in 1974 by the government (Pervez, 2011). As the employees enjoyed the sense of job security (provided by the government, as a result of nationalization) along with deficient performance appraisal systems, the performance of employees in the

nationalized banks became worse than ever, and this situation, to a great extent, negatively influenced the services provided by the banks. As exemplified investments in this sector. Major reforms for the nationalized banking sector were introduced to control the poor performance in the early 1990s.

In 1990s, the wheel of a banking sector in Pakistan started to move in reverse direction. In 1998, Government of Pakistan decided to freeze foreign accounts; half of the foreign banks were sold to other banks. The incident of 9/11 also left its adverse impacts on banking sector (Kazmi, 2003). However, the banking sector showed rapid growth after the year 2000. Time span during 2001 - 2005, witnessed a rapid transfer of ownership from public to private sector. Share of private sector increased from 44% in 2000 to 77% in 2005. More than 700 bank branches were opened during this time in large to small urban cities.

Pak Rupee Deposits were increased by Rs.16 billions in the first half of 2000-2001 (Pakistan Financial Sector Assessment, 2005). This large amount of deposits expanded the financial services to the country as well as enhancement in the efficiency of the banking sector. The employees perform all the daily business operations of banking organizations. Motivated and eager employees are the valuable assets of banks. The senior/manager judged the performance of every employee at the end of a particular time span. This judgment affects many aspects of future shape of employee's job, including his/her promotions, bonuses, enhancements in medical facility and annual increments. It may also affect the morale of an employee. Performance appraisal effectiveness is an important factor that would contribute to the development and growth within the banking sector. The performance of banking organizations is depended on the best contribution of employees and management. The need of studying effectiveness of performance appraisal of employees in earlier organizations had either no performance appraisal system, or they survived without the formal performance appraisal system, e.g., most of the Chinese state-owned organizations (Branine, 2005). But modern organizations, as they evolved toward large organizations and/or adopted professional management procedures for administrative decision making, they started focusing on a more formal performance appraisal system (Danielle, *et al.,* 1998).

According to Sangmi and Nazir (2010) CAMEL (Collaborative Approaches to the Management of E-Learning) has been used in Pakistan for measuring the financial position of the Pakistani banks. This model is very useful for measuring the performance of banks.

Amir *et al.* (2011) analyzed the banking sector performance through using the CAMEL Model covering pre and post nationalization periods of the Pakistani commercial banks. The study uses the CAMEL Model and suggested that banking sector performance was found satisfactory regarding the sufficiency of capital, worth of assets, management potential, profits and liquidity.

It was noted by Bandt and Oung (2004) that CLSA-stress testing model is useful for determination of banking performance, and it has been used for the French banking system successfully. Haldane (2009) concludes that stress testing model is very useful for measuring the banking performance. However, during the financial crisis in 2008-09, many of the banks failed in stress testing. According to Sangmi and Nazir (2010), many researchers have used the CAMEL model successfully for measuring the operational and financial performance of the banks.

Although, formal and/or informal performance appraisals are the important concerns, however, it is more significant to know their effectiveness. Therefore, this research undertakes to study the effectiveness of performance appraisal in banking organizations of Pakistan.

1.4 Problem Statement

Holding and maintaining employees is not enough but holding the best, effective and efficient work force is the main target organizations are looking for (Leblebici, 2012). Usually the management is preoccupied with the considerations which employee is effective and which one is not, which one is offering best possible returns and which one is not, which one requires rewards and which one needs to be warned for his deeds, which one should be trained to get better and which one requires to move next level. In order to give answers to these questions organizations have to assess and evaluate their employees on the regular basis, so that they might identify the efficiencies and deficiencies of their employees. So evaluating employees' performance is an important task to act at, in order to get maximum and best possible output from the most valuable resource (Farh, *et al.,* 1991).

Research on performance appraisals was initiated more than one hundred years

back (Beer, 1981, and Stephan and Dorfman, 1989). Warith, *et al.* (1994) has noted that the first job appraisal efforts were recorded in early 1800s in the U.S. Army. An extensive study conducted by Coens and Jenkins (2002) discusses the necessity of performance appraisal systems. Coens and Jenkins (2002) identify corporate sector annual ratings of employees and their performance evaluations as an essential tool that is acknowledged by the majority of business organizations because the role of employees is very important for the development of organization. No organization can perform up to the mark if its employees are not satisfied. Employees are the human assets and backbone of the organization (Leblebici, 2012).

Akinyele (2010) states that performance appraisal system is the only way to know and analyze the level of performance of different employees within an organization for future decisions. Most employees of private organizations are familiar to the performance appraisal system. Since the performance appraisal systems are not understood and properly implemented in the organizations, employees are unclear about their real purpose and contribution towards improving work standards (Obisi, 2011).

This study is designed to investigate the effectiveness of performance appraisals in the banking sector of Pakistan. Performance appraisal is considered to be an essential tool used by organizations to evaluate the effectiveness of employees' performance (Fryer, *et al.,* 2009; Radnor and Barnes, 2007). The consistency of performance appraisal instrument and fairness to the performance appraisal system has been debatable issues through decades (Kim and Rubianty, 2011; Fryer, *et al.,* 2009; Radnor and Barnes, 2007). An important issue is post performance appraisal results are not implemented properly. In the performance appraisal, one of the most important problems is communication. Obisi, (2011) therefore, without communicating the performance appraisal results to the employee, there is no way to improve his or her performance for future. Lack of communications would definitely be the reason of ignoring the performance appraisal purposes (Obisi, 2011). Another issue there is no culture of providing continuous and proper feedback. However, another issue is appraiser of performance appraisal do not properly train (Obisi, 2011).

According to Margrave and Gorden (2001) most companies do not know how to design performance appraisal procedures. They also raise a big question regarding the capabilities of the banking sector to evaluate and implement employees' performance appraisal results. Participation of employees during the development of the performance appraisal tools deemed to be very important as the employees know better the job, its

requirements and troubles very well (Roberts, 2003).

Shrivastava and Purang (2011) in their study in the banking sector of India have found that performance appraisal is one of the most important human-resource practices being applied. However, they have pointed out one limitation that the results achieved through the performance appraisal system were not properly implemented and thus, were not used to achieve desired objectives. Lack of implementation of results is due to these reasons: feedback is not reliable, stressful responsibilities, limited organizational resources, negative effects of organizational rules and regulations, and working overtime without allowances (Newlands and Hooper, 2009). Further, they have also identified that the managers are not clear from the application to the performance appraisal system (Shrivastava and Purang 2011).

Guba and Lincoln (1981) report that if employees' purposes, objectives, and duties are clear in all aspects, they can develop better judgment, assess their achievements objectively, and move on in a positive way. However, most organizations do not have clear objectives and purposes, which leave employees directionless (Cuguero and Rosanas, 2011).

There is a great deficiency in most performance appraisal systems and post-appraisal counseling sessions; therefore, their contribution to the improvement of employee's performance, abilities and skills cannot be measured. On the other hand, performance appraisal practices continue to create frustration among employees due to unfair, biased and ineffective evaluation (Shrivastava and Purang, 2011).

According to Guba and Lincoln (1981) good and bad evaluation depends on the personal and social sense. If an employee does not benefit from evaluation, it will be considered as a personal sense, however, in the social sense; employees cannot improve professionally without evaluation. Therefore, it is necessary to clarify the difference between the personal and social arena (Wang *et al.,* 2010).

According to Patten (1982) management is always in search of more practical methods and procedures to measure the effectiveness of performance appraisal systems. Patten (1982: 2) is of the view that "a manager which 'gives' the performance review enters the appraisal interview stage with a well-prepared list of the employee's successes, and shortfalls is accurate and will be accepted gracefully." Patten (1982) says that the manager's arrogance is on the peak during the appraisal session, and he or she will defend

the performance review. It was noted by Patten that not only the managers' fall a victim to self-pride but the employees also exhibit pride and have a strong tendency to defend them. They are not always ready to hear the bad news, and no manager is really ready to convey the bad news (Patten, 1982).

Consequently, for last many years, performance appraisal procedures have been under scrutiny by researchers. However, no logical conclusions have been drawn, so far, regarding the effectiveness of performance appraisal systems (Jabeen, 2011; Nankervis, and Compton, 2006). According to Coens and Jenkins (2002) and Mensah and Dogbe, (2011) although a lot of literature discusses insidious issues regarding performance appraisal, a little takes it as a serious issue for discussion. Researchers like Guba and Lincoln (1981), Coens and Jenkins (2002) and Margrave and Gordon (2001) highlight that there is no evidence regarding the effectiveness of performance appraisal systems in evaluating employee performance. This shows that most studies exhibit an element of doubt regarding the effectiveness of performance appraisals (Onge and Morin, 2009).

The performance appraisal procedure can never be totally perfect and flawless (Sullivan, 2011; Mensah, and Dogbe, 2011). However, it is the job of every organization to monitor the appraisal procedure from time to time and if the organization is not able to eliminate the errors it can do away with effectiveness of performance appraisal. Performance feedback plays a vital role for the improvement of performance appraisal procedure. If requisite performance feedback is not given, it is likely to affect employee's performance.

The discussion above reveals the fact that banking organizations of Pakistan are asking for deliberate studies to find out ways and means to improve effectiveness of performance appraisal (Anjum, Yasmeen and Khan, 2011).   Currently, banking organizations of Pakistan are facing the problem of negative effects of performance appraisal, which have resulted in decrease in performance of employees and also the overall optimum level of productivity throughout the organization. When banks were privatized in Pakistan due to their poor performance in the public sector, private sector realized the importance of performance appraisal. In order to survive in this era of cut throat competition, employees need to get acquainted with latest skills and knowledge to serve their customers better (Qayyum, 2008).

Most banks in Pakistan use the annual confidential report (ACR) system of appraisal; however, it is a general perception among employees whom the system is not

entirely neutral and objective. In ACR system, everything lies with the immediate supervisor. If the employee has good terms with the supervisor, in spite of poor performance, he will get a good appraisal. Through this system, the bank employees are assessed on the criterion of certain characteristics: (1) general intelligence, (2) job knowledge, (3) initiative and resourcefulness, (4) supervision, (5) business capacity, (6) ability to assess sound business propositions, (7) dependability, (8) relationships with seniors and juniors, (9) relationships with public, (10) sociability, (11) appearance and dress, (12) conduct, (13) manners, (14) managerial ability, (15) health, (16) special aptitudes, (17) any significant achievements, (18) failures that attracted issue of warning by superiors (Rao, *et al.,* 2004).

Many banking organizations in Pakistan have developed their own standard performance appraisal methods. This predefined appraisal procedure requires more effectiveness due to factors, such as goal settings, 360-degree performance appraisal, employee participation, procedural justice, training, and performance-based pay (Shar, Shah and Jamali, 2010).

Current study seeks to investigate the performance appraisal effectiveness by conducting it at post performance appraisal level to judge the perception of employees about the performance appraisal. Endorsing the strong notion of expectancy theory, employees are inquired for four main elements about performance appraisal procedure i.e. perceived fairness of an employee about performance appraisal process, satisfaction with performance appraisal, performance feedback and elimination of rating errors. Ultimately, these constructs are judged for their impact with regard to perception of the effective performance appraisal system. As both the constructs (independent and dependent) are based on the employee's perception, so there are great chances that individual's personal differences may interact within their relationship. There are numerous models and personality traits identified and used by various researchers; however, big five personality traits are justified and continuously been investigated and tested by researchers (Ishaq, Mansor and Ahmad, 2012; Wilt *et. al.,* 2011; Judge, *et al.,* 2002; Barrick and Mount 1993). Following the same tenet, this study focuses on big five personality traits model to judge the personality of respondents, which, then examine as potential moderators between study's focal variables.

