
EXPLORATORY EMERGING TECHNOLOGY EFFECT ON EMPLOYEES' PERFORMANCE VALUATION

^{*1}Rajesh R., ²Dr. Irshad Ahmed, ³Dr. N. Deepa

¹Research Scholar, Department of MBA, SRM Institution of Science and Technology,
Ramapuram, Chennai.

²Associate Professor, Department of MBA, C.Abdul hakeem college of Engineering and
Technology, Melvisharam, Ranipet District.

³Associate Professor, Department of MBA, Ganadipathy Tuls's Jain Engineering,
Vellore.

Article Received: 02 March 2026

Article Revised: 20 March 2026

Published on: 10 April 2026

***Corresponding Author: Rajesh R.**

Research Scholar, Department of MBA, SRM Institution of Science and
Technology, Ramapuram, Chennai.

DOI: <https://doi-doi.org/101555/ijrpa.9837>

ABSTRACT

Performance appraisal is a strategic component in any assessment of the conditions required for an organization to grow and survive. It is thought that both the organization and the individual need to be aware of how well actual performance is assisting in the fulfillment of the staffing plan, job plans, and, eventually, the organization's overall strategic plan. The individual employee also needs feedback regarding the development of his or her own goals and the management's expectations for increased productivity. An employee's performance is evaluated formally and methodically in order to ascertain how well the person is carrying out their duties. Typically, it is made according to a set schedule at predetermined intervals, such as quarterly, twice a year, or annually. Every employee has at some point requested an evaluation of his performance while working and, if needed, guidelines or advice on how to increase his productivity from his immediate boss or, more importantly, his employer.

KEYWORDS: Performance Appraisal, Employee Productivity, Employee Motivation.

1. INTRODUCTION

The evaluation of an employee's output within a given time frame is considered the definition of a performance appraisal. It is similar to an employee report card in terms of how authorities evaluate their performance from the previous year. Employees who work in

different departments will attest that no two appraisals of performance in a company are the same Asian Journal of Contemporary Education. It is possible to access the numerous structures and methods in numerous establishments. Given the fact that there are assessments that are effected so badly that they are designed for both failure and creating an experience that may not seem positive for manager and employees. It is also viewed as a means of evaluating each employee's productivity and performance in order to ascertain how they contribute to the growth of the company and the achievement of its primary goals. There are several methods used in organizations to evaluate an employee's performance. However, the primary motivation is to have an approximation of each employee's job performance toward the accomplishment of the organization's goals. Similar procedures are followed for employee promotions and transfers to different departments and roles within the company (Eldman and Arnold, 2009).

The goal of performance reviews is to increase an organization's productivity. Because employee output directly contributes to the success of the organization, measuring the productivity of organizational members is important and delicate when managing human resources. It is crucial to note that some authorities take advantage of this to minimize or undervalue the contributions of employees who are not their top choices. Therefore, a well-established performance appraisal process connects the workplace and employees by outlining expectations and demonstrating possible roles within the company. It is utilized in conjunction with an employee's productivity to determine a worker's likelihood of advancement and promotion into higher positions. Because most workers prefer to assume that their leaders think poorly of them, performance reviews are controversial.

Individuals who work in small businesses and frequently communicate with their managers are usually aware of what is expected of them by the authorities. However, in large organizations, the level of interaction is so low that many employees might not be able to anticipate what their leaders "perspective about them might be and the result of their output assessment will probably lead to Donli (2008).

Performance evaluation is viewed as a tool for managing an organization and its employees so that a person or group can achieve the stated institutional goals (Fletcher, 2001; Esu and Inyang, 2009). Furthermore, performance appraisal is more than just a list of specific tasks with the aim of evaluating and modifying employee performance.

