

**A QUALITATIVE STUDY OF EMPLOYEE PERCEPTION ON PERFORMANCE APPRAISAL SYSTEM AT MAIN BRANCH OF BNI 46 MANADO**

*STUDY KUALITATIF TENTANG PERSEPSI KARYAWAN TERHADAP SISTEM PENILAIAN KINERJA DI BNI CABANG UTAMA 46 MANADO*

by  
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**Abstract:** The condition of an organization's being effective is mainly dependent on its Human Resources Management. Performance Appraisal is important system that usually takes the form in periodic that works performance is evaluated, not only from their work responsibilities but employee behavior is evaluated too. The purpose of this study is focused on employee perception on performance appraisal and the implications at Main Branch of BNI 46 Manado. Data collected from 10 respondents at Main Branch of BNI 46 Manado that had been appraised previously. Types of data in this research used primary data and secondary data. This study method used case study (qualitative) because it is designed to get more understanding with the performance appraisal system at Main Branch of BNI 46 Manado, through employee to answer the questions that needed (depth-interview). This research found that based on employee perception the performance appraisal system that implemented at Main Branch of BNI 46 Manado, overall is good but sometimes employee feel the appraisal system not objective. The characteristics that assessed are based on each units. This research suggest to company to allow the employee to give feedback directly to supervisor, more transparent and agreement.

**Keywords:** *human resource management, employee perception, performance appraisal system*

**Abstract:** *Kondisi organisasi yang efektif bergantung pada Manajemen Sumber Daya Manusia. Sistem Penilaian Kinerja adalah sistem penting yang biasanya berfungsi untuk mengevaluasi kinerja karyawan, tapi tidak hanya dari pekerjaan mereka tetapi perilaku karyawan juga dievaluasi. Tujuan penelitian ini difokuskan pada persepsi karyawan terhadap penilaian kinerja dan implikasinya pada BNICabang Utama 46 Manado. Data dikumpulkan dari 10 responden di Cabang Utama BNI 46 Manado yang telah dinilai sebelumnya. Jenis data dalam penelitian ini menggunakan data primer dan data sekunder. Metode penelitian ini menggunakan studi kasus (kualitatif) karena dirancang untuk mendapatkan pemahaman yang lebih baik dengan sistem penilaian kinerja di Cabang Utama BNI 46 Manado, melalui karyawan untuk menjawab pertanyaan yang diperlukan (wawancara mendalam). Hasil dari penelitian ini menunjukkan bahwa berdasarkan persepsi karyawan sistem penilaian kinerja yang diterapkan di Cabang Utama BNI 46 Manado, secara keseluruhan baik tetapi terkadang karyawan merasa sistem penilaian tidak obyektif. Karakteristik yang dinilai berbeda berdasarkan setiap unit. Penelitian ini menyarankan kepada perusahaan untuk memungkinkan karyawan memberikan tanggapan mereka secara langsung mengenai hasil penilain, adanya persetujuan dan lebih transparan.*

**Kata kunci:** *manajemen sumber daya manusia, persepsi karyawan, system penilaian kinerja*

## INTRODUCTION

### Research Background

Bank is an institution which deals in money and credit. It accepts deposits from the public and grants loans and advances to those who are in need of funds for various purposes. The condition of an organization's being effective or ineffective is mainly dependent on its Human Resources Management. In order to achieve the goals, BNI needs to managing their Human Resources well. One of the way that BNI took to managing their Human Resources is by Performance Appraisal System. Managing employee's performance is imperative and it cannot be done if the employee's potential and their ability to perform are not measured. Performance Appraisal in BNI is defined as a structured formal interaction between employee and supervisor that usually takes the form in periodic which is the works performance is evaluated, but not only from their work responsibilities but how employee behavior is evaluated too. BNI Manado implements the performance appraisal system to set and measured company goals, measured individual performance, get performance improvement, to motivate employees, to give employees reward (bonuses), and promotion.