Previously, studies having same independent variables (perceived fairness, performance feedback, appraisal satisfaction and elimination of rating errors) and dependent variable effectiveness of performance appraisal had inconsistent relationship

and therefore, did not reveal similar results. To avoid this ambiguity, the role of personality big five traits as a moderator is important because it shows how employees are satisfied with the performance appraisal systems and in what way personality big five traits will affect the independent and dependent variables (Smith and Fortunato, 2008). The "big five personality traits" used as a moderator by (Skarlicki, Folger, and Tesluk, 1999) it has examined forth study "Agreeableness" and "Conscientiousness" moderated the relationship between fairness and "performance appraisal" system.

An employee's perception regarding fairness of performance appraisal determines his or her motivation to improve upon, based upon results from appraisal. If an employee is satisfied by the appraisal system, he or she is likely to take it seriously and work to better polish their skills in accordance to the results of the appraisal. If an employee is not satisfied with the performance appraisal, a feeling of dissatisfaction can lead to the attrition and change in performance behavior. Employees with such feelings cannot perform at their best and can cause a decrease in overall organization outcomes and productivity.

1.5 Research Questions

This study aims in identifying what are the key factors that influence the effectiveness of performance appraisal and the moderating role of five big personality traits on the relationship of independent and dependent variables in Banking Organizations of Pakistan. The specific research questions are:

1. What are the key factors to measure the effectiveness of performance appraisal in banking sectors of Pakistan?
2. Is there a relationship between these key factors (1) perceived fairness (2) performance feedback (3) appraisal satisfaction (4) elimination of rating errors and effectiveness of performance appraisal?
3. What is the moderating effect of personality traits (extraversion, neuroticism, openness to experience, conscientiousness and agreeableness) on the relationship between effectiveness of performance appraisal and the key factors (1) perceived fairness (2) performance feedback (3) appraisal satisfaction (4) elimination of rating errors?

1.6 Research Objectives

Objective of this research is to explore and identify factors affecting the performance appraisal in banking organizations of Pakistan. Specifically, the objectives of the current study are the followings:

1. To examine if there is a relationship between these key factors (1) perceived fairness (2) performance feedback (3) appraisal satisfaction (4) elimination of rating errors and effectiveness of performance appraisal?

2. To identify that whether personality traits (Extraversion, Neuroticism, Openness to Experience, Conscientiousness and Agreeableness) moderates the relationship of effectiveness of performance appraisal and the key factors (1) perceived fairness (2) performance feedback (3) appraisal satisfaction (4) elimination of rating errors.

1.7 Purpose of the Study

The purpose of the study is to determine the key factors influencing the effectiveness of performance appraisal and to evaluate the relationships among independent variables of perceived fairness (PFa), appraisal satisfaction (AS), performance feedback (PFe) elimination of rating errors (ERE), and dependent variable of effectiveness of performance appraisal, and the moderating effect of big five personality traits (Neuroticism, Extraversion, Agreeableness, Openness to Experience and Conscientiousness) on each of the independent and dependent variables, between set of independent variables and dependent variable of effectiveness of performance appraisal.

1.8 Significance of the Study

The legitimacy of the performance appraisal has been challenged by some of the researchers on the ground that the effectiveness of this system has few inbuilt problems (e.g., Patten, 1982; Smither, 1998). This study is important, especially in the context of

Pakistan because in a country like Pakistan, environment is more volatile as many problems such as security threats, terrorism, inflation, energy crises prevail here, which ultimately affect the investment decisions of investors. In the light on these problems, investment is becoming tough and investors are seriously concerned about their investment decisions. So the investors who are planning to invest or have already invested in a business are facing many challenges to get a competitive edge over others. They must have a strong work force that is well motivated and committed in order to get the competitive advantage. So this study provides a lot of assistance to the management in order to appraise their staff according to their personality traits; and in this way, they can enhance the level of productivity and achievement of overall organizational performance.

According to Margrave and Gordon (2001) effective performance appraisal and continuous feedback system could be served as a guide for employers to learn all types of problems faced by the employees during the job so that any unforeseen situation can be avoided. Under performed employees can hamper the organization's progress. For instance, employees' ineffective evaluation by the employer may result into the form of some unjustified action. If organizations evaluate the individual's performance effectively and continuously, it will help them to deal about the problems of uncertainty, dissatisfaction and low productivity timely and continuously.

Therefore, it was decided to conduct a detailed study to evaluate the effectiveness of the performance appraisal system in commercial banks of Pakistan. In the light on this study, the researcher attempted to find out the appropriateness of performance appraisal procedures used to evaluate the performance of bank employees. The study has also contributed to the body of knowledge for the improvement on the performance appraisal system by preparing employee friendly appraisal system. Similarly, this has also provided a contribution to policy makers to manage the different employees as per their personality traits. In future perspective, the current study will also be helpful to retain intellectual and hardworking employees and to train poor/low performers. Though, this research will contribute practitioners to get many solid benefits, for instance, the study will provide the new direction regarding the role of personality traits as a moderator of the relationship between various independent and dependent variables of performance appraisal effectiveness. The methodology of the contemporary study can be used by the academicians and entrepreneurs to examine and compare the effectiveness of performance appraisal in different sectors, and emerging economies as well.

1.9 Scope of Study

In the current study, the researcher will discuss the effectiveness of performance appraisal as dependent variable, and key factors of effectiveness of performance appraisal and perceived fairness, performance feedback, appraisal satisfaction and elimination of rating errors as independent variables. Further, it will evaluate the effect of big five personality traits as a moderator on the relationship of independent variables and dependent variable effectiveness of performance appraisal.

The researcher will collect data from thirty four commercial banks, including, twenty five local private commercial banks, four public sector commercial banks, and seven foreign commercial banks. In addition, following five cities of Pakistan will be selected for data collection: (1) Islamabad (2) Lahore (3) Karachi (4) Peshawar (5) Quetta. Furthermore, data will be collected from staff of commercial banks. Results of data analysis would help to draw conclusions regarding the impact of key factors affecting effectiveness of performance appraisal and moderating effect of big five personality traits on effectiveness of performance appraisal. In addition, results will help researchers, professionals, academia, and especially bankers to explore ways and mean to attain higher level of effectiveness of performance appraisal and also effect of big five personality traits as a moderator on both independent and dependent variables in general and concerning commercial banks of Pakistan.

1.10 Limitations of Study

Keeping in view the complexity of this research on all aspects of performance appraisal and personality big five traits, the researcher has decided to collect data by using questionnaire and conducting the surveys from banking staff only. Managers are responsible for evaluating the performance appraisal of the staffs. Due to shortage of time and financial constraints, it is impossible to study all types of banking organizations. Therefore, the scholar has decided to select the commercial banks in Pakistan for studying factors affecting effectiveness of performance appraisal and moderating role of big five personality traits on the relationship of independent and dependent variables. Therefore,

commercial banking sector has been selected for research for two major reasons: Firstly, commercial banks are playing a significant role for the development of Pakistan's economy. Secondly, most of the nationalized banks have been privatized, and the new management is keen on implementing an effective and efficient performance appraisal system.

Another major limitation to this study is its cross-sectional nature. The data has been collected at the single time intervals which may lead to common biased error. The researcher believes that longitudinal research design would be a better measure to gauge this causality between study variables. However, researcher put all efforts to reduce this error of common biased and also apply the statistical measures to check such occurrence.

Due to some reasons, the current study faces some problems and indicates some limitation, i.e. First of all, cross-sectional data was used for the current analysis. Therefore, for future studies, it is suggested that, to evaluate the relationships of performance appraisal practices in due course through longitudinal analysis. So, to find out the new descriptive variables such as studies could produce required results, which are not incorporated in to this study. Additionally, for enhancing the degree of performance appraisal effectiveness, longitudinal studies provide evidence to investigate the impact of various policies by organizations for organizational development. Second, more studies to be needed to explore further factors and determinants of performance appraisal effectiveness. While this research has curtailed the research scope and focus only on effectiveness of performance appraisal. So, it is suggested that further research is required to carry out reciprocal relationships between performance appraisal practices.

1.11 Conceptual and Operational Definitions of Variables

Research process; in general, deals with the relationships among different variables in order to make the inferential conclusions, which provides the guidelines to solve the pragmatic world. A variable confers some concepts or design (Ary, Jacobs, and Razavieh, 1996) it is depending upon the study, takes different values and meanings, but in the results groups and individuals always vary to each other. Primarily, independent variables and moderating variables are highlighted in empirical research. They are considered "cause" of the action dependent variables would be the result of independent variables. They are

"effect" of the action. In the light of above discussion, each variable played a positive role of the representative of a concept and design, every researcher must define each variable carefully for the research purposes.

Operational definitions of all variables are necessary in this case. The operational definition assigns the meanings to variables by mentioning the concept in note able terms (Fraenkel and Wallen, 2000). Operational definition can be explained in another way, how the variables are observed and gauged in the specific study. In the current study, the conceptual definitions, brief justification and operational definitions of the variables will be provided respectively.

1.12 Effectiveness of Performance Appraisal

Conceptual Definition;

According to Henderson (1984) "effective performance appraisal can be a tool to keep employees motivated and satisfied and during this process, supervisors identify the area of employee performance improvement and development, which is needed for appraisal evaluation effectiveness."

Operational Definition;

However, current study operationalizes the construct of effective performance appraisal as mechanism which is employed to establish who needs what training, and who will be promoted, downgraded, retained or fired. These facets are functional to operationalize the performance evaluation effectiveness for employees of organizations.

1.13 Goal Setting

Conceptual Definition;

According to Ward (1990) "Goal setting is the process of deciding what you want to accomplish and devising a plan to achieve the result you desire." According to Locke,

Edwin and Latham (2006) "goals are a form of motivation that set the standard for self-satisfaction with performance."

Operational Definition;

Current study operationalizes the goal setting as the tool which boosted the feelings of participation for achieving organizational targets and meaningfulness at work. Therefore, goal setting is the strongest dimension of performance evaluation effectiveness. The process of goal setting would be provided the broad pictures of work for the appraisee and proposed a wider picture of work for the achievement of organizational and personal objectives also that would operationalize the present study.

1.14 360-Degree Performance Appraisal

Conceptual Definition;

According to Carruthers (2003) "the traditional idea of appraisal as simply a manager assessing the performance as an employee has been overtaken by a more holistic approach incorporating views from many angles." "Multi-level, multi-source appraisal - also known as 360-degree feedback - consists of assessments made on an individual (the 'target') by subordinates, peers and superiors plus, in some cases, clients. It also usually requires the person being appraised to do a self-rating."

Operational Definition;

This study operationalizes it as 360 degree performance appraisal improved the value of performance procedures by employing multi-raters as long as a more evenhanded and comprehensive outlook. The information is more dependable, convincing and credible since the providers cooperate repeatedly with the employee at work. 360-Degree feedback is designed at improving performance by providing an improved responsiveness of strengths and weaknesses. The employee obtains feedback, in the unspecified form, on performance ratings from colleagues, superiors and subordinates who are evident to the study in hand.

1.15 Employee Participation

Conceptual Definition;

According to Cox (2000) "consultation with the employees and participation of employees during the performance appraisal process is a very effective tool, it can reduce the failure factors within the appraisal system."

Operational Definition;

Operational definition of employee' participation refers to positive effects of employees in the performance appraisal system, which provides help to generate the different type of results in designing and implementation of the salary system which motivates the staff and satisfies the employees. For the effectiveness and meaningfulness of the system, it should be discussed by the staff, and it is noted by researcher, consultation to the staff which can be an effective tool for reducing the appraisal system failure factors.