These broad objectives are fulfilled by an efficient system of performance reviews. Stated differently, Nwachukwu (1985) states that the purpose of a performance appraisal is to provide information about an employee's potential for advancement, demotion, transfer, pay increase, training and development, and termination based on increased productivity. Furthermore, it furnishes workers with constructive feedback regarding their job performance as perceived by their supervisors, resulting in heightened productivity. Thus, among other production factors, labour continues to be the most important and valuable resource in any organization. For this reason, performance reviews are acknowledged as a useful instrument for enhancing organizational operations and raising output.

2. Literature Review

Cardy and Leonard (2011), is a formal, structured interaction that takes place between an individual and their supervisor. It takes the form of periodic (yearly or less) interviews where the individual's output is evaluated in order to identify strengths and weaknesses as well as opportunities for potential improvement and future skill development. Many organizations make decisions about reinforcements based on the findings of assessments, either directly or indirectly. This means that the outcomes are utilized to identify candidates for promotions, bonuses, and/or higher merit compensation increases based on their apparent merit. Employee performance reviews are undoubtedly one of the best ways to improve output, morale, and performance.

Manoharan et al. (2009) state that performance appraisal is a crucial management tool for gauging an employee's productivity at work. It is intended to support an employee's and his team's efforts to progressively ensure the accomplishment of the organization's overall mission (Cardy and Leonard, 2011). In certain organizations, it's used to interpret personnel who receive promotions, bonuses, or advancement within the cadre as a result of their merit. Additionally, it can be used to get the underachievers, who might get advice, be demoted, fired, or see a reduction in pay.

Armstrong (2012) noted that a performance management system is frequently included. This management system is employed to oversee and guide an organization's resources in order to achieve the best possible outcome.

Dessler (2008) states that it entails making sure the primary goal is met, setting team goals, creating a performance plan, analysing performance (using an appraisal system), determining areas in need of development, and assigning rewards. In the context of an organization,

performance is typically defined as the amount of time an individual devotes to helping the organization achieve its goals. In service-oriented organizations, employees are the primary source of competitive advantage, according to Luthans & Stajkovic; Pfeffer in Asamu (2013).

Furthermore, the commitment performance approach values employees' voices and views them as resources and assets rather than as people. In actuality, it contributes greatly to an organization's performance. It is viewed essentially as an employee's performance or lack thereof. Güngör (2011) defines employee performance as essentially consisting of: output quantity, output quality, promptness of output, diligence to work, and cooperativeness. Boachie - Mensah (2011), on the other hand, demonstrates that enhanced employee performance can also be a prerequisite for enhanced organizational performance.

A reward system is any tool that an employer has at their disposal to draw in, retain, motivate, and satisfy employees (Armstrong, 2013). According to Thompson (2002), reward is expressing gratitude to employees whether through money or another means for their additional contributions to the company. It is also understood to be a general sense of satisfaction that could be connected to material and non-material rewards within a specific reward system (Armstrong, 2009). Armstrong also clarified why total rewards are typically emphasized because it's not always clear which kind of reward financial or otherwise will motivate workers to perform better.

Training is viewed as the most important tool in today's global business, according to Raja et al. (2011), because it increases productivity for both the company and its employees. According to Khawaja and Nadeem (2013), training is viewed by businesses as an activity that will raise awareness or skill acquisition for the expansion and ensuing contribution to the welfare and overall output of human capital, business, boosting the output of workers and establishing a link between the available performance and the optimum required performance. According to Armstrong (2003), learning, planned experiences, and instructions result in a systematic and formal change in a person's behaviour. Employees at a workplace can receive the necessary knowledge and skills through training in order to carry out specific tasks.

Productivity is the ability to use resources in an effective and efficient manner. Time, people, ideas, facts, money, tools, space, force, and materials are examples of resources. The ratio of input to output is known as productivity. It is regarded as an evaluation of how businesses

employ labour and capital in their production processes in an effective and efficient manner. Increasing productivity also refers to using the same amount of labour and capital to produce more output. It could be interpreted as carrying out tasks correctly and in a proper manner to obtain the greatest amount of value and efficiency. It evaluates the relationship between inputs and outputs and can be understood as the production ratio relative to the required production. It could also be understood as the amount and caliber of goods generated from the resources used (Grönroos and Ojasalo, 2004; Calabrese, 2012). It gauges the degree to which certain factors, like labor and capital, are controlled in order to produce the desired level of output. Because productivity is seen as a crucial component of economic growth and competition, it is used as basic data for both national performance evaluation and cross-national statistical comparisons.

