

# Literature Review: The Influence of Work Appraisal on Employee Performance in a Company

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## ABSTRACT

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Employees are important assets for the company, because the roles and functions of employees aim to help expedite productivity and maximize performance and use time effectively and efficiently. This study aims to determine the effect of work assessment to performance employee in something company and also aim for review the effect of performance appraisal on employees in an organization or company. This study uses the Literature Review method or literature review. Performance appraisal is also known as a performance review, performance evaluation, or employee appraisal which aims to increase employee productivity in a company. The purpose of performance appraisal is as follows: (1) As a basis for decision making. (2) As a basis foresee or estimate performance with method correlate results test with rating result performance. (3) Give bait come back to employee, so that evaluation performance can function as a vehicle for self-development and employee career development. (4) Performance appraisal can help determine the objectives of the training program. (5) Performance appraisal can help diagnose organizational problems. The function of performance appraisal is to encourage performance improvement. Performance appraisal is used as a means of communicating with employees regarding how they work and what means are needed to change behavior and attitudes, as well as a means of developing their skills and knowledge. Good job evaluation is very closely used to evaluate employee performance in accordance with the components of the job evaluation being assessed, for example, attendance, honesty, responsibility, work ability, loyalty, obedience, leadership and cooperation, as well as employee initiatives or ideas. Good, effective and clear performance appraisals will make employees more motivated to continue working diligently, and good work appraisals will have an impact on the enthusiasm of employees in doing work.

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## 1. INTRODUCTION

Employees are an important asset of an organization or company, because these employees have different roles and functions aims to help expedite productivity and maximize performance and make the best use of time and also as effectively and efficiently as possible so as to achieve the targets or goals set by the company.

An employee is a person who provides services or sells services to a company or to an organization that requires services, labor, from which services the employee will receive compensation, compensation or wages. Employees are every citizen who is of working age (i.e., aged 15 to 64 years), or is the total number of people in a country who produce goods and services if there is a demand for the labor they produce, and if they want participate in the activity. Meanwhile, according to [1] employees are everyone who provides good services in the form of thoughts or in the form of labor and get remuneration or compensation, the amount of compensation has been determined in advance.

Employees in the company can be divided into two types of employee groups viz.

### a. Employee Permanent

Permanent employees are employees who already have a contract or a work agreement with the company within a specified period of time. These permanent employees usually tend to have far greater rights than non-permanent employees, and permanent employees also tend to be much safer in terms of job security compared to non-permanent employees. permanent.

### b. Employee no Permanent

Temporary employees are employees who are only employed when a company or the organization needs additional workers only. These temporary employees can usually be dismissed at any time by the company the company or organization does not need additional workers. When compared to permanent employees, these non-permanent employees tend to have far fewer rights and

are also a little insecure in terms of job security.

Employees are a very important role in a company, employees also have responsibilities including respecting many people, fulfilling the rules set by the company or an organization, keeping the name good company, guard and establish good communication with fellow employees or with other people, maintain stability work.

Performance appraisal or performance appraisal is an activity to assess and evaluate achievements, abilities, and see the growth of employees in a company. This performance appraisal needs to be carried out by every company in order to be able to evaluate performance and increase employee productivity. This performance appraisal is an evaluation and assessment what the company does to employees to find out what it's like ability owned and also to measure productivity during work. This performance appraisal will not only help the company to increase employee productivity but, It can also be useful for self-development employee.

Performance appraisal is a process carried out by an organization or company to evaluate or assess employee performance [2]. This job appraisal activity can improve personnel decisions and also give bait feedback to employees regarding work performance they.

Performance appraisal is a process by which an organization obtains feedback regarding the effectiveness of its employees [3]. In general, put the audit as well as control and delivery of information set organization.

Three types of performance appraisal criteria, namely:

- a. Performance appraisal based on results;
- b. Performance appraisal based on behaviour;
- c. Performance appraisal is based on judgment or considerations certain [4].