1.16 Performance Based Pay

Conceptual Definition;

According to Banker *et al.* (2001) **"**the performance-based compensation contract works as a filtering device which encourages the less productive workers to leave and encourages the more productive employees to join or stay within the organization."

Operational Definition;

For the improvement of employee performance and organizational performance also; the performance-based pay system has proven itself greatly as an affective dimension for the effectiveness of performance appraisal. Performance-based pay system can play a leading role for the retention, and attraction of productive staff. PBP system work as filtering device, however, that device discourages fewer productive employees and encourages to more productive workers to join and stay within organization that would be proven from the current study. Current study operationalizes the performance based pay as the reward system in which high performers are rewarded highly.

1.17 Training

Conceptual Definition;

According to Harris (1988) "training is a process for improving actual performance of the employees and also gives the future potential to the workforce."

Operational Definition;

Current study operationalizes the training by considering it as a progression that operates a variety of techniques to present new and existing employees with the dexterity; they need to perform the job. This description is analogous to that used by other authors. Training concerned to activities made to extend knowledge, skills and approaches through education to perform a specified task or job more efficiently. Present study focuses it in the functionality of its variables.

1.18 Procedural Justice

Conceptual Definition;

According to Cuguero and Rosanas (2011) "that fair management control system leads the managers towards achieving the organizational goals with the employees' commitment." "Managers do not have the way to increase the justice within the organization except fair and effective performance appraisal system."

Operational Definition;

Procedural justice is the important dimension for effectiveness of performance appraisal. Procedural justice is a part of the organizational justice and fairness. This construct will be assessed in the study to measure the possession of knowledge and proper trainings of a supervisor for performance evaluation. Current study operationalizes this variable as fairness in procedures of the organization.

1.19 Independent Variables

Following independent variables need to be explain and used in detail in this study.

1.19.1 Perceived Fairness

Conceptual Definition;

According to Jenkins (2000) "fairness is usually related with the concept of justice. This involves what is right and equal." "Fairness can be interpreted as being equal in the provision, in opportunity or in result."

Operational Definition;

Better understanding of the perceptions about the fairness is based upon the concepts of pervasive, configurable, informational, and interpersonal impartiality of performance appraisal; employee responses to such systems should offer decision makers with more precise information needed to brighten the effectiveness of the system in accomplishing the individual and organizational objectives, and it is up to the mark to fulfill the requirement of functional and operational notion.

1.19.2 Appraisal Satisfaction

Conceptual Definition;

According to Daley (1985) "appraisal satisfaction is a kind of attitude towards the appraisal system that is important for two aspects: first from the human aspect in which it is suitable to behave like employees justly and with respect, second from the behavioral aspect in that paying attention to appraisal satisfaction can direct behavior of employees, so will affect their operation and organizational duties and this will results in showing of positive and negative behaviors by them."

Operational Definition;

Appraisal satisfaction is operationalized in this study as a worker's emotional reaction to special job-related factors ensuing in finding delight, ease, self-assurance, plunders, personal augmentation and a variety of constructive opportunities, including upward mobility, recognition and evaluation done on a merit pattern with fiscal value as reimbursement.

1.19.3 Performance Feedback

Conceptual Definition;

According to Ashford (1986) "appraisal feedback sessions can provide an opportunity for constructive dialogue with managers and may help in identifying training needs. The results of an appraisal can also be used to ensure the fair distribution of rewards, be they financial rewards such as bonuses, or non-financial perks."

Operational Definition;

Current study operationalizes it as feedback is the course in which the end product or output of an achievement is revisited (feedback) to transform the next action. Accurate and timely performance feedback can be effective for improvement of individual's organizational performance as well, which identifies that an efficient course of feedback ought to be time bound, concise, overt milieu and must be presented by a reliable source. It is more doable and functional in its demonstration.

1.19.4 Elimination of Rating Errors

Conceptual Definition;

Goff and Longenecker (1990) define that "rating errors is a process in which administrators make efforts to reduce the diverse rating slips like halo effect, central tendency, strictness effect and regency effect, etc. for the modification of appraisal procedure and to gratify the employees about impartial appraisal procedures."

Operational Definition;

In this study, rating errors are reckoned as a process in which administrators make efforts to reduce the diverse rating slips like halo effect, central tendency, strictness effect and regency effect. For the modification of appraisal procedure and to gratify the employees about impartial appraisal procedures and by adopting the above tactics one can easily predict the concreteness of the practice.

1.20 Moderating Variables

Following details of big five personality traits as moderator on effectiveness of performance appraisal:

1.20.1 Neuroticism

Conceptual Definition;

According to Goldberg (1992) "individual reflect neurotic traits, such as anxiety, envy, jealously, moodiness, and are very space and time efficient for research purposes."

Operational Definition;

Neuroticism traits are likely to similar to grumpy, stressed, irritated, disheartened, apprehensive, anxious, self-doubting, vexed, uncomfortable and emotional. Neurotics have lacked of faith on others, they are disruptive peoples having less control on them. All these attributes refer to functionalize the archetypal personality of neuroticism.

1.20.2 Extraversion

Conceptual Definition;

According to Goldberg (1981) "extraverts tend to enjoy human interactions and to be enthusiastic, talkative, assertive and gregarious." According to Cohen and Schmidt

(1979) "extraverts seek excitement and social activity as an effort to heighten their arousal level."

Operational Definition;

Extraversion refers to the attributes of the gregariousness, sociable, talkative, expressive, ambitious, and assertive. Many researchers have a tendency to communicate the extraverts' means: dramatic, impulsive, seek for excitement, expressive, and active. They rather tagged the above peculiarities in its conceptualized connotation.

1.20.3 Agreeableness

Conceptual Definition;

According to Goldberg (1992) "Individual reflects agreeableness traits, such as sympathetic, cooperative, warm, and considerate." According to Goldberg (1981) "agreeableness, was defined by a number of personality-related words similar to those present in earlier and more recent manifestations of the construct; examples include friendly, good-natured, cooperative, trustful, nurturing, sociable, and considerate."

Operational Definition;

Following the same notion, this study consider agreeableness that comprises of the traits like: stretchy, chivalrous, forbearing, soft hearted, credulous, magnanimous, supportive, and good-natured and also conversed with a dependable, kind, tepid, tendency of trusting and placidness. It is submitted that considering these characteristics one can presume the sensible and functional aspects of the 'agreeable' employees.

1.20.4 Openness to Experience

Conceptual Definition;

According to Costa and McCrae (1992) "openness involves active imagination, aesthetic sensitivity, attentiveness to inner feelings, preference for variety of, and intellectual curiosity."

Operational Definition;

Openness to experience refers to different thinking, systematic creativity, political tolerance, and creative imagination. The predisposition of individual performance mostly related with openness to experience includes the features of: sensitivity, broad mindedness, artistic, ingenious, intellectual, civilized, and suspicious, all above refer the theoretical and equipped functions of the employees within the organization.

1.20.5 Conscientiousness

Conceptual Definition;

According to Farthing (1992) "conscientiousness includes traits that subjectivity, awareness, sentience, the ability to experience or to feel, wakefulness, having a sense of selfhood, and the executive control system of the mind."

Operational Definition;

Current study operationalizes and considers the conscientious attributes which are included: forthwritedness, hard-working, structured, organized, dependable, and triumph oriented. Conscientiousness sub scales are: commanding, disciplined, competence, premeditated, self-discipline and struggle oriented that lime lights the practical interpretations of the 'Conscientiousness' employees.

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Appendix A

A SURVEY INTRODUCTORY LETTER

THE MODERATOR EFFECT OF PERSONALITY TRAITS ON PERFORMANCE APPRAISAL EFFECTIVENESS

Dear Respondent

I am a student of Ph.D. Management at the Universiti Teknologi Malaysia, Johor Bahru, Malaysia. I am doing my research thesis on "*The Moderator Effect of Personality Traits on Performance Appraisal Effectiveness*", which is mandatory for the completion of Ph.D. Degree. The study aims to sort out the level of performance appraisal measures and their effectiveness a banking sector of Pakistan. Organizational and individual objectives are dependent upon the performance of employees. Employees meet these objectives or not, are assessed through performance appraisal. If performance appraisal can assess performance against objectives or targets it is called as effective performance appraisal system. But when employees are inquired whether system is effective or ineffective, various views can be recorded. This variation is due to personality traits differences existing in employees. This study aims to have an in-depth sight of the role of personality in performance appraisal effectiveness.

This survey consists of four parts i.e. determinants of performance appraisal, factors of performance appraisal, personality indicators, and demographical information. Your responses are requested for all sections of the questionnaire, and it is desired that you should answer to the best of your knowledge regarding the given scales. Each section is given a separate scale of preference and requires answer on the given scale. It will hardly take **30 minutes** to complete the questionnaire.

In order to maintain confidentiality of the respondent, you are not required to mention your name or the name of your organization. Further, it is assured that all the information provided by you will be kept confidential and will be used solely for research purpose. If you have any query regarding questionnaire you may contact me on the provided address. Thank you in advance for your co-operation.

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Appendix B

Section I: Think about the Performance Appraisal Process/Annual Confidential Report (ACR) as conducted in your organization. Carefully consider each statement and mark the answer that best indicates the extent to which you agree or disagree with the statement

SURVEY QUESTIONNAIRE

(**1**) Strongly Disagree (**2**) Disagree (**3**) Neither Agree nor Disagree
(**4**) Agree (**5**) Strongly Agree

	Perceived Fairness					
1	My organization makes sure that I am assigned a rater who is qualified to evaluate my work	**1**	**2**	**3**	**4**	**5**
2	My organization ensures that I am assigned a rater who knows what I am supposed to be doing	**1**	**2**	**3**	**4**	**5**
3	MY organization makes sure that I am assigned a rater who understands the requirements and difficulties of my work	**1**	**2**	**3**	**4**	**5**
4	MY organization makes sure that my rater understands the Performance Appraisal process rating procedures and rating format	**1**	**2**	**3**	**4**	**5**
5	MY organization makes sure that I am assigned a rater that knows how to evaluate my performance	**1**	**2**	**3**	**4**	**5**
6	My rater clearly explains to me what he or she expects for my performance	**1**	**2**	**3**	**4**	**5**
7	My rater clearly explains to me the standards that will be used to evaluate my work	**1**	**2**	**3**	**4**	**5**
8	My rater explains how I can improve my performance	**1**	**2**	**3**	**4**	**5**
9	My rater gives me a chance to question how I should meet my performance expectations for my performance	**1**	**2**	**3**	**4**	**5**
	Appraisal Satisfaction					
1	I am satisfied with the performance appraisal results I received for the most recent rating period.	**1**	**2**	**3**	**4**	**5**
2	My most recent performance appraisal was fair	**1**	**2**	**3**	**4**	**5**
3	My performance appraisal results I received was pretty accurate	**1**	**2**	**3**	**4**	**5**
4	I am satisfied with the way, the performance appraisal process is used to set my performance expectations for each appraisal period	**1**	**2**	**3**	**4**	**5**
5	I am satisfied with the way the performance appraisal process is used to evaluate and rate my performance	**1**	**2**	**3**	**4**	**5**
6	I think my department should change the way they evaluate and rate job performance	**1**	**2**	**3**	**4**	**5**
7	I would want to participate in the performance appraisal process even if it were not required	**1**	**2**	**3**	**4**	**5**
8	All in all, I have a good supervisor	**1**	**2**	**3**	**4**	**5**
9	My supervisors takes the performance appraisal process seriously	**1**	**2**	**3**	**4**	**5**
	Performance Feedback					
1	My supervisor frequently lets me know how I am doing	**1**	**2**	**3**	**4**	**5**
2	My supervisor routinely gives me information or help that I can use to improve my performance	**1**	**2**	**3**	**4**	**5**
3	My supervisor reviews my performance expectations from the performance planning session at least every three months in unofficial rating sessions	**1**	**2**	**3**	**4**	**5**
4	My supervisor lets me know how I can improve my performance	**1**	**2**	**3**	**4**	**5**
5	My supervisor routinely gives me feedback that is important to the things I do at work					
6	My supervisor reviews with me my progress towards my goals	**1**	**2**	**3**	**4**	**5**
	Elimination of Rating Errors					
1	My performance appraisal is based on how well I do my work	**1**	**2**	**3**	**4**	**5**

