

**IMPACT OF PERFORMANCE APPRAISAL ON EMPLOYEE
JOB PERFORMANCE, MOTIVATION AND ABSENTEEISM
IN IT COMPANIES IN INDIA**

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ABSTRACT

The aim of this study was to observe the impact of performance appraisal on employee job performance, motivation and absenteeism in IT companies in India. The study also intended to test how differently males and females will experience performance appraisal and its outcomes with respect to three variables that are job performance, motivation and absenteeism. Research was started with reviewing the process of performance appraisal, performance appraisal model, trends in performance appraisal, theories related to all variables and literature related to studies on impact of performance appraisal on job performance, motivation and absenteeism.

Researcher took positivistic deductive approach and research design for this study was explanatory in nature. To test the hypotheses and answer proposed questions, quantitative method was undertaken and due to time constraints researcher used cross-sectional approach. Self-administered questionnaire in the form of online survey was used for collecting data from Indian IT companies' employees. Survey was distributed to the participants by using snowball approach through social media platforms.

Total of 139 responses were received, out of which 138 participants agreed to proceed with taking the survey. SPSS is the statistical tool for analysis developed by IBM that was used to analyze data collected in this research. Hypotheses related to the impact of performance appraisal showed that there is a significant impact on job performance and there is no significant impact on motivation and absenteeism. This study also show that males and females experience performance appraisal similarly and there is no significant difference in their outcomes with respect to job performance, motivation and absenteeism. Limitations and recommendations were made based on the findings of research which will help to obtain better results in future studies on similar topics.

Keywords: Performance Appraisal, Job Satisfaction, Motivation, Absenteeism

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CHAPTER 1: Introduction

1.1 Introduction:

Performance appraisal is one of the most importance process of human resource department. There are various factors of employee behaviour which are motivation, performance, loyalty, integrity, engagement, absenteeism, presenteeism and stress that can be affected by performance appraisal. Along with the changing trends and developments in work environment, may it be technology related or business, employees are expected to adopt quickly with this change. Those individuals who are capable of adapting to change should be rewarded or appraised as a sign of appreciation which in-turn enhance their enthusiasm towards work.

By reviewing literature it can be seen that most of the studies supports job performance which is impacted by performance appraisal. According to Onyije (2015) performance appraisal can affect both employee and organization in a negative way which can be due to perception of an employee or their satisfaction related to their appraisal. As appraisal process involves evaluation of employee, their strength and weaknesses will be discussed in feedback given during appraisal process. Based on this feedback there can be impact on employee motivation which can affect their performance or decrease their willingness to work. Studies are conducted by Ismail and Rashani (2018) and was carried to investigate the impact of appraisal on motivation. There are other studies related to motivation that assess impact of appraisal on motivation which further impacts performance. Reviewing this literature, researcher wanted to analyse impact of appraisal on motivation.

Absenteeism is another important topic of interest in recent studies, which can be affected based on various factors. Absenteeism, in other words absence of an employee from work on regular working day without any prior request. Genuine factors like health issues, personal issues and transport issues might also be the reason for being absent. As appraisal being one of HR fators which can have impact on absenteeism, researcher selected this as a variable for study.

For studies on, impact of performance appraisal on employee job performance, motivation and absenteeism, previous studies used quantitative approach.

Quantitative data provides results that are easy to calculate and analyze, which also gives interesting insights of the data. To collect this data from participants, online questionnaire was used which is economical and efficient way to collect data. This research is continued based on previous researches and testing hypotheses which makes it explanatory research. Due to time constraints, cross-sectional approach was used.

According to IBEF (2020), IT companies in India are developing and contributes to 7.7 percent of GDP. Also due to less number of research done on this topic in Indian IT sector, there is a good scope for research to be carried in this region to analyze impact of performance appraisal on employee job performance, motivation and absenteeism. Further analysis will be conducted to test difference in perceptions of appraisal among males and females, and their outcomes on job performance, motivation and absenteeism.

1.2 Dissertation Structure:

Chapter one of this dissertation will discuss briefly about performance appraisal and how researcher decided to choose the research topic to determine impact of performance appraisal on employee job performance, motivation and absenteeism.

Chapter two will provide the definitions of performance appraisal, brief idea about trends in performance appraisal, its process models, related theories and finally recent researches that give insights to present research.

Chapter three will present the aim of research and questions that are proposed to investigate in this research. Hypotheses that are to be tested to identify answers to questions, are also stated in this chapter.

Chapter four discusses methodology, framework and approaches that researcher chooses for answering research question. Data analysis methods and research instrument that is required for this research will be explained.

Chapter five is regarding results and findings, which are relevant to this research. Analyses like descriptive statistics and inferential statistics will be discussed in detail along with sample information.

Chapter 6 explains, findings of current research by referencing it with studies that have already been done and learning about implications that can be obtained and applied in reality.

Chapter 7 is the final conclusion and recommendation section which presents limitation of this study and what are the measures that can be taken in future studies.

CHAPTER 2: Literature Review

2.1 Introduction:

This chapter will begin with outlining concepts of performance appraisal, while focusing on performance appraisal process and trends which are being followed from many years, and also emphasizing on how performance appraisal is being perceived by employees. This will be further followed by a critical analysis of the relevant literature and theories that are related to motivation, job performance and absenteeism. This literature review will form a strong rationale for objective of this study, to analyze impact of performance appraisal on employee job performance, motivation and absenteeism in IT companies in India.

Performance appraisal is one amongst the strategic approaches of Human Resource Management (HRM) which combines all the key activities such as reviewing and evaluating employees' job performance with organization business policies, and providing them with appropriate feedback; which also includes rewards and results in enhancing performances and competencies of the employees (Wanjala and Kimutai, 2015). However, performance appraisal not only affects job performances but also has an impact on other aspects such as employee motivation, behaviour, commitment, burnout, presentism, absenteeism and other related aspects. As stated by Sumangala and D'Souza (2012), performance appraisal reviewing and evaluation involves understanding of the employees' worth, merits, and capabilities that benefit the organizations, which in turn forms basis for rating given to the employees. This evaluation which based on certain abilities is crucial because quality and quantity of outcomes of this very task assigned to different people may vary, as humans vary from each other in their potential and aptitude (Sumangala and D'Souza, 2012). The assessment of future performance of an employee can increase their morale and motivate them to perform better. Thus it is important to assess future potential of employee and not only their past performances during performance appraisal (Bajpai and Soni, 2011).

Performance appraisal can be perceived positively and negatively which will have an impact on the outcomes of an employee which makes it a controversial process

of Human Resource Management. This can be seen in an example from research by Roberts (2001), when one of the managers of an organization was interviewed regarding Appraisal process, he stated that few of his employees that were benefited from appraisal thought the system was well-organized and were happy to be a part of it. But those who weren't, indeed felt this to be an unfair system and were not completely satisfied with appraisal and organization and suggested this should not be continued further. This leads to various questions like 'How will the performance appraisal process be carried out in a company? What makes the employee perceive their appraisal positively or negatively?' Thus, in the next section, performance appraisal process is discussed which outlines the trends and explains basic appraisal procedures that are being followed by most of the companies.

2.2.1 Trends in Performance appraisal:

Organizations are evolving along with an increase in competition in the dynamic marketplace. With an increase in competition, working individuals are always under constant pressure of upgrading their skills and knowledge. Improving their skills and knowledge reflects in their job performance, which leads to good performance appraisal. Performance appraisal is being used as an effective management process and has been one of the most researched topics for more than five decades (Sulsky and Keown, 1998). They also state that, in the early years main aim of using performance appraisal was to assess psychometric quality of performance ratings. The serious research on this topic began in year 1920 (DeNisi and Murphy, 2017). According to observations made by these authors on trends in Performance appraisal is from year 1970-2000, the research on scale formats, evaluating ratings and cognitive processes gained tremendous scope for this research (Bretz Jr, Milkovich and Read, 1992; DeNisi and Murphy, 2017). Bajpai and Soni (2011) present the comparison between traditional and modern appraisal processes in their research. Different methods in traditional and modern process is as shown in the figure below:

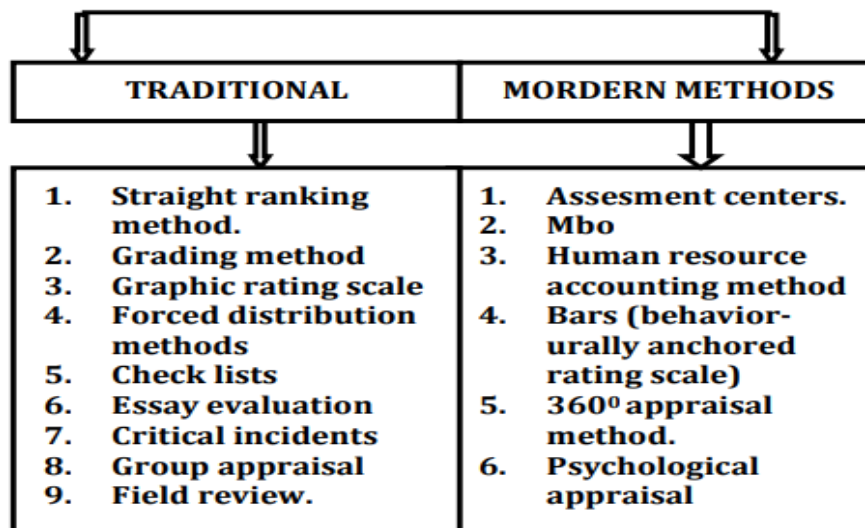


Figure 2.1 Comparison of Traditional and modern appraisal methods by Bajpai and Soni (2011)

As shown in the above figure, traditional method of appraisal started in ancient times with simple methods like, straight ranking method that is a comparative evaluation in which employees were ranked best and least, based on their overall performance (Bajpai and Soni, 2011). Later, Graphic rating scales were used during World War I to evaluate and identify poor performers and, transfer or train them for upcoming wars (Venne and Hannay, 2018). Before this rating system was introduced, paired comparison, group appraisal and checklists were used to assess the performance which also included certain criteria to evaluate the workers (DeNisi and Murphy, 2017). Although these methods of appraisal were efficient, there existed the question of fairness. For example, in the group appraisal the whole group is evaluated and if the result is ‘satisfactory’, it is unfair to those people who would have put in more efforts when compared to other people in the same group (Roberts, 1998).

On the other hand, modern appraisal methods are improvisations made over years which consists of Management By Objective (MBO), Human resource accounting method, Behaviourally Anchored Rating Scale (BARS) and 360 degree appraisal method. In 1996, according to research conducted by Smith, Hornsby and Shirmeyer (1996), many organizations used multiple appraisal methods and found

that MBO and graphic rating scales were most commonly used and BARS method was least used appraisal format. In the opinion of Bajpai and Soni (2011), MBO is the process which provides employees an opportunity to be involved in setting right goals, choosing actions and making appropriate decision. BARS is a combination of two traditional methods which are graphic rating scale and critical incident method and lastly in the 360 degree performance appraisal multiple feedbacks are received by an employee (Bajpai and Soni, 2011). These are performance appraisal methods which were followed from ages that has gained popularity in recent times due to the combination of two or more appraisal methods. From this section researcher infers that evolution of performance appraisal is becoming efficient as it involves an employee in process of setting goals and provides them the sense of involvement and responsibility for the work assigned to them. Performance appraisal process models depicts possible ways in which appraisal process will be carried out, thus next section of literature review gives briefs about how the appraisal process was transformed from complex model to, simple and effective process model.

2.2.2 Performance appraisal Process Model:

Performance appraisal has been used as standard management practice for more than fifty years and the research on appraisal has been noticed in behavioural literature since then (Maroney and Buckely, 1992). According to Bretz Jr, Milkovich and Read (1992), Performance appraisal and evaluation will require periodic improvements in practice as it is an applied subject. There have been several models established to make the appraisal process efficient.