According to Aguinis (2009) and DeNisi and Kluger (2000), performance feedback is a crucial component of all performance system management. This can be explained as information about an employee's prior conduct in relation to standards of conduct and outcomes that have been established. Its primary goals are to raise team and individual performance as well as employee engagement, stimulation, and job satisfaction (Aguinis, 2009). According to Mello (2015), this type of performance management can be viewed as a potent developmental tactic and may appear very different from the conventional manager-subordinate appraisal process. This is not a replacement for the conventional process; rather, it can be used as a stand-alone development strategy. It comprises evaluations and comments from people whose viewpoints are thought to be highly pertinent and beneficial.

It was Victor H. Vroom who proposed this particular theory. It's an attempt to clarify how a person's motivation can be used to achieve a desired goal. It can be expressed as the advantages that someone receives from conquering a challenge and the benefits associated with that challenge (Banjoko, 2002).

This theory is based on the idea that an employee's effort will lead to performance, and performance will lead to rewards. According to this theory, the degree of a tendency to act in a desired way depends primarily on the expectation that the act will result in a particular outcome and how appealing that outcome is to the individual.

Idemobi (2010) claims that the theory is a process theory that was created and that it primarily depends on the results, According to Vroom's explanation, in order to inspire workers or employees, their motivation, performance, and effort must all be linked together.

According to him, an individual's motivation is likely to be impacted by their expectations as an employee. As a result, their participation is based on what they hope to achieve.

Nandhakumar, S.Praveen Kumar (2019) Research on Performance Appraisal the main objective of this study on the process and methods of performance Appraisal helps a company to know what has to be done and where they lag in fulfilling the Vision of the Organization. The result is to improve the interrelationship between employees and superior through this the employees get support from their superior to fulfill their targets and they have to make the review.

Idowu, Ayomikun O. (2017) A study on Effectiveness of Performance Appraisal System and its Effect on Employee Motivation, the main objective of this study to examine and explore the link between performance appraisal and motivation at Shine Communication. As a result, a number of performance appraisal techniques have over time been devised to help establish employee's performance.

Dr. Raghunathan and N Subbu Krishna Sastry (2018) A studies on Performance appraisal and Employee's Performance by Measuring the Latest role of Motivation in an Organization, The main objective of the study was to Identifying systemic factors that are barriers to, or facilitators of, effective performance. As a result, a number of performance appraisal techniques have over time been devised to help establish employee's performance.

Dr.Raghunathan and N Subbu Krishna Sastry (2018) Study of Performance Appraisal and Employees Performance by Measuring the Latest Role of Motivation in the main objective of the study was The Salary increase Performance appraisal plays a role in making decision about salary increase which, normally salary increase of an employee depends performing his job status. The result is in a short period of time the employees are aware about the various policies are implemented by the company and also it gains goodwill in the minds of employees. It is a Quantitative method.

2.1 Statement of the Problem

People's perceptions of the influence of performance evaluations on employee work performance differ. According to specific research, it positively impacts the organization's overall functioning. It has been established that poor performance appraisals have a detrimental impact on employee morale, reducing productivity. According to the current

study, several big organizations are fundamentally altering their approach to crucial parts of the performance review. Several studies have demonstrated that many workers have felt both uninspired and motivated by the conclusion of their performance evaluation at work. This has raised concerns regarding how performance evaluations are handled and the methodologies used. As a result, the fundamental issue is still how to conduct performance appraisals in a way that motivates people and increases productivity. This study is motivated by this difficulty and the back and forth between the relevant literatures.

