



Perception of Employees Towards Performance Appraisal with Reference to Tirupur District

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ABSTRACT

This study examines employees' perception towards performance appraisal in industrial organizations. A total of 150 respondents are used to collect data. The research design applied is descriptive research design based on a structured questionnaire. The analysis is done using percentage analysis, descriptive statistics and ANNOVA to examine employee responses across different dimensions of performance appraisal. The results show that employees are satisfied with certain aspects such as equal opportunity and supervisor evaluation, while dissatisfaction is observed in areas such as feeling valued and professionalism of the appraisal system. The results further indicate that performance appraisal positively influences training and development opportunities and skill enhancement, while its impact on salary increments, promotions, and job role changes is limited. Communication and feedback are found to play a partial role in improving employee performance outcomes, with regular feedback and performance discussions being valued more than motivational and relational aspects. The study also identifies key challenges such as lack of effective communication, stress during appraisal, and weak linkage between appraisal outcomes and rewards.

Keywords: Performance Appraisal, Employee Satisfaction, Career Growth, Communication, Feedback, Industrial Organizations.

INTRODUCTION

Performance appraisal is an important human resource management practice used by organizations to evaluate employees' job performance. It helps in assessing the contribution of employees towards organizational goals and ensures that their work aligns with expected standards. In modern organizations, performance appraisal plays a key role in improving productivity, identifying strengths and weaknesses, and supporting employee development. It also serves as a basis for decisions related to promotion, training, and compensation.

In industrial organizations, performance appraisal is used as a systematic process to review employee performance on a regular basis. It provides feedback to employees regarding their work performance and helps them understand areas that require improvement. Effective appraisal systems also promote transparency and fairness in the workplace by ensuring that employees are evaluated based on clear and measurable criteria. This process further

strengthens communication between employees and management.

Employee perception towards performance appraisal is crucial because it influences their motivation, satisfaction, and commitment to work. When employees view the appraisal system as fair and transparent, they tend to perform better and show higher engagement. However, if the system is perceived as biased or ineffective, it may lead to dissatisfaction and reduced productivity. Therefore, understanding employees' perception towards performance appraisal is essential for improving organizational effectiveness and ensuring better human resource management practices.

STATEMENT OF THE PROBLEM

In many industrial organizations, performance appraisal systems are implemented to evaluate employee performance and support decisions related to promotion, salary increments, and career development. However, employees often have mixed perceptions regarding the fairness, transparency, and effectiveness of these appraisal



systems. Issues such as lack of clear communication, insufficient feedback, and limited linkage between appraisal outcomes and rewards may affect employee satisfaction and motivation. Therefore, it becomes important to examine how employees perceive the current performance appraisal methods, the impact of appraisal on their career growth, the role of communication and feedback, and the challenges faced during the appraisal process in order to improve the effectiveness of the system.

SCOPE OF THE STUDY

The scope of the study covers the analysis of employees' perception towards performance appraisal in selected industrial organizations. It includes the examination of employees' satisfaction with current appraisal methods, the impact of performance appraisal on promotion, salary increment, and career growth, and the role of communication and feedback in influencing employee performance outcomes. The study also focuses on identifying the problems and challenges faced by employees in the appraisal process. It is based on data collected from 150 employees and uses relevant statistical tools to analyze responses, thereby providing useful insights for improving the effectiveness of performance appraisal systems in industrial organizations.

REVIEW OF LITERATURE

Karimi, R., Malik, M. I., & Hussain, S. (2011) analyzed the relationship between the employee performance appraisal system (PER) and employee satisfaction (SAT) among employees working in an international non-profit organization. The data were collected from a sample of 101 employees working in an international non-profit organization. The respondents were selected using convenience sampling and snowball sampling techniques. The data were gathered using adopted questionnaires. The reliability of the instruments was verified and found to be within acceptable standards. Pearson's correlation and linear regression analyses were applied to examine the relationship between the variables. The results showed that there was a positive relationship between the employee performance appraisal system (PER) and employee satisfaction (SAT). The findings indicated that

improvements in the appraisal system were associated with higher levels of employee satisfaction.