Model of Performance appraisal Process (1978):

The first model being discussed is The Performance appraisal Process model by Decotiis and Petit (1978), which is a systematic and consolidated model that holds the appraisal literature together. The purpose of this model are as follows:

- a) Combine existing theory and the literature
- b) Provide appraisal problems a set of propositions
- c) Control the organization process and expand the understanding of literature

Decotiis and Petit (1978) followed and cited Taft's (1971) theory of interpersonal judgement and termed it in the form of rater and ratee. The theory stated in terms of performance appraisal can be treated as the function of:

- a) Rater's motivation for unbiased appraisal.
- b) The accuracy of the standards or norms of appraisal used to the rater.
- c) Rater's ability to evaluate job performance of ratee.

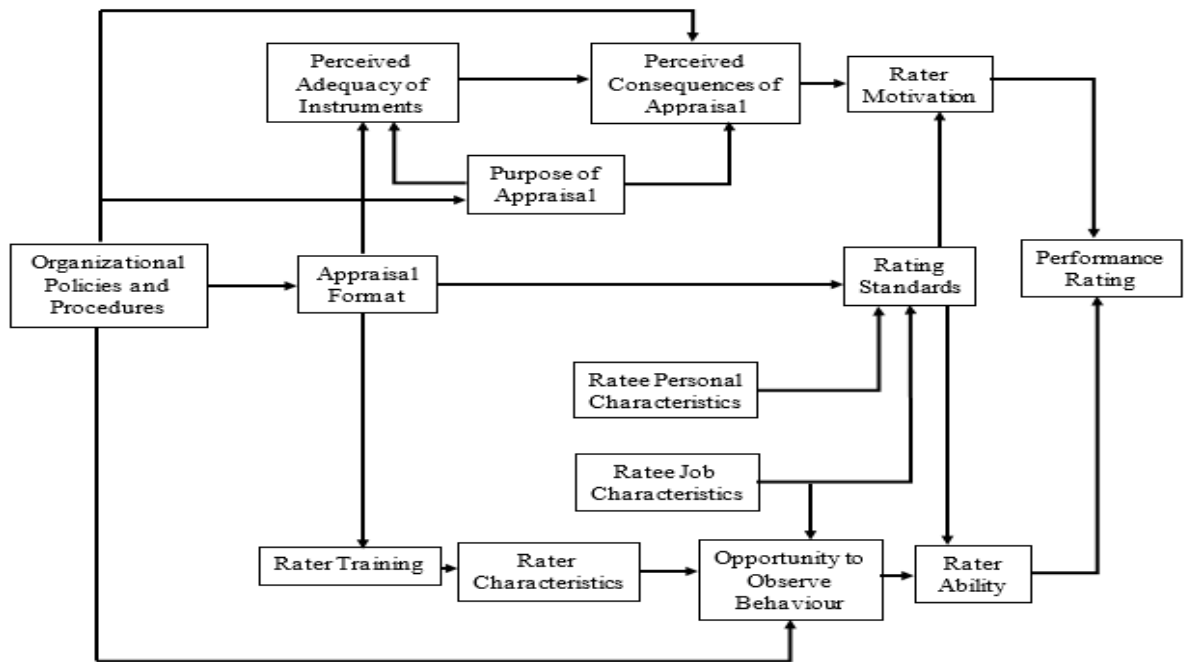


Figure 2.2 Model of the Performance appraisal Process (1978)

From the process model as shown in figure 2.2 the authors conclude research with respect to Performance appraisal and state this model is voluminous, unsystematic and subject to personnel research. They also suggest the result might be slow but advance rapidly. This model focuses mostly on the Rater and Ratee characteristics, motivation of rater for accurate appraisal and their training. This leaves a gap for research based on rater understanding the perception of the ratee, self-assessment by the ratee and feedback system. However, with the improvement in technology, knowledge and increase in various sectors in the companies, the model for appraisal process could be made simpler and efficient.

Further, Bajpai and Soni (2011) assert that there are prerequisites for appraisal process like setting realistic and achievable standards and goals, having the appraisal format that are easy to understand, evaluating an employee based on observable and measurable characteristics, communicating the appraisal standards and requirements to the employee, timely feedback and training should be given to the evaluator to be unbiased with the feedbacks. The organizations following these prerequisites can be successful and effective. The authors believe that the organizations that make effort to incorporate the ideal process will result in having the efficient appraisal system. But, those organizations that go against the standard processes and skip the steps will lead to inefficient appraisal processes. They also discuss the simple form of performance appraisal process that involves five steps which are arranged in logical order. They are as shown in the figure 2.3.

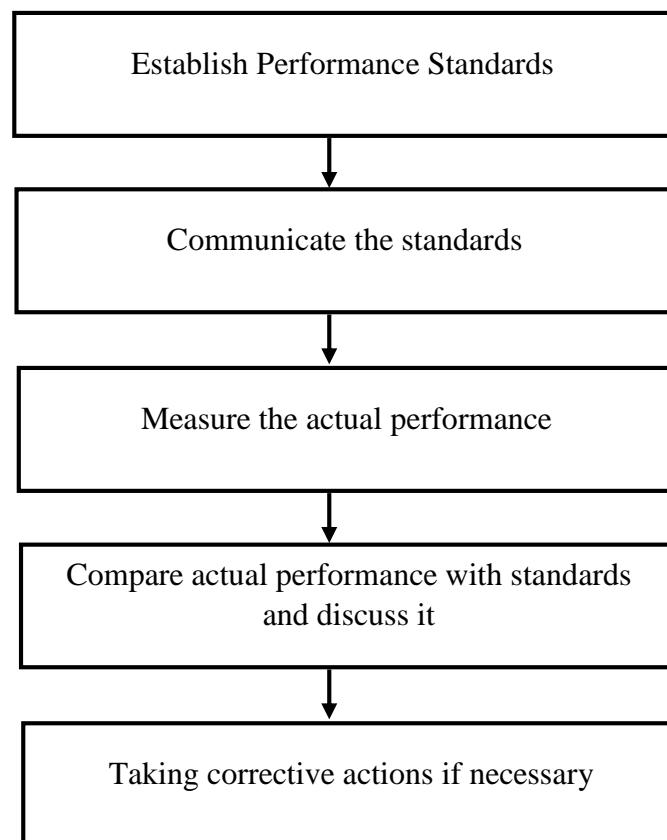


Figure 2.3 Performance appraisal Model by Bajpai and Soni (2011)

Onyije (2015) also discusses the same performance appraisal process. Consolidating the two the author concludes that the most widely used performance

appraisal process includes the steps as shown in the Figure 2.3 and will be discussed as follows:

1) Setting the performance standards and realistic goals:

The first step of the appraisal process is setting the standards of the work, which includes job description, expectations by the employee and the standards against which the employee performance will be measured. As termed by Evans and Tourish (2017) Performance appraisal is an opportunity where the organization goals set by managers are achieved by the employees. Thus standards and the measures should be realistic which can be achieved easily considering the time and cost constraints.

2) Effectively communicating the standards:

This step occurs between the appraiser and the appraisee, where the standards and goals that are set should be explained to the employee clearly. In this step the appraiser should explain the job description, the methods of doing the task, the standards set for measuring the performance and the timeline for the task. This process should motivate the employee to achieve their goals on time (Onyije, 2015).

3) Measure the Performance:

This step includes the actual measures against which the performance of an employee is assessed. This is also used to verify the standards set using the actual standards which may be in the form of statistical data, observations and written reports (Bajpai and Soni, 2011).

4) Comparison of set standards and performance:

This step requires appraisers to evaluate the employees in a critical and unbiased manner. Once the employee is assessed by the appraiser and the standards used are verified with the actual set standards, the employee can be easily assessed. For example: Outcomes of two individuals of the same task might be different, thus when compared with the actual standards set for quality and quantity they can be evaluated easily (Sumangala and D'Souza, 2012; Onyije, 2015).

5) Provide feedback:

This is another step that also requires effective communication to motivate employees to aim high in their future performance (Bajpai and Soni, 2011). This step is crucial as it gives employees detailed understanding of their appraisal, which can impact their job performance. The feedback perceived by the employee might be positive or negative, the feedback method can be used to motivate the employee that perceive positively. On the contrary Bretz Jr, Milkovich and Read (1992) mention that an employee can be dissatisfied with the feedback despite receiving a good appraisal or rating. Likewise, for the employee who perceives the appraisal negatively, discussing strength and weakness, clear explanation of job requirements and methods to achieve can create a win-win situation.

6) Taking corrective measures:

Final step in the Performance appraisal process is the measures taken to improve the performance if necessary. The performance when compared to actual performance standards, it can be assessed if an employee has performed better or less than the requirement. In case of underperformance the employee can be put on a development training for improvement.

It is a challenging task for Human Resource Management professionals to make the appraisal process an ideal and perfect method to assess job performance as humans tend to compare each other. According to the research conducted by Wanjala and Kimutai (2015), employees perceived performance appraisal process to be fair as the participation of employee in the performance appraisal policy was high. This also had a positive impact on employee job performance. Thus with continued research on employee involvement in appraisal process, feedback given and employee perception, the appraisal process can be made better which benefits both employee and organization. The employee perception and expectation can be briefly understood based on the existing theories. The next section will discuss theories that are relevant to assess the impact of Performance appraisal on Motivation, Absenteeism and Job performance.

2.3 Theories related to impact of Performance appraisal:

Based on the patterns seen in the performance appraisal methods, most common aspects that affect the employee morale with the task assigned are individuals comparing themselves with their co-works, setting goals and receiving the feedback. These form the basis for an individual to develop a positive or negative opinion about their appraisal which reflects on their performance, motivation and absenteeism or presentism. Thus, we discuss goal-setting theory, equity theory and organizational justice.

2.3.1 Goal-Setting Theory:

The goal-setting theory was proposed in 1979 by Locke. The theory suggests that specific and challenging goals that impact attention, efforts and persistence will result in higher performance (Locke and Latham, 2015 cited in Okoth and Florah, 2019). Locke and Latham (2019) conclude achievement motivation which means performing the task and striving to do best at it to meet the standard of excellence drives the goal-setting theory. It is also seen that involvement of employees in the goal setting has a positive impact on their work performance (Reemts, Hirsch and Nitzl, 2016), which in-turn leads to good feedback and appraisal. Goal-setting is one of the steps that is involved in the appraisal process where the targets are discussed in-detail and expectations are mentioned, employee involvement in this process gives them a sense of motivation and responsibility. Ismail and Rishani (2018) state that employees are motivated and their performance increases when they are satisfied with the appraisal. On the other hand, Tubbs and Ekeberg (1991) and Kehr (2019) conclude that there are more aspects to motivation theory which are not completely answered by goal-setting theory. Therefore, goal-setting theory combined with understanding of other theories would form the basis to increase employee motivation and performance which in turn can lead to less absenteeism where performance appraisal could be one of the factor to increase motivation.

2.3.2 Equity Theory:

This theory is also known as equity theory of justice which states individuals will measure their outcomes with respect to the amount of efforts put into task by them

then compare it with their employees' efforts and outcome to feel satisfied or dissatisfied (Sudiardhita *et al.*, 2018). Similarly in case of performance appraisal employees can be motivated or demotivated to perform better depending upon their appraisal or the feedback received when compared with the appraisal or feedback received by their colleagues. Therefore as asserted by Darley-Baah (2010) inequality perceived by the employees which eventually leads to low performance can be diminished by managers redesigning the compensation system that eliminates over rewarding.