2	My performance appraisal reflects how much work I do	1	2	3	4	5
3	My performance appraisal is based on the many things I do that help at work	1	2	3	4	5
4	My most recent performance appraisal is based on the effort I put into the job	1	2	3	4	5
5	My supervisor helps me to understand the process used to evaluate and rate my performance	1	2	3	4	5
6	My supervisor takes the time to explain decisions that concern me	1	2	3	4	5
7	My supervisor lets me ask him or her questions about my performance rating	1	2	3	4	5
8	My supervisor helps me understand what I need to do to improve my performance	1	2	3	4	5

Section II: This section unveils effectiveness of your performance appraisal system. Carefully consider each statement and mark the answer that best indicates the extent to which you agree or disagree with the statement

(**1**) Strongly Disagree (**2**) Disagree (**3**) Neither Agree nor Disagree
(**4**) Agree (**5**) Strongly Agree

1.	My supervisor utilizes the evaluation system to assess my performance objectivity and without bias.	1	2	3	4	5
2.	If I have problems with my performance evaluation I can communicate my concerns openly to my supervisor.	1	2	3	4	5
3.	My supervisor will be ethical in how he/she scores my performance	1	2	3	4	5
4.	I know the standards used to evaluate my performance	1	2	3	4	5
5.	My supervisor takes the performance appraisal procedure seriously	1	2	3	4	5
6.	The goals developed for my performance period are meaningful measures.	1	2	3	4	5
7.	I accept the goals I have been assigned	1	2	3	4	5
8.	I agree that the performance goals set up for me are reasonable	1	2	3	4	5
9.	I am determined to achieve my performance goals	1	2	3	4	5
10.	My supervisor allows me to help choose the goals that I am to achieve	1	2	3	4	5
11.	There is a clear, direct and compelling linkage between performance and pay in the performance appraisal system	1	2	3	4	5
12.	Performance-based pay based on performance ratings is the most effective method for motivating employees to improve/sustain performance	1	2	3	4	5
13.	I would be willing to participate in developing a new performance appraisal system	1	2	3	4	5
14.	Participation of employees in the development of performance standard leads to a better performance appraisal instrument	1	2	3	4	5
15.	Appraising my own performance would enhance my awareness of my performance	1	2	3	4	5
16.	Being appraised by several sources (supervisor, peers, customers etc) would enhance the accuracy of performance appraisals	1	2	3	4	5
17.	Being appraised by several sources (supervisor, peers, customers etc) would provide me with valuable information about different important aspects of my performance	1	2	3	4	5
18.	I need more training in conducting performance appraisal interviews	1	2	3	4	5
19.	I am able to clearly set goals that are relevant for the employee's position	1	2	3	4	5
20.	I am able to use the appraisal instrument as intended	1	2	3	4	5

Section III: This section unveils your personality traits. Carefully consider each statement and mark the answer that best indicates the extent to which you agree or disagree with the statement

(**1**) Strongly Disagree (**2**) Disagree (**3**) Neither Agree nor Disagree
(**4**) Agree (**5**) Strongly Agree

1.	**Neuroticism**					
2.	I am depressed, blue	1	2	3	4	5
3.	I am relaxed and handle stress well	1	2	3	4	5
4.	I can be tensed	1	2	3	4	5
5.	I worry a lot	1	2	3	4	5
6.	I am emotionally stable, not easily upset	1	2	3	4	5
7.	can be moody	1	2	3	4	5
8.	I get nervous easily	1	2	3	4	5
	Extraversion					
1.	I am full of energy	1	2	3	4	5
2.	I can Generate a lot of enthusiasm	1	2	3	4	5
3.	I tend to be quiet	1	2	3	4	5
4.	I have an assertive personality	1	2	3	4	5
5.	I am sometimes shy, inhibited	1	2	3	4	5
6.	I am outgoing, sociable	1	2	3	4	5
	Openness to Experience					
1.	I am original and comes up with new ideas	1	2	3	4	5
2.	I am curious about many different things	1	2	3	4	5
3.	I am ingenious, a deep thinker	1	2	3	4	5
4.	I have an active imagination	1	2	3	4	5
5.	I am inventive	1	2	3	4	5
6.	I values artistic, aesthetic experiences	1	2	3	4	5
7.	I prefer work that is routine	1	2	3	4	5
	Agreeableness					
1.	I tend to find fault with others	1	2	3	4	5
2.	I am helpful and unselfish with others	1	2	3	4	5
3.	I quarrels with others	1	2	3	4	5
4.	I have a forgiving nature	1	2	3	4	5
5.	I can be cold and aloof	1	2	3	4	5
6.	I considerate and kind to almost everyone	1	2	3	4	5
7.	I am sometimes rude to others	1	2	3	4	5
8.	I like to cooperate with others	1	2	3	4	5
	Conscientiousness					
1.	I do a thorough job	1	2	3	4	5
2.	I can be somewhat careless	1	2	3	4	5
3.	I am a reliable worker	1	2	3	4	5
4.	I tend to be disorganized	1	2	3	4	5
5.	I tend to be lazy	1	2	3	4	5
6.	I persevere (keep trying) until the task is finished	1	2	3	4	5
7.	I usually Do things efficiently	1	2	3	4	5

Please complete the following demographic information.

Demographical Information

Age (years)	20-30	31-40	41-50	>51
Gender	Male		Female	
Qualification	Bachelors	Masters	M.Phil	Ph.D.
Total job experience (years)	1-3	4-6	7-10	>10
Sector	Public sector		Private sector	

Appendix C
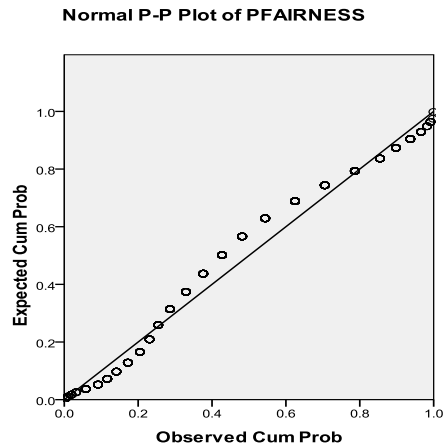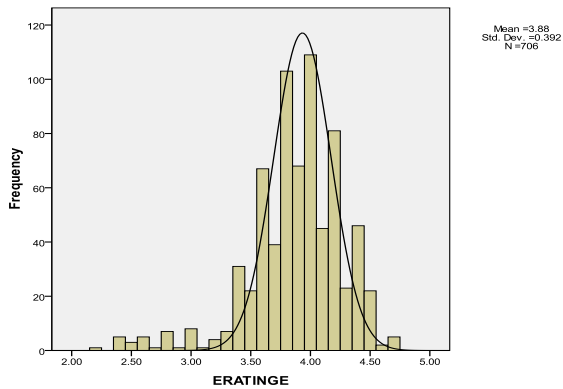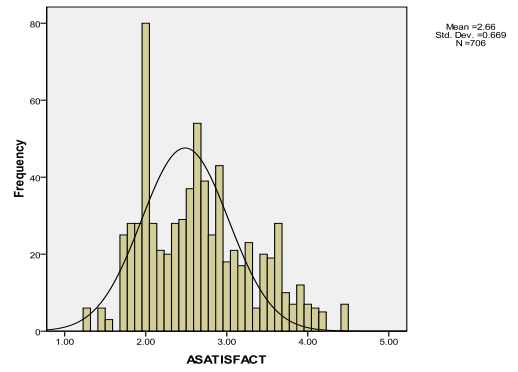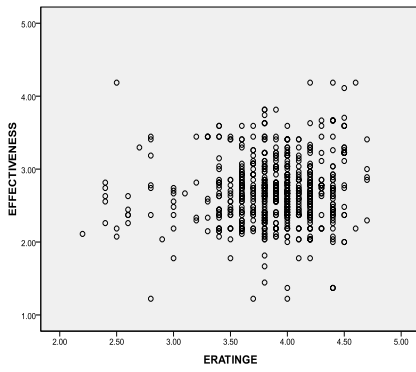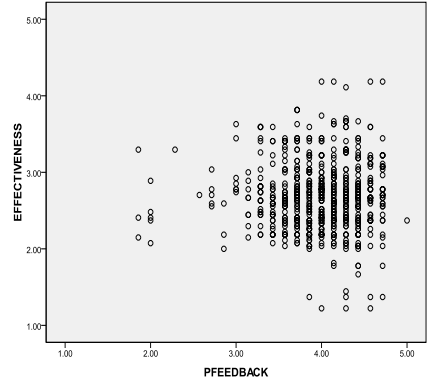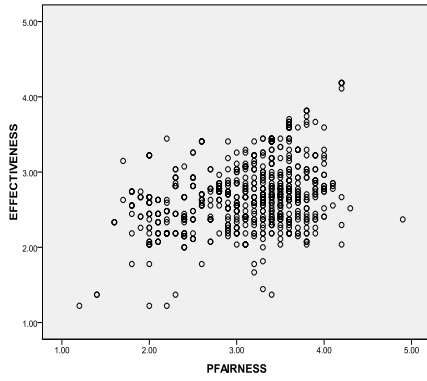
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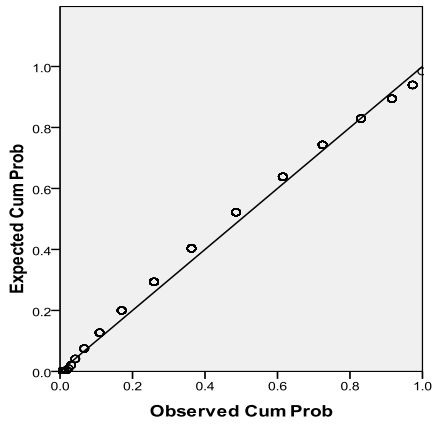
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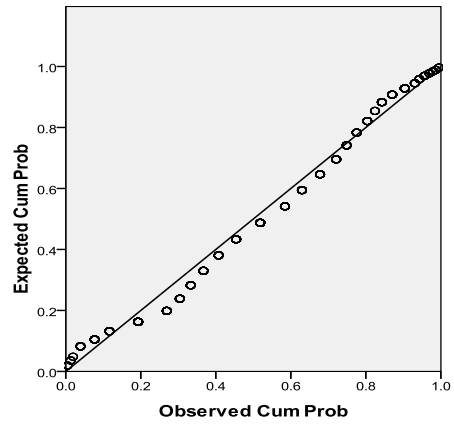
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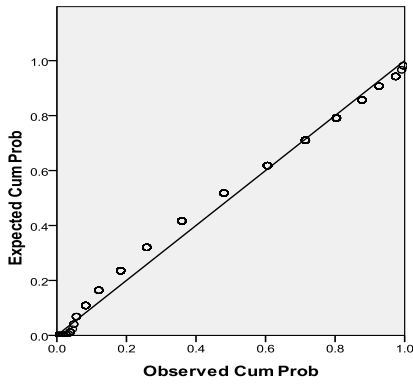
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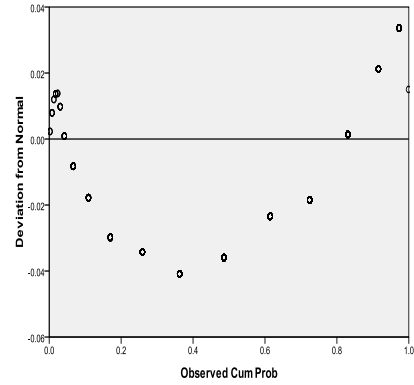
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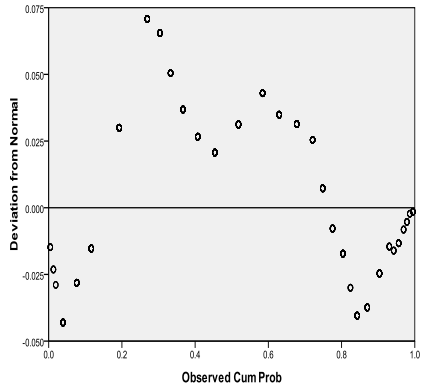
Detrended Normal P-P Plot of PFAIRNESS
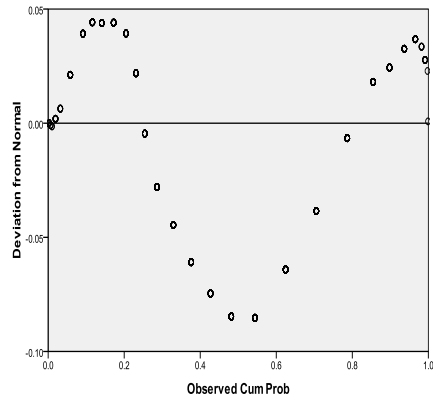
Detrended Normal P-P Plot of EFFECTIVENESS
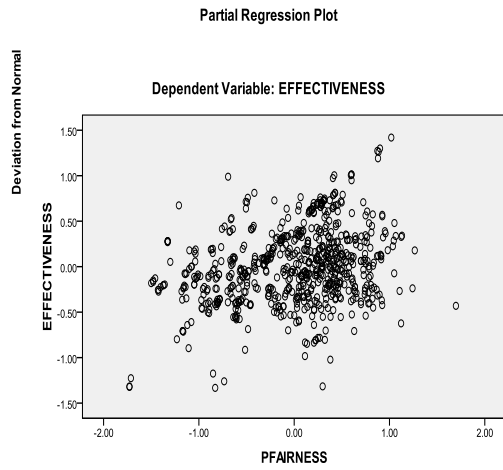
Normal P-P Plot of Regression Standardized Residual