The results of the performance appraisal can show whether human resources have met the demands desired by the company, whether viewed from the side quantity or quality. There are several factors

influence process evaluation performance, including the following:

- a. Performance appraisal indicators, work criteria according to [5], namely criteria based on nature, based on behavior, based on results.
- b. The performance appraisal method, according to [6], this performance appraisal method must include five things, namely relevance (fit of results and objectives), acceptability (acceptable), reliability (trustworthy), sensitivity (can distinguish work results), and practical (increase productivity work).
- c. Assessor, according to [7] assessment determination is very closely related to the problem is the results of the assessment are objective or not.
- d. Implementation of performance appraisal, according to Pen can [7] implementation of performance appraisal must include two things, namely: The first is the execution time and the second is the context evaluation.

The main purpose of job appraisal is to measure the performance of employees and also to find out the strengths of employees. According to [8] the purpose of performance appraisal is as follows:

- a. To know skills and abilities employee.
- b. As a basis for planning the field of staffing especially improving working conditions, improvement quality or results work.
- c. As a basis for the development and utilization of employees as optimally as possible, so that they can be directed to a level or career plan, promotion or promotion position.
- d. Encourage the creation of healthy reciprocal relationships between subordinates and superior.
- e. To find out the condition of the organization as a whole from the field of

staffing, especially the performance of employees in staffing.

- f. Personally, with this performance appraisal employees will know their strengths and weaknesses so that they can spur their development. For superiors who assess will know and know their employees better so they can be more motivating employee.
- g. The results of performance appraisal can also be useful for research and development in the field of staffing.

In addition to the purpose of evaluating employee performance, there are many benefits to be gained from evaluating employee performance, namely the following:

- a. Increase work performance, with this work assessment both leaders and employees get feedback from them could fix the job or increase work productivity.
- b. fair employment opportunities, with accurate performance appraisal can guarantee employee get the opportunity to occupy a job position according to his ability.
- c. The need for development training, with performance appraisal, will determine the ability of employees so that there is training and development to improve employee abilities.
- d. Compensation adjustments, through performance appraisal superiors can make decisions in determining compensation and etc.
- e. Promotion and demotion decisions, the results of this performance appraisal can be used to make decisions to promote or nominate employee.
- f. Diagnosing work errors, poor performance is likely an internal error job design. With performance appraisal can diagnose these errors.
- g. Assess the recruitment and selection process. according to [9], the low

performance of new employees can reflect exists irregularities in the recruitment and selection processes.

Evaluation performance employee conducted with an assessment through several components or assessment factors. According to [10] To facilitate assessment, the general assessment components given are as follows:

- a. Absence, is proof of the presence of employees when they come to work until they leave work. The presence of employees will affect performance.
  - b. Honesty, is the behavior of employees while working in a period, as well as the absence of honesty also has a minimum standard that must be made.
  - c. Responsibility, is the responsibility of the employee for the work done he did.
  - d. Ability (work results), is a measure for an employee to complete something profession.
  - e. Loyalty, is the loyalty of an employee to the company.
  - f. Compliance, that is employee obedience in following whole rules or policies to be adhered to and may not be violated.
  - g. Collaboration is an act of mutual assistance employee.
  - h. Leadership, which is valued is a person's ability to lead.
  - i. Initiative, is someone who has ideas or opinions for improvement and also development of the quality of a job being done.
- b. The Checklist method, or the checklist method, is a method of evaluating employee performance which consists of a series of work standards in the form of statements and answers only form "yes" or "no", it could also be a "checkmark" or a sign "time".
  - c. The Critical Incidents method, or the critical incident method, is an assessment method that focuses on something critical behavior or critical incidents either positive or negative incidents.
  - d. Essay method, the assessor writes a description of intelligence, strengths, weaknesses, presence, attitude, behavior and so forth. This essay method is descriptive in nature so that it only provides qualitative information about workers or employees.
  - e. Ranking method, is an assessment method that compares one employee with another employee, which is then sorted by rank or rank from which highest until the lowest.

According to [11] reveals that performance appraisal is a process that consists of:

- a. Identification, that is determining performance factors that influence the success of a organization. This can be done by referring to the results of the analysis position.
- b. Measurement, is the core of the performance appraisal process. In this process, management determines what employee performance is good and bad.
- c. Management, this process is a follow-up of the results evaluation performance. Management has to future-oriented to increase the potential of employees in the organization concerned.