2.3.3 Organizational Justice:

As observed before people compare themselves with others and perceive appraisal positively or negatively, this can be asserted based on the understanding of organizational justice. A fundamental requirement for an organization is the understanding of fairness or organizational justice in the appraisal process which is directly related to employees' motivation and job performance (Sudin, 2011). Colquitt (2011) states that there are four organizational justice perceptions, namely distributive, procedural, informational and interpersonal justice. Further Moon's (2017) research interprets these organizational justice, where distributive justice is related to the rewards, procedural justice is concerned with determining outcomes due policies and procedures, informational justice is clear communication of information to the employee for decision making and interpersonal justice where individuals value mutual respect. According to study by Gupta and Kumar (2013) distributive and interpersonal justice has major influence on the well-being and stress levels of employees. This can be supported by the example when an employee compares his ability and reward with another employee, they can either be motivated or demotivated or the pressure to perform better increases the stress levels. On the other hand Moon's (2017) research on the US Federal Government shows the positive connection between employee performance and distributive, procedural and interpersonal justice.

From this section it can be inferred that the theories discussed are fundamentally different but closed interlinked, where we can observe employee involvement in setting goals during appraisal process can lead to sense of increase in responsibility

which can reduce absenteeism and increase motivation from which the performance can be increased. Equity theory discusses about the comparisons employee makes with colleagues might have impact on their performance or motivation. Lastly the Organizational justice deals with fairness of appraisal that will have impact on the employees' behaviour. The next section will give an in-sight of studies that shows impact of performance appraisal on job performance, employee motivation and absenteeism.

2.4 Recent Research on the Impact of Performance Appraisal on Job performance, Motivation and Absenteeism:

Performance appraisal combine organization management decisions and employee behaviour or performances (Ismail and Rishani, 2018), which makes it one of the crucial functions of the human resource management department. For the better in the appraisal process, many studies have been conducted to assess the impact of impact of performance appraisal on job performance, job satisfaction, motivation, employee commitment and so on.

Yunus *et.al.*,(2018) conducted a research to identify the relation between performance appraisal satisfaction and fairness on employee performance in public sector in Pakistan and found that there is a significant and positive relationship between these variables. They also suggest that perception of fairness will also have impact on employee motivation. Another research by Wanjala and Kimutai (2015) also shows that there is a significant relationship between appraisal and employee performance in the Banking sector in Kenya. The study that was conducted in banking sector in South of Jordan, showed both positive and negative relations between employee appraisal and performance (Rahahleh *et al.*, 2019). Other study by Iyiola, Olatoye and Oyekanmi (2020) also confirms that there is significant impact of performance appraisal and job performance.

Other studies based on impact of appraisal on employee motivation by Idowu (2017) show that there is a positive and significant relationship between them. He also suggests that performance appraisal should be linked to setting goals or objective and should be linked to rewards for better motivation (Idowu, 2017).

Study by Nabi, Syduzzaman and Munir (2016) presents the inter-relation between appraisal, job satisfaction, employee motivation and absenteeism. Research conducted in the hospitality industry in Kerala, showed that there is significant and positive relationship between appraisal and job performance but not significant relationship yet positive relation between performance and motivation (Ushus and Johney, 2015).

There are not many research conducted to analyze impact of performance appraisal on absenteeism but few literature regarding absenteeism and organization can form the basis for the present study. Absenteeism refers to an employee's habit of missing a scheduled task and staying away from the work (Basariya, 2015). Basariya (2015) also suggests absenteeism can occur due to various reasons like Sickness, means of transport, fatigue, personal commitments, pay-related and nature of work. Hsieh, Holdt, Zahler and Gates (1994) in their study suggested that conducting performance appraisal once in a year will reduce absenteeism. However, as the performance system has evolved as the trends changed, interval of conducting performance appraisal is reduced. In the opinion of Peretz and Fried (2015), it is seen that organizations that conduct the appraisal process for the betterment of the company have a low rate of absenteeism. It can be stated that employees' negative perception on the appraisal can lead to absenteeism.

By reviewing the literature it can be noticed that most of the study results show that there is a positive and significant relationship between appraisal and job performance. Research related to impact of appraisal and motivation shows that there can be positive and significant relationship or there can be no significance. At last the research on impact on absenteeism due to appraisal are not found but can be used as the potential topic for research based on other related literature.

2.5 Research Gap and Conclusion:

It can be observed that performance appraisal is one of the fundamental and strategic processes of Human Resource Management that plays a major role in employee motivation and job performance. Being said that employees' perception of appraisal might vary from person to person and it can be negative or positive.

This perception of fairness has an effect on the job performance of an employee which impacts on the success of the organization.

Based on the observation inferred from the literature review, the understanding of the performance appraisal, the trends and process models we determine that evolution of performance appraisal. We also observe the link between different theories and how it impacts employee motivation and performance due to job appraisal. We can also infer that there is a relation between motivation and absenteeism; there is less evidence to show that link which presents the scope for the research. India being the digital capability hub constituting 75 percent of the global digital talent and with a total 1.02 million employees working in four Indian Major IT companies by 2019 makes it suitable for the research to be carried (IBEF, 2020) . Considering that there is a gap and major scope for the research on Performance appraisal which needs to be upgraded continuously along with the change in individual expectations and changing trend. This form the basis and need for the research to be carried with respect to impact of performance appraisal on employee job performance, motivation and absenteeism in IT companies in India.

CHAPTER 3: Research Purpose and Aim

3.1 Introduction:

In this chapter the author will discuss about objective of the research, research question and hypotheses to be tested. The aim of this research is to analyze impact of performance appraisal which is an independent variable on job performance, employee motivation and absenteeism which are dependent variables. The researcher also aims to analyze differences in the outcome of dependent variables and how performance appraisal is perceived based on gender. The target population for this study were IT professionals who work in India. The inferences from the data collected were made with the explanatory study and by testing the hypotheses using the descriptive and inferential statistical analysis.

3.2 Research Question and Hypotheses:

The author proposed two questions based on reviewing the literature and identifying the gap that there is limited study related to impact of performance appraisal on absenteeism. The other topic of interest based on performance appraisal was to find the impact of performance appraisal on job performance and motivation as many research were conducted on this in various parts of the world but author believes there is scope for the research to be conducted in Indian IT companies. Thus the questions proposed are:

1. Is performance appraisal associated with employee motivation, job performance, and absenteeism in IT companies in India?
2. Do males and females experience appraisal differently and are there gender differences in outcomes of motivation, job performance, and absenteeism?

Hypotheses formulated:

Hypotheses stated below are tested to answer the research questions that,

H₁ – There is significant impact of performance appraisal on employee job performance.

H₂ – There is significant impact of performance appraisal on employee motivation.

H₃ – There is significant impact of performance appraisal on employee absenteeism.

H₄ – There is significant difference between male and female performance appraisal satisfaction levels and fairness perception.

H₅ – There is significant difference between male and female outcomes with respect to job performance, motivation and absenteeism.

CHAPTER 4: Research Methodology

4.1 Introduction:

Research is a process of finding out things that include a detailed explanation of methods used to collect and analyze data in a systematic way to enhance knowledge (Saunders, Lewis and Thornhill, 2015). Quinlan (2011) states that the research project will be developed based on philosophical assumptions presented in the literature review section. Research methodology provides direction, instrument, and model for execution of research that supports these philosophical assumptions (Quinlan, 2011).

Methodology section will describe in detail the methods and approaches that will be used in this research. With the discussion of all elements in current research, the research onion framework will be introduced. Research philosophies, approaches, and design related to the current study will be presented, which is followed by describing data collection methods and analysis used to observe relation between variables. Along with these, an in-depth discussion of sampling methods, reason for using quantitative methods and questionnaire as a research instrument for this research will be presented in this section. At last, ethical considerations and limitations will be discussed.

4.2 Research Framework:

The research “Onion” framework developed by Saunders, Lewis and Thornhill (2015) was used to design and conduct current research. Outer layers of this framework addresses research motivations and approaches that are considered at initial stage of research by assessing established philosophies and approaches. Purpose of study can be defined effectively when relevant philosophy and approach to evaluation of research question are considered. On the other hand, inner layers of research onion framework are concerned about data collection methods that are appropriate with respect to research question. Researcher has covered all elements of this framework in this chapter which supports the study Impact of performance appraisal on employee job satisfaction, motivation and absenteeism.

4.3 Research Philosophy:

The philosophical framework supports research that confirms world view within which the study is placed (Quinlan, 2011). One of the important aspect in this research is to consider research philosophy before study is being completed. As per Saunders, Lewis and Thornhill (2015), research philosophy is stated as “development of knowledge and the nature of that knowledge”. In other words, knowledge will be increased by developing new study and assumptions that leads to development of knowledge, should be acknowledged. This also helps in understanding and choosing methods that interprets the research question appropriately. Research philosophy discussed in this section enables you to understand how the research was developed and research question was selected.

The assumptions of the researcher and values of reality that are discussed in this research helps in choosing the methodology. Ontology and epistemology are two ways of discussing research philosophies which are namely- positivism and interpretivism. Ontological is concerned with investigating operation of the world and nature of reality based on beliefs and values of researcher. Conversely, epistemology deals with researchers’ understand of the knowledge that is already accepted in the research field (Saunders, Lewis and Thornhill, 2015). Current research is related to assessing the impact of performance appraisal on employee job performance, motivation and absenteeism that shows changes in employee related variables with respect to management behaviour along with related theories. Thus researcher chooses epistemological approach for this research. According to Quinlan (2011), the three epistemological positions are positivism, social constructionism and interpretivism. Positivism is described that there is only one reality and separate from consciousness, where as social constructionism says, group or individuals create own reality and social phenomenon is developed in social contexts. Lastly, interpretivism is associated with social reality which is based on interactions and interpretations (Quinlan, 2011). Bryman and Bell (2011), Positivist research includes forming the general conclusions by collecting and analyzing data, the study will be conducted in deductive manner based on existent theory. On the other hand in interpretivist approach theory will be developed based

on empirical research which will be conducted in inductive manner, this also require quality of data and social interactions.

Researcher is positivistic about the nature of reality than interpretivistic. Thus current research aims to establish the correlations and relationship between variables by analyzing quantifiable data using statistical approaches and concepts. Research question will be developed based on reviewing the literature which will be carried based on deductive approach with respect to positivist paradigm.

4.4 Research Approach:

As described in above section, to conduct this research positivist research philosophy will be used. Research approach should be discussed as it is important for discussion of research question and investigation. The three approaches to building a research are deductive approach that states the research being with designing research strategy based on reading of academic literature and developing theory. Next in inductive approach research beings by collecting data to build theory. Lastly, in abductive approach in beginning data is collected to know the phenomenon, then patterns and themes are explained to form new or change the existing theory which might require additional data collection. For existing hypotheses and investigation of relation between variable (performance appraisal, job performance, motivation and absenteeism), deduction method for current study would be more appropriate.

Researcher planned to continue the study by using deductive approach, hence following six sequential steps discussed by Saunders, Lewis and Thornhill (2015) will be considered: Initially tentative hypothesis along with testable prepositions was put forward, then it was compared with existing theories and literature. With quantitative methods, data was collected which tests hypothesis. The data were analyzed to test consistence with premises. Lastly, theory that states performance appraisal has impact on job performance, motivation and absenteeism will be rejected or confirmed.

4.5 Research Design and strategy:

Research design refers to planning the order in which research will be conducted and implemented which includes planning strategies to gather and analyze data. Methodological choice should be taken into account before planning research strategy and data collection methods (Saunders, Lewis and Thornhill, 2015). As shown in the research onion framework, research method can either be mono method which includes only quantitative or only qualitative or mixed methods which is the combination of both quantitative and qualitative approaches (Saunders, Lewis and Thornhill, 2015). In research method and design dilemma to choose between quantitative and qualitative methods occur frequently. According to Quinlan (2011), quantitative method is collection of numerical data or data that can be converted into numbers (Example: Likert scale). Conversely, the qualitative method includes description of human views, behaviour or feelings which are non-numerical data. Both methods are conducted similarly but vary with respect to data collection and analysis methods. As discussed in the previous section researcher follows deductive approach with positivist research philosophy, thus quantitative approach is more suitable for this research.