3. Research Methodology

This study appears to be very descriptive and explanatory in nature. Primary data - Primary data is the data which is collected from first-hand experience. It is not used in past. I have used structured questionnaire for the topic under study. A questionnaire is a set of questions, either open-ended or closed-ended. Secondary data - Secondary data is the data that has been used in the past. I have used only external sources of secondary data which includes journals & internet.

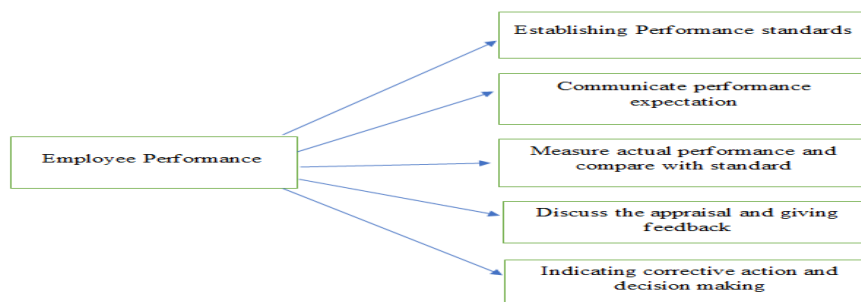


Figure No: 1. Conceptual Frame work on Employee Performance.

3.1 Aim and Objectives

This work is aimed at assessing effects of performance appraisal on employee productivity. While the specific objectives of the study are to;

- i. Examine the effects of performance appraisal on employees' productivity.
- ii. Analyze the level to which appraisal feedback affects employees.
- iii. Evaluate the extent to which employees' training affects employees.
- iv. Investigate the effects of employee compensation on employee productivity.

3.2 Research Hypothesis

The proposed study considers the following hypothesis;

4. Establishing Performance standards has relationship with employee performance.

5. Communicate performance expectation has relationship with employee performance.
6. Measure actual performance and compare with standard has relationship with employee performance.
7. Discuss the appraisal and giving feedback has relationship with employee performance.
8. Indicating corrective action and decision making has relationship with employee performance.

9. RESULTS AND DISCUSSIONS

The following are the findings and discussions for the study's analyzed data. The researcher had intended to use 500 respondents for the study, but only 300 questionnaires could be obtained from the respondents;

- A descriptive analysis of the data for each of the study's indices is displayed in Table 1. There have been 500 observations of the variables in total. These include employee productivity (EMP), feedback (FEB), training (TRA), employee compensation (EMC), and performance appraisal (PFA).
- PFA has a mean value of (47.50) for a single observation with a central tendency and a maximum value of (112.00) and minimum value of (7.00). The standard deviation value (36.88175) indicates the EMP dispersion measure. The variable is positively skewed, as indicated by the skewness statistic value of (0.710).
- The EMP exhibits a maximum value of 122.00 and a minimum value of 9.00, accompanied by a mean value of 48.00 for the central tendency single observation. The standard deviation value (42.75389) indicates the PFA dispersion measure. The variable is positively skewed, as indicated by the skewness statistic value of (0.953).
- With a central tendency single observation mean value of (48.00), FEB has a maximum value of (133.00) and a minimum value of (2.00). The standard deviation value of 44.36215 indicates the degree of dispersion of FEB. Positive skewness is evident in the variable, as indicated by the skewness statistic value of 0.952.
- With a central tendency single observation mean value of (48.00), TRA has a maximum value of (116.00) and a minimum value of (12.00). The standard deviation value (39.55276) indicates the degree of CI dispersion. Positive skewness is evident in the variable, as indicated by the skewness statistic value of (0.851). The EMC exhibits a maximum value of 116.00 and a minimum value of 13.00, accompanied by a mean value of 48.50 for the central tendency single observation.
- The standard deviation value of (38.70616) indicates the EMC dispersion measure.

The variable is positively skewed, as indicated by the skewness value of (0.957). According to the results, the performance appraisal has the lowest standard deviation (36.88175) and the employee feedback index has the highest standard deviation (44.36215). This suggests that, out of all the study's variables, performance appraisals are the most accurate performance indicators of worker productivity.