The performance appraisal process according to [12] consists of six steps, namely:

The work assessment methods are as follows:

- a. The rating scale method, or rating scale, is the simplest and most commonly used method. This method uses a scale to assess employee performance. For example, from a scale of "very good" to "very bad".

- a. Establish performance standards for each position and evaluation criteria,
- b. Establish a performance evaluation policy related to when the assessment is carried out, how often and who should evaluate.
- c. Has an assessment that collects employee performance data.
- d. Have an assessment that evaluates performance employee.
- e. Discuss the evaluation with the employee.
- f. Make decisions and store the results of the evaluation.

## 2. METHODS

The method used in writing this article is literature review. That is a national literature search that is used using the Google Scholar database. In the early stages of searching for journal articles, 295,000 articles were obtained, researchers choose alone article corresponding with title and abstract. Search articles using the keywords "the influence of performance appraisal journals" and "the effect of performance appraisals in a company", articles that are not related to performance appraisals are excluded. Of these, only about 5 journals were taken for review and analysis. The 5 selected articles were then read carefully starting from the abstract, objectives, data analysis from the initial statement, namely the effect of performance appraisal on employee performance in a company.

## 3. RESULTS AND DISCUSSION

From 5 article which chosen for in reviews of these, all use quantitative studies. 5 Selected articles were published between 2014 to 2018. Each of the 5 articles has been selected to be read carefully from the start of the abstract, objectives, data analysis of the researcher's initial statement to gather information about the effect of performance appraisal on employee performance in a company.

Performance appraisal of employee performance is an important matter in human resource management. With performance appraisal it can be seen how precisely the employee or employees have carried out their functions. This literature study was obtained from 5 articles that match the criteria. Performance appraisal affects job satisfaction, work performance, performance appraisal affects employee morale, performance appraisal influences career development, and performance appraisal also increases work motivation or performance appraisal make employees more motivated to keep working hard.

Described in the following table:

NO	Author & Year	Title	Research purposes	Method	Respondents	Research procedure	Results
1	[13]	The Effect of Performance Appraisal on Job Satisfaction & Job Achievement (Study on Employees of PT. Telekomunikasi Indonesia, Tbk Region Poor)	Purpose of this study is to describe performance appraisal, job satisfaction and job performance, know and analyze the effect of performance appraisal on job satisfaction, work performance _ significant.	Type of Research used is explanatory research with a <i>quantitative</i> approach .	The sample in this study were employees of PT. Telekomunikas i Indonesia, Tbk Malang area with a total of 63 respondents, the selection using <i>proportionale random technique sampling</i>	Collecting data in this study is to use a questionnaire containing statements distributed to employees of PT. Telekomunikasi Indonesia, Tbk Malang Region. Then then analyzed using descriptive analysis methods and also path analysis (Path Anlysis)	Respondents disagreed with the timeliness of the assessment and also the context of the assessment set by PT. Telekomunikasi Indonesia, Tbk Malang Region needs improvement in accuracy time and context evaluation performance employee. Promotion system based on length of service (seniority) and performance at PT. Telekomunikasi Indonesia, Tbk Malang area is not satisfying employees, so needed exists repair and as well as an increase in the promotion opportunities given to employee. PT. Telekomunikasi Indonesia, Tbk, Malang region has high integrity and quality of work results and needs to be maintained, while the quantity of work has a low enough value so it does not reach the work target which has determined. Required exists encouragement and improvement to increase the number of employee work results in order to achieve predetermined work targets.  That this performance appraisal has the benefit of increasing employee performance, with the existence of a system evaluation work which effective also will increase employee job satisfaction in a manner directly affect company performance and employee career development