Mahajan, S., & Raheja, S. (2014) examined the employee satisfaction with the performance appraisal system and to identify the relationship between employee satisfaction and the fairness of the performance appraisal system in educational institutes of Jalandhar. The data were collected from a sample of 200 faculty members working in various educational institutes in Jalandhar. The study was based on the performance appraisal system as a key component of human resource management. A structured questionnaire was used to collect data. Correlation analysis was applied to determine the relationship between employee satisfaction with the performance appraisal system and the perceived fairness of the system. The results revealed that there was a positive relationship between employee satisfaction with the performance appraisal system and the fairness of the system. The findings showed that most of the faculty members were satisfied with their performance appraisal system.

Hadush, A. Z. (2025) examined the effect of the performance appraisal process and performance appraisal method on employees' evaluation satisfaction through performance appraisal results in the Tigray Education Bureau. The data were collected from 71 participants working in the Tigray Education Bureau using a structured questionnaire. The study was framed based on performance appraisal theory and goal-setting theory. Data were analyzed using PLS-SEM (SmartPLS 4), correlation analysis, and bootstrapping techniques to examine relationships between variables and mediation effects. The results showed that employees were dissatisfied with the performance appraisal system. SEM results indicated that 36% and 35% of the variation in performance appraisal results were explained by the performance appraisal process and method, respectively. Furthermore, changes in the performance appraisal process, method, and results were associated with 35.3%, 45%, and 45% changes in employees' evaluation dissatisfaction, respectively. The performance appraisal results partially mediated the relationship between the performance appraisal process and method with



employee evaluation dissatisfaction. The study concluded that improving appraisal processes and methods could enhance performance outcomes and employee satisfaction, with implications for educational policy, practice, and future research.

Bekele, A. Z., Shigutu, A. D., & Tensay, A. T. (2014) assessed employees' perceptions of the performance appraisal practice at the ANRS Office of the Auditor General and its effect on employee work outcomes, including work performance, affective commitment, and turnover intention. The data were collected from a total population of 202 employees. A sample of 134 employees was selected using stratified sampling based on seven business processes, followed by simple random sampling within each stratum. Out of 134 distributed questionnaires, 119 were returned, and 110 completed responses were used for analysis, resulting in an 82% response rate. The study used a mixed quantitative and qualitative research design. Data were collected through structured questionnaires and interviews. Reliability and validity were tested using Cronbach's alpha, construct validity, and content validity. Data were analyzed using SPSS version 16, employing descriptive statistics, correlation analysis, and simple regression analysis. The results showed that employees had a low level of perception of the existing performance appraisal practice. Employees demonstrated high work performance, low affective organizational commitment, and moderate turnover intention. Correlation analysis indicated that perception of performance appraisal practice had a positive and significant relationship with work performance and affective commitment, and a negative significant relationship with turnover intention. Regression results confirmed that perception of performance appraisal practice positively and significantly influenced work performance and affective commitment, while negatively influencing turnover intention.

Ramous Agyare, G. Y., Mensah, L., Aidoo, Z., & Ansah, I. O. (2016) investigated the impact of performance appraisal on employee job satisfaction and organizational commitment in microfinance organizations in Ghana. The data were collected from 200 employees working in microfinance

organizations in Ghana. A stratified random sampling technique was used to select the respondents. The study adopted a descriptive research design. Data were collected using structured questionnaires. Correlation analysis and regression analysis were applied to examine the relationships between performance appraisal practices, job satisfaction, and employee commitment. The results showed that employee job satisfaction was positively related to fairness in the appraisal system, linkage of appraisals with promotion, clarity of roles, and feedback on performance. The findings also indicated that employee commitment was positively influenced by linking appraisals with salary, identifying training needs, clarity of appraisal purpose, and employee involvement in designing appraisal tools. The study concluded that effective performance appraisal practices significantly improved both job satisfaction and organizational commitment.

Tadesse, Y. (2021) assessed the effect of performance appraisal (PA) practices on employees' career development at BIB International Bank S.C. The data were collected from 140 employees out of a total population of 218 employees working in 4 branches and the headquarters of BIB International Bank S.C. Both primary and secondary data were used, with primary data collected through structured questionnaires and interviews, and secondary data obtained from published materials. The study adopted a descriptive research design. A non-probability purposive sampling technique was used to select respondents. Data were collected using structured questionnaires and interviews. The data were analyzed using SPSS version 20, applying correlation analysis and regression analysis to examine the relationships between performance appraisal factors and employees' career development. The results showed that the main performance appraisal factors clarity, feedback, knowledge, and fairness had a significant positive effect on employees' career development. The study concluded that improving performance appraisal systems by aligning them with organizational objectives, using standard measurement tools, and effectively utilizing appraisal results for training and



development would enhance employee retention and attract competent staff.

