

The Contribution of Performance Review Mechanisms to Organizational Excellence.

(A Field Study in Information Technology Organizations in Aden, Yemen.)

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Article History	Abstract
Original Research Article	<p><i>The Performance Review Mechanism (PRM) plays a critical role in supporting both organizational effectiveness and employee development. To ensure its effectiveness, the system must operate in a transparent, fair, and constructive manner. Evaluating the existing PRM requires gathering feedback from both appraisers and appraisees regarding their experiences and perceptions of the current performance review process. A comprehensive assessment of the present system provides a foundation for identifying areas that require improvement and enables human resource managers to implement appropriate enhancements.</i></p> <p><i>Accordingly, this study employs a quantitative research approach to examine the perspectives of respondents and ratees within the organization concerning the existing PRM. The primary objective is to assess stakeholders' opinions regarding the effectiveness of the current performance review system and to propose suitable modifications for its improvement.</i></p> <p><i>Data were collected through a structured questionnaire that was administered and discussed directly with the respondents to ensure clarity and completeness of responses. The study sample consisted of 120 participants, including 100 employees and 20 employers, selected using a stratified random sampling technique to ensure adequate representation of different groups within the organization.</i></p> <p>Keywords: Performance Review, Organizational Excellence, Information Technology, Aden.</p>
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Introduction

Background of the study:

Organizations are increasingly required to undertake a comprehensive and critical reassessment of their performance evaluation and management frameworks, given growing evidence that many traditional systems do not achieve their intended objectives. In numerous cases, conventional performance management practices have been criticized for generating limited organizational value, failing to accurately measure employee contributions, and

providing insufficient support for employee development and continuous improvement. Furthermore, such systems can inadvertently reduce workplace efficiency by encouraging bureaucratic procedures, excessive documentation, and compliance-oriented behaviors rather than genuine performance enhancement. Beyond their operational shortcomings, ineffective evaluation processes may also negatively affect the quality of relationships between employees and managers, fostering perceptions of unfairness, reducing trust, and hindering constructive communication and collaboration within the workplace.

At the same time, significant innovations in performance management are emerging from the public sector, challenging the common assumption that advancements in human resource management are driven primarily by private organizations. Many public sector institutions have become important sources of progressive and influential reforms, experimenting with alternative approaches that emphasize continuous feedback, employee engagement, developmental coaching, and outcome-based performance assessment. These organizations are pioneering new models designed not only to evaluate employee performance more effectively but also to enhance individual capability, organizational learning, and overall workforce productivity. As a result, public sector initiatives are increasingly serving as valuable examples for organizations seeking to modernize their performance management systems and align them more closely with contemporary organizational and employee needs.

Justification and Significance:

The Performance Review Mechanism represents a fundamental element of organizational management and human resource practices, functioning as a key process through which employee performance, effectiveness, and overall contributions to organizational objectives are systematically assessed. By incorporating a wide range of evaluation criteria, performance indicators, and behavioral competencies, performance review systems provide organizations with a structured framework for measuring individual and team achievements across multiple dimensions. These mechanisms not only facilitate the assessment of current performance levels but also support the identification of employee strengths, developmental needs, and areas requiring improvement.

Furthermore, performance review processes play a critical role in informing strategic organizational decisions related to promotion, compensation, capacity-building and development, succession planning, and workforce management. Effective appraisal systems contribute to organizational effectiveness by aligning individual performance with broader organizational goals, fostering accountability, and encouraging continuous professional development. Given the increasing complexity of modern workplaces and the growing emphasis on employee engagement, talent management, and organizational competitiveness, the study and evaluation of performance appraisal practices have become increasingly important within contemporary organizational settings. As organizations seek to enhance productivity, retain talent, and maintain sustainable performance, understanding the effectiveness and impact of performance review mechanisms remains a significant area of academic and practical inquiry.

Research objectives:

- To examine the various performance review mechanisms employed within corporate organizations.
- To analyze the importance of performance review mechanisms in organizational settings and investigate their relationship with overall organizational effectiveness and performance outcomes.

Hypothesis:

- Null Hypothesis (H_0):

Performance Review Mechanisms do not have a significant role or impact within the organizational context.

- Alternative Hypothesis (H_1):

Performance Review Mechanisms play a significant role and have a substantial impact on organizational effectiveness and performance.

Theoretical frame work:

Human Resource Management (HRM) is a vital managerial function that focuses on the effective acquisition, development, and utilization of an organization's workforce. It encompasses a range of activities, including recruitment, selection, capacity-building, development, and retention of employees, with the objective of ensuring that human resources contribute effectively to organizational goals.

HRM represents a coordinated system of policies and practices that shape the employer–employee relationship. The effectiveness of these practices significantly influences both organizational success and employee achievement. As organizations rely on their workforce to accomplish strategic objectives, HRM plays a crucial role in enhancing employee competencies, fostering motivation, improving performance, and maintaining long-term commitment to the organization.

The principles of HRM are applicable across diverse sectors, including business enterprises, government institutions, educational organizations, healthcare services, non-profit entities, and social service organizations. Consequently, Human Resource Management can be defined as a comprehensive set of functions, programmes, and activities aimed at optimizing employee potential while simultaneously enhancing overall organizational effectiveness and productivity.

This appraisal method has been developed to prevent evaluators from rating employees too high. Using this method, the evaluator has to select from a set of descriptive

statements, statements that apply to the employee. The statements are weighted and summed to at, effectiveness index.

Companies Profile:

YOU for Information Technology

1. Company Background

YOU for Information Technology is a private information technology company headquartered in Aden, Yemen. Established in 2009, the company operates in the field of software development, information systems, web technologies, and digital solutions. Since its inception, the company has focused on providing innovative technological services to public and private sector organizations, supporting digital transformation initiatives and improving organizational efficiency through information technology.

2. Company Overview

The company specializes in the design, development, implementation, and maintenance of software systems and digital platforms. Its operations encompass a broad range of information technology services, including web application development, mobile application development, enterprise solutions, e-commerce systems, and technical consulting. Through these services, the company contributes to the modernization of business processes and the enhancement of digital capabilities within Yemen and the surrounding region.

3. Vision

The vision of YOU for Information Technology is to become a leading provider of innovative information technology solutions in Yemen and the Middle East by delivering high-quality services that promote digital transformation, technological advancement, and sustainable business growth.

4. Mission

The mission of the company is to empower organizations through reliable, efficient, and cost-effective information technology solutions. The company aims to support its clients in achieving operational excellence, improving productivity, and enhancing customer engagement through the effective use of technology.

5. Core Services

The principal services offered by the company include:

- Custom software development
- Website design and development
- Mobile application development
- Information technology consulting

- Enterprise information systems
- E-commerce solutions
- Digital marketing services
- System integration and deployment
- Technical support and maintenance services

6. Organizational Strengths

Several factors contribute to the company's competitive position within the Yemeni information technology sector:

- Extensive experience in software and web development.
- Ability to provide customized technological solutions.
- Strong focus on innovation and quality assurance.
- Skilled technical and development teams.
- Commitment to customer satisfaction and long-term partnerships.
- Experience working with both governmental and private-sector clients.