If there is no performance appraisal system in an organization, then an organization cannot running well and achieve their goals, the employee will do anything they want, there is no rule and the employee will not take responsibilities with their work because they do not have system to controlling and monitoring their job performance. With the performance appraisal system, they can be motivate to improve their job performance, because if their job performance well, they can get the reward from organization.

But sometimes the employee feel not satisfy with their performance appraisal system, they feel that system not objective, not fair and transparent. Giving feedback from employee is one of the problem of an organization faced right now, some organization does not allowed to their employee to give the feedback. Sometimes their supervisor assessed them based on like or dislike factors, whereas the employee already giving their best performance to an organization. Therefore, it can be concluded that the failure to implement an effective appraisal system often leads to no relationship exiting between the work performance and the achievement of the organization.

### Research Objective

The purpose of this study is:

To know the employee perception on performance appraisal system at main branch of BNI 46 Manado.

## THEORETICAL FRAMEWORK

### Human Resource Management

Human resource management (HRM) refers to the policies and practices involved in carrying out the 'human resource (HR)' aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations (Dessler, 2007). HRM is composed of the policies, practices, and systems that influence employees' behavior, attitude, and performance (Noe et al, 2007).

### Performance Appraisal

Performance appraisal is not just about rating employees, Meenakshi (2012) identified that organizations carry out Performance Appraisal as a basis for administrative decisions such as promotion, allocation of financial rewards, employee development and identification of training needs. Appraisal is preceded by establishing general objectives or a description for the job, identifying specific job expectations, providing feedback and, when necessary, coaching (Hillman, Schwandt and Bartz, 1990).

However, Khan (2007) states that the fundamental objective of performance appraisal is to facilitate management in carrying out administrative decisions relating to promotions, firings, layoffs and pay increases.

### Why Performance Appraisal is Needed

In order achieve the goals and make more productive, an organization needs to managing their Human Resources well. One of the action that can be done is from Performance Appraisal. Appraisal is the analysis of the success and failures of an employee and the assessment of their suitability for training and promotion in the future. When it is effective, the appraisal process reinforces the individual's sense of personal worth and assists

in developing his/her aspirations. Accurate appraisals are crucial for the evaluation of recruitment, selection and training procedures. It can also increase employee motivation through the feedback process and may provide an evaluation of working conditions and it can improve employee productivity, by encouraging the strong areas and modifying the weak ones. Further, employee evaluation can improve managerial effectiveness by making supervisors more interested in and observant of individual employees.

### **Employee Perception on Performance Appraisal System**

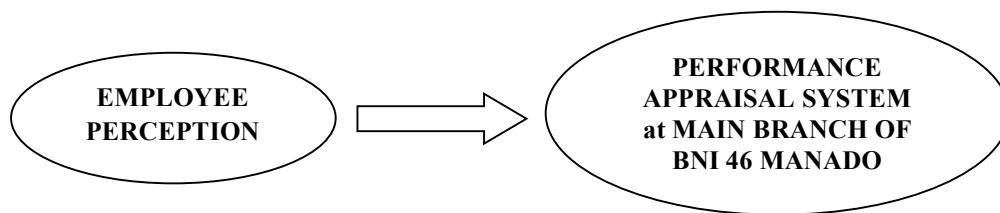
Employee perception of fairness of performance appraisal has been studied as a significant factor in employing acceptance and satisfaction of performance appraisal. In discussing the performance appraisal process inside any organization, it is very important for the success of the Performance Appraisal, to determine how those employees who are responsible for conducting the appraisals (appraisers) as well as those being appraised (appraisees) generally perceive the Performance Appraisal process. Boswell and Boudreau (1997) argued that Performance Appraisal purpose affects rating processes and outcomes, and they conceived that employee attitudes may vary depending on perceptions of how the Performance Appraisal is used. Attitudes and perceptions towards various aspects of performance appraisal system and process (perception of fairness and accuracy, appraisal items, appraisal interview behavior, appraisal satisfaction) have long been recognized.