Arif, M., & Urooj, S. F. (2016) analyzed the impact of performance appraisal on employee motivation, job satisfaction, and personal development in the consumer banking sector of Rawalpindi. The data were collected from a sample of 350 employees working in the consumer banking sector of Rawalpindi. Multi-stage sampling techniques were used to select the respondents. The study used a quantitative research design. A multidimensional questionnaire was used to collect primary data. The data were analyzed using descriptive statistics, correlation analysis, and multiple regression analysis to examine the relationships among variables. The results indicated that fair performance appraisal practices improved employee outcomes significantly. The findings showed that distributive justice had a positive impact on employee motivation, job satisfaction, personal development, and overall performance appraisal effectiveness. The study concluded that employee motivation and job satisfaction could be enhanced through competency-based pay and incentive systems, which ultimately improved employee performance.

Kariuki, R. W. (2014) determined the effect of performance appraisal on employee performance in Barclays Bank of Kenya. The data were collected from 144 employees selected from a total population of 479 staff working across 51 branches of Barclays Bank of Kenya. The study adopted a descriptive research design. Primary data were collected using self-administered questionnaires. The data were analyzed using descriptive statistics such as mean, mode, and percentages, as well as inferential statistics including regression analysis to examine the relationship between performance appraisal factors and employee performance.

The results showed that performance appraisal practices positively influenced employee performance. Job satisfaction improved productivity through fair compensation and management support. Employee motivation was enhanced through reward systems, fair compensation, and a supportive work environment. Career progression was also positively affected through career growth opportunities, alignment between performance and organizational

goals, and linkage between rewards and performance. The study concluded that effective performance appraisal systems significantly improved employee performance, motivation, and career development.

OBJECTIVES OF THE STUDY

- To examine employees' satisfaction with the current performance appraisal methods.
- To analyze the impact of performance appraisal on employee promotion, salary increment, and career growth.
- To determine the role of communication and feedback in improving employee performance outcomes during appraisal.
- To identify problems and challenges faced by employees regarding performance appraisal systems.
- To recommend effective measures for enhancing the performance appraisal system in industrial organizations.

RESEARCH METHODOLOGY

Research Type: Descriptive

Data Collection

Primary Data: The primary data is collected from employees working in selected industrial organizations through a structured questionnaire.

Secondary Data: The secondary data is collected from published journals, research articles, books, and online sources related to performance appraisal systems and employee performance.

Sampling Type: Convenience Sampling

Sampling Universe: The sampling universe consists of employees working in selected industrial organizations who have experience with the performance appraisal system.

Sample Size: 150 respondents.

Statistical Tools Used: Percentage Analysis, Descriptive Statistics, One-Way ANOVA

LIMITATIONS OF THE STUDY

- The study focuses only on certain aspects of performance appraisal, which may not cover all related dimensions.



- The study considers only key aspects of performance appraisal and does not include all possible factors.
- External environmental factors influencing appraisal practices are not fully examined.

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

Demographic Variables of the Employees

Demographic Variables	Particulars	Frequency	Percent
Age	Below 20 years	25	16.7
	21–30 years	28	18.7
	31–40 years	27	18.0
	41–50 years	36	24.0
	Above 50 years	34	22.7
Gender	Male	77	51.3
	Female	73	48.7
Marital Status	Single	36	24.0
	Married	37	24.7
	Divorced	32	21.3
	Widowed	45	30.0
Educational Qualification	School Level	25	16.7
	Diploma	37	24.7
	Undergraduate	19	12.7
	Postgraduate	33	22.0
	Others	36	24.0
Department	Production	31	20.7
	Quality Control	21	14.0
	HR	28	18.7
	Marketing	36	24.0
	Finance	34	22.7
Designation	Worker	47	31.3
	Supervisor	42	28.0
	Manager	37	24.7
	Executive	24	16.0
	Total	150	100.0