7. Target Market

The company serves a diverse range of clients, including:

- Government institutions
- Educational organizations
- Financial institutions
- Healthcare providers
- Small and medium-sized enterprises (SMEs)
- Commercial and industrial organizations

8. Contribution to the Information Technology Sector

YOU for Information Technology plays an important role in supporting the development of the information technology sector in Yemen. Through the delivery of software solutions, digital services, and technological expertise, the company contributes to improving organizational performance, facilitating digital transformation, and promoting the adoption of modern information systems across various industries.

Shammakh Systems & Computer (SSC)

Company Overview

Founded in 1996 in Aden, SSC is one of Yemen's longest-established ICT companies. The company specializes in information and communication technology solutions, systems integration, networking, cybersecurity, and IT infrastructure services for government, private-sector, and development organizations.

Vision

To become a leading provider of ICT and communication solutions in Yemen and the Middle East through innovative technologies and professional services.

Mission

To deliver reliable, modern, and cost-effective technology solutions while providing high-quality technical support and customer service.

Core Services

- Network infrastructure and design
- Cybersecurity solutions

- Systems integration
- Data communication systems
- Structured cabling
- Surveillance and security systems
- IT consulting and technical support
- Hardware and software supply

Major Technology Partners

- Cisco
- Fortinet
- Norden
- Other international ICT vendors

SWOT Analysis

Strengths	Weaknesses
Established since 1996	Dependence on Yemen's economic conditions
Strong vendor partnerships	Limited international expansion
Extensive ICT expertise	Market affected by infrastructure challenges
Opportunities	Threats
Growing cybersecurity demand	Political and economic instability
Digital transformation projects	Increased regional competition
Government modernization initiatives	Currency and import fluctuations

2. Balfakih Computers

Company Overview

Balfakih Computers was established in 1996 by Nabil Balfaqih in Aden. The company provides IT support, computer hardware and software solutions, maintenance services, capacity-building, and consultancy. It serves businesses, government organizations, schools, universities, and individual customers throughout Yemen.

Vision

To be a trusted technology partner that enables organizations and individuals to maximize the value of information technology.

Mission

To provide affordable, up-to-date IT products and professional technical support while helping customers stay current with emerging technologies.

Core Services

- Hardware and software sales

- Software licensing
- IT maintenance and repair
- Network support
- Website design and hosting
- IT consulting
- Professional IT capacity-building through Balfakih Computers Institute

Target Customers

- Government agencies
- Educational institutions
- Small and medium businesses
- Large enterprises
- Individual users

SWOT Analysis

Strengths	Weaknesses
Nearly 30 years of experience	Primarily local market focus
Strong reputation in capacity-building and support	Limited proprietary software products
Broad customer base	Dependence on imported technology
Opportunities	Threats
Expansion of digital education	Rapid technology changes
Cloud services market growth	Economic instability
Managed IT services demand	New market entrants

Review of Literature

The Contribution of Performance Review Mechanisms to Organizational Excellence

Introduction

Purpose of the review of literature:

The purpose of literature review is to identify the problem statement, understand the secondary data that has been gathered in the field of study and to make new findings on the problem statement.

Performance review mechanisms are systematic processes used by organizations to assess employee performance, provide feedback, identify developmental needs, and align individual contributions with organizational objectives. Over the past several decades, scholars have examined the role of Performance Review Mechanisms in enhancing employee productivity, motivation, engagement, and overall organizational effectiveness. The literature suggests that well-designed performance review mechanisms serve as strategic tools that contribute significantly to organizational excellence by fostering continuous improvement, accountability, and high-performance cultures.

Concept of Performance Review Mechanisms

According to Michael Armstrong (2014), performance review mechanisms are integral components of performance management systems that involve the regular assessment of employee achievements against predetermined objectives. These mechanisms typically include goal setting, performance appraisals, feedback sessions, self-assessments, and development planning.

Similarly, Aguinis Herman (2019) defines performance reviews as continuous processes that identify, measure, and develop employee performance in alignment with organizational goals. Modern performance review systems

have evolved from annual appraisal practices to more frequent and developmental feedback approaches.

Performance Review Mechanisms and Employee Performance

Numerous studies have demonstrated a positive relationship between performance reviews and employee performance. DeNisi Angelo and Kluger Avraham (1996) found that constructive feedback can significantly improve employee effectiveness when delivered appropriately.

Research by Pulakos Elaine (2009) indicates that employees who receive regular performance feedback exhibit higher productivity, stronger commitment, and improved job satisfaction. Continuous performance reviews help employees identify strengths and weaknesses, encouraging skill development and enhanced performance outcomes.

Furthermore, studies suggest that organizations adopting frequent feedback systems experience better employee engagement compared to those relying solely on annual appraisals. Effective review mechanisms create opportunities for coaching, mentoring, and professional growth.

Performance Review Mechanisms and Organizational Excellence

Organizational excellence refers to the consistent achievement of superior performance across all organizational dimensions, including productivity, quality, innovation, customer satisfaction, and employee engagement. Literature consistently identifies performance review mechanisms as important contributors to excellence.

According to Kaplan Robert and Norton David (1996), performance measurement and review systems enable

organizations to translate strategic objectives into measurable actions. This alignment enhances organizational effectiveness and strategic execution.

Research conducted by Richard Boyatzis (2008) found that organizations with robust performance management systems demonstrate higher levels of organizational capability and competitive advantage. Performance reviews facilitate communication, accountability, and strategic alignment, all of which are essential elements of organizational excellence.

Additionally, performance review mechanisms contribute to quality improvement initiatives by identifying performance gaps and promoting corrective actions. Organizations committed to continuous improvement often integrate review systems into broader excellence frameworks.

Employee Motivation and Development

A substantial body of literature emphasizes the developmental role of performance reviews. According to Douglas McGregor, employee development is enhanced when evaluation processes focus on growth rather than punishment. Development-oriented reviews encourage learning, competency enhancement, and career progression.

Studies by London Manuel (2003) indicate that feedback-rich environments improve employee motivation and self-awareness. Employees who receive meaningful feedback are more likely to engage in self-improvement activities and contribute positively to organizational objectives.

Moreover, performance reviews assist organizations in identifying capacity-building needs and succession planning opportunities, ensuring the development of future leaders and sustaining organizational excellence.

Challenges and Criticisms of Performance Review Mechanisms

Despite their benefits, performance review mechanisms face several challenges. Researchers have identified issues such as evaluator bias, rating errors, subjectivity, and employee resistance.

Murphy Kevin and Cleveland Jeanette (1995) argue that appraisal systems may lose effectiveness when managers lack the skills necessary to provide objective and constructive evaluations.

Similarly, studies have reported that traditional annual performance reviews often generate anxiety and may fail to provide timely feedback. As a result, many organizations have shifted toward continuous performance management approaches that emphasize regular communication and coaching.

The literature suggests that performance review mechanisms contribute most effectively to organizational excellence when they are transparent, fair, participatory, and aligned with organizational strategy.