### **Previous Research**

Mensah (2012) discuss about Employees' Perception of Performance Appraisal System. This study focused on employees' perceptions of performance appraisal biases or errors, and examined the implications for developing and implementing an effective appraisal system in a polytechnic in Takoradi, Ghana. The study also sought to identify pragmatic ways to ameliorate any appraisal biases that may be present in the institution's appraisal system. Data was collected from 140 employees of the institution, which included both academic and administrative staff who had worked in the institution for at least two consecutive years, and whose work had been appraised previously. The data collected was analyzed, using descriptive statistics, in order to address the research questions. The results of the study indicate that employees of the institution perceive that the performance appraisal system of the institution is affected by subjectivity, and is influenced by some major errors.

Eliphas, Mulongo, and Razia (2017) discuss about the perception of public service employees on performance appraisal management system in Muheza District in Tanzania. The target population was 2232 employees and a sample of 339 was randomly selected. The questionnaire and interview schedules were validated by experts before actual data collection. The study concludes that though training and development are perceived to be essential for effective job performance, their modalities were not effective. Also, though promotion is perceived to be an important ingredient for effective individual performance, appraisal recognition seemed to lead employees to get satisfied with their jobs. Since training and development are essential for effective job performance, management in the public service should ensure that modalities of training and development are effectively planned while training and development policy are linked to individual performance. Finally, management should promote employees regularly as promotion is perceived to be an important ingredient for effective individual performance, something which may increase their productivity.

Khan (2016) focused on Employees Perception on Performance Appraisal System in a Public Limited Company in Pakistan. In order to analyze the perception of employees regarding the new system and its implementation, 33 item questionnaires consist of 4 independent and one dependent variables was distributed among 150 management position employees who were acquainted with the Performance appraisal procedure. The questionnaire has 4 independent variable which are Procedural justice, Goal setting, feedback and Pay for performance and one dependent variable, the employee perception towards Performance appraisal process. This research used factor analysis and regression analysis. The result of this research show that the respondents on an overall basis had a positive perception on performance appraisal process and the process was implemented as per organization guidelines to the overall satisfaction of employees.

**Conceptual Framework****Picture1. Conceptual Framework***Source: Analysis Method (2018)*

Through the case study in processing the data by interview and deeper observation, result of this research will show the employee perception on performance appraisal system at Main Branch of BNI 46 Manado.

**RESEARCH METHODOLOGY****Types of research**

This Research is based on collecting the interviewer's opinion and arguments using qualitative approach that will generalize the data collection and use descriptive method in writing the report. The purpose is to analyze the respondent's point of view and statement or opinion about the phenomenon. The goal of this research is to analyze the employee perception on performance appraisal system at Main Branch of BNI 46 Manado.

**Place and Time of Research**

This research is conducted at Main Branch of BNI 46 Manado located in Jl. Dotulolong Lasut, Pinaesaan, Wenang, Kota Manado, Sulawesi Utara. This research use the employee who work at at Main Branch of BNI 46 Manado as the respondent. This research is conducted in October –November 2017.

**Research Procedures**

Steps of the research are as follows:

1. Study about qualitative analyze and about employee perception on performance appraisal system, especially from secondary data such as journals, articles, internet and books.
2. Gain the permission to conduct research at Main Branch of BNI 46 Manado.
3. Arrange the list of questions for interviewing. The questions are related with employee perception on performance appraisal system at Main Branch of BNI 46 Manado.
4. Doing final observation and interviews with the informants about employee perception on performance appraisal system at Main Branch of BNI 46 Manado.
5. Re-checking all the interview and observation results.
6. Writing the result about employee perception on performance appraisal system at Main Branch of BNI 46 Manado.

**Population and Sample**

The population that is mainly observed in this research is the employees and the person who is in charge of conducting A Qualitative Study of Employee Perception on Performance Appraisal System at Main Branch of BNI 46 Manado. The purposive sampling technique is used in the sampling process of the research. Purposive sampling is a non-probability sampling in which the decision concerning the individuals to be included in the sample is taken by the researcher based on the fact that these individuals have been worked at Main Branch of BNI 46 Manado and have the knowledge of the research issue and also the willingness to participate in this research. For research sample, researcher takes 10 employees as informants. The researcher ends the interview if feels the given information has met the requirements for the advance analysis.