Among the 150 employees, the age distribution shows that, 16.7% are below 20 years, 18.7% are between 21–30 years, 18% are between 31–40 years, 24% are between 41–50 years, and 22.7% are above 50 years. In terms of gender distribution, 51.3% of the employees are male and 48.7% are female. Regarding marital status, 24% of the employees are single, 24.7% are married, 21.3% are divorced, and 30% are widowed. The analysis based on educational

qualification shows that 16.7% have school-level education, 24.7% hold a diploma, 12.7% are undergraduates, 22% are postgraduates, and 24% fall under other qualifications. Department-wise distribution indicates that, 20.7% of the employees work in production, 14% in quality control, 18.7% in HR, 24% in marketing, and 22.7% in finance. The designation-wise classification reveals that 31.3% are workers, 28% are supervisors, 24.7% are managers, and 16% are executives.



Sociographic Variables of the Employees

Sociographic Variables	Particulars	Frequency	Percent
Monthly Income	Below Rs. 10,000	45	30.0
	Rs. 10,001 – Rs. 20,000	33	22.0
	Rs. 20,001 – Rs. 30,000	40	26.7
	Above Rs. 30,000	32	21.3
Work Experience	Below 1 year	35	23.3
	1–3 years	43	28.7
	3–5 years	38	25.3
	Above 5 years	34	22.7
Type of Employment	Permanent	36	24.0
	Temporary	35	23.3
	Contract	40	26.7
	Daily wage	39	26.0
Working Hours per Day	Less than 8 hours	48	32.0
	8 hours	30	20.0
	More than 8 hours	50	33.3
	Flexible / Shift basis	22	14.7
Nature of Organization	Private sector	50	33.3
	Public sector	39	26.0
	Cooperative sector	38	25.3
	Partnership sector	23	15.3
Residence Type	Urban	50	33.3
	Semi-urban	45	30.0
	Rural	55	36.7
	Total	150	100.0

Among the 150 employees, The monthly income structure reveals that, 30% earn below Rs. 10,000, 22% earn between Rs. 10,001–Rs. 20,000, 26.7% earn between Rs. 20,001–Rs. 30,000, and 21.3% earn above Rs. 30,000. The work experience profile shows that 23.3% of employees have less than 1 year of experience, 28.7% have 1–3 years of experience, 25.3% have 3–5 years of experience, and 22.7% have more than 5 years of experience. As per the type of employment, 24% are permanent employees, 23.3% are temporary employees, 26.7% are contract employees, and 26% are daily wage workers. The

working hours per day reveal that 32% work less than 8 hours, 20% work 8 hours, 33.3% work more than 8 hours, and 14.7% work on a flexible or shift basis.

Considering the nature of the organization, 33.3% are employed in the private sector, 26% in the public sector, 25.3% in the cooperative sector, and 15.3% in the partnership sector. The residential pattern indicates that, 33.3% of employees live in urban areas, 30% in semi-urban areas, and 36.7% in rural areas.

Descriptive Statistics for the Employees’ Satisfaction with Current Performance Appraisal Methods

Statements	N	Mean	SD
The appraisal system is conducted in a professional manner.	150	2.99	1.198
My supervisor evaluates my performance accurately.	150	3.07	1.278
The performance appraisal system is helpful in improving workplace discipline.	150	3.06	1.260
I feel valued after the performance appraisal process.	150	2.85	1.276
The appraisal system provides equal opportunities for all employees.	150	3.12	1.247
I am satisfied with the overall performance evaluation process.	150	3.02	1.234
Valid N (list wise)	150		



The above table indicates that the employees dissatisfied with the appraisal system being conducted in a professional manner (2.99) and feeling valued after the performance appraisal process (2.85). The employees satisfied with

supervisor accurately evaluates their performance (3.07), performance appraisal system being helpful in improving workplace discipline (3.06), appraisal system providing equal opportunities for all employees (3.12) and the overall performance evaluation process (3.02).

Descriptive Statistics for the Impact of Performance Appraisal on Employee Promotion, Salary Increment, and Career Growth

Statements	N	Mean	SD
Salary increments are based on performance appraisal results.	150	2.94	1.281
Performance appraisal influences training and development opportunities.	150	3.07	1.280
The appraisal process encourages employees to develop new skills for career advancement.	150	3.08	1.245
Performance appraisal helps management identify employees' hidden talents.	150	2.93	1.238
Appraisal outcomes influence employees' job role changes in the organization.	150	2.94	1.254
Valid N (list wise)	150		

The above table indicates that the employees disagree with the salary increments are based on performance appraisal results (2.94), performance appraisal helps management identify their hidden talents (2.93) and appraisal outcomes influence their

job role changes in the organization (2.94). The employees agree with the performance appraisal influences training and development opportunities (3.07) and appraisal process encourages them to develop new skills for career advancement (3.08).