Empirical Evidence

Several empirical studies support the positive relationship between performance review systems and organizational outcomes:

- Research by Aguinis Herman (2019) demonstrated that organizations with comprehensive performance management systems achieve higher productivity and employee engagement.
- Studies by Pulakos Elaine (2009) found that continuous feedback practices improve employee performance and organizational responsiveness.
- Investigations within public and private sector organizations have revealed significant associations between effective appraisal systems, employee commitment, service quality, and organizational effectiveness.
- Evidence from quality management research indicates that performance review mechanisms support continuous improvement initiatives and organizational learning processes.

Study Variables

Independent Variable (IV): Performance Review Mechanisms

This variable refers to the systems and processes used to evaluate and improve employee performance. It may include dimensions such as:

1. Goal Setting and Performance Standards
2. Performance Feedback
3. Performance Evaluation Fairness
4. Employee Development and Improvement
5. Reward and Recognition System

Dependent Variable (DV) : Organizational Excellence

This variable represents the overall effectiveness and superior performance of an organization. Common dimensions include:

1. Operational Excellence
2. Employee Excellence
3. Customer Excellence
4. Strategic Excellence

Conceptual Framework

The conceptual framework for the study is as follows:

Independent Variable

Dependent Variable

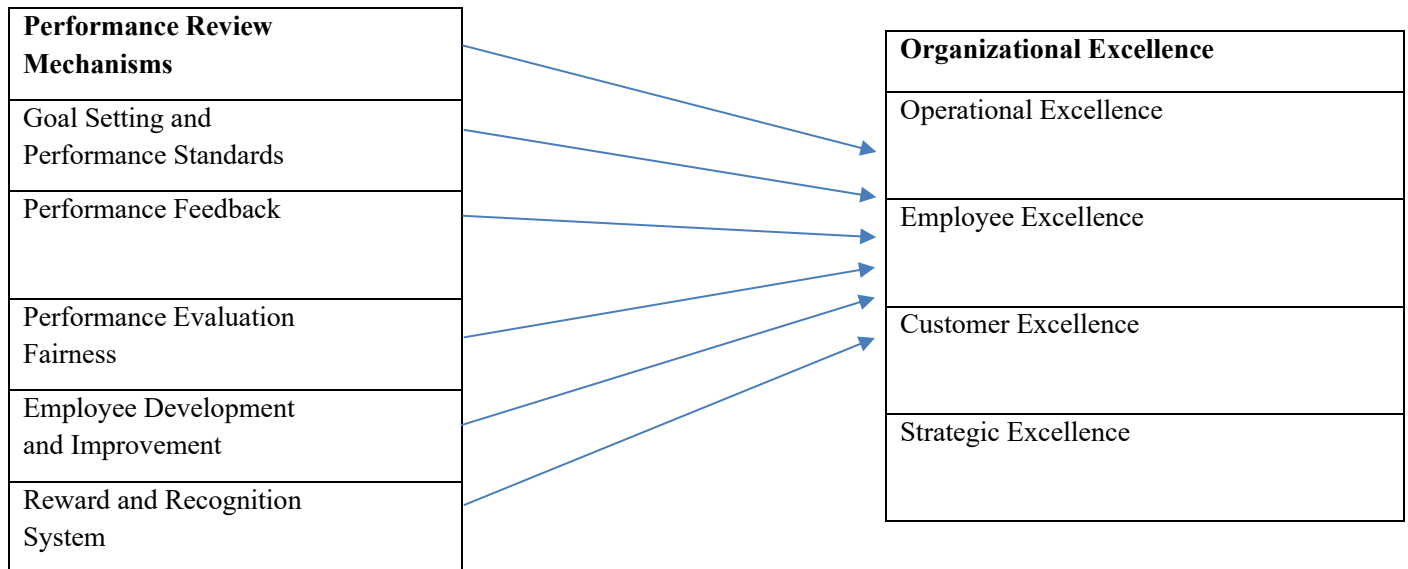


Figure (1): Conceptual Framework

Research Hypothesis

H₁: Performance review mechanisms have a significant positive effect on organizational excellence.

H₀: Performance review mechanisms do not have a significant effect on organizational excellence.

Operational Definitions

Variable	Operational Definition	Possible Indicators
Performance Review Mechanisms	The processes used to evaluate, monitor, and improve employee performance.	Feedback quality, appraisal frequency, fairness, goal clarity, development opportunities
Organizational Excellence	The extent to which an organization achieves superior performance and continuous improvement.	Productivity, quality, innovation, customer satisfaction, employee commitment

Study Methodology

1. Research Approach

This study will adopt a **quantitative research approach** because it enables the collection and analysis of numerical data to determine the relationship between performance review mechanisms and organizational excellence. The quantitative approach is appropriate for testing hypotheses and drawing objective conclusions.

2. Research Design

The study will employ a **descriptive and correlational research design**.

- **Descriptive design** will be used to describe the existing performance review mechanisms and the level of organizational excellence within the organization.

- **Correlational design** will be used to examine the relationship between performance review mechanisms and organizational excellence.

3. Target Population

The target population will consist of employees and managers working in the selected organization(s). These individuals are directly involved in performance review processes and can provide relevant information regarding their effectiveness and impact on organizational excellence.

- Total population: 300 employees
- Managers and supervisors: 50
- General employees: 250

4. Sample Size and Sampling Technique

Sample Size

Resulting in approximately **100 respondents**.

Sampling Technique

A **simple random sampling** technique used to ensure that all employees have an equal opportunity to participate and that different employee categories are adequately represented.

5. Sources of Data

Primary Data

Primary data is collected directly from respondents through structured questionnaires.

Secondary Data

Secondary data is obtained from:

- Academic journals
- Books
- Organizational reports
- Research articles
- Human resource management publications

6. Data Collection Instrument

A **structured questionnaire** is used as the primary data collection instrument. During data collection clear remarks made on the ethical issues and respondents' privacy in providing response.

7. Validity and Reliability of the Instrument

Validity

Content validity established by submitting the questionnaire to experts in human resource management and research methodology for review and evaluation.

8. Data Collection and Processing Procedures

1. Obtain permission from the organization.
2. Distribute questionnaires to selected respondents.
3. Explain the purpose of the study.
4. Collect completed questionnaires.
5. Verify and organize the collected data for analysis.