2	[14]	<p>The Effect of Performance Appraisal on Work Morale ( Study on Permanent Employees of PT. Aggionmultimax)</p>	<p>this research aims to describe the performance appraisal of employees and working spirit of the employees at PT Aggionmultimax Sidoarjo, also to determine the effect of employee performance appraisal variables on morale employee.</p>	<p>Research type The research used is explanatory research. The data collection technique used is a questionnaire distributed to employees of PT. Aggionmultimax Sidoarjo.</p>	<p>Respondent sare employees of PT. Aggionmultimax Sidoarjo as many as 80 respondents.</p>	<p>The data analysis technique used is descriptive analysis and simple linear analysis. After data collection, descriptive analysis was then carried out, then simple linear regression analysis was then carried out to test the hypothesis.</p>	<p>PT. Aggionmultimax Sidoarjo conducts performance appraisals which are carried out routinely every year and also the supervisors and managers of General Affair are the appraisers. Appraisers measure employee performance using employee absences and work results for one year. High employee morale can improve organizational performance and productivity. Low employee morale usually results in lower productivity which can affect employee performance. From the results of the questionnaire which has processed cheers work employee PT. Aggionmultimax Sidoarjo is in the very good category. The results of the regression analysis are supported by the results of interviews with employees of PT. Aggionmultimax Sidoarjo, it is known that employee performance appraisal is one aspect that influences employee morale. This is because if there is no performance appraisal that is carried out regularly, then there are no things that can refer to employee morale to increase the productivity of their performance. The results of this performance appraisal can be returned to each employee so that the employee can know and be aware of what has been done has been recorded and assessed by the authorities so that</p>
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							the employee does not feel disappointed if the score is less and also the employee will feel proud if the score is high and the employee will be more passionate
3	[15]	The Effect of Performance Appraisal and Work Experience on Career Development at PT Bali Ordinary Indah Kumpulan Kuta – Bali	The purpose of this study is to influence performance appraisal and work experience on career development.	Methods of data collection using interviews and questionnaires. Data analysis techniques – used is the analytical technique linear regression .	Respondents are employees of PT. Bali Ordinary Beautiful Collection of Kuta – Bali as many as 52 people respondents or 52 employees.	Data collection is by interview, then questionnaires are distributed in the form of written questions to respondents regarding work assessment and also work experience, after get data and data analyzed by researchers.	The results of the analysis of this study indicate that performance appraisal and work experience have a positive and significant effect on development career. The results of this study develop the first hypothesis, namely evaluation performance influential positive and significantly on career development at PT. Bali Ordinary Beautiful Collections of Kuta – Bali. Having previously examined previous research, namely Hutajulu (2012) conducted at the Bogor Pratama Tax Service Office (KPP) stated that performance research has a positive and significant influence on career development employee. The results of the study developed the second hypothesis, namely work experience has a positive and significant effect on the career development of employees of PT Bali Ordinary Indah Kumpulan Kuta - Bali after previously being researched by Kristola (2009) at the regional secretariat office of West Kuta Regency stated that experience work has a positive influence significant on the career development of an employee. The findings of other studies



							with consistent results were found in Mclven's research (2012) conducted on Rural School Students who found work experience to have a significant influence on employee
4	[16]	Performance Appraisal, Reward, and Punishment on Employee Performance at PT. Pertamina (Persero) North Sulawesi, Tenggo Marketing Branch	this research aims to determine the simultaneous or partial effect of performance appraisal, reward, and punishment on employee performance.	This study uses the esplanatory research method with a quantitative approach. The instruments used are questionnaires, observation and documentation.	The respondents of this study were employees of PT. Pertamina (Persero) Manado with respondents as much 50 employees or 50 people.	After the data is obtained, the classical assumption test is carried out, then analyzed using multiple regression analysis, correlation coefficient test, determination, hypothesis testing and then simultaneous testing and also Partial.	The results of the simultaneous study of performance appraisal, reward, and punishment on employee performance correlate well. The results of the research analysis simultaneously assess performance, reward and punishment, have a significant effect on performance employee. Partially, performance appraisal, reward and punishment have a significant effect on performance employee. kindly simultaneous there is influence which significant between performance appraisal, reward and punishment on employee performance at PT. Pertamina (Persero) Manado. Partial performance appraisal has a positive relationship and significantly influences employee performance at PT. Pertamina (Persero) Manado. There is a positive and significant reward effect on employee performance at PT. Pertamina (Persero) Manado. The partial test results show that punishment has a significant effect on employee performance at PT. Pertamina (Persero) Manado. The partial test results show that punishment has a significant effect on employee performance at PT.