Descriptive Statistics for the Role of Communication and Feedback in Improving Employee Performance Outcomes During Appraisal

Statements	N	Mean	SD
Effective communication during appraisal increases my motivation to work.	150	2.93	1.241
Transparent discussion during appraisal enhances the relationship between employees and managers.	150	2.98	1.256
Communication during appraisal helps reduce misunderstandings.	150	2.96	1.225
Feedback sessions during appraisal improve employee confidence.	150	2.99	1.258
Regular feedback helps employees track their performance progress.	150	3.03	1.237
Performance discussions help me develop better work habits.	150	3.21	1.333
Valid N (list wise)	150		

The above table indicates that the employees disagree with the effective communication during appraisal increases their motivation to work (2.93), transparent discussion during appraisal enhance the relationship between employees and managers (2.98), communication during appraisal helps to

reducing their misunderstandings (2.96) and feedback sessions during appraisal improving their confidence (2.99). The employees agree with regular feedback helps them tracking their performance progress (3.03) and performance discussions help them to develop better work habits (3.21).



Descriptive Statistics for the Problems and Challenges Faced by Employees in Performance Appraisal Systems

Statements	N	Mean	SD
I face difficulties in understanding the appraisal criteria.	150	2.93	1.238
Managers do not provide honest feedback during appraisal.	150	2.94	1.254
The appraisal process is time-consuming and complicated.	150	2.96	1.225
Employees feel stressed during the performance appraisal process.	150	2.99	1.258
There is a lack of proper communication regarding appraisal results.	150	2.94	1.512
The appraisal system does not consider external factors affecting performance.	150	2.49	1.299
Valid N (list wise)	150		

The above table indicates that the employees disagree with the facing difficulties in understanding the appraisal criteria (2.93), managers do not provide honest feedback during appraisal (2.94), appraisal process is time-consuming and

complicated (2.96), feeling stressed during the performance appraisal process (2.99), lack of proper communication regarding appraisal results (2.94) and appraisal system does not consider external factors affecting their performance (2.49).

Comparison between the Demographic Variables (Designation) of the Employees and Various Dimensions

Ho1: There is a substantial link between the demographic variables (designation) of the employees and various dimensions.

Dimensions	Designation	N	Mean	SD	F	Sig
Employees' Satisfaction with Current Performance Appraisal Methods	Worker	47	3.00	0.507	0.103	0.958
	Supervisor	42	3.01	0.508		
	Manager	37	3.06	0.591		
	Executive	24	3.00	0.484		
	Total	150	3.02	0.521		
Impact of Performance Appraisal on Employee Promotion, Salary Increment, and Career Growth	Worker	47	2.85	0.563	3.208	0.125
	Supervisor	42	3.19	0.472		
	Manager	37	2.97	0.497		
	Executive	24	2.96	0.596		
	Total	150	2.99	0.540		
Role of Communication and Feedback in Improving Employee Performance Outcomes During Appraisal	Worker	47	3.06	0.516	0.268	0.849
	Supervisor	42	3.02	0.543		
	Manager	37	2.96	0.454		
	Executive	24	3.02	0.580		
	Total	150	3.02	0.516		
Problems and Challenges Faced by Employees in Performance Appraisal Systems	Worker	47	2.82	0.575	1.588	0.195
	Supervisor	42	2.95	0.580		
	Manager	37	2.97	0.525		
	Executive	24	2.69	0.503		
	Total	150	2.87	0.557		

There is a substantial link between the employees' satisfaction with current performance appraisal methods (0.958), impact of performance appraisal on employee promotion, salary increment, and career growth (0.125), role of communication and

feedback in improving employee performance outcomes during appraisal (0.849), problems and challenges faced by employees in performance appraisal systems (0.195) and the designation of the employees and various dimensions.