Business strategies can be efficiently developed by assessing satisfaction, experiences and commitment by using quantitative approach that include social research method. These social research method have positivist view to social phenomenon which has an objective reality and assessment of relationships can be made based on experiences that can be generalized (Bryman and Bell, 2011). Based on time period, choice of method to conduct a research can be made. Research can be either cross-sectional research which is taken at one point of time or longitudinal which will be conducted over a period of time (Saunders, Lewis and Thornhill, 2015). Adhering to time constrains researcher conducts cross-sectional research.

The current research is explanatory in nature that tests hypothesis proposed and establish a relationship between variables time (Saunders, Lewis and Thornhill, 2015). Strategies that could be undertaken in explanatory research are experiment, case study or survey. As claimed by Quinlan (2011), appropriate research strategy to investigate objective reality is through surveys, which is also in-line with

positivistic view. Surveys can consist questions that are open-ended, closed-ended, multiple choice, rating which can measure levels of opinions, quantity questions and matrix questions (Quinlan, 2011). Research was conducted using survey as the respondents demographics, insight of individual's opinions and feelings can be attained that will be accurate and reliable (Saunders, Lewis and Thornhill, 2015). For this study questionnaire was designed using google forms as researcher was familiar with software and questions were prepared using APA PsycTests which consists of reviewed collection of test instruments and questions from peer-reviewed journal papers. Pilot study was conducted, which will be discussed in detail in pilot study section of this chapter.

4.6 Population and Sample Size:

A set of individuals who can be used in research is known as population and number of people who can be accessed from population are known as samples. Defining population is an important aspect to be considered before completing any research. According to Quinlan (2011), data or outcomes determined from the samples represent the outcome of the whole population. Saunders, Lewis and Thornhill (2015) refers target population as the sub-set of the population because research will be focused on this set of population. The target population for the current research are people who work in IT companies in India.

Further samples can be derived from target population which gives an overview of how the larger population would respond. Sampling can be done in two ways; first is probability sampling where all individual of target population will be known and are equal to others and other way of sampling is non-probability sampling where probability of every member in population being selected is not known (Saunders, Lewis and Thornhill, 2015). Due to time constraints sampling used for this study is snowball sampling which is a non-probabilistic sampling. Snowball sampling includes identifying the participants through word-of-mouth and then more participants will be identified by first group of participants known (Saunders, Lewis and Thornhill, 2015). In this research the survey was sent to the IT professional who were known by the researcher and these participants were asked to circulate message among their colleagues and other IT professional who work in IT

companies in India. Questionnaire link was sent to the participants through social media platforms like WhatsApp, Facebook and Instagram. Responses will be discussed in detail in the discussion section.

4.7 Questionnaire Design:

Questionnaire designing is one of the most important steps for quantitative research. To calculate accurate results for the research question proposed, a survey questionnaire was developed as shown in Appendix A. For a well-constructed survey the questions must be developed and organized in standard format which is easily understood by the participant. Peer-reviewed journals and PsycTests (reviewed database of research instruments) were used to develop the questions related to performance appraisal, job satisfaction, motivation and absenteeism. Minor changes were made according to the research and target population. To obtain the accurate analysis of data collected, variables were re-coded. For example in the survey, gender question was given options like male, female and I prefer not to say; these were re-coded as 1 for male, 2 for female and 3 for I prefer not to say. Results will be further explained in discussion section.

4.8 Data collection:

Research strategy used in the current study to find results to proposed questions is, through survey. The efficient tool for conducting the survey is online survey forms which can be sent to the population who have knowledge of technology and have access to it (Quinlan, 2011). Self-administrated questionnaire was used to collect the responses. It was easy to circulate questionnaire with the use of snowball method of sampling where participants were requested to send the survey further to their contacts. Survey was designed using google forms and it took participants 3-5 minutes to complete survey, this was designed keeping in mind that participants were IT professionals who would not wish to spend time on lengthy surveys. Data was collected anonymously and stored securely. Survey was sent via WhatsApp, Facebook and Instagram. As suggested Saunders, Lewis and Thornhill (2015), quantitative approach will be relevant to assess both descriptive and inferential statistics by data collected which is suitable for this study. Data collected were

recorded by default in google-excel form and statistics were demonstrated in form of bar graphs and pie charts which made analysis easier for researcher.

4.9 Pilot Study:

According to Saunders, Lewis and Thornhill (2015), questionnaire should be sent to the people that are similar to population that are going to be part of survey for pilot test. This will provide assurance that there will be no difficulty for participants to answer and also in recording to data. As researcher will not be available to answer queries of participants in person, questionnaire was made simpler and easier by pilot test and mail ID was also provided within survey. As stated by Saunders, Lewis and Thornhill (2015), Pilot test will also allow researcher to assess validity and reliability of data that will be collected and ensure that research question will be answered by the data collected.

Researcher conducted pilot test to check whether the information and questions were clear for participants, this also included checking of attractiveness of layout, grammatical errors and time needed to complete survey. Survey for pilot test was sent to five researcher's acquaintances who work in IT companies in India and were asked to provide honest feedback. Researcher received feedback regarding number of questions and length of question, as IT professional in India tend to ignore lengthy surveys as they do not have much time and patience. Thus as the result the number of questions were decreased and length of the questions were shortened. Researcher also modified questions according to feedback given by the supervisor. Modified questionnaire was tested again and feedback received were positive and time taken to complete survey was lesser.

4.10 Data Analysis Reliability and Validity:

Ability of the results obtained by research to be repeated and consistency of findings can be understood by reliability, whereas validity is related to accurate measurement of variable that is being measured (Bryman and Bell, 2011). According to Saunders, Lewis and Thornhill (2015), factors like internal reliability, inter-observer consistency, face validity, construct validity and stability determines the measure to be valid and reliable.

SPSS (Statistical Packages for Social Sciences) is the tool that is widely used for quantitative studies as it is suitable for analysis of large datasets obtained from surveys. Data that is being collected will be added in SPSS for further analysis. Data analysis for this research started with analyzing the internal consistency of questionnaire, to test ability of the scale to measure what is expected to be measured. This was obtained by analyzing correlations between questions and responses. Cronbach's alpha was used to measure internal consistency as it most commonly used indicator of internal consistency according to Saunders, Lewis and Thornhill (2015). In general as stated by Saunders, Lewis and Thornhill (2015) value 0.7 and above means that the questions that are present in scale measure what is expected to be measured and is reliable. The reliability measure was adequate and leaves the research with few limitations which be discussed in later sections. Considering other aspects of reliability and validity the research is said to be valid and reliable.

To understand trends and patterns in the data collected the results from tests of descriptive analysis were used and test for assessing normality were also conducted. In this research, significance value of 5% was used which is a standard value in social sciences. For analysis done in SPSS, null hypothesis were rejected if p-value (significance level value) was less than 0.05 and null hypothesis was accepted if p-value was greater than 0.05.

4.11 Limitations of the Research Design:

The first limitation of this research design was with respect to questionnaire, limited number of questions in survey makes analysis inadequate and answers maybe biased. This lacks information about various factors with regards to appraisal, motivation, job performance and absenteeism. Study with more questions based on appraisal will be more accurate. Due to time constraints cross-sectional and snowball approach was adopted, for studies related to employee appraisal longitudinal approach with specific sample size would be suitable. Mixed approach (qualitative and quantitative) would provide better insight to this topic. However, researcher could gain knowledge and explore about performance appraisal and its impact on few factors with quantitative study, but both qualitative and quantitative

research can aid to explore in-depth regarding the specific phenomenon (Saunders, Lewis and Thornhill, 2015). Study adopted for this research was cross-sectional due to time constraints, but longitudinal study in a specific company would provide different and more accurate results.

4.12 Ethical Considerations:

In a research, ethical considerations will occur from designing and planning research to managing and reporting data (Saunders, Lewis and Thornhill, 2015). Ethics means the standards of behaviour which are formed based on number of influences that aids to form a conduct of an individual or an organization with respect to rights of participants involved in research (Quinlan, 2011; Saunders, Lewis and Thornhill, 2015). In other words, participants that engage in research must be given considerations and researcher must be honest and respectful towards them and their requirements throughout research process.

In accordance with these rules all participants in current study were given an option to opt out of survey at any stage and they were also given a choice to decide to continue or discontinue with the survey in the beginning. According to Quinlan (2011), confidentiality and anonymity are two most crucial aspects of research ethics which can be achieved by informed consent and data protection. Informed consents includes providing detailed information to participants, allowing them to ask questions and giving sufficient time to be completely informed about research and make decisions about taking part in survey (Saunders, Lewis and Thornhill, 2015).

Researcher provided the detailed section of information about research and its aim to participants along with assurance that participation was completely voluntary, anonymous and confidential to make sure the informed content was reached (See Appendix A). Questionnaire was sent out to all the participants using the social media platforms like WhatsApp, Instagram and Facebook. All the responses were collected anonymously and confidentiality was maintained, given the fact that questionnaire involved questions regarding personal experience of performance appraisal, job performance, motivation and absenteeism. Electronic data

(responses) collected were stored in password protected file in secure device. Saunders, Lewis and Thornhill (2015), mentions that responses must be shared with those mentioned in informed content. Hence responses can be accessed only by researcher and supervisor.

Data collected in this research was analyzed objectively and accurately as objectivity is one of ethical concerns. Information that was collected on voluntary basis and anonymously will be deleted after certain time of this dissertation as per the National College of Ireland (NCI) guidelines. Researcher is confident that all ethical guidelines as provided by NCI in gathering of primary research was taken care and there will be no ethical issues.

CHAPTER 5: Results

5.1 Introduction:

This chapter includes the results of the survey in the form of descriptive and inferential statistics. The demographics and socioeconomic factors of the sample characteristics will be viewed and analyzed initially. This analysis will be followed by discussion of questions related participant's awareness of appraisal process in their organization. For inferential statistics which is also known as explanatory statistics, we begin with analysis of normality based on the distribution of data next steps will be selected. In this study, normality is tested for dependent variables which are job performance, motivation and absenteeism. Next appropriate correlation analysis will be conducted based the normality of the data collected. When p value is less than 0.05 (5%) which is a standard in social sciences, null hypothesis will be rejected and Pearson correlation will be conducted. On the other hand, when the data collected is not normally distributed ($p < 0.05$), Spearman rho correlation will be conducted. To test the outcomes and experiences among males and females Mann-Whitney U test will be conducted.

5.2 Descriptive statistics:

Total of 139 responses were received after the survey was sent out. There was a criteria set for the participants as this was related to only IT companies in India. Hence only individuals who work in IT companies in India could take part in the survey. Out of the total respondents, 138(99.3%) participants wished to continue to take the survey and 1 (0.7%) participant quit the survey in the beginning. For participant who wished to discontinue, the data collected was considered to be invalid and that was removed from the analysis. Thus the analysis were performed on data collected from 138 respondents. Prior to analysis, all the values were re-coded and stored in SPSS. Recoding was done for ordinal data i.e. data from the likert scale were converted into numerical data.

In the below table 5.1, 5.2 and 5.3 demographics of the participants are shown, out of which males constituted to 54.3% (75) being the large sample and females constituted to 44.9% (62) and other 0.7% (1) did not prefer to say belongs to the

age group 41-50 years. Both the genders show standard deviation of 0.0. Large number of participants belong to age group of 21-30 Years which can be seen in the graph in Appendix B which sums to 69.5% out of which 48 were male and 43 were female. 64 of 138 respondents had the job title Analyst/associate and second highest was manager with 22 respondents and lastly senior manager with the total of 12 responses out of which 11 of them were males and 1 respondent was female. It can be inferred that less number of females out of 138 participants were in the higher position.

Gender				
Gender		N	Mean	Std. Deviation
Male	Gender	75	1.00	.000
Female	Gender	62	2.00	.000
Prefer not to say	Gender	1	3.00	.