### **Data Collection Method**

This research used primary data and secondary data. Primary data is original data that has been collected specially for the purpose in mind, and collected the data from the original source first hand. The researcher uses in-depth interview and observation for primary data to get the result of this research, which is a list of questions put to the respondents, in the sense of personal statement or things you want to know and have been to collect the data. Secondary data is data obtained from the indirect object of research in the form of documents or reports, it consists of an overview of the study, and other data relevant to this research.

### **Operational Definition and Measurement of Research Variables**

A variable is a characteristic or attribute of interest in the research study that can take on different values and is not constant. Types of variables may include socioeconomic status, attitudes, achievement, education level, and performance.

#### **Employee Perception**

Employee perception refers to interpretation and impression towards the performance appraisal system. This perception is constructed based on the employees, background and several factors to their perception towards performance system at Main Branch of BNI 46 Manado.

#### **Performance Appraisal System**

Performance Appraisal System is a process by which evaluates and judges the work performance of a subordinate at Main Branch of BNI 46 Manado. Performance appraisal system include the processes and procedures involved in implementing, managing, and communicating the events involved in performance appraisal.

### **Data Validity Method**

Validity and reliability in qualitative research have a slightly different meaning in qualitative research in comparison to quantitative research. Based on Sekaran and Bougie (2013), the reliability in qualitative data analysis includes category and interjudge reliability.

### **Data Analysis Method**

The interviews were audio recorded. This research collect and analysis the data based on the in-depth interview and observation result from the respondent at Main Branch of BNI 46 Manado. Interview doing by asking a question to the respondent personally, and observation doing by directly go to the place (object) and see how it actually happen and records the interview section. This research use the case study as a qualitative type of research, which is in this research, the obtained information will be described one by one.

## **RESULT AND DISCUSSION**

### **Result**

The interview was conducted by using semi-structured interview. It applied to 10 respondents. Respondents were withdrawn from lower, middle, and top level management. The interviews were conducted for between 10 to 20 minutes. Respondents came from varied units, and age.

#### **Respondent 1: Mrs. Gladis Pinangkaan (Asistent UMC)**

She has been working at Main Branch BNI 46 Manado for 5 years. During the 5 years of work, she has been employed as teller, customer service and now as the UMC assistant. During the 5 years her performance is regularly assessed, 3-monthly, 6-monthly and per year. While working at the Main Branch of BNI 46 Manado, Informant 1 said that she never faced any trouble during her performance assessment process. As employees they also understand the criteria that are usually assessed. The criteria are such as, skill in working, attendance, fast and meticulous, and must have sensitivity and has initiative when given the task by superiors. She has a supervisor as the assessor. For the final performance assessment results, employees are also given access to know the results

of their achievements in detail. For UMC units, they are also given the opportunity to provide feedback in the form of questionnaires and should be filled by their respective opinions. If the employee feels unfair or dissatisfied with the results of his or her assessment, informant 1 says they could held a forum to do discussion with the supervisor and usually they have a comparison to explain about their achievement.

**Respondent 2: Mrs. Dorothea Elke (Asistent UMC)**

She has been working at Main Branch of BNI 46 Manado for 15 years. She had been employed in the teller, marketing, customer service and currently in the UMC assistant. During her 15 years of working, she has many times got her performance assessed in BNI branch Manado, and the assessment system is done regularly. In her division, the individual performance criteria are the most important aspects. And from the final assessment, employees of course are given access to know the results. The final result, if it is already in inputted in the existing system, even if employees provide feedback, it cannot affect the result since it has been inputted in the system. But that does not mean employees cannot provide feedback, feedback from employees may be considered for the next assessment. Informant 2 said, if anyone is not satisfied with the existing assessment system, it is necessary to conduct future improvement.