Partial Regression Plot

Partial Regression Plot

Dependent Variable: EFFECTIVENESS

Dependent Variable: EFFECTIVENESS

Partial Regression Plot

Partial Regression Plot

Dependent Variable: EFFECTIVENESS

Dependent Variable: EFFECTIVENESS
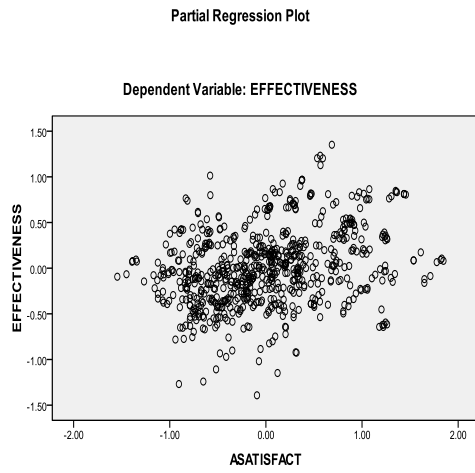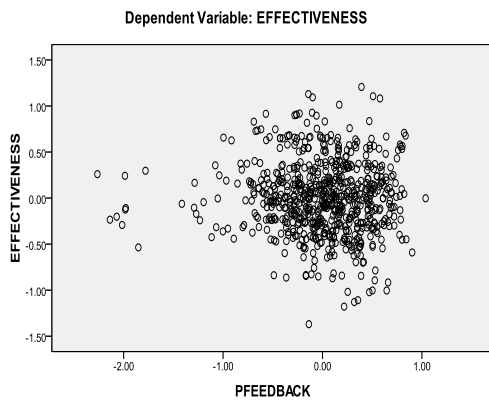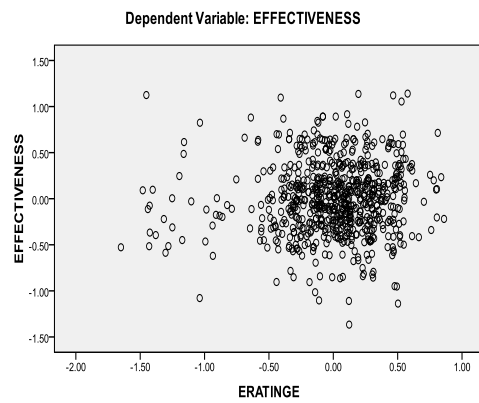
Appendix D

Literature Review Table

Year's and Author's Name	Journal/Book Name and Volume	Paper's Name	I.V	D.V	Conclusions
1980 Jacobs	*Personnel Psychology,* Vol.33, 595-640	"Expectations of Behaviourally Anchored Rating Scales"	Utilization of BARS, comparison of BARS to other methods, utilization of BARS, rater training in BARS use	Behaviorly Anchored Rating Scales (BARS)	Three categories for evaluation of PA effectively: Utilization Criteria (promotion, disciplinary, selection, feedback, training etc.) Qualitative Criteria (job performance, data availability, equivalence, interpretability and practicality), Quantitative criteria (elimination of rating errors; halo, leniency).
1986 Dorfman, Stephan and Loveland	"Personnel psychology" "Vol.39(3)pp579-597"	Performance-related and skill-based pay: an introduction	Pay and advancement Performance improvement Support	Job performance Satisfaction Motivation	Feedback includes that: discussing pay, improvement, play role as an encouraging which show the way to higher satisfaction.
1986 Ashford S. J	"Academy of Management Journal" "Vol.29(3) pp.465-	"Feedback seeking in individual adaptation: A resource	Importance of issue, uncertain situations, fear and uncertainty, tenure of individuals	Frequency of feedback	Feedback is a subset of information which provides the accuracy of working behavior for

	487"	perspective"			achieving the organizational goals
1986 Greenberg	Journal of Applied Phychology 71-pp340-342	"Determinants of perceived fairness of performance evaluation"	Procedural factors (soliciting input prior to evaluation and using it, two-way communication during interview, ability to challenge evaluation, rater familiarity with ratee's work and consistent application of standards); distributive factors (receipt of rating based on performance achieved and recommendation for salary/promotion based on rating)	Effective performance appraisal system	Performance appraisal can be effective through fairness only and it could be used as instrument for motivation/satisfaction of the employeesIf employee allowed to discuss about the fair evaluation and raise objections
1986 Bannister	"Journal of Applied Psychology" "Vol71 pp203-210"	"Performance outcome feedback and attributional feedback: interactive effects on recipient responses"	Attributional feedback	Performance outcome feedback	Appraiser should know about the employee's job, appraising techniques, fair evaluation.
1988 Watson and Tellegan	"Journal of Personality and Social Psychology"	"Development and validation of brief measures of positive	Positive affect, negative affect, mood dimensions	PANAS scales	Neuroticism trait is narrowly linked to harmful Affectivity

	" Vol54 pp.1063-1070"	and negative affect: The PANAS scales"			
1989 Fedor	"Organizational Behavior and Human Decision Processes" Vol44, 396-414.	"The contributory effects of supervisor intentions on subordinate feedback responses"	Feedback (positive or negative), supervisor behavior (effective/ineffective) and supervisor intentions (constructive mixed/nonconstructive)	Subordinate feedback reaction and response.	Particularly in negative review the employee's should understand the flaws is better for improvement and acknowledge the perceived fairness facts.
1989 Meyer *et al.*	"Journal of Applied Psychology" "Vol4 pp.152-156"	"Organizational commitment and job performance: It's the nature of the commitment that counts"	Organizational commitment and job satisfaction	Performance	Overall neurotics' continuance commitment negatively associated with job performance.
1989 Becker and Klimoski	Personnel Psychology Volume 42, Issue 2 pp343–358	"A field study of the relationship between the organizational feedback environment and performance"	Supervisor positive Feedback, supervisor negative feedback, peer positive feedback, peer negative feedback, self/task positive feedback, self/task negative feedback	Organizational feedback system of performance	Feedback from supervisors would be the reason of enhancement in performance
1989	"Journal of	"Some determinants	Selection of variables,	Personality traits	Proposed dimension is

Peabody and Goldberg	Personality and Social Psychology" "Vol57 pp552-567"	of factor structures from personality-trait descriptors"	international representations, external representations, external analyses evaluated by judges		conscientiousness
1990 Goff and Longenecker	Journal of Compensation and Benefits pp.36-41	"Why performance appraisals still fail"	Training, appraisal satisfaction	Effectiveness of performance appraisal	It is main feature for "expanding" "the effective performance appraisal system" for the training of individuals who are involved in the rating process This training will increase the "effectiveness of performance appraisal" when measuring the "performance".
1990 Digman	"Annual Review of Psychology" "Vol41 pp417-40"	"Personality structure: emergence of the five-factor model"	Determinants of personality (Heredity, Gender, situation,)	Personality traits (bid give model)	Extensive trait conscientiousness is related with proposed dimension includes will to achieve the goals.
1990 "Goldberg"	"Journal of Personality and Social Psychology" " Vol.59 pp1216-1229"	"An alternative "description of personality": "The big-five factor structure"	Factors of personality traits, openness to experience, neuroticism, extraversion, agreeableness,	The big five structure	As per researcher, extravert's means, expressive, communicative, dramatic, impulsive, active, and search for

			consciousness		pleasureNeurotics don't have trust on othersConscientious peoples agreed: hard-working disciplined, achievement-oriented, organized, and responsible
1990 Dobbins	"Journal of Management" "Vol16 (3) pp619 – 632"	"A Contingency approach to appraisal satisfaction: an initial investigation of the joint effects of organizational variables and appraisal characteristics"	Appraisal characteristics (action plan, frequency, rater training)	Appraisal satisfaction	Feedback from other sources reduces the importance of feedback (supervision closeness, role ambiguity, and conflict)Appraisal satisfaction has significant role in establishing the effectiveness of PA proceduresLittle empirical attention given to appraisal satisfaction
1990 G.Cole and J Wilson	Personnel Management Vol. 22(6) pp.46-49	"A healthy approach to performance appraisal"	Rating errors, appraisal satisfaction	Evaluation of individual work	Performance and evaluation is a serious activity for the managerial judgment of the managers.
1991 Barrick and Mount	"Personnel Psychology" "Vol.44(1) pp.1–	"The big five personality dimensions and job	Personality traits (big five model)	Job performance (job proficiency, training	Leadership and five big personality traits have strong impact on PA