Table No: 1. Descriptive statistics.

Variables	Coefficients	Std error	Sig. value
Constant	4.027	2.061	0.070
PFA	0.047	0.182	0.017
EFB	0.721	0.199	0.003
TRA	0.108	0.155	0.499
EMC	0.140	0.185	0.460
R-squared	0.687		
Adjusted R-squared	0.641		
F-change	28.5576(0.000)		
DW Statistic	1.62		

Source: Primary Data

The effects of performance reviews on worker productivity at the Federal Ministry of Education Headquarters in Abuja, Nigeria, are shown in Table 4 through the use of multiple regression analysis. The results of Deleyeju and Ojebiyi (2013) and Mollel-Eliphaz et al. (2017), who found a significant and positive relationship between performance appraisal and employee productivity, are consistent with the findings of the coefficients of employee feedback (EFB) and performance appraisal (PFA), which were found to be statistically significant as indicated by their probability values of 0.017 and 0.003, respectively.

However, as shown by their respective probability values of 0.499 and 0.460, the coefficients of training (TRA) and employee compensation (EMC) were determined to be statistically insignificant at the 10% level of significance. The outcome is consistent with the research conducted by Audu and Timothy (2014), who examined the impact of human resource development and training on productivity. All of the study's variable coefficients had positive signs and were in line with the investigation's theoretical expectations. Thus, this result suggests that employee productivity will increase by 0.047, 0.721, 0.108, and 0.140 percent, respectively, as PFA, EFB, TRA, and EMC increase by 1 percent.

Table No. 2: Summary of Regression Result.

Variables	N	Minimum	Maximum	Mean	Std. D	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistics	Std. error	
PFA	300	7.00	112.00	47.500	36.881	.710	.512
EMP	300	9.00	122.00	48.000	42.753	.953	.512
FEB	300	2.00	133.00	48.000	44.362	.952	.512
TRA	300	12.00	116.00	48.000	39.552	.851	.512
ECP	300	13.00	116.00	48.500	39.706	.957	.512

Source: Primary Data

The corresponding probability value of 0.000 indicated that the F-change of 28.5576, which assessed the joint significance of the parameter estimates, was deemed statistically significant at the one percent level. This suggests that every model variable had a statistically significant and joint impact on the productivity of employees. Concomitantly, the adjusted R² (R² = 0.641 or 64%) shows that the regression's goodness of fit held steady even after accounting for the degree of freedom. It was found that the Durbin-Watson statistic of 1.62 was greater than the R² of 0.684, suggesting that the model is not spurious but rather meaningful. There does not appear to be positive serial correlation, according to the Durbin-Watson statistics of 1.62.

4.1 Limitations of the Study

- The result generated from the questionnaire is done on the assumption that the respondents have revealed true information.
- My study is confined to sample size is limited only.

4.2 Recommendations

1. It is advised that the multiple appraisal method be implemented in order to promote objectivity and remove bias in employee evaluations.
2. Additionally, it is advised that management require the use of the employee feedback method for performance appraisals. This will help managers and staff members talk about areas of productivity improvement as well as areas of weakness.
3. The report suggests that performance appraisal systems be set up and implemented in order to allow for an efficient evaluation of employees and, consequently, give management the chance to determine what staff training needs are.

10. CONCLUSION

It can be concluded that performance appraisals increase employees' productivity. The

company will be able to compensate the performing staff after an objective appraisal is completed. Employee productivity was found to be increased by performance appraisal indices in the study. This will increase the likelihood of identifying shortcomings in the workforce's performance. As a result, suitable training and development plans would be created to address these shortcomings. In order to increase productivity, performance appraisals also assist an organization in assigning workers to the tasks for which they are most qualified. Increasing productivity results in higher profits for the company.