Table 5.1: Gender Descriptive

Age							
Age	Gender		N	Minimum	Maximum	Mean	Std. Deviation
21-30 Years	Male	Age	48	1	1	1.00	.000
	Female	Age	43	1	1	1.00	.000
31-40 Years	Male	Age	12	2	2	2.00	.000
	Female	Age	16	2	2	2.00	.000
41-50 Years	Male	Age	2	3	3	3.00	.000
	Female	Age	2	3	3	3.00	.000
	Prefer not to say	Age	1	3	3	3.00	.
51-60 Years	Male	Age	13	4	4	4.00	.000
	Female	Age	1	4	4	4.00	.

Table 5.2: Age Descriptive

Job Title					
Gender	JobTitle		N	Mean	Std. Deviation
Male	Intern	JobTitle	10	1.00	.000
	Entry Level	JobTitle	8	2.00	.000
	Analyst/Associate	JobTitle	24	3.00	.000
	Manager	JobTitle	9	4.00	.000
	Senior Manager	JobTitle	11	5.00	.000
	Director/Vice President	JobTitle	3	6.00	.000
	Senior Vice President	JobTitle	2	7.00	.000
	C-Level Executive	JobTitle	1	8.00	.
	Other	JobTitle	7	9.00	.000
	Female	Entry Level	JobTitle	7	2.00
Analyst/Associate		JobTitle	40	3.00	.000
Manager		JobTitle	13	4.00	.000
Senior Manager		JobTitle	1	5.00	.
Other		JobTitle	1	9.00	.
Prefer not to say	Entry Level	JobTitle	1	2.00	.

Table 5.3: Job Title Descriptive

Awareness regarding organization performance appraisal policy:

For the performance appraisal to be effective employees should be aware of the performance appraisal policies. 87% (120) of the total population were aware that their organization had performance appraisal policy. Almost half of the participants were appraised once in a year appraisal method was not applicable for 6 participants. In one year 30 participants out of 138 received 2 appraisals and 22 of them did not receive any appraisal, number of participants in these groups are close. Feedback is another important aspect of appraisal, in this study one-fourth of 138 participants did not receive feedback. Graphs are shown in the (See Appendix B).

5.3 Reliability Construct Test:

To measure the internal consistency, Cronbach's alpha value will be used for this testing. According to Saunder, Lewis and Thornhill (2015) 0.7 or above will signify

that constructs are internally consistent. For this research the Cronbach's alpha are calculated for job performance, motivation and absenteeism.

Variable	Cronbach's alpha value
Job Performance	0.50
Motivation	0.46
Absenteeism	0.71

Table 5.4: Cronbach's Alpha values for dependent variables

The reliability alpha are too low for job performance and motivation, this is one of the limitations of this research which will discussed in limitations section. However, the value for absenteeism is 0.71 which shows the internal validity of the construct.

5.4 Normality Tests:

Parametric tests assume that the data collected in the numerical form to be normally distributed (Saunders, Lewis and Thornhill, 2015). To assess if the data collected are normally distributed, we perform normality tests. Here the null hypothesis (H_0) that is the data are not normally distributed will be rejected if the value of p (sig.) is lesser than 0.05 (5%). This test was performed on each of the dependent variable namely job performance, motivation and absenteeism.

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Participant Job Performance	.220	138	.000	.858	138	.000
Participant Motivation	.246	138	.000	.795	138	.000
Participant Absenteeism	.174	138	.000	.879	138	.000
a. Lilliefors Significance Correction						

Table 5.5: Tests for normality of dependent variables

Three variable were tested normality, where job performance and motivation had the median score of 4 and absenteeism had the median score of 3. Kolmogorov-Smirnov value is generally considered to be invalid. Hence according to Shapiro-

Wilk significance value is 0.000 for all the dependent variables that is $p < 0.05$, the null hypothesis will be rejected for all three variables, the distribution and histograms are shown in appendix C. All the variables are not normally distributed. Thus, we consider Spearman rho correlation, which is generally used for ordinal data (likert scales) will be used to test the relationship between two variables.

5.5 Spearman rho correlation tests:

This is one of the popular test for finding relationships or significance between variable, especially in case of ordinal data and non-normally distributed data. The correlations are test between employee satisfaction with appraisal and job performance, motivation and absenteeism.

Correlations			
			Appraisal Satisfaction
Spearman's rho	Appraisal satisfaction	Correlation Coefficient	
		Sig. (2-tailed)	
		N	
	Participant Job Performance	Correlation Coefficient	.341**
		Sig. (2-tailed)	.000
		N	138
	Participant Motivation	Correlation Coefficient	.159
		Sig. (2-tailed)	.062
		N	138
	Participant Absenteeism	Correlation Coefficient	-.079
		Sig. (2-tailed)	.356
		N	138
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 5.6: Correlation between performance appraisal and dependent variables.

For spearman rho correlation, if the significance value is less than 0.05, then the null hypothesis will be rejected. Here the testing is done to investigate impact of appraisal satisfaction on job performance, motivation and absenteeism.

Testing H₁. There is significant impact of performance appraisal on employee job performance.

H₀- There is no significant impact of performance appraisal on employee job performance.

Here the significance value is 0.00 which is less than 0.05, thus the null hypothesis will be rejected and can be stated that there is significant positive impact of performance appraisal on job performance. As many conclusions were made

Testing H₂. There is significant impact of performance appraisal on employee motivation.

H₀- There is no significant impact of performance appraisal on employee motivation.

The significance value here is 0.62 which is greater than the value 0.05, thus the null hypothesis will be accepted. Therefore there is no significant impact on employee motivation but it has positive correlation.

Testing H₃. There is significant impact of performance appraisal on employee job performance.

H₀- There is no significant impact of performance appraisal on employee job performance.

The null hypothesis will be accepted as the value of p (sig.) is greater than 0.05 and state that there is negative correlation between the variable and there is no significant impact of performance appraisal on absenteeism.

5.6 Mann-Whitney U Tests:

This is a non-parametric test, where two independent variables can be tests to check if the outcomes are same. Here this test is used to assess whether males and females perceive appraisal similarly or differently.

Testing H₄ – There is significant difference between male and female performance appraisal satisfaction levels and fairness perceptions.

H_0 – There is no significant difference between male and female performance appraisal satisfaction levels and fairness perceptions.

Appraisal Fairness	
	PA_Fairness
Mann-Whitney U	1995.000
Wilcoxon W	4845.000
Z	-1.571
Asymp. Sig. (2-tailed)	.116

Table 5.7: Test to gender difference (Appraisal Fairness)

Appraisal Satisfaction	
	Performance appraisal satisfaction
Mann-Whitney U	2247.000
Wilcoxon W	5097.000
Z	-.350
Asymp. Sig. (2-tailed)	.726

Table 5.8: Test to gender difference (Appraisal Satisfaction)

Interpreting the result, value of performance appraisal satisfaction is 0.726 ($p > 0.05$) and fairness 0.116 ($p > 0.05$) then the null hypothesis will be rejected and said there is significant difference between male and female satisfaction and fairness levels. This can also be said by looking at the means, where for fairness the mean rank for males is 64 and female is 74 and for satisfaction it is 75 and 62 respectively. Testing H_5 - There is significant difference between male and female outcomes with respect to job performance motivation and absenteeism.

H_5 - There is no significant difference between male and female outcomes with respect to job performance motivation and absenteeism.

Job Performance	
	Participant job performance
Mann-Whitney U	2167.500
Wilcoxon W	5017.500
Z	-.715
Asymp. Sig. (2-tailed)	.475

Table 5.10: Test to gender difference (Job Performance)

Motivation	
	Participant motivation
Mann-Whitney U	2061.000
Wilcoxon W	4014.000
Z	-1.217
Asymp. Sig. (2-tailed)	.224

Table 5.12: Test to gender difference (Motivation)

Absenteeism	
	Participant absenteeism
Mann-Whitney U	2271.000
Wilcoxon W	5121.000
Z	-.240
Asymp. Sig. (2-tailed)	.810

Table 5.14: Test to gender difference (Motivation)

As the p value is 0.47, 0.22 and 0.810 that is greater than 0.05 then null hypothesis should be rejected. It can be determined that there is significant difference in the outcomes of males and females with respect to job performance, motivation and absenteeism. In the next section results will be discussed in detail.

CHAPTER 6: Discussion

In this chapter author discuss about the key findings of the research. Initially the goal of this research was to study impact of performance appraisal on employee job performance, motivation and absenteeism. The other aim was to check where there is any differences in outcomes of males and females with respect to job performance, motivation and absenteeism. According to the studies done before, many researches showed that there was positive and significant impact of appraisal on employee job performances and the present study also proofs that there is significant low to moderate positive impact of performance appraisal on job performance. Adhering to the research outcomes on impact of appraisal on motivation which did not have a significant impact, the current study also shows that there is no significant impact of appraisal on employee motivation. The additional finding that the researcher wanted to test was impact of appraisal on absenteeism and found that there is no significant impact. Lastly, the researcher found that there are differences between how males and females experience appraisal and there are significant differences in the outcomes of job performance, motivation and absenteeism. The discussion shall be made in the order of the results.

6.1 Demographics:

Firstly, findings in the demographics showed that there were more number of male respondents than female respondents, where large number of males were in higher position than females. It can be seen that majority of the IT companies in India follow performance appraisal process policy which should be told to the employee (Onyije, 2015) yet there were few participants i.e., almost 15% of them who said 'no' or 'maybe'. However from literature it can be said that the employees must be aware of the appraisal policies and this should be communicated during appraisal process.

6.2 Hypothesis H₁:

The next finding in was about the impact of performance appraisal on job performance, here the impact was tested using spearman rho correlation and the

data was ordinal. However the questionnaire did not meet the internal reliability criteria, the Cronbach's alpha value recorded was 0.50, yet this can be rectified in the future studies. The results of this hypothesis shows that there is significant impact of appraisal on job performance which was found in researches conducted by Ismail and Rashani (2018; Yunus (2018); Wanjala and Kimutai (2015) and Rahahleh *et al.* (2019) in various sectors, it can be said that IT sector also experiences similar impact.

6.3 Hypothesis H₂:

There were unclear understanding of the impact of performance appraisal on the motivation as few studies tell there is positive impact and few research states there is no impact, and few study the impact of appraisal on motivation and impact of motivation on performance. Thus, findings from this research show that no significant impact of performance appraisal on motivation.

6.4 Hypothesis H₃:

This was the study that was not previously conducted, the results show that there was no significant impact of appraisal on absenteeism. From the research it was seen that performance appraisal should be conducted every one year to reduce absenteeism (Hsieh, Holdt, Zahler and Gates, 1994) and most of the employees in this study reported that appraisal was conducted every year.

6.5 Hypotheses H₄ and H₅:

These two hypotheses deals with the employee outcomes with regards to job performance, motivation and absenteeism based on satisfaction and fairness experienced by males and females. There were significant differences in how both the genders accepted their appraisal and in their outcomes.

Based on these finding the author suggests that efficient appraisal leads to better job performances that in-turn enhances the growth of the company.

6.6 Limitations:

Limitations of this research was the questionnaire used was the self-administered questionnaire, which include very few questions and that impacted on the internal reliability. Other limitation was use cross-sectional method and snowball approach to conduct the study by which the data collected was inadequate. Selection of the sample was too large which would have given the biased answers to the questions. These limitations should be taken care in the future research.

CHAPTER 7: Conclusion and Recommendations

Performance appraisal is a set of policies or rules based on which the employee will be assessed and in the feedback session, employee will be told about their strengths and weaknesses which can be improved for the betterment of an employee and organization. Performance appraisal conducted in a proper manner would lead to satisfaction of the employees which then increases their job performance. The results were found that shows the significant impact of appraisal on employee job performance but not on motivation and absenteeism. There are also gender differences in perceiving appraisal fairness and the outcomes. Based on these researcher would like to make few recommendations which are:

For the future research validated scales should be used to design the questionnaire. It is better to continue this study using both quantitative and qualitative methods. The questions must be related to the managers and employees. Different aspects of appraisal, job performance, motivation and absenteeism should be included for the firm outcomes from the study.