	26"	performance A meta-analysis"		proficiency and personnel data)	improvementFive factor models have been used for the study of interdependenciesExtraverts contain as talkative, assertive, sociable, gregarious, expressive and ambitiousNeuroticism negatively correlated with job performanceConscientiousness includes traits: persevering, hardworking, responsible, careful, organized, and thorough
1991 Farh and Bedeian	"Group and Organization Studies" "Vol.16 No4 pp367-86"	"Peer ratings: the impact of purpose on rating quality and user acceptance"	Purpose of appraisal (evaluative and developmental)	Peer rating quality and user acceptance	Employees as the important asset of the organization that support to the organization for achieving competitive advantage Without mutual relationships between employee's and management competitive advantages cannot be achieved So PA cannot be effective without two

					parties relationship.
1992 McCrae and John	"Journal of Personality" "Vol2 pp375-215"	"An introduction to the five-factor model and its applications"	Personality traits, openness to experience, agreeableness, neuroticism, conscientiousness, extraversion	Five factors model of personality	Neuroticism represents the individuals are emotionally instable.
1992 Ferris and Kacmar	"Journal of Management" "Vol8 pp.93-116"	"Perceptions of Organizational Politics"	Determinants of org politics (personal factors and organizational factors)	Perception of organizational politics	If the PA data is correct then the PA will be effective and the decisions regarding increase in pay, promotion etc will be satisfied to the employee's and vice versa
1992 Bretz et al.	"Journal of Management" "Vol18 (2) pp321-52"	"The current state of performance appraisal research and practice: concerns, directions, and implications"	Situational and contextual variables of performance appraisal	Effective performance appraisal system	Due to effective PA result must be in satisfaction for bothIf there is any discrepancy the purpose will destroy Discrepancy exist may be due to untrained peopleFairness is most effective for PA.
1993 Barrick and Mount	"Journal of Applied Psychology" "Vol.78 (1) pp.111-	"Autonomy as a moderator of the relationship between	Big five personality traits	performance	Three personality traits: agreeableness, conscientiousness, and

	118"	the big five personality dimensions and job performance"			extraversion have relationship as a moderator with PASConscientiousness related employees are responsible: hardworking, careful, achievement oriented, planful, persistent, and dependable.
1993 Magnus *et al.*	"Journal of Personality and Social Psychology" Vol65 pp.1046-1053	"Extraversion and neuroticism as predictors of objective life events: A longitudinal analysis"	Extraversion and neuroticism	Life events	In the case of neurotics people experience and they feel negatively in life compare to other persons.
1995 Knippen and Green	"Management Development Review" "Vol8 pp.29-31"	"Responding to an unfair performance appraisal"	Role of appraiser, performance feedback, appraisal satisfaction, implementation of performance appraisal results	Unfair Performance Appraisal	An unfair appraisal is equal to the ineffective So, results of PA cannot be achieved according to expectationsEffective PA should be focused on the execution of the activitiesUsually bosses play a negative role during PAAppraiser focused on negative instead of positive, if there is something

					positive it is not rated.
1995 Cook, M.	"Journal of Managerial Psychology" "Vol.10 (7) pp3-7"	"Performance appraisal and true performance"	Performance appraisal	performance	Age bias is the important facto of rating error
1997 Judge and Cable	Personnel Psychology Vol50 pp359-394	"Applicant personality, organizational culture and organization attraction"	Personality traits (big five)	Organizational cultural preferences	Influence of personality on the environment individual seek and play a vital role to determine and find the environment as per personality
1997 Boice and Kleiner	"International Journal of Productivity and Performance Management" "Vol46 (6) pp.197–201"	"Designing effective performance appraisal systems", Work Study"	Effective performance appraisal	Employee's commitment, organizational performance	Working within group help him or her to understand the role, responsibility, job description and standards of the PA and its effectivenessIt is also suggested that the individual role and responsibility to the main goals of the organization is important and so that an individual can understand the contribution for achieving these goals It has been studied that people has selective

					memory due to this, performance appraisal should be frequent process may be by monthly or quarterly for elimination of selective memory problems This statement support to the effectiveness of PA.
1997 Boice *et al.*	"International Journal of Productivity and Performance Management" "Vol46"	"Designing effective performance appraisal systems"	Training, maintaining records, pay for performance, measurement system, frequency of performance appraisal	Effectiveness of performance apprqisal	Improvement of the employee's work performance through proper performance appraisal system
1998 DeNeve and Cooper	Psychological Bulletin "Vol.124 pp.197-229"	"The happy personality: A meta-analysis of 137 personality traits and subjective well-being"	137 different Personality traits	Subjective well being (life satisfaction, happiness, positive effect, negative effect)	Extraverts emotionally well establish individuals which is the key feature of happy personality
1998 Schneider *et al.*	"Journal of Applied Psychology" "Vol83 pp.462–470"	"Personality and organizations: A test of the homogeneity of personality hypothesis"	Organizational membership	Managers' personality characteristics	To determine the situation according to personality and type of environment try to find, type of people and activities as per traits

1999 Skarlicki et. al.	Academy of Management journal Vol.42 (1) pp.100-108	"Personality as a moderator in the relationship between fairness and retaliation"	Fairness	Employee behavior	Agreeableness and conscientiousness shows as a moderator between PF and PAS.
1999 Judge et al.	Personnel Psychology Vol52 pp.621-652	"The big five personality traits, general mental ability, and career success across the life span"	Personality characteristics (big five)	Career success (intrinsic and extrinsic)	There is negative correlation between neuroticism and job satisfaction.
1999 Gary Blau	Humanities, Social sciences and Law human relations Vol52 (8) pp.1099-1113	"Testing the longitudinal impact of work variables and performance appraisal satisfaction on subsequent overall job satisfaction"			To assess the level of PA satisfaction following characteristics has been used: timeliness, procedures, setting goals, and feedback
1999 Ahmed	The Journal of Management Development Vol18	"The emerging measure of effectiveness for human resource management"	Performance appraisal, constructive feedback, career development, training,	Emerging measure of effectiveness	If performance report not communicated to the employee's properly it will not be good for the organization because employees perceive he/she is working up to the mark.
2000 Connolly and	Personality and Individual	"The role of affectivity in job	Positive affectivity, negative affectivity,	Job satisfaction	positive emotions show the way to appraisal

Viswesvaran	Differences Vol29 pp265–281	satisfaction: A meta-analysis"	affective disposition		satisfaction
2000 Judge, Bono and Locke	Journal of Applied Psychology Vol85 (2) pp237-249	"Personality and job satisfaction: The mediating role of job characteristics"	Core self evaluation (self-esteem, generalized self-efficacy, locus of control, and low neutoticism)	Job satisfaction	Neurotics includes: emotional, tense, angry, anxious, moody, embarrassed, depressed, fearful, insecure and worried.
2000 Lee *et. al.*	Review of Business Vol21(1) pp.33–37	"The role of personality and work values in mentoring programs"	Personality types and work values of both mentor and proteges	Effectiveness of mentoring program	Five factor models show the relationship of personality characteristics between supervisor and employees
2001 Colquitt	Journal of Applied Psychology Vol86 pp386-400	Justice at the millennium: A meta-analytical review of 25 years of organizational justice Research	Organizational justice dimensions	Fairness perception, several org outcomes (satisfaction, commitment, evaluation of authority, OCB, withdrawal, performance)	Organizational justice has two items procedural justice and distributive justiceProcedural justice has five items, bias, correct ability, consistency, voice, accurate information and distributive justice contains fairness of outcomes.
2001 Donald	Journal of Applied Psychology Vol86 (3) pp425-445	"Justice at the millenium: A meta-analytic review of 25 years of			PA provide the three main purposes: management, growth, communication

		organizational justice research"			
2002 Judge *et. al.*	Journal of Applied Psychology Vol.87(4) pp.765–780	"Personality and leadership: A qualitative and quantitative review"	Big five traits	Leadership (emergence and effectiveness)	Extraverted leader has been observed more efficient compare than to introverted leaderPositive emotion leads to happy life and job satisfactionIt is found neuroticism has negative relationship with appraisal satisfactionConscientious ness people are positively correlated with job satisfaction.
2002 Meyer *et.al.*	Journal of vocational behavior volume 61 (1) p.20-52	Affective, continuance and normative commitment to the organization: a meta analysis of antecedents, correlates and consequences	Affective commitment, job satisfaction, job involvement, occupational commitment, pay satisfaction, coworker satisfaction, extrinsic satisfaction, intrinsic satisfaction, continuance commitment	Organizational commitment	Metal analysis results shows that continuance commitment and neuroticism is also correlated negatively with overall performance and job performance
2002 Judge, T.A.,	Journal of Applied Psychology	"Five factor model of personality and	Big five personality traits as a moderator	Job satisfaction	Big five personality traits play a vital role to

Heller., D and Mount	Vol.87 pp.530-541	job satisfaction: A meta-analysis"			determine the organizational output and relationship with performance during work.
2002 Grote D.,	Published in Executive Excellence Newsletter pp1-8	"Performance appraisal an ideal system a perfect form"	Required organizational Competencies, desired job-specific competencies, key job responsibilities, looking at the individual's achievements	Effective performance appraisal system	Evaluation of employees is complex for appraisers' therefore; training is required for skill improvement, salary increase, promotion and rewards for the EPA and organizational growth
2003 Barrick, Mount and Gupta	Personnel Psychology Vol56 pp.45-74	"Meta-analysis of the relationship between the five-factor model of personality and occupational types"	Big five personality traits	Holland's occupational types	Traits play a vital role to determine the situation, people, and activities
2003 Tett and Burnett	Journal of Applied Psychology Vol88 pp.500-517	"A personality trait-based interactionist model of job performance"	Determinants of personality, personality	performance	Continuance commitment is negatively correlated with overall performance and neuroticism is negatively associated with job performance also.
2003	MCB Up Limited	"Transforming the	Appraisal satisfaction,	Performance	Performance appraisal

Pickett	Vol.35 (6) pp237-240 annual fiasco, industrial and commercial training"	performance feedback	appraisal	includes Identifying, observing, measuring and developing human resources, and has attraction for academics and practioner's In the broadest context PA is a managerial process, which links to the corporate objectives and performance standards.
2003 Roberts, G.	Public Personnel Management Vol.32(1) pp89-99 "Employee performance appraisal system participation: A technique works"	Intrinsic motivational value, the expansion of available information, the opportunity to interject employee voice, worker self evaluation	Employee participation in performance appraisal system	Higher level of appraisal satisfaction can be achieved with the manager's participation
2003 Tepstra, D.E and Honoree	Compensation and Benefits Review Vol35 pp.69-74 "The relative importance of external, internal, individual, and procedural equity to pay satisfaction"	External equity, internal equity, individual/employee equity, procedural equity	*Pay satisfaction*	Social comparison theory mentions that the pay decisions affect the individual and to all concerned employees and managers also about satisfaction through performance appraisal process

2003 Camardella, M.	*Employment Relations Today* Vol30 (1) pp.103–107	"Effective management of the performance-appraisal process"	Job performance, honest evaluation, employees strengths and weaknesses, knowledge of employee duties	Performance appraisal process	If performance seekers is not able to get excellent appraisal it may be due to he/she don't know about how to improve the performance for satisfaction
2003 Smith, M.	Nursing Management Vol34(1) pp16-19	"Empower staff with praiseworthy appraisals"			For the appraisal satisfaction it is necessary for managers to avoid the biasness and favoritism with appraisee's during appraisal process
2004 Silverthorne	Leadership and Organization Development Journal Vol.25(7) pp.592-599	"The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan"	Job satisfaction, organizational commitment,	P-O fit (Person organization)	Personality and employees behavior depend on the organizational culture
2004 Raja, Johns and Ntalianis	Academy of Management Journal Vol47 pp.350-367	"The impact of personality on psychological contracts"	Moderator: Big five personality traits	Job satisfaction, organizational commitment	Conscientious individuals are good opportunity seekers in healthy environment for achievements.
2004 Cook and	Journal of Managerial	"Satisfaction with performance	Individual's role in performance appraisal	Satisfaction with performance	Significant relationship exist between