							Pertamina (Persero) Manado
5	[17]	Effect of Performance Appraisal on Work Motivation at Cipta Mampang Hotel Jakarta South	The purpose of this study is to determine the effect of performance appraisal on work motivation at the Cipta Mampang Hotel, South Jakarta.	This research method uses observation, interviews, questionnaires and also documentation.	Respondents are 50 Cipta Mampang Hotel employees , South Jakarta . with the sample used ie saturated sampling using a Likert scale.	After conducting interviews, observation, documentation and distributing questionnaires to 50 respondents then the data is obtained, after the data is obtained then the researcher does its analysis.	There is a strong relationship between performance appraisal and motivation for Cipta Mampang Hotel employees, South Jakarta. Performance appraisal describes how employees should do so in order to motivate employees so that the goals desired by Cipta hotel can be achieved. Employee on Hotel Create motivated through performance appraisal such as evaluation of cooperation in completing employee work, responsibility for work and honesty in work. Employees perceive that good performance appraisal is closely used to evaluate employee performance in accordance with the work being assessed, namely performance appraisal dimensions such as attendance, honesty, responsibility, workability, loyalty, obedience, leadership and cooperation, as well as employee initiatives or ideas. Clear performance appraisal results will make employees more motivated to continue working diligently.

Performance appraisal is an appraisal system that aims to provide information to employees regarding their performance during a certain period and feedback from performance appraisals carried out by the company is expected to increase employee morale.

High morale can improve organizational performance and productivity, so conversely low employee morale will usually result in low productivity as well.

Assessment \_ performance has a positive and significant influence on employee career development [18].

According to [19] revealed that performance appraisal has a positive and significant influence on the development program career.

According to [20] , evaluation performance is a formal factor that will have an influence on corporate culture which is an informal factor and will ultimately affect work results employee.

According to [21] , the function of job evaluation is to make administrative decisions related to promotion, dismissal, termination of employment and increase in wages based on employee services.

The purpose of performance appraisal is as follows:

- a. As a basis for decision making.
- b. As a basis for predicting or estimating performance by correlating test result with assessment results performance.
- c. Provide feedback to employees, so that performance appraisal can function as a vehicle for self - development and career development employee.
- d. Performance appraisals can help determine the objectives of a training program.
- e. Performance appraisals can help diagnose problems organization.

Of the five journals that have been reviewed above, it is stated that performance appraisal has a positive and significant influence. So this performance appraisal affects employee performance. As employee morale, high morale will improve organizational performance and also work productivity employee. Job appraisal is also very influential on employee motivation, affecting the increase in achievement employee and also influential on career development employee.

The function of job appraisal is to encourage performance improvement. Performance assessment used as means communication with employees regarding how they work and what means are needed to change behavior as well as attitudes, as well as means to development of skills and knowledge they.

Good job evaluation is very closely used to evaluate employee performance in accordance with the work being assessed, for example, attendance, honesty, responsibility, work ability, loyalty, obedience, leadership and cooperation. and employee initiatives or ideas.

Good, effective and clear performance appraisals will make employees more motivated to continue working diligently, and good work appraisals will have an impact on the enthusiasm of employees in doing work.

#### 4. CONCLUSION

Based on the results of the literature review of the 5 journals above, it can be concluded that:

- a. Job appraisal influences and is also beneficial to improving employee performance, with an effective job appraisal system will increase employee job satisfaction which directly affects

- company performance and career development employee.
- b. Job appraisal is one aspect that influences employee morale. High employee morale can improve organizational performance and productivity. If there is no performance appraisal that is carried out regularly, then there is nothing that can refer to employee morale to increase productivity performance.
  - c. Performance appraisal has a positive and significant effect on career development. Because with this performance appraisal superiors can make administrative decisions related to promotion, increase in wages or even layoffs.
  - d. Job appraisal has a positive effect on employee motivation. Employees will be motivated through work assessments such as evaluations about cooperation in completing employee work, responsibility for work and honesty in work work.
  - e. Good job evaluation is very closely used to evaluate employee performance in accordance with the work being assessed, namely work assessment components such as absenteeism, honesty, responsibility, work ability, loyalty, leadership obedience and cooperation as well as employee initiatives or ideas.

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