From managerial point of view, performance appraisal should be conducted frequently and strengths and weakness of the employee should be discussed clearly. All the appraisal policies should be made familiar to the employees during appraisal session. Employee should be involved and given opportunity to set their goals and make sure they achieve it on-time. As there are gender differences it is better to know the situation and environment of the company and then appraisal process should be carried.

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APPENDIX A: SURVEY QUESTIONNAIRE

Impact of performance appraisal on employee job performance, motivation and absenteeism in IT companies in India

Hello!!

I am Shantha Kajgar, a student of MSc Management from the National College of Ireland. I am completing this study as part of my course (Dissertation work).

This study aims to assess the impact of performance appraisal on employee job performance, motivation, and absenteeism (willingness to go to work) in IT companies in India. This research also involves, the analysis of whether males and females experience performance appraisal differently and are there any gender differences in the outcomes of job performance, motivation and absenteeism.

I would like to invite you to take part in this study. This page consists of the information about why the research is being conducted and what it would involve for you. Please take the time to read the following information carefully and decide whether or not to take part in this survey.

- Participation in this survey is voluntary. You can opt to exit from this survey at any given point and your responses will not be recorded.
- If you wish to complete this survey, all the responses will remain anonymous and confidential. In order to ensure that we cannot identify you and to keep responses confidential, we do not collect your name and any other personal data from you.
- All the responses are stored in the password-protected file and will be accessed only by my thesis guide and myself.
- The responses will be aggregated, analyzed and discussed in my thesis and will not identify you individually or your responses.
- It will be deleted after a certain time as per the National College of Ireland guidelines.

This survey is divided into 7 sections which involve general questions and basic questions related to performance appraisal, job performance, motivation and willingness to going to work. This will take about 5-10 minutes, your participation will greatly aid my research.

If you have any queries regarding the study or facing difficulty with answering the survey questions, please feel free to mail me at shanthakajgarnci@gmail.com.

Thank you.

* Required

Information Sheet (1)

I would like to invite you to take part in this study. This page consists of the information about why the research is being conducted and what it would involve for you. Please take the time to read the following information carefully and decide whether or not to take part in this survey.

- Participation in this survey is voluntary. You can opt to exit from this survey at any given point and your responses will not be recorded.
- If you wish to complete this survey, all the responses will remain anonymous and confidential. In order to ensure that we cannot identify you and to keep responses confidential, we do not collect your name and any other personal data from you.
- All the responses are stored in the password-protected file and will be accessed only by my thesis guide and myself.
- The responses will be aggregated, analyzed and discussed in my thesis and will not identify you individually or your responses.
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This survey is divided into 7 sections which involve general questions and basic questions related to performance appraisal, job performance, motivation and willingness to going to work. This will take about 5-10 minutes, your participation will greatly aid my research.

If you have any queries regarding the study or facing difficulty with answering the survey questions, please feel free to mail me at shanthakajgarnci@gmail.com.

Thank you.

* Required

I understand the above-mentioned information and voluntarily agree to take part in this research study. *

Yes

No

Information Sheet (2) along with consent question

General Information

This section consists of general questions, please select appropriate options.

Age *

- 21 - 30 Years
- 31 - 40 Years
- 41 - 50 Years
- 51 - 60 Years

Gender *

- Male
- Female
- Prefer not to say

Since how long have you been working in an IT company? *

- 0 - 4 Years
- 5 - 10 Years
- 11 - 15 Years
- 16 - 20 Years
- 20+ Years

Demographics Questions

Impact of performance appraisal on employee job performance, motivation and absenteeism in IT companies in India

* Required

Impact of performance appraisal on job performance

Rate on the scale of 1 - 5, where 1- Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly Agree

Do you agree that performance appraisal has an impact on Job Performance? *

- 1 2 3 4 5
- Strongly Disagree Strongly Agree

Do you feel your job performance has improved after your last performance appraisal? *

- 1 2 3 4 5
- Strongly Disagree Strongly Agree

Questions related to job performance

Impact of performance appraisal on employee job performance, motivation and absenteeism in IT companies in India

* Required

Impact of performance appraisal on motivation

Rate on the scale of 1 - 5, where 1- Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly Agree

Do you agree that performance appraisal has an impact on motivation? *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Do you feel motivated to perform better after a performance appraisal? *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Impact of performance appraisal on Absenteeism

Rate on the scale of 1 - 5, where 1- Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly Agree

Do you feel that performance appraisal promotes absenteeism? *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Has your absenteeism from work ever been related to a performance appraisal? *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

In the past 6 months, how often were you absent from your work due to Appraisal? *

Rate on the scale of 1-5, where 1- Very Often, 2- Often, 3- Neutral, 4- Rare, 5- Very Rare

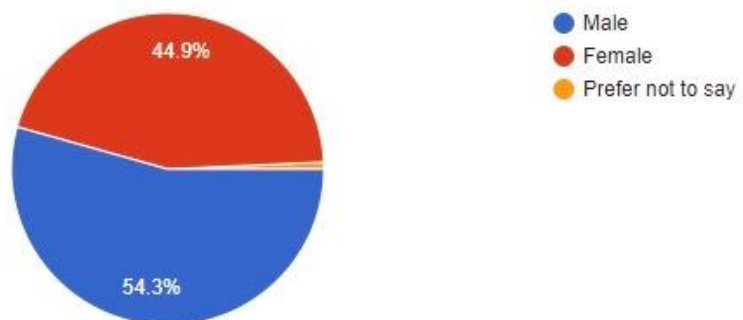
	1	2	3	4	5	
Very Often	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Rare

Questions related to motivation and absenteeism

APPENDIX B: DEMOGRAPHICS REPRESENTATION USING PIE CHARTS

Gender

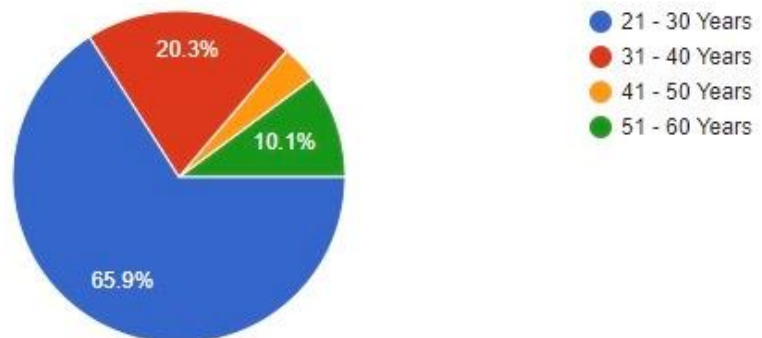
138 responses



General Information

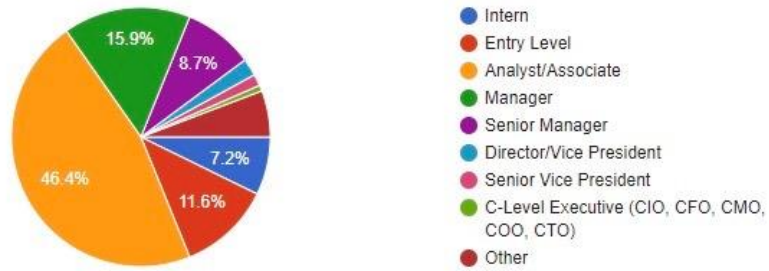
Age

138 responses



Which of the following most closely matches your job title?

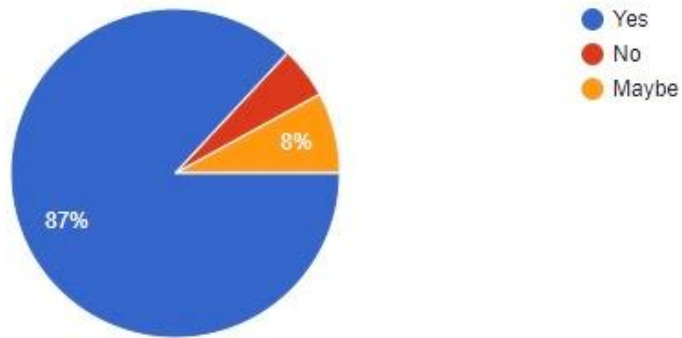
138 responses



Performance Appraisal

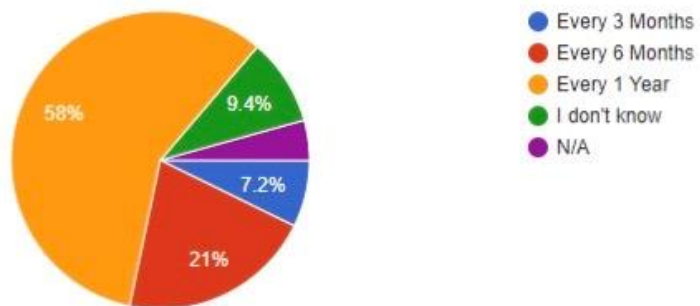
Does your organization have a performance appraisal policy?

138 responses



If yes, how frequently are you appraised?

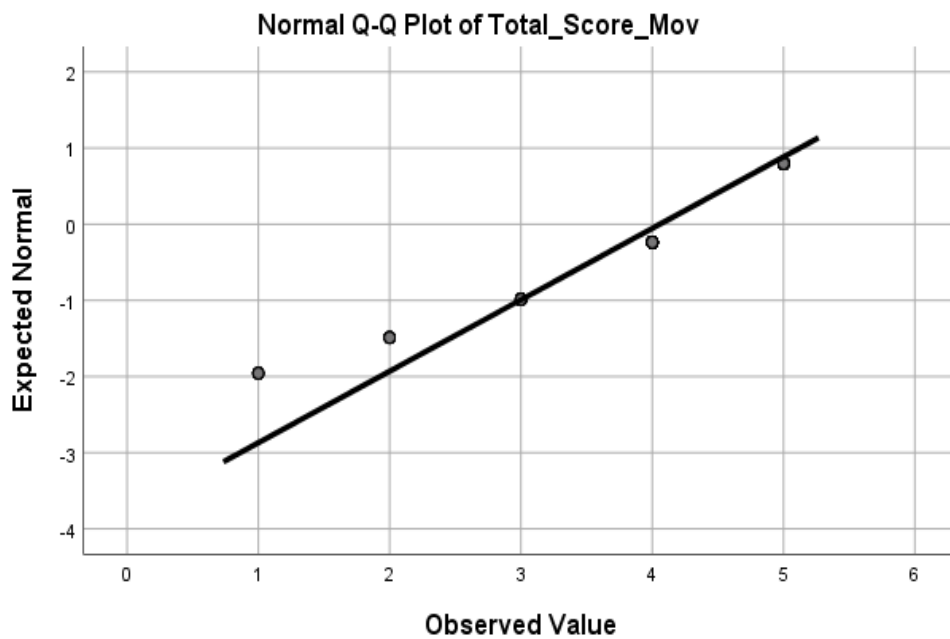
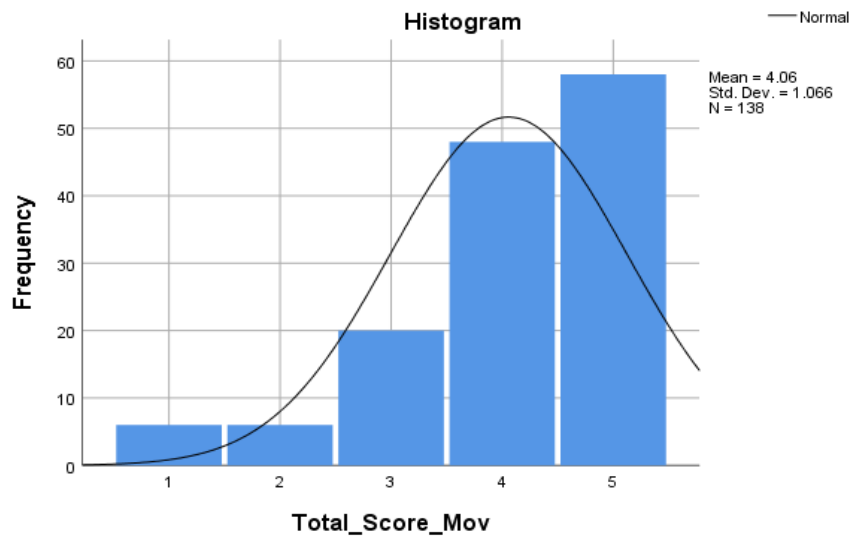
138 responses