REFERENCES

1. Aguinis, 2009. Performance management. New Jersey: Prentice Hall.
2. Aidah, N., 2013. The effects of training on employee performance. *Journal of Business Economics*, 24: 19-25.
3. Ajayi, I.A., O.O. Awolusi, B.B. Arogundade and H.Y. Ekundayo, 2011. Work environment as correlate of academic staff job performance in South-West Nigerian Universities. *European Journal of Educational Studies*, 3(1).
4. Armstrong, M., 2009. *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance*. London: Kogan Page.
5. Armstrong, M., 2012. *Managing performance: Performance management in action*. UK: CIPD Publishing.
6. Armstrong, M., 2013. *A handbook of human resource management practice*. 10th Edn., U.K: Kogan Page Ltd.
7. Asamu, F.F., 2013. Perception of performance appraisal and workers' performance in Wema bank headquarters, Lagos. *Global Journal of Arts, Humanities and Social Sciences*, 1(4): 89-101.
8. Audu, J.S. and G. Timothy, 2014. Effects of human resource training and development on productivity in Nigerian hospitality industry. *International Journal of Public Administration and Management Research*, 2(2): 80-87.
9. Banjoko, S., 2002. Employee performance appraisal; pennant, July-Sept, 8(3).
10. Boachie-Mensah, F., 2011. Employees' perception of performance appraisal system: A case study. *International Journal of Business and Management*, 7(2): 73-88.
11. Calabrese, A., 2012. Service productivity and service quality: A necessary trade-off? *International Journal of Production Economics*, 135(2): 800-812.
12. Cardy, R.L. and B. Leonard, 2011. *Performance management: Concepts, skills and exercises*. 2nd Edn. New Delhi: PHI Learning Private Ltd.

13. Deleyeju, P. and O.A. Ojebiyi, 2013. Performance appraisal and review systems: The identification, measurement and development of performance in organizations. Glenview, IL: Scott, Foresman.
14. DeNisi, A.S. and P. Kluger, 2000. Performance appraisal, performance management and improving individual performance: A motivational framework. *Management and Organization Review*, 2(2): 253-277.
15. Dessler, G., 2008. Human resource management. 11th Edn., New Delhi: Raj Kamal Electric Press.
16. Donli, J.G., 2008. Personnel selection, placement and induction. Being the text of Lectures Delivered at the Industrial Relations and Personnel Management Course held at Financial Institutions Training Center, Yaba, on 14/9/1989.
17. Eldman, D.C. and H.J. Arnold, 2009. Managing individual and group behaviour in organism. Japan: McGraw Hill Book Company. pp: 392.
18. Esu, B.B. and B.J. Inyang, 2009. A case for performance management in the public sector in Nigeria. *International Journal of business and Management*, 4(4): 98-105.
19. Fletcher, C., 2001. Performance appraisal and management: The developing research agenda. *Journal of Occupational and Organizational Psychology*, 4(1): 12-27.
20. Gerhart, B. and G.T. Milkovich, 2010. Organizational differences in managerial compensation and financial performance. *Academy of Management Journal*, 33(4): 663-691.
21. Gichuhi, A.W., P.O. Abaja and I. Ochieng, 2014. Effect of performance appraisal on employee productivity: A case study of supermarkets in Nakuru Town, Kenya. *Asian Journal of Business and Management Sciences*, 2(1): 42-58.
22. Grönroos, C. and K. Ojasalo, 2004. Service productivity: Towards a conceptualization of the transformation of inputs into economic results in services. *Journal of Business Research*, 57(4): 414-423.
23. Güngör, P., 2011. The relationship between reward management system and performance appraisal for teachers implementation. *The Qualitative Report*, 13(4): 544-559.
24. Hayford, C., Y. Boakye and N.O. Ovusuu, 2016. Is performance appraisal system anachronistic in tertiary institutions in Ghana? Evidence from the University of Cape Coast. *Journal of Business and Management*, 18(4): 55-62.
25. Ismail, F., Imran, M., & Al Hosni, A. A. H. H. (2021). The Influence of Job Satisfaction and Organizational Culture on Organizational Performance: Empirical Evidence from