Data Analysis:

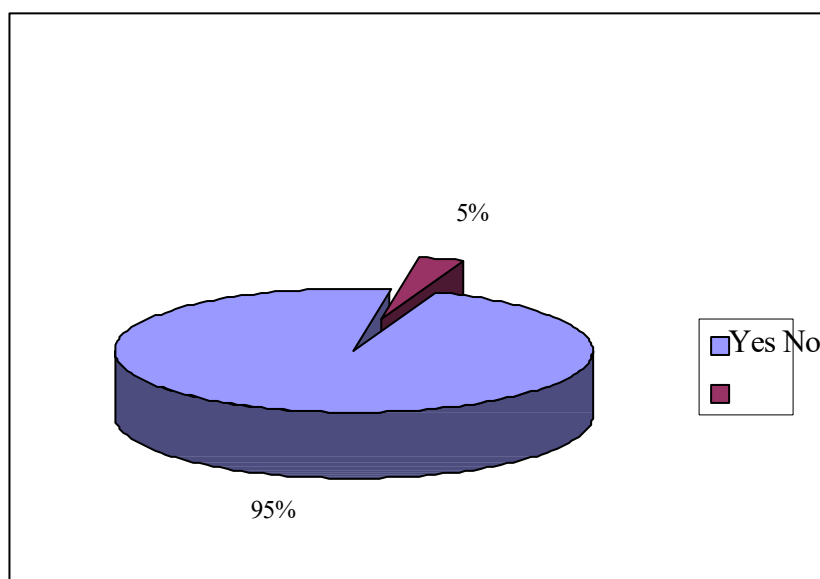
The following part explains the detail results of the data collected and the sequence of the questions in the questionnaire. The data collected was analyzed and presented as follows :

Q1. Are you aware of Performance Review Mechanisms followed in your company?

Table No 1- Details of the response regarding the respondents' awareness of the Performance Review Mechanisms

Options	Frequency of responses	% of responses
Yes	95	95
No	5	5

Graph No 1- Details of the response regarding the respondents' awareness of the Performance Review Mechanisms



Interpretation:

The company follows a comprehensive and structured performance appraisal policy that regulates the evaluation of employee performance through clearly defined standards, predetermined performance criteria, and formal assessment procedures. This policy is designed to ensure consistency, objectivity, and fairness in the appraisal process by providing a standardized framework for measuring employee achievements, competencies, and contributions to organizational goals. Through the application of established evaluation methods and

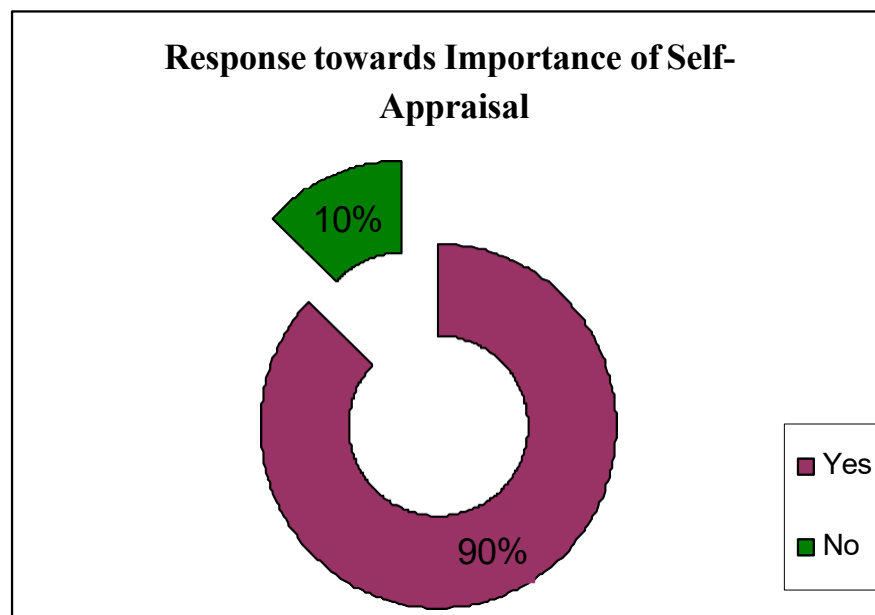
systematic performance reviews, the organization seeks to maintain transparency and accountability while supporting informed decision-making related to employee development, promotion, compensation, and overall workforce management. Furthermore, the policy serves as a mechanism for aligning individual performance expectations with broader organizational objectives, thereby fostering continuous improvement and enhancing overall organizational effectiveness.

Q2. In the Performance Review Mechanisms “self appraisal” forms a part. Do you think it is relevant?

Table No 2- Distribution of the responses about the Validity of Self Appraisal

Options	Frequency of responses
Yes	90
No	10

Graph No 2- Distribution of the responses about the Validity of Self Appraisal



Interpretation:

Self-appraisal constitutes a significant component of the performance appraisal process, as it provides employees with an opportunity to critically evaluate their own performance, accomplishments, strengths, and areas requiring further development. Through self-assessment, employees are encouraged to engage in reflective practice, enabling them to assess their progress toward individual and organizational objectives while identifying opportunities for professional growth and skill enhancement. This process promotes greater self-awareness and encourages employees to take an active role in managing their performance and career development.

Moreover, self-appraisal facilitates more meaningful and constructive communication between employees and supervisors by providing a platform for employees to express their perspectives regarding their contributions, challenges, and achievements. Such participation can enhance mutual understanding, strengthen employee engagement, and support collaborative discussions during formal performance review meetings. Additionally, incorporating self-appraisal into the evaluation process contributes to increased accountability, as employees become more responsible for monitoring and improving their own performance. It also promotes perceptions of fairness and transparency in performance evaluations by ensuring that employees have an opportunity to contribute to the assessment process, thereby creating a more balanced

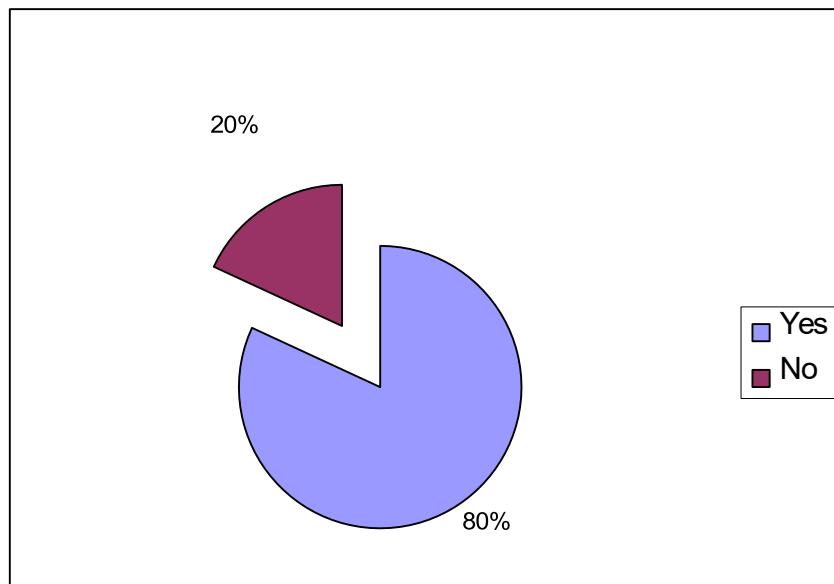
and comprehensive evaluation of performance. Consequently, self-appraisal serves as a valuable tool for fostering employee development, improving performance management practices, and enhancing overall organizational effectiveness.

Q3. Awareness of the traits / attributes to which employees are rated towards Contribution of Performance Review Mechanisms ?