Crossman	Psychology Vol.19 (5) pp526-541	appraisal systems: A study of role perceptions"	(appraiser or appraise or both)	appraisal	effectiveness of PA and perceived fairness
2004 Pollitt	Human Resource Management International Digest Vol12 (6) p30-32	"Nokia connects HR policy with company success"	Performance based pay, motivation, training, appraisal satisfaction	Performance appraisal system	Nokia company performance appraisal system investing in people philosophy of performance based pay
2005 Nurse, L.	The International Journal of Human Resource Management Vol16(7) p.1176 – 1194	"Performance appraisal, employee development and organizational justice: exploring the linkages"			Without organizational justice PA could not be fair.
2005 Kumar	Psychologist Vol20 pp.14–19	"A comparative study of role clarity and work locus of control in banks,' Bombay"			Employees of Indian private and foreign banks more satisfied with PA systems compare than to Public sector banks.
2006 Lohrasbi	Journal of American Academy of Business Vol9 pp349-359	"A foundation study for improving operations and productivity in the service sector"	Productivity measurement, performance appraisal	Improvement of productivity in service centers	Direct and continuous communication is a main factor to improve PA effectiveness.
2006 Kuvas	The international journal of Human Resource Management, Vol17(3) pp504-	"Performance appraisal satisfaction and employee outcomes: mediating and moderating roles	Employee outcomes, self reported work performance, affective organizational commitment, turnover	Performance appraisal satisfaction	Performance appraisal satisfaction and affective commitments have

	522	of work motivation"	intention		relationship along with turnover intentions according to this studyRelationship between appraisal satisfaction and work performance was affected the intrinsic work and motivation of employees
2006 Latham and Ernst	Human Resource Management Review Vol16 pp181-198	"Keys to motivating tomorrow's workforce"	Determinants of motivation (e.g. spirituality, neuromotivaiton, psychotropic drugs)	motivation	Satisfaction with salaries, benefits, and if meeting basic needs of employees then performance can improve in better way
2006 Takimoto, M	Language Teaching Research Vol.10(4) pp.393-417	"The effects of explicit feedback on the development of pragmatic proficiency"	Open-ended discourse completion test (opdct), role play test (RP), listening test (LT), acceptability judgement test (AJT),	Explicit feedback	Mutually agreed standard provide the foundation to PA fair and effective.
2006 Chandra	In Context Vol84(2) pp34-38	"Employee evaluation strategies for healthcare			Frequent communication for PA

		organizations"			
2006 Turner, J.H.	Academy of Marketing Studies Journal Vol.10(2) pp23-40	"Pay for performance: contrary evidence and a predictive model"	Contingent reward	In role performance, extra role performance and turnover intentions	Proper feedback provides to achieve the performance expectancies which lead to motivation for attaining rewards and direction for improvement of abilities and skills for EPA
2006 Erdheim, Wang and Zickar	"Personality and Individual Differences" Vol41 (5) pp.959-970	"Linking the big five personality constructs to organizational commitment"	Job performance, job satisfaction, affective commitment, continuance commitment, workplace rewards	Organizational commitment	Personality of employees and managerial commitment has discussed in the studyExtraverts more committed than to other five traits
2006 Rahman	Journal of Applied Social Psychology Vol36 (12) pp.3031–3042	"Attitudes of malaysian teachers toward a performance-appraisal system"	Job satisfaction, professional commitment, work related attitudes	Outcome oriented performance appraisal	Proper and timely feedback is effective for the improvement of employeesMotivated employee's are ready to pay attention to the appraiser's suggestions.
2006 Jawahar	Journal of Labor Research Vol27 pp213-234	"Correlates of satisfaction with performance appraisal feedback"	Performance ratings, instrumental participation, noninstrumental participation,	Job satisfaction, overall organizational commitment, continuance	Regardless of the ratees role for effectiveness of PA perception of ratees can be reinforced and feedback is necessary for

			satisfaction with rater, satisfaction with system	commitment, affective commitment, turnover intentions	both
2007 Law, D. R.	International Journal of Reality Therapy Vol26(2) pp18-25	"Appraising performance appraisals: A critical look at an external control management technique"	Intrinsic and extrinsic factors of performance appraisal	Effective performance appraisal system	Each trait is independent of other traits such like that appraisal outcomes, promotions and communications if supervisors rate subjective variables
2007 Schnitker and Emmons	Research in the Social Scientific Study of Religion Vol.18 pp.177-207	"Patience as a virtue: religious and psychological perspectives"			Validity of patience is relevant with the character, strength and other personality traits
2007 Camachon *et. al.*	Ecological Psychology Vol.19 pp.367–382	"The role of concurrent feedback on learning to walk through sliding doors"	Concurrent feedback	Walking speed, current error	Self internal control is the need to control the inner and outer feedback system of human.
2007 Kail	Doctoral dissertation, North Carolina State University, Raleigh	"Does personality predict perceived performance change following a leader development intervention"	Neuroticism, openness, agreeableness, conscientiousness, and extraversion	Perceived performance change	The leadership personality traits play a very effective role to improve the employees performance
2007	Personnel	"Performance	Training,	Performance	Frequent communication

Catano, Darr, and Campbell	Psychology Vol60 pp201-230	appraisal of behavior-based competencies: A reliable and valid procedure"	communication, leadership, service orientation and delivery, thinking skills, personal effectiveness and flexibility, interpersonal relations, organization and planning, motivation	appraisal of behavior based competencies	is necessary for effectiveness of PA
2008 Wiese and Buckley	Journal of Management History, Michael FPrice College of Business, University of Oklahoma, Norman, Oklahoma, US Vol.4 (3)	"The evolution of the performance appraisal process"			Formal appraisal system, effectiveness of PA, determination of raises, promotions and terminations, effective performance monitoring system, employee development and employee working skill requirements.
2008 Rieh, and Danielson	Annual review of Information Science and Technology Vol.41(1) pp307-364	"Credibility: A multidisciplinary framework"	Performance fairness, performance rewards, timely feedback	Multidimensional approach to credibility	Various factors analyzed by researcher such as, accuracy, source credibility, evaluation system, sensibleness of standards, expectancies, performance rewards and fairness system decided

					by the organizations to providing feedback timely and effectivelyIt all depends on the supervisor three perceptions: Expertise, Dynamism, and trustworthiness
2008 Smith and Fortunato	Journal Business Psychology Vol22 pp.191-207	"Factors influencing employee intentions to provide honest upward feedback ratings"	Cynicism towards upper management and feedback process, understanding upward feedback, and opportunity to observe their supervisors	Employees' intentions to provide accurate information	For EPA rater accountability, organizational environment, role of individual traits in the EPAS, organizational loyalty and openness to feedback is indispensable.
2008 Asmub, B.	Journal of Business Communication Vol45 pp408-429	"Performance appraisal interviews"	Internal communication, preference, independent performance, assessment	Critical feedback about performance appraisal interviews	All employees know that individual performance can affect on the organizational objectives.
2008 Matthew	Accounting, Organizations and Society Vol33 pp.141–163	"The effect of comprehensive performance measurement systems on role clarity,	Performance measurement system (PMS)	Managerial performance	Performance measurement system provides latest information, and feedback about the fair appraisalManagers also

		psychological empowerment and managerial performance"			obtain feedback for the effectiveness of PA.
2009 Kline and Sulsky	Canadian Psychology, Vol. 50 (3) pp. 161-171	"Introduction to the special issue on developments in psychological measurement and assessment"			what is actually the meaning of performance, how to measure the performance effectively, how to overhaul the ratings of performance appraisal, and how to define the quality of ratings
2009 Kumar and Bakhshi	International Journal of Psychological Studies Vol.1(2) pp.73-81	"Linking big five personality domains to organizational citizenship behavior"	Big five personality dimensions	OCB	Five personality traits are important to determine the performance of organization and employee and how the personality traits affect and play role on the selection of new employee.
2009 Sylvie and Denis	Qualitative research in organizations and Management: An International Journal Vol.4, (3) pp.273-	"Managers' motivation to evaluate subordinate performance"	Antecedents of managers' motivation (leadership support, execution and overall performance culture)	Manager's motivation to rater subordinates	For high quality performance and achieving organizational goals quality form of Appraisal, evaluation supervisor ability, timely feedback and regular

	293				training is required for EPA
2009 Noori, Hosseini, and Bakhsha	International Journal of Business and Management Vol.4 (2) pp.41-49	"Human performance factors in the evaluation of virtual organizations"	Performance evaluation, virtual organization, human performance	Knowledge evaluation	Information, corrective action and establishing standards are the quality control for effectiveness of performance appraisal.
2009 Haslinda	The Journal of International Social Research Vol2(9) pp.180-186	"Evolving terms of human resource management and development"		Human resource management	HR audit procedure is very effective of employee's performance for EPA.
2009 Koonmee	International Conference on Human Resource Development October 21-22, Taiwan, pp.1-14	"Implementing performance management system in Thai public sector"	Performance management system (goal setting, performance appraisal and incentives for performance)	Organizational and individual efficiency and effectiveness	Through external appraisal evaluator organization may minimize the biasness,, favoritism and to increase the satisfaction level and increase in quality of work.
2010 C.C.Yee	International Journal of Human and Social Sciences pp. 780-784	"Performance appraisal system using multifactorial evaluation model"	Performance evaluation Model development	Satisfaction of performance appraisal	Difficult to manage the brilliant workers particularly in the absence of PA systemEmployee's knows that rewards and future growth depend on

					the satisfactory PA
2010 Zaheer, Rehman and Aslam	African Journal of Business Management Vol.4 (2) p.149-161	"Development and testing of a business process orientation model to improve employee and organizational performance"	Business process orientation (business process efficiency and business process innovation)	Organizational performance and employee performance	Business processes would be helpful for the improvement of performance directly and indirectly
2010 Thurston and McNall	Journal of Managerial Psychology Vol.25 (3) pp.201-228	"Justice perceptions of performance appraisal practices"	Procedural justice, distributive justice, informational justice, interactional justice, and Perception of performance discrepancies	Citizenship behavior towards organization and supervisor	Appraisal satisfaction depend on the organizational justice but if employees feel that PAS is not up to the mark then organizational goals could not be achieved
2010 Ahmed *et. al.*	International Journal of Business And Management Vol.5 (10) pp62-68	"Performance appraisals impact on attitudinal outcomes and organizational performance"	Performance appraisal satisfaction	Job satisfaction and turnover intentions	Employees feel uncomfortable due to lacking of supervisor abilities, regular training, biased PAS, and some times dissatisfaction due to organizational goals are not clear and feedback not provided timely
2010 Stark	Journal of Organizational Leadership and	"The effect of managerial status on performance	Managers vs non-managers	Feedback quality, feedback seeking	Quality of PA, performance feedback, manger received lower

	Business pp. 1-13	appraisal quality and feedback seeking"			quality feedback may be due to Self conscious, responsibilities, and psychological pressure.
2010 Akinyele, S.T.	Educational Research Vol1(8) pp293-303	"Performance appraisal systems in private universities in Nigeria: A study of crawford university, Igbesa-Nigeria"	Factors of effective PAS. Accurate record keeping, employee motivators, frequency of use, org/emp objectives, self-appraisal, emp perf measurement, multi-rater system, void of biasness, PAS provide process, PAS provide feedback, emp perf review, emp strength and weaknesses, training of the appraisers	Effectiveness of performance appraisal system	PA systems not based on any serious problem, PA systems not effective for employee's promotion and reward, PA systems not useful for the placement of right person for right job, perfect record system, excellent employee's performance measurement system, and self appraisal, unbiased review of the employee's performance, employee's weaknesses and strength is needed for effectiveness.
2011 Shrivastava and Purang P.	The International journal of Human Resource Management Vol.22 (3) pp632-647	"Employees perceptions of performance appraisals: A comparative study on Indian banks"	Performance appraisal factors (setting expectations, rater's confidence, clarifying expectations, accuracy of rating, providing feedback, explaining rating decisions,	Appraisal satisfaction	To increase pay, to know training and development needs, promotion through EPASEffectiveness only can bring in PAS through training, fair appraisal and timely feedback360-degree feedback is