- Pakistan's Banking Sector. *Webology* (ISSN: 1735-188X), 18(3).
26. Imran, M., Ismail, F., Hussain, K., & Zeb, F. (2021). Job Satisfaction and Organizational Performance: Empirical Evidence from Pakistan's banking sector. Ismail, F., Imran, M., & Al Hosni, A. A. H. H. (2021). The Influence of Job Satisfaction and Organizational Culture on Organizational Performance: Empirical Evidence from Pakistan's Banking Sector. *Webology* (ISSN: 1735-188X), 18(3).
 27. Lucas, R., & Diener, E. (2007). *The Happy worker: Hypothesis about the role of positive affects worker productivity*. San Fransico: Wiley.
 28. Makawiti, D. W. (2011). Perception of Academic Staff in Kenya Public Universities Towards Application of Performance Appraisal Results in Training and Promotions Decisions.
 29. Nairobi Selvarasu (2014), A Study of Impact on Performance Appraisal on Employee's Engagement in an Organization", *International Journal of Managerial Studies and Research*, vol.2, No.pp10-22.
 30. Elijah Marongs (2012), Factors Influencing Employee Performance Appraisal System, *International Journal of Business and Social Science*, vol.3, No.p37-46.
 31. Muhammad Arslan (2014), "Improving Productivity through Appropriate Performance Appraisal in Pakistan State Oil Limited", *European Journal of Business and Management*, vol.6, No.p83-87.
 32. Alase, G., & Akinbo, T. (2021). Employee Motivation and Job Performance: Empirical Evidence from Nigeria. *Applied Journal of Economics, Management and Social Sciences*, 2(2), 16–23.
 33. Almawali, H., Adha Hafit, N. I., & Hassan, N. (2021). Motivational Factors and Job Performance: The Mediating Roles of Employee Engagement. *International Journal of Human Resource Studies*, 11(3), 67.
 34. Kuranchie-Mensah, E. B., & Amponsah-Tawiah, K. (2016). Employee motivation and work performance: A comparative study of mining companies in Ghana. *Journal of Industrial Engineering and Management*, 9(2), 255–309.
 35. Kuswati, Y. (2020). The Effect of Motivation on Employee Performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 995–1002.
 36. Nabi, M. N., Abdullah, M., & al Hossain, A. (2017). The Impact Of Motivation On Employee Performances: A Case Study Of Karmasangsthan Bank Limited, Bangladesh
- Characterisation of transient diesel engine performance and emissions with oxygenated

fuels View project.

37. Nilasari, B. M., Nisfiannoor, M., & Devinta, F. R. M. (2021). Changes In Motivation That Affect Employee Performance During The Covid 19 Pandemic. *Jurnal Aplikasi Manajemen*, 19(2), 435–447.
38. Feldman, R. S. (2017). *Motivation and Emotion, Psychology*. R. S. Feldman (Ed). 6th edn: Tata McGraw-Hill Publishing Company Limited: New Delhi, India. 286-318.
39. Milkovich, G. T. and Boudreau, J. W. (2016). *Performance*. G. T. Milkovich and J. W. Boudreau (Eds). 8th edn IRWIN Boston. 99-137.
40. Mwema, N. W. and Gachunga, H. G. (2014). The influence of performance appraisal on employee productivity in organizations: A case study of selected who offices in east Africa. *International Journal of Social Sciences and Entrepreneurship*, 1(11): 1-13.
41. Noe, R. A., Hollenbeck, J. R., Gerhart, B. and Wright, P. M. (2004). *Managing employees' performance*. J. R. Hollenbeck R. A Noe, B. Gerhart, and P. M. Wright (eds). McGraw-Hill, IRWIN: Boston. 238-72.
42. Osuala, E. C. (2017). *Introduction to research methodology*. 3rd edn: African-First Publishers, Plc (Africana Academic Books): Onitsha, Nigeria.
43. Redman, T., Snape, E., Thompson, D. and Kaching, Y. F. (2017). Performance appraisal in the National Health Service. *Human Resource Management Journal*, 10(1): 1-16.