Table No 3- Distribution of Awareness of the traits / attributes to which employees are rated

Options	Frequency of responses
Yes	80
No	20

Graph No 3- showing Distribution of Response towards Awareness about different traits



Interpretation:

Management effectively communicates the performance dimensions, competencies, and evaluation criteria incorporated within the appraisal forms to employees, ensuring that they possess a clear understanding of the standards against which their performance will be assessed. By providing detailed information regarding performance expectations, key performance indicators, and assessment procedures, the organization promotes transparency and consistency within the appraisal process. This clear communication enables appraisees to better understand organizational priorities, align their efforts with established objectives, and prepare adequately for performance evaluations.

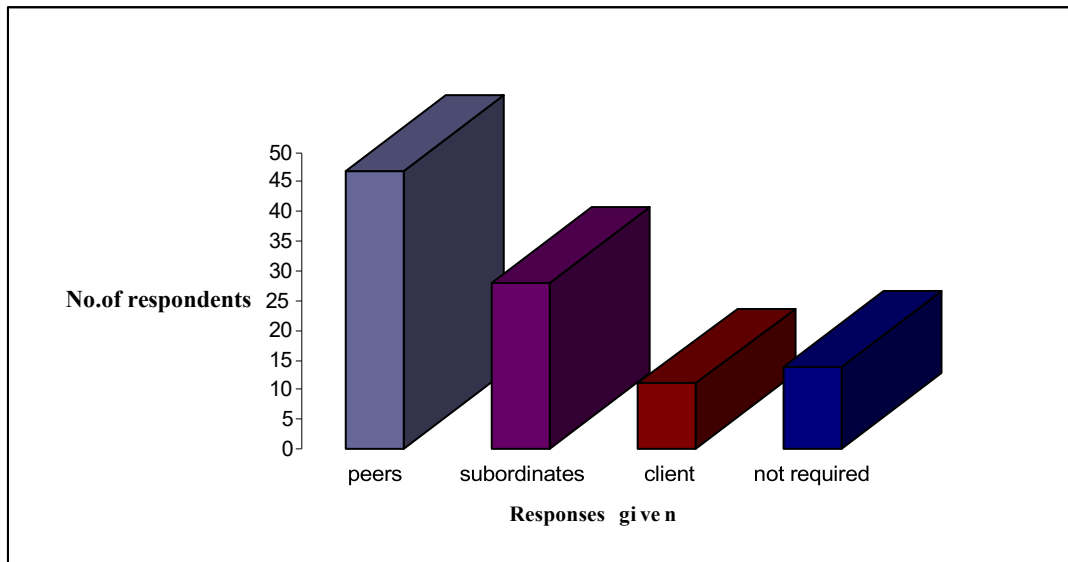
Furthermore, informing employees about the specific traits and criteria used in performance assessments helps reduce ambiguity and potential misunderstandings regarding the appraisal process. It fosters greater employee confidence in the fairness and objectivity of evaluations, while encouraging individuals to focus on the behaviors, skills, and outcomes that are valued by the organization. As a result, effective communication of appraisal standards contributes to improved employee engagement, enhanced performance management practices, and a more constructive and development-oriented evaluation process.

Q4. Do you think the evaluation for Performance Review Mechanisms should also be done by stakeholders

Table No 4- Distribution of the response towards evaluation for Performance Review Mechanisms should also be done by stakeholders

Options	Frequency of responses	% of responses
Peers	45	45
subordinates	30	30
Client / Customer	9	9
Not required	16	16

Graph No 4- showing response towards evaluation for Performance Review Mechanisms should also be done by stakeholders



Interpretation:

The findings reveal a stronger preference for peer evaluations than evaluations by subordinates, while other evaluation sources were generally viewed as unnecessary. This may reflect employees’ belief that peers possess greater familiarity with their daily work and performance. Client/customer evaluations received the lowest preference, suggesting concerns about their limited ability to assess

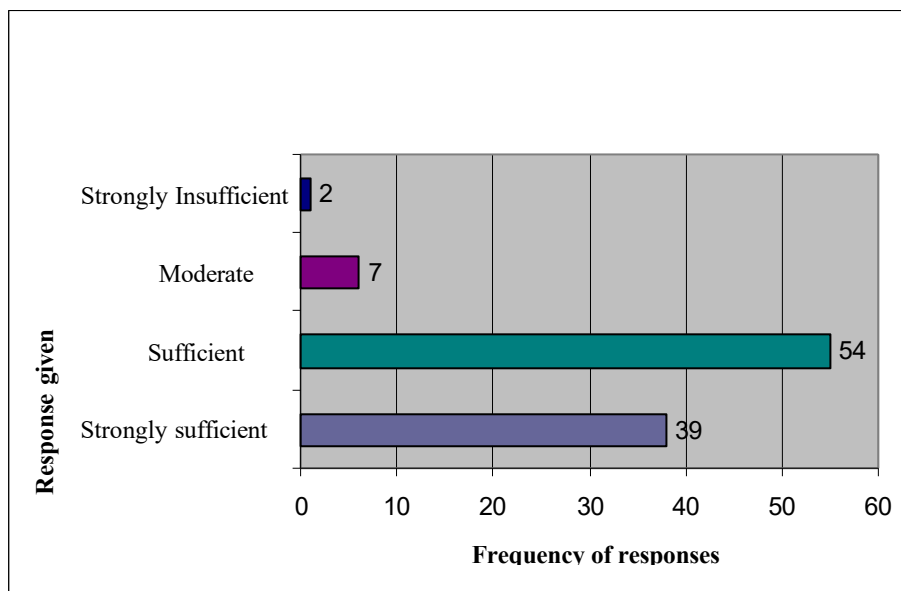
overall job performance comprehensively.

Q5. How much sufficiency of Feedback on help and guidance provided to you by your reporting/reviewing Officers

Table No 5- showing the response towards the sufficiency of help and guidance provided by Reporting/Reviewing officers for Performance Review Mechanisms .

Options	Frequency of responses
Strongly sufficient	39
moderate	54
Insufficient	7
Strongly Insufficient	2

Graph No 5- showing Response towards Sufficiency of Help and Guidance provided by Reporting/Reviewing officers for Performance Review Mechanisms



Interpretation:

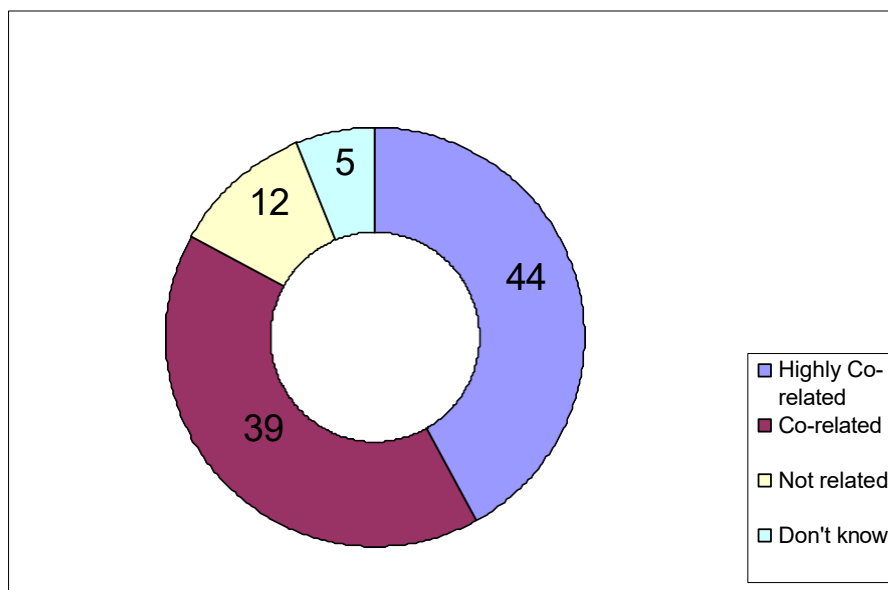
This finding indicates that management devotes substantial time and effort to providing employees with continuous support, guidance, and performance-related feedback, reflecting a commitment to employee development and the effective achievement of organizational objectives.