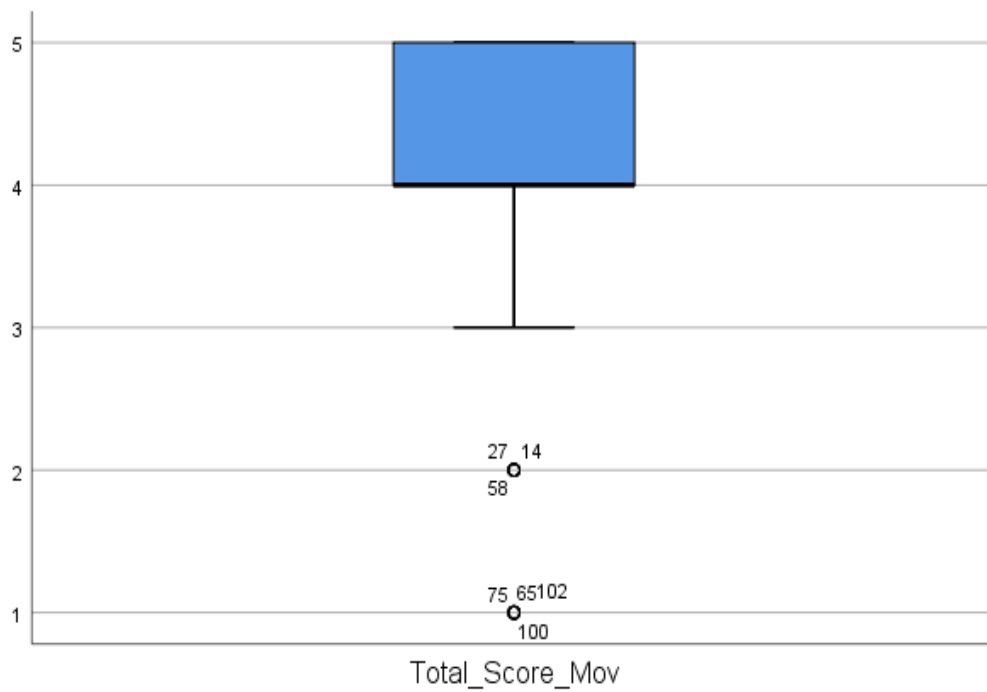
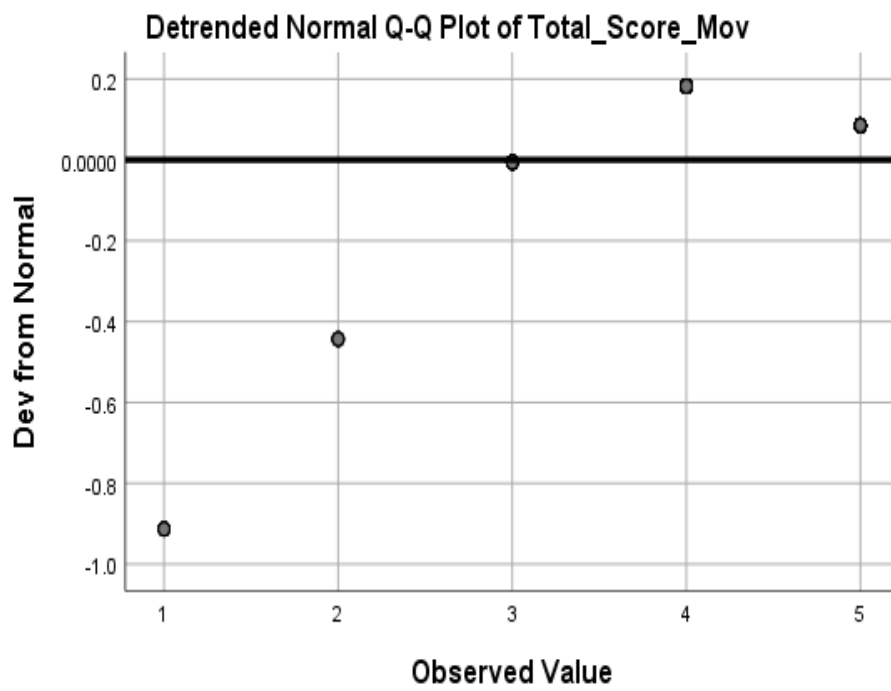


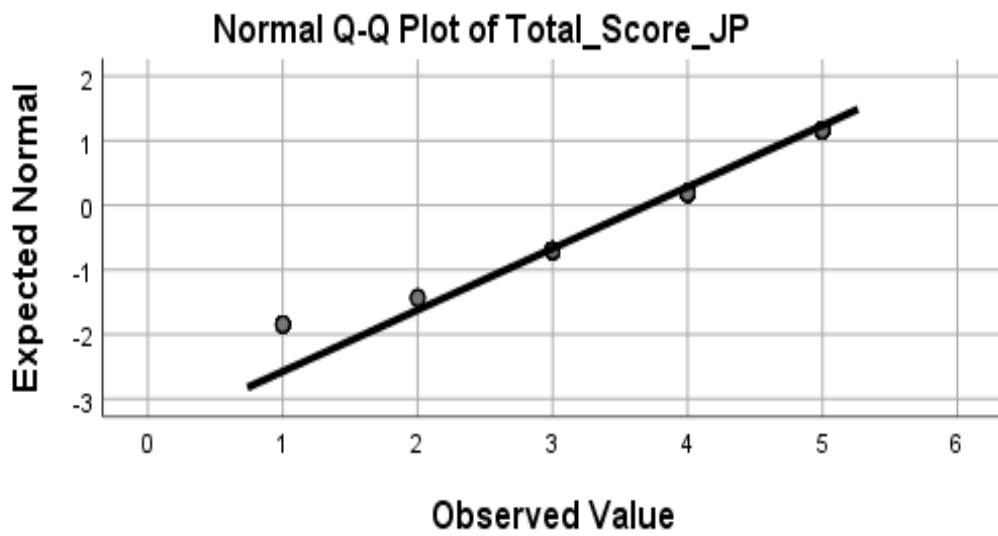
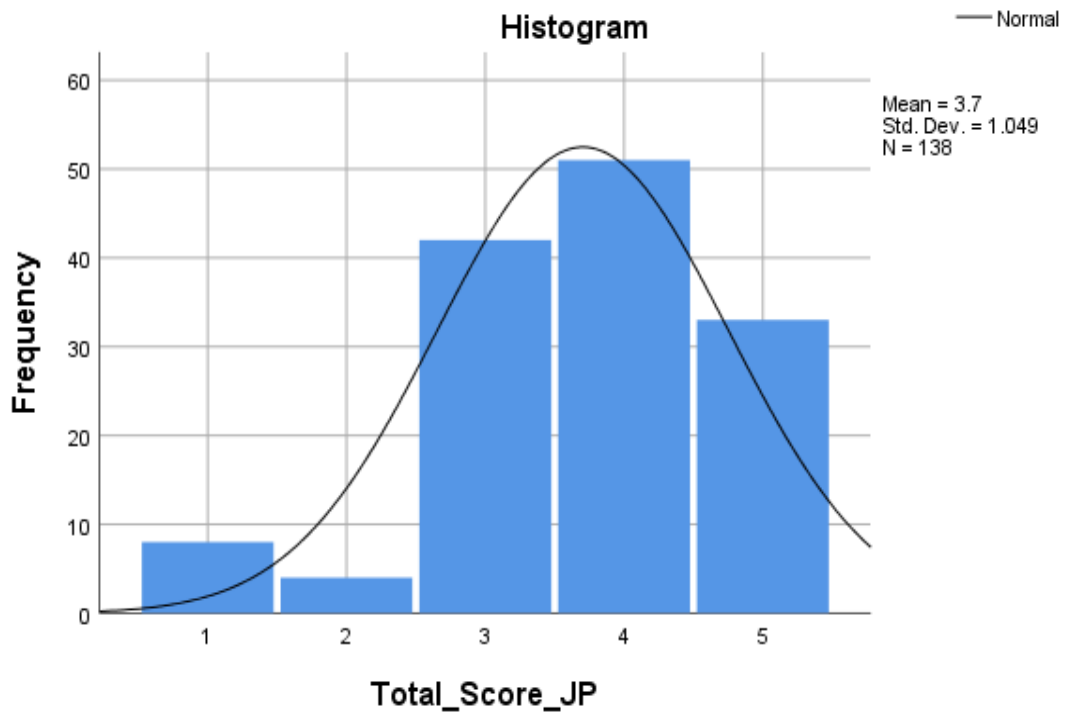
APPENDIX C: NORMALITY TESTS OUTPUTS

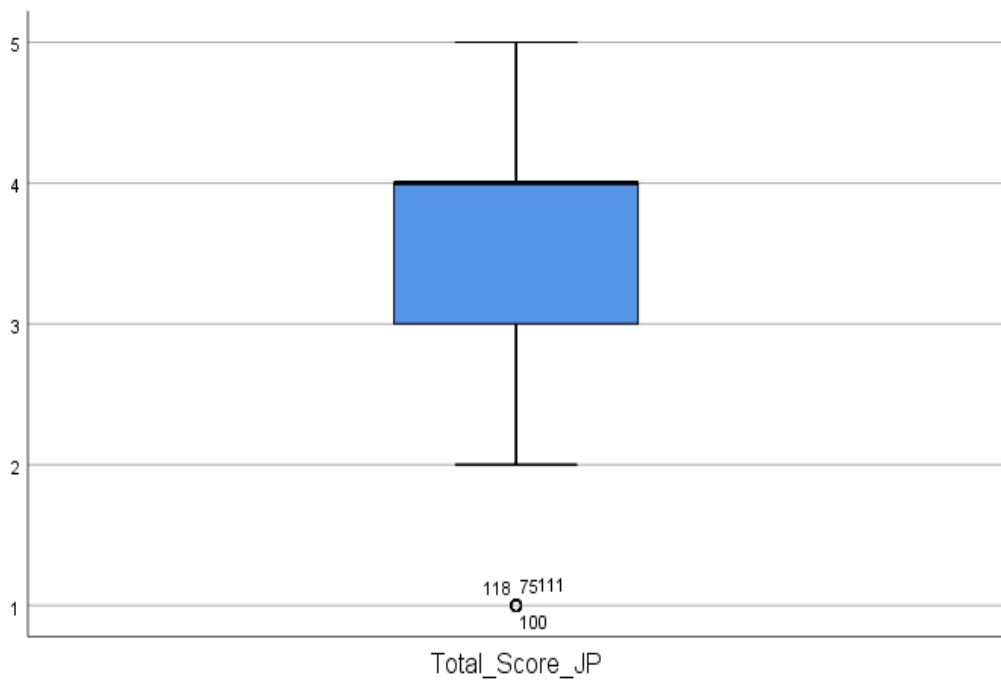
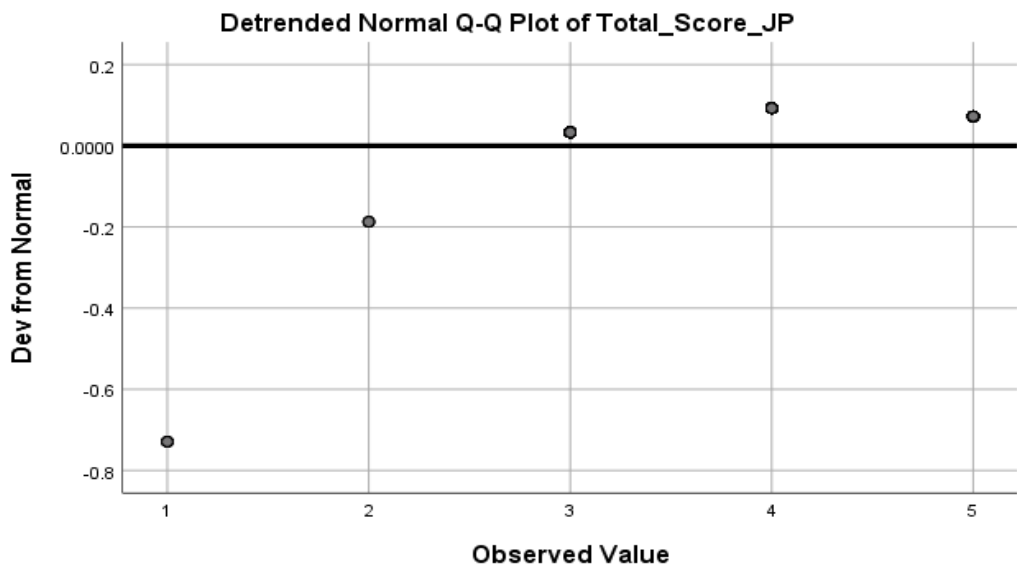
Descriptives				
			Statistic	Std. Error
Total_Score_Ab	Mean		2.61	.115
	95% Confidence Interval for Mean	Lower Bound	2.38	
		Upper Bound	2.84	
	5% Trimmed Mean		2.57	
	Median		3.00	
	Variance		1.817	
	Std. Deviation		1.348	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		.328	.206
	Kurtosis		-1.006	.410
Total_Score_JP	Mean		3.70	.089
	95% Confidence Interval for Mean	Lower Bound	3.53	
		Upper Bound	3.88	
	5% Trimmed Mean		3.78	
	Median		4.00	
	Variance		1.101	
	Std. Deviation		1.049	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.763	.206
	Kurtosis		.486	.410
Total_Score_Mo v	Mean		4.06	.091
	95% Confidence Interval for Mean	Lower Bound	3.88	
		Upper Bound	4.24	
	5% Trimmed Mean		4.17	
	Median		4.00	
	Variance		1.135	
	Std. Deviation		1.066	
	Minimum		1	
	Maximum		5	
	Range		4	