Comparison between the Sociographic Variables (Work Experience) of the Employees and Various Dimensions

Ho2: There is a substantial link between the sociographic variables (work experience) of the employees and various dimensions.

Dimensions	Work Experience	N	Mean	SD	F	Sig
Employees' Satisfaction with Current Performance Appraisal Methods	Below 1 year	35	2.85	0.511	1.666	0.177
	1-3 years	43	3.04	0.501		
	3-5 years	38	3.11	0.503		
	Above 5 years	34	3.06	0.560		
	Total	150	3.02	0.521		
Impact of Performance Appraisal on Employee Promotion, Salary Increment, and Career Growth	Below 1 year	35	3.09	0.514	0.677	0.567
	1-3 years	43	2.92	0.633		
	3-5 years	38	2.99	0.510		
	Above 5 years	34	2.98	0.473		
	Total	150	2.99	0.540		
Role of Communication and Feedback in Improving Employee Performance Outcomes During Appraisal	Below 1 year	35	3.00	0.635	0.018	0.997
	1-3 years	43	3.01	0.493		
	3-5 years	38	3.02	0.510		
	Above 5 years	34	3.03	0.431		
	Total	150	3.02	0.516		
Problems and Challenges Faced by Employees in Performance Appraisal Systems	Below 1 year	35	2.87	0.591	0.145	0.933
	1-3 years	43	2.92	0.579		
	3-5 years	38	2.85	0.567		
	Above 5 years	34	2.85	0.498		
	Total	150	2.87	0.557		

There is a substantial link between the employees' satisfaction with current performance appraisal methods (0.177), impact of performance appraisal on employee promotion, salary increment, and career growth (0.567), role of communication and feedback in improving employee performance outcomes during appraisal (0.997), problems and challenges faced by employees in performance appraisal systems (0.933) and the work experience of the employees and various dimensions.

FINDINGS

Demographic Variables of the Employees

Most of the employees belong to the age group of 41-50 years. Most of the employees are male. Most of the employees are widowed. Most of the employees have diploma qualifications. Most of the employees work in the marketing department. Most of the employees are employed as workers.

Sociographic Variables of the Employees

Most of the employees have a monthly income of below Rs. 10,000. Most of the employees have 1-3 years of work experience. Most of the employees are engaged in contract employment. Most of the employees work more than 8 hours per day. Most of the employees are employed in the private sector. Most of the employees belong to rural areas.

SUGGESTIONS

- The organization may improve the appraisal system by making it more transparent and professionally conducted in the future.
- Management may ensure that supervisors provide more accurate and fair performance evaluations.
- The company might strengthen the link between performance appraisal results and salary increments to increase employee motivation.



- Employees may benefit from clearer communication regarding appraisal criteria and outcomes in the future.
- The organization may introduce more structured feedback sessions to improve employee confidence and performance.
- Appraisal processes might be simplified to reduce complexity and save time for both employees and managers.
- Management may consider incorporating external factors affecting employee performance during evaluations.
- The organization might enhance training and development opportunities based on appraisal outcomes to support career growth.
- Regular feedback systems may help employees track their progress more effectively in the future.
- The appraisal system may be redesigned to ensure equal opportunities and reduce employee dissatisfaction.

CONCLUSION

The study reveals that employees are generally satisfied with certain aspects of the current performance appraisal system. The system ensures equal opportunities for all employees, helps improve workplace discipline, and that supervisors evaluate performance accurately. However, employees express dissatisfaction with the professionalism of the appraisal system and with feeling valued after the appraisal process, indicating areas that require improvement. The study further concludes that performance appraisal has a notable influence on employee development and career growth. Employees agree that appraisal processes support training and development opportunities and encourage them to acquire new skills for career advancement. However, the findings show limited agreement regarding the direct impact of appraisal outcomes on salary increments, job role changes, and identification of hidden talents, suggesting that the linkage between appraisal results and career rewards is not strongly established. The study concludes that communication and feedback during performance appraisal play a supportive but not fully effective role in enhancing employee performance outcomes. While employees value

regular feedback and performance discussions for improving work habits and tracking progress, they are less convinced about the effectiveness of communication in increasing motivation and strengthening relationships with managers. The study highlights that strengthening communication practices, improving recognition mechanisms, and better aligning appraisal outcomes with rewards and career progression are essential for enhancing the effectiveness of the performance appraisal system.

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