Q6. The degree relationship between your performance appraisal rating and corresponding monetary reward is

Table No 6 - showing the response to the extent of closeness between Performance Review Mechanisms rating and the corresponding monetary benefits

Options	Frequency of responses	% of responses
Highly Co-related	44	44
Co-related	39	39
Not related	12	12
Don't know	5	5

Graph No 6- showing the response to the extent of closeness between Performance Review Mechanisms rating and the corresponding monetary benefits



Interpretation:

A strong relationship exists between employees' perceptions of the Performance Review Mechanism ratings they receive and the corresponding monetary benefits associated with those ratings. This indicates that employees generally view performance appraisal outcomes as being closely linked to financial rewards such as salary increments, bonuses, incentives, and other forms of compensation. When employees perceive a clear connection between performance ratings and monetary benefits, they are more likely to regard the appraisal system as meaningful and relevant to their professional efforts and achievements.

Furthermore, the close association between performance ratings and financial rewards can serve as a significant motivational factor, encouraging employees to improve

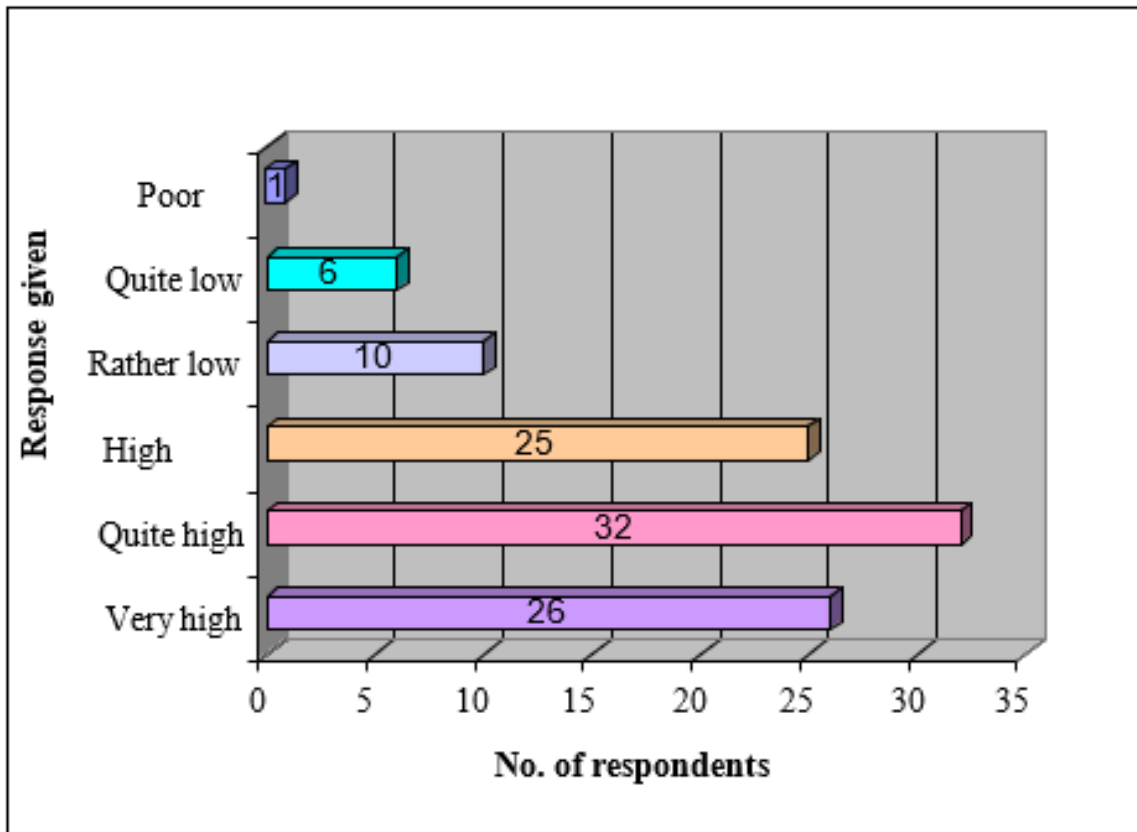
their performance and achieve organizational objectives. A transparent and equitable linkage between appraisal outcomes and monetary benefits enhances employee satisfaction, reinforces perceptions of fairness, and strengthens confidence in the performance management system. Consequently, establishing a strong alignment between performance evaluations and reward mechanisms contributes to increased employee commitment, higher productivity, and the overall effectiveness of organizational performance management practices.

Q7. The degree of Mutual Understanding in your work relationships with your senior is...

Table No 7- showing the response towards the degree of mutual understanding in work relationships with the employee's seniors.

Options	Frequency of responses
Very high	26
Quite high	32
High	25
Rather low	10
Quite low	6
Poor	1

Graph No 7- showing the response towards the degree of mutual understanding in work



Interpretation:

The high level of mutual understanding between employees and their supervisors suggests the existence of positive working relationships and effective communication. This also indicates that performance evaluations are likely perceived as fair and objective, with minimal influence from rater bias.