**Respondent 3: Mr. Rico Songkilan (Asistent Pelayanan Uang Tunai)**

He has worked in BNI Branch Manado for 6 years. For 6 years he had gotten into the customer service, the general affairs division and now in the cash service. During the work routine always receive a performance assessment system. Based the end result of the assessment system, reward or bonus are given. And according to him, he is satisfied overall but sometimes he is not satisfied with what he received because it is not in line with his own expectations, but it does not matter for him. He says that the existing assessment system is already fair, although sometimes it depends on the superiors' judgment. So far he is still satisfied with the existing system. His advice is that if there are employees who are not satisfied with the existing assessment system, it should be communicated with the related superiors.

**Respondent 4: Mr. Ronald Lahiwu (Asistent Pelayanan Uang Tunai)**

He has been working in BNI Branch Manado for 14 years. During 14 years of work he regularly get an employee performance appraisal. The scoring system also differs between units because they get different work portions as well. As employees, they are aware of every criteria that is usually assessed. According to him, one of the main criteria are how the performance and integrity is implemented. For the final result of the assessment, he was given access to know, but limited to him and the supervisor or superior who judged it. His suggestion is that if one is not satisfied with the assessment system, should be communicated with the union, and it will be followed up by them.

**Respondent 5: Mrs. Angel Wauran (Senior Frontliner)**

Informant 5 has worked in BNI Branch Manado for 8 years. She once got assigned as the teller, customer service and now as a senior frontliner. During the worktime, she has many times received an assessment of her performance, because it is always assessed routinely per year. Employees are usually aware of the criteria to be assessed, and in her division, there are superiors who act as supervisors. As an employee, she gains access to final results of performance appraisals. She can also provide feedback based on the final results. During this time, she has been satisfied, treated fairly and the company was being transparent to her. The advice is that if anybody is dissatisfied with the existing assessment system should contact the boss or assessor directly or through the union.

**Respondent 6: Mrs. Meidy Maria (Customer Service for International Transactions)**

Informant 6 has worked in BNI Branch Manado for 5 years. During the work, she once got as teller, and now in the customer service of foreign transactions. During this time, she was also always got her performance assessed, and that is every year, and there are about 2 times every year. As an employee in his unit she knows what criteria will be assessed. For example presence and methods of doing tasks. During this process there are no obstacles that she faced. The assessor is her superior or a supervisor in the unit. For the final result, she gets access to it and is given an opportunity to provide feedback. So all this time she was satisfied, and feels that the system is fair and transparent. Her suggestions are that if there are employees who dissatisfied with the existing performance appraisal system, they should communicate directly with the boss so the company could be more objective to assess employees' performance.

**Respondent 7: Ms. Yenni Maria Loho (Customer Service)**

She has worked in BNI Branch Manado for 5 years, for the 5 years she had part in teller and customer service. As with other employees, she is also regularly assessed for his 5-year performance. From the final results of her assessment, she also received bonuses from the company, and so far he was satisfied with the bonus he received because it is based on her contribution or performance. From the final results of the assessment, she was given access to know the results that have been determined. But there is no opportunity to provide feedback or response from the results. Her suggestion is that if there are employees who are not satisfied with the existing performance appraisal system, contact to BNI Workers Union, and it will be discussed there to find a way out.

**Respondent 8: Mrs. MeivanTumuju (Customer Service)**

She has worked in BNI Branch Manado for 6 years, and for the 6 years work she had got part in teller and now in customer service. She always gets a performance assessment in each year. Based on the final results of the assessment, she also got a special reward in the form of bonuses and the results of the assessment greatly affects the amount of bonus received. During this bonus she received, she was satisfied. For the end result of performance appraisal, if there is a response or aspiration from the employee, they can report to existing union organizations. But all this time based on his experience, he felt satisfied and treated fairly. If there is anyone unsatisfied, she could report to the existing Workers Union.