Year's and Author's Name	Journal/Book Name and Volume	Paper's Name	I.V	D.V	Conclusions
			seeking appeal,)		recommended by research for above mentioned achievement.
2011 Sorayaei	The Journal of Mathematics and Computer Science; Vol20 (1) pp.197-213	"An appraisal and ranking of the effective factors on performance of branches of Melli Bank of Iran"	Organizational characteristics, Personnel of organizaiton, Asset, Management,	Organizational Performance	Main four factors of effectiveness of performance appraisal has been discussed in this study, asset, management, personnel, and customers.
Year's and Author's Name	Journal/Book Name and Volume	Paper's Name	I.V	D.V	Conclusions
1980 Jacobs et. al.	Personnel Psychology Vol.33 pp.595-640	Expectations of Behaviorally Anchored Rating Scales			Discrepancies can be reduced and discussed with individuals through confidential evaluation session.
1985 Lee C.	"The Academy of Management Review" "Vol.10 (2) pp. 322-331"	"Increasing Performance Appraisal Effectiveness: Matching Task Types, Appraisal Process, and Rater Training"	Task type match, Appraisal process and provision of training to raters	Performance appraisal effectiveness	Frame of reference means training involve making the performance draft in detail and function of this to change the behavior of work for effectiveness of PA.
1986 Bies and Moag	"In R. Lewicki, B., Sheppard and M. Bazerman (eds.) Research on	Interactional Justice: Communication Criteria of Fairness			If some one received result regarding performance output from the authority that should

	Negotiations in Organizations" "Vol. 1 pp. 43-55"				be fair in the concept of justice.
1988 Harris	Public Personnel Management Vol. 17 (4) pp. 443-456	A comparison of employee attitude toward two performance appraisal systems			Goal setting factor provide the solutions of problems and guide lines for improvement of performance. Goal setting results are effective and productive. Goals setting techniques are regular used in EPA and during evaluation involvement of employee is useful for satisfaction of both sides.
1988 Hedge and Kavanagh	"Journal of Applied Psychology" "Vol.73 (1) pp. 63-73"	"Improving the Accuracy of Performance Evaluations: Comparison of Three Methods of Performance Appraiser Training"			Rating errors training consider the errors come to mind regularly which needs to avoid them for effectiveness of PA.
1990 Rothstein	Journal of Applied Psychology Vol.75 (3) pp. 322-327	"Interrater Reliability of Job Performance Ratings: Growth to	Exposure with appraisal	Interrater reliability of appraisal	For effectiveness of PA one rater would not provide adequate performance assessment

		Asymptote level With Increasing Opportunity to Observe"			and .6 is maximum reliability found by him which is not enough. After important factor training the rater be aware of PA process, using of instrument provide standards, and proper interpretation, provide effective feedback according to goal-setting.
1992 Rudner	Research and Evaluation Vol.7 (26) pp241-271	Reducing Errors Due to the Use of Judges: Practical Assessment			The factor Training have three goals: to understand the targets that have to be done within given time, interpretation of normative data, to identify the judges through different measures
1992 Tziner et. al.	"The Journal of Psychology" "Vol.127 (3) pp. 281-291"	"Effects of performance appraisal format on perceived goal characteristics, appraisal process satisfaction, and change in rated job	Format of performance appraisal	Perceived goal characteristics, appraisal process satisfaction, and change in job related performance	Open picture of targets relevant guide line is provided by goal setting factor, for effectiveness of PA and organizational objectives may be achieved through goal setting. Timely feedback

		performance: A Field Experiment"			is fashion and precise lead to change behavior.
1993 Greenberg J.	Hillsdale, NJ: Lawrence Erlbaum Associates	"Justice in the Workplace" "Approaching Fairness in Human Resource Management". "In R. Cropanzano (Eds.) The Social Side of Fairness": "Interpersonal and Informational Classes of Organizational Justice"	Distributive justice, procedural justice, social factor	Factors of effectiveness of performance appraisal	Classification of justice procedural and distributive not yet decided the social factors of fairness. It is recommended that the social factor should be considered as the part of distributive and procedural justice as a factor of EPA.
1996 Dalton	Consulting Psychology Journal Vol.48 (1), pp.12-16	Multirater Feedback and Conditions for Change	Multirater feedback	Change in appraisal process and effectiveness of performance appraisal	360-degree appraisal system is a suitable factor for positive changes and to increase performance of worker. The benefit of this method to provide information on all aspects and compare with other actions
1997 Skarlicki and Folger	"Journal of Applied Psychology" "Vol. 82	"Retaliation In The Workplace: The Roles of	Organizational justice (distributive, procedural and	Retaliating behavior at work	The idea of interactional justice includes in procedural justice as an

	pp. 434-443"	Distributive, Procedural, and Interactional Justice"	interactional justice)		interpersonal factors and it is measured as procedural and distributive justice for EPA.
1998 Wise	Chicago, IL: International Personnel Management Association Assessment Council's Conference on Professional Personnel Assessment	Rating differences in Multi-Rater Feedback: a new look at an old issue	Format of performance appraisal (360 degree)	Difference in rater's perception and opinion	360-degree PA includes: peers, subordinates, supervisor(s), internal customers and external customers feedback. 360-degree factor has capacity to reduce the errors.
1998 Maurer and Raju	"Journal of Applied Psychology" "Vol.83 (5) pp.693-702"	Peer and Subordinate Performance Appraisal Measurement Equivalance	Peer ratings, subordinate ratings	Performance appraisal	Most effective way to change worker's thoughts of satisfaction through assessment provided by others and given feedback through peers to motivate employees for further improvement.
1998 Stark et. al.	"International Conference of the Academy of Business and	"A field study of accuracy, agreement, and outcomes of multi-source	Self and rater's Demographics (Age, gender, tenure), type of interaction between	Self-rating (positive or negative) and perception about	Self awareness about performance may be provide behavioral change through 360-

	Administrative Sciences"	feedback: implications across international" boundaries	rater and rate, and cultural characteristics (achievement vs ascription, masculinity vs feminity, individualism vs collectivism, and high vs low power distance)	other's rating	degree.
1998 De Silva	International Labor Office Geneva	"Performance-Related and Skill-Based Pay An Introduction"	Skill based Rewards	Motivation	Employee participation is a factor of EPA. Employees are overall rewarded through groups or individual contributions in productivityWorkers share option system, income sharing, capital gain sharing, and expertise based pay can be the incentive schemes
1999 Davis and Landa	Canadian Manager Fall, 18-28	A Contrary Look at performance Appraisal			Monetary benefits would be given satisfaction only at minimum level. As per external commitment employee will work only to satisfy the boss but internally committed individual will work for

					self satisfaction
1999 Swiercz et. al.	Academy of Management Proceedings- 304	"Do Perceptions Of Performance Appraisal Fairness Predict Employee Attitudes And Performance"			Increase in pay can enhance the productivity of individual and as well as the organization which is generally accepted concept for EPA.
1999 David and Landa	Canadian Manager Fall, 18-28	A Contrary Look at performance Appraisal			A continuous informal communication between supervisor and employee is more effective compare than to formal.
2000 Solmon and Podgursky	"The Milken Family Foundation" "pp.1-28"	"The Pros and Cons of Performance-based Compensation"	Performance based pay	Job related behaviors	Performance based pay system may be the reason to promote the competition instead of association among employees.
2000 Cox	"International Journal of Management Reviews" "Vol.2 (4) pp.357-375"	"The importance of employee participation in determining pay system effectiveness"	Best process performed	Pay system	Employee participation provide a role to implementation of results, standard pay systems implementation and systems imposed by executives are less effective compare than to those systems which are established with consultation of

					employees. Employees participation can improve the reward system and increase EPA.
2001 Facteau and De Vries	"Journal of Applied Psychology" "Vol.86 (2) pp.215-227"	"Are Performance Appraisal Ratings From Different Rating Sources Comparable"	Multiscore performance appraisal instrument	Variance in raters	During PA appraisers' ratings biasness may be minimized through uses of different alternative sources. Different conceptualizations exist among different raters, assessment of individual work behavior is difficult, existence of information and motivational difference among raters, self serving attribution bias.
2001 Byrne and Cropanzano	"Justice in the workplace: From theory to practice. Mahwah, NJ: Lawrence Erlbaum Associates" Vol. 2 pp. 3-26	"The history of organizational justice: The founder speaker. In R. Cropanzano (Ed.)"			Fairness includes that distributive and procedural justice. Both justices are called as first "justice", "distributive justice" discusses the "fairness" of PA. Second "justice" relevant with the fairness of process.
2001 Banket *et al.*	"Journal of Accounting and	"An empirical analysis of			Productive based pay systems would attract to

	Economics" "Vol.30 pp.315-350"	continuing improvements following the implementation of a performance-based compensation plan"			productive workers and retain in organization for a long period and to discourage the less productive workers
2002 Tziner and Kopelman	"Applied Psychology: An International Review" "Vol. 51 (3) pp. 479-503"	"Is there a preferred performance rating format? A Non-psychometric perspective"	Performance appraisal rating formats	Work attitudes and reactions of ratees	To avoid errors training play vital role and provide sufficient opportunity to put into action for particular skills, and knowledge. Training factor plays vital role for EPA.
2002 Martell and Leavitt	"Journal of Applied Psychology" Vol.87(6) pp.1032-1041	"Reducing the Performance –Cue Bias in Work behaviour Ratings: Can Groups Help"	Type of appraisal (individual rating or group rating)	Perception of rates, outcomes of appraisal	With the spirit of time contiguous praise the organizations through team-oriented model, unbiased and mutual culture that leads to impartial PAP, then peers and subordinates would be part of system.
2002 Tziner and Kopelman	"Applied Psychology: An International Review" Vol. 51 (3) pp. 479-503	"Is there a Preferred Performance Rating Format? A Non-psychometric Perspective"			Feedback would work for high satisfaction level and provide opportunity for improvement.

2002 Kondrasuk *et. al.*	Journal of Managerial Psychology Vol. 64 (2) pp. 15-31	"An Elusive Panacea: The Ideal Performance Appraisal"			The concept of daily interaction between boss and subordinate is more effective than to formal appraisal system.
2003 Roberts	Public Personnel Management Vol. 32 (1) Vol. 89-98	"Employee Performance Appraisal System Participation: a Technique that Works"	Participatory performance appraisal i.e. through (intrinsic motivation value, expansion of available information and opportunities to interject employee voice)	Participation effectiveness	Goal setting increase the satisfaction, enhance effectiveness, and reduce the disappointment of employees. It focuses on past unchangeable anxiety and due to change in environment model systems measures the effectiveness of PA. Specifically employees have more unique, effective and related information regarding performance compare than to rater. Timely and specific feedback is more effective, natural attitude, and feedback presented through reliable source.
2003 Reinke, S. J.	"Review of Public Personnel Administration" "Vol. 23 (1) pp.	"Does The Form Really Matter? Leadership, trust, and acceptance of			Training is a keystone of interpersonal issues like trust which is compulsory part of

	23-37"	the Performance Appraisal Process"			training.
2011 Cuguero and Rosanas	IESE Business School-University of Navarra WP.891	"Fairness, Justice, Subjectivity, Objectivity and Goal Congruence In Management Control Systems"	Lawful system, and fairness of use (justice)	Perception of lawfulness of management control system, Organizational commitment, identification with organization's mission, and employee's ethical behaviors	Remarkable management control system is only possible through fair appraisal system through employees' commitment. It is impossible for the organization to increase and maintain the justice in organization without fair and effective performance appraisal procedures.