Q8. The capacity-building needs identified through the Performance Review Mechanisms

Key:

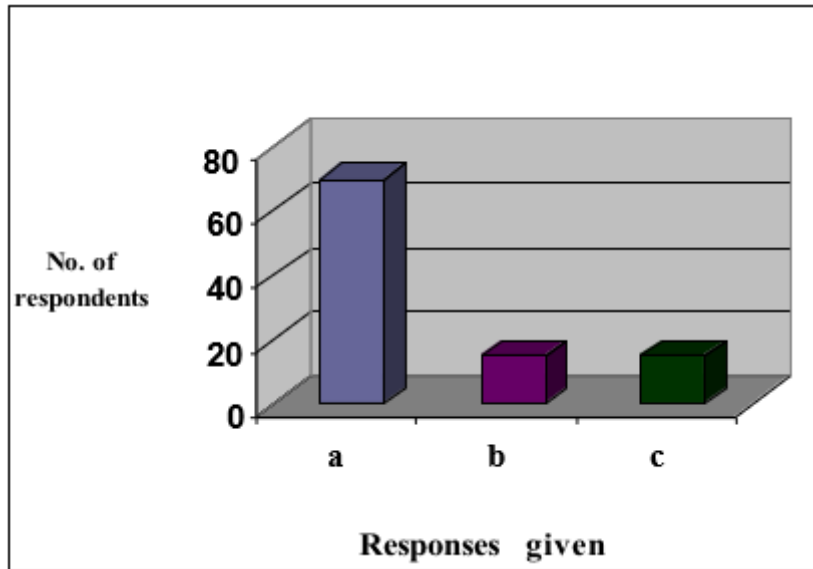
a: Formulated into a capacity-building programme. b: Not considered for capacity-building. c: Don't know

Table No 8- showing the response towards the capacity-building needs identified through the Performance Review Mechanisms

Options	Frequency of responses	% of responses
a	70	70
b	15	15
c	15	15

Graph No 8 – showing the response towards the capacity-building needs identified through the Performance Review

Mechanisms



Interpretation:

This finding suggests that management effectively identifies employees' development needs and translates them into relevant capacity-building initiatives. Such practices reflect a strategic commitment to enhancing employee competencies and organizational performance.

Q9 The feedback on the Capacity-building Programme conducted

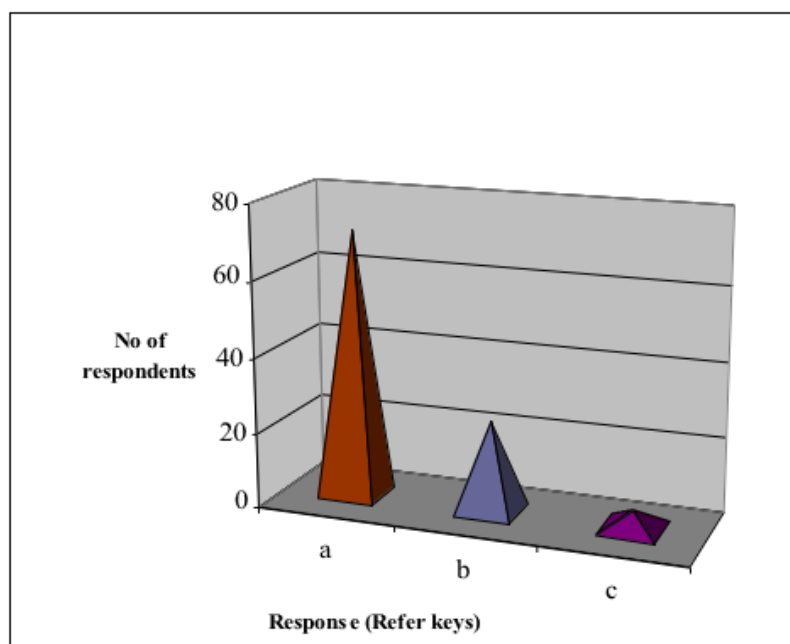
Key:

a: Strongly helps in enhancing Job knowledge and Individual skill. b: Helps in overcoming the shortcomings identified in an employee. c: Doesn't help in any way

Table No10- showing the response towards the type of the capacity-building programme Conducted in the company

Options	Frequency of responses	% of responses
a	76	76
b	19	19
c	5	5

Graph No 9- showing the response towards the type of the capacity-building programme Conducted in the company



Interpretation:

The capacity-building program plays a significant role in enhancing employees' job knowledge and personal skills, thereby contributing to their overall professional development and effectiveness in the workplace. By providing structured learning opportunities, capacity-building sessions, workshops, and developmental activities, the program enables individuals to acquire new knowledge, improve existing competencies, and stay updated with the skills required to perform their job responsibilities effectively. This continuous learning process helps employees develop a deeper understanding of their roles, organizational procedures, and industry best practices.

In addition to strengthening job-related knowledge, the capacity-building program also fosters the development of

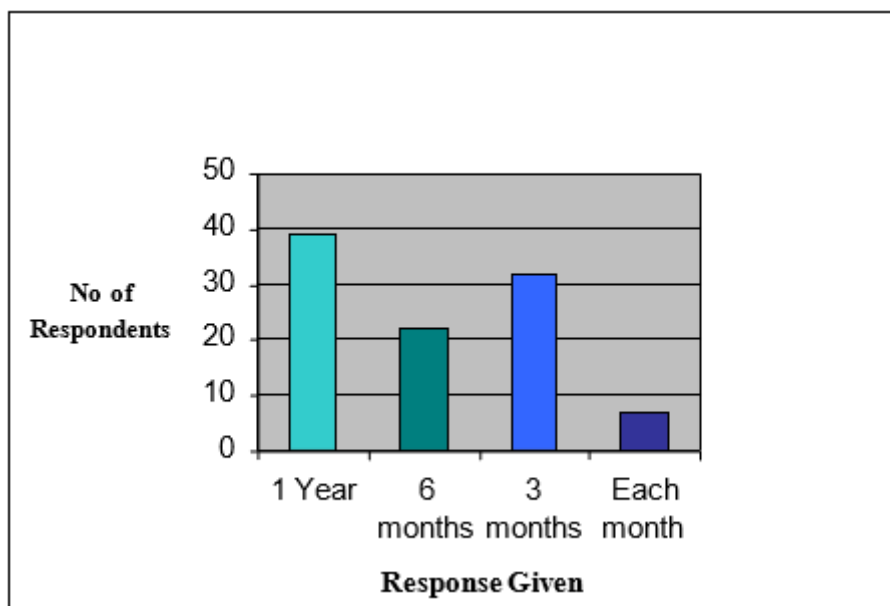
essential personal skills, such as communication, problem-solving, leadership, teamwork, adaptability, and decision-making abilities. These competencies are crucial for enhancing individual performance and enabling employees to respond effectively to changing organizational demands. As a result, capacity-building initiatives not only improve employee confidence and competence but also contribute to higher levels of productivity, job satisfaction, and career advancement. Consequently, such programs serve as an important strategic tool for developing a skilled and capable workforce while supporting the achievement of organizational goals and long-term success.

Q10. How frequently do you think can Performance Appraisal be done?

Table No 10- showing response towards how frequently performance appraisal can be done.

Options	Frequency of responses	% of responses
1 Year	39	39
6 months	22	22
3 months	32	32
Each month	7	7

Graph No 10- showing response towards how frequently performance appraisal can be done



Interpretation:

Many employees demonstrate a preference for annual Performance Review Mechanisms, viewing them as an effective and structured approach to evaluating job performance over a defined period. Annual performance reviews provide employees with a comprehensive assessment of their achievements, contributions, strengths, and areas requiring improvement throughout the year. This periodic evaluation allows sufficient time for employees to

accomplish their objectives, demonstrate their competencies, and receive meaningful feedback based on their overall performance rather than short-term outcomes.