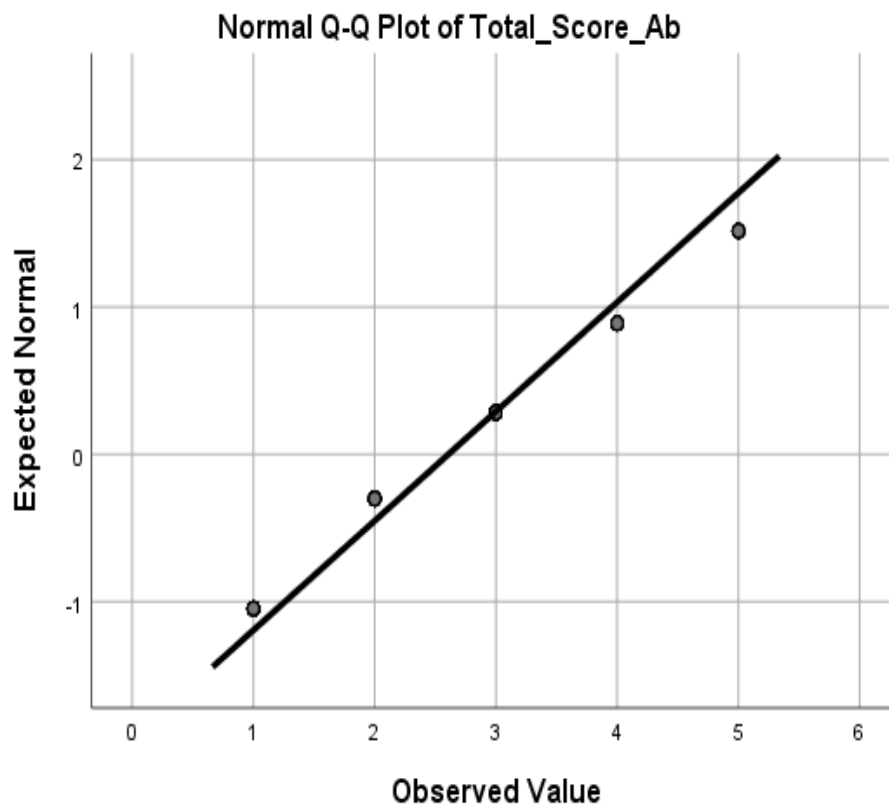
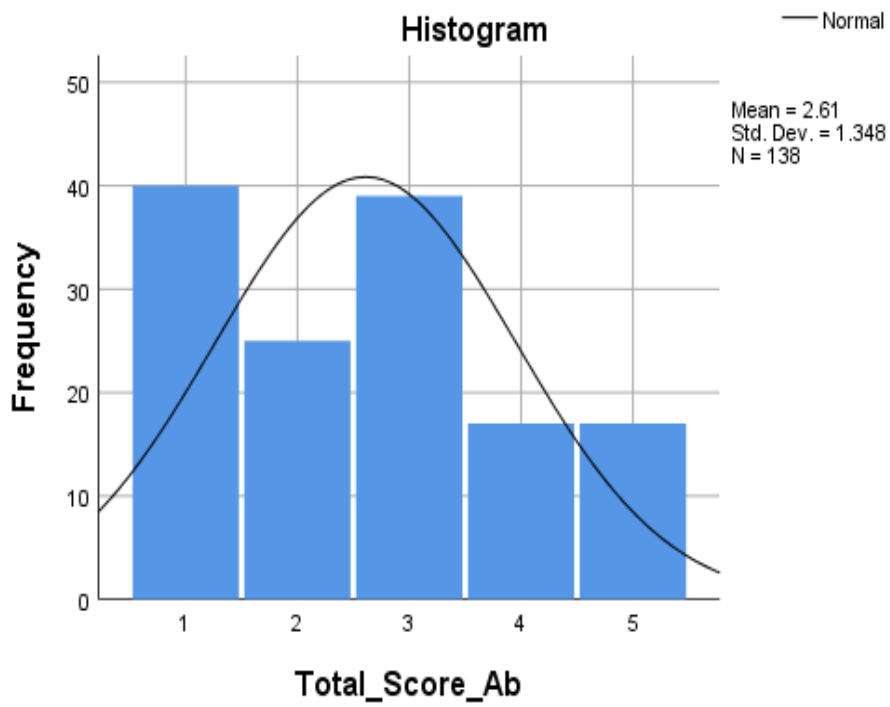
	Interquartile Range	1	
	Skewness	-1.219	.206
	Kurtosis	1.093	.410

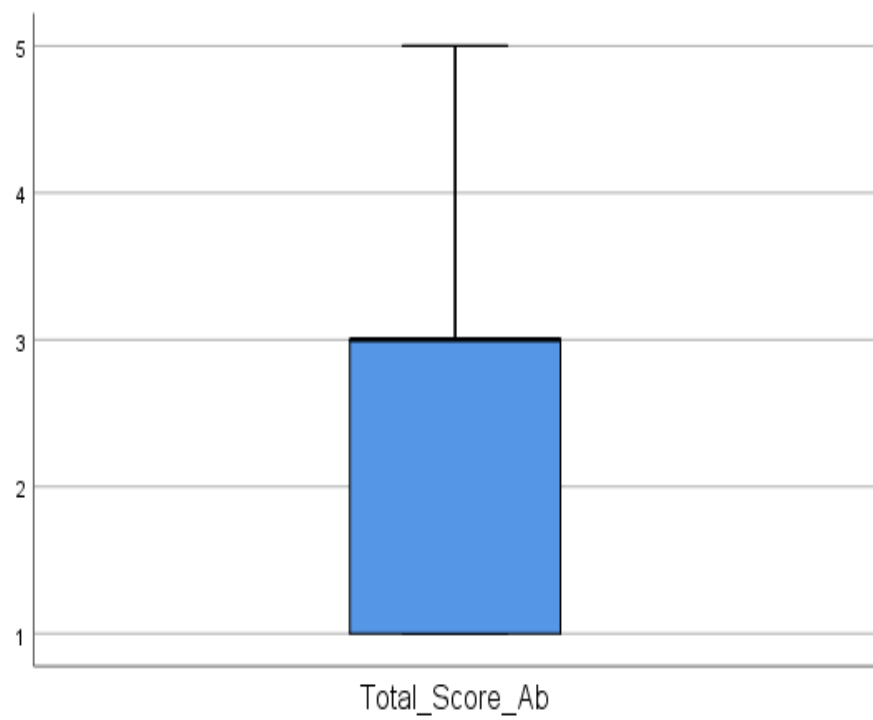
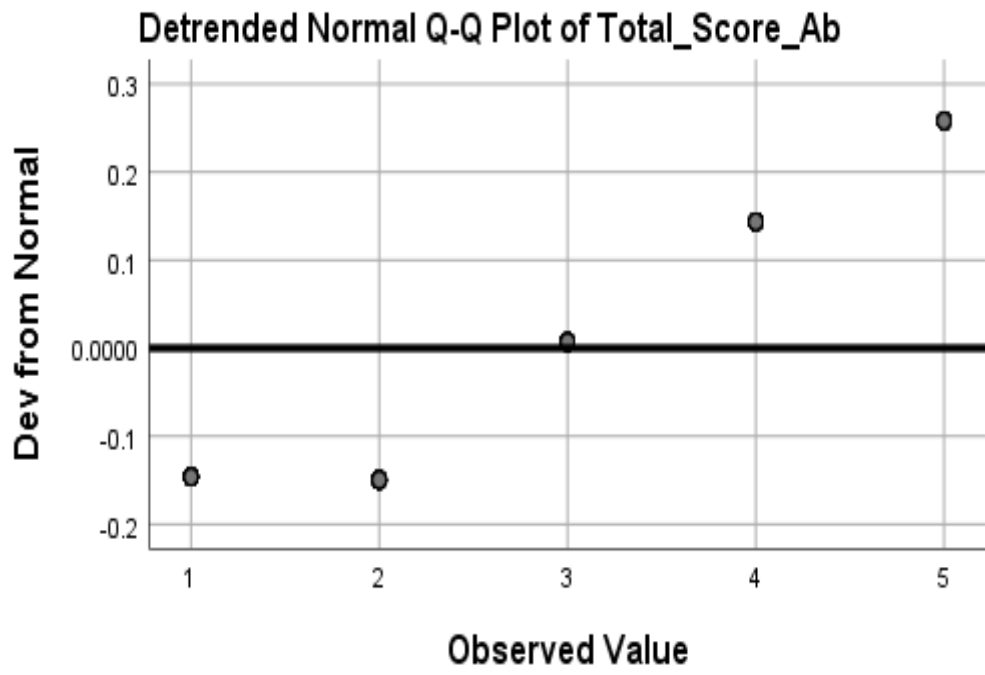












APPENDIX D: MANN- WHITNEY U-TEST VARIABLE RANKS

Employee Job Performance Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Participant job performance	Male	75	66.90	5017.50
	Female	62	71.54	4435.50
	Total	137		

Table 5.9: Employee job performance ranks

Employee Motivation Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Participant motivation	Male	75	72.52	5439.00
	Female	62	64.74	4014.00
	Total	137		

Table 5.11: Employee Motivation ranks

Absenteeism Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Participant absenteeism	Male	75	68.28	5121.00
	Female	62	69.87	4332.00
	Total	137		

Table 5.13: Employee absenteeism ranks