Furthermore, annual performance reviews offer employees a clear opportunity to discuss career development, capacity-building needs, future goals, and performance expectations with their supervisors. Such reviews facilitate formal communication between management and employees, helping to ensure alignment between individual efforts and

organizational objectives. Many employees may prefer this approach because it provides a predictable and systematic evaluation process, reduces the frequency of assessment-related pressures, and allows performance outcomes to be considered within a broader context. Consequently, annual Performance Review Mechanisms continue to be regarded by many employees as a valuable tool for performance assessment, professional development, and organizational accountability.

Q11 What is your overall feeling about the Performance Review Mechanisms?

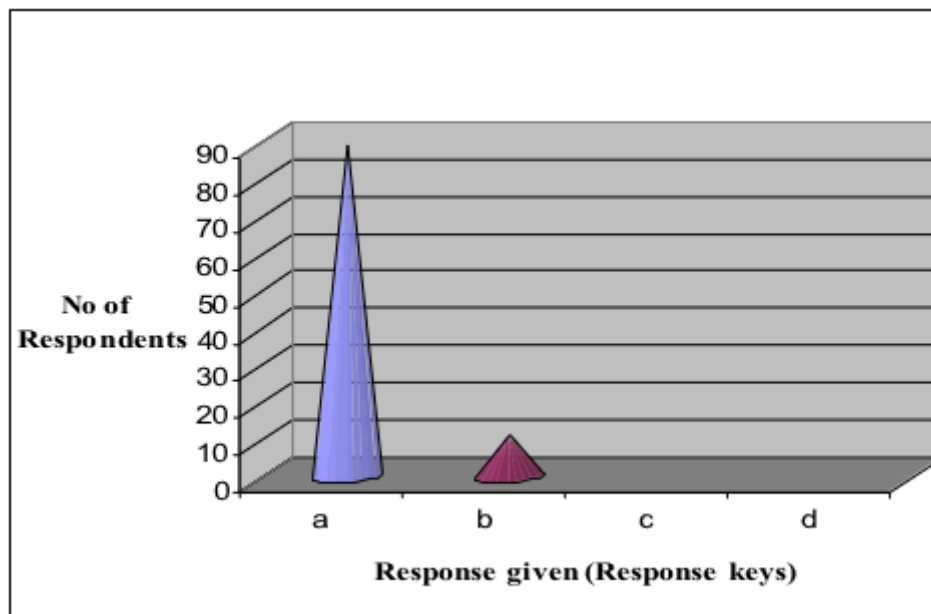
Key:

- a) Highly relevant in the present economic scenario and provides an opportunity for growth.
- b) Not of much value as it does not help in any enhancement in performance.
- c) Is of no significance in the present scenario not growth oriented.
- d) Highly irrelevant, does not help the individual or the company.

Table No 11- showing the response towards the overall feeling about the Performance Review Mechanisms.

Options	Frequency of responses	% of responses
A	89	89
b	11	11
C	0	0
d	0	0

Graph No 11- showing response towards the overall feeling about the Performance Review Mechanisms



Interpretation:

Performance appraisal remains highly relevant in the contemporary organizational environment, as it serves as an essential mechanism for evaluating employee performance, monitoring progress toward organizational objectives, and enhancing overall workforce effectiveness. In today's dynamic and competitive business landscape, organizations increasingly rely on performance appraisal systems to assess employee contributions, identify performance gaps, and ensure alignment between individual efforts and strategic goals. By providing a structured framework for performance evaluation, appraisal systems support

informed decision-making related to promotions, compensation, capacity-building, and career development.

Moreover, performance appraisal offers valuable opportunities for employee growth and professional advancement. Through constructive feedback and performance discussions, employees gain insights into their strengths, achievements, and areas requiring improvement, enabling them to develop targeted plans for skill enhancement and career progression. The appraisal process also helps identify capacity-building and development needs, fostering continuous learning and competency development. As a result, effective performance appraisal

systems contribute not only to improved individual performance and job satisfaction but also to organizational success by promoting employee engagement, motivation, and long-term professional growth.

List Of Findings

- 1) The employees are aware of the present Performance Review Mechanisms followed in the company. This is evident from the responses collected from the respondents as well as the ratees.
- 2) Respondents spend considerable amount of time in giving the feedback to the ratees about the performance.
- 3) Majority of the employees are satisfied with the Self-Appraisal process being followed in the company.
- 4) The general awareness about the traits/attributes is good. Most of the employees also felt that the traits/attributes are sufficient
- 5) Average number of the respondents agree that Performance Review Mechanisms helps in promotions. The first preference is given to promotions.
- 6) The ratees have a good knowledge about who their respective Reporting and the Reviewing officers are of the respondents knew the rating officers.
- 7) Most of the respondents are satisfied with the person who appraises them. This shows that company has good appraisers.
- 8) Majority of the respondents agree that the help and guidance provided is sufficient indicating that the management spends considerable time on providing employees with help and guidance.
- 9) The extent of effort from the management in discovering employee's potential for higher responsibility through Performance Review Mechanisms is high.
- 10) The employees view the capacity-building program conducted to develop managerial skills as important. From the ratees' point, the possibility of an unbiased assessment is high. This implies that there is no bias during the evaluation.

- 11) Respondents feel that the capacity-building program strongly helps in enhancing job knowledge and individual skill.
- 12) Most of the employees feel that the Performance appraisal is highly relevant in the present scenario as well as provides an opportunity for growth.
- 13) All the respondents are agreed on the frequency of the appraisal. It can be concluded that organization's conduct Performance Review Mechanisms once in a year.
- 14) Respondents feel that the level of interpersonal relationship influences the rating of the employees to a certain extent.
- 15) Management is responsive in designing a counseling/capacity-building program that will foster the growth of an employee's performance.
- 16) More than half of the respondents are of the opinion that criticism is necessary. This shows that the respondents give importance not only to the Performance Review Mechanisms, but also to individual employee growth.
- 17) All of the respondents feel that some rater problems do exist.
- 18) Feedback is provided to the employees to improve upon their performance.

Conclusions

Performance Review Mechanisms in the corporate context today seems to be highly satisfactory. Most of the employees are satisfied with the existing system.

Performance Review Mechanisms is found to be highly significant in the corporate context. The researcher is able to establish link between Performance Review Mechanisms and organizational effectiveness.

Hypothesis testing

H₀- Performance Review Mechanisms is not important in any organizational Context.

H₁- Performance Review Mechanisms is extremely important in any Organizational context.

SUGGESTIONS AND RECOMMENDATIONS

- 1) The performance appraisal should begin by concentrating on what employees have done well.

- 2) The Reporting officer must focus on employee's key effectiveness areas where he should show results.
- 3) The Reporting/Reviewing officer must establish objectives in terms of an employee's performance (Both short –term and Long-term), which in a way will affect the total organizational plan.
- 4) The reporting officer and the reviewing officers can hold discussions with the employees and help the employee set up objectives and goals relating to employees' performance.
- 5) The HR manager should give continuous feedback reviews to the employees about their performance. These feedbacks can be in the form of discussion of the performance, performance counseling etc.
- 6) It is desirable to link the Performance Review Mechanisms with employees reward and recognition programs and the impact of PRM should be gauged on these programs

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