**Respondent 9: Ms. Monica Pangemanan (Teller)**

She has been working in BNI Branch Manado for 6 years. During the 6 years she was once both a customer service and teller. Just like any other employee, she also always gets regular performance appraisals, usually two times in one year. She also did not face obstacles during the assessment. Criteria that are usually assessed to her as a teller are presence, skill, speed of transactions, and also teamwork. She is usually assessed by supervisors in his division. She was given access from her supervisor to the final assessment result, so she knows her performance results. She cannot provide feedback if the results is already out, because what has been decided by the boss has been inviolable.

**Respondent 10: Ms. Martini Wuisan (Teller)**

She has worked in BNI Branch Manado 1 year and 5 months. Since she is still new she was still in the teller division, she got her performance assessed for only about 6 times. The assessment process is appropriate according to her in order to support better performance. She also received a reward of bonuses based on the end results, and she was satisfied with the bonus she had received. So far as she deal with the performance appraised, she still has not got any problem. She also knows the criteria that are usually assessed, the service to what customers like, and of course the service is should be as good as possible, the speed of executing transactions, and good appearance. When the final results of his performance assessment already exist, he gets access from the supervisor to see the results. During work, she still feels that the company is fair and transparent and she is satisfied with the existing scoring system. According to her, if anyone is not satisfied with the existing assessment system, management should review the assessment system.

**Discussion**

**Result Employee Perception on Performance Appraisal System at Main Branch of BNI 46 Manado**

On the process of performance appraisal, some employee in any organization faced obstacles. More than 80% from total informants felt, all this time the employee in BNI, no obstacles with the process of the performance appraisal system, or they feels no difficulties. Only informants 2 said that *sometimes she felt bothered if the process of data collection or performance appraisal process is done while she is busy having lot of work needs to be done*. But mostly informants did not get a big problems because they know every aspect or criteria that is usually evaluated.

The characteristics used by BNI in performance Appraisal is very job related and all the informants said that employee knows the characteristics that usually assessed on process of performance appraisal. *According to all the informants said that the characteristics already clear*. The characteristics that assessed are different based on their units. In generally the employees should be professional, be honest, wants to improve, and follow all the rules. But sometimes they felt the supervisor assessed them not objective, sometimes still based on like or dislike factors.

From the result of performance appraisal, mostly said they given to access the result, but more than 90% of the total informants explained they do not have opportunity to give feedback to supervisors. From the result of

performance appraisal, mostly said *they given to access the result, but they do not have opportunity to give feedback to supervisor, their feedback cannot directly give to the supervisor that assessed them, they can give the through the form questionnaires or if they are not satisfy can discuss to "Serikat Pekerja" but it still cannot affect the result maybe it can be considered for the next assessment.* There is one informants (informant 2) that is have opportunity or more free to give feedback, because she is the senior or leader of front liner and sometimes she give assessed to other employees or she help the supervisor in giving performance appraisal.

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## CONCLUSION AND RECOMMENDATION

### Conclusion

Performance appraisal system is one of the very significant tools of HRM system of any organization which helps to monitor the employee performance as well as also helps to make the decision related to the reward and incentives offered to the employees particularly in Banks. From the employee perception, performance appraisal system that is implemented in Main Branch of BNI 46 Manado overall is good, easily, routinely and structured. The method is used form and online system, assessed by supervisor. The performance appraisal system is motivate the employees to do better at works. The employee got the reward usually as bonuses from the result, and the result affect their amount of bonuses. Performance Appraisal in BNI is the examination and analysis of the past performance, it may identify the weaknesses and strengths as well as the opportunities for improvement and skill development of the employees so that they can develop as a better performer in the future and make a career for themselves in the organization or company. From the result, there are perception from employee that feel sometimes the appraisal system is not objective. The employee do not have opportunity to give the feedback whenever the result is out. If they are not satisfy or want to give some aspirations, BNI have committee named "Serikat Pekerja", the employee can give the report to them. But even the give the report, it is not going to change the result that already out, but from that committee and employee can discuss to reach a better result for the next.

### Recommendation

Based on this result of this research, there are several recommendations suggested to the employee, to the organization and to the future research:

1. Because the appraisal system in BNI routinely, the employee should give the best performance, so the result will be good too, if the result is good of course will received the reward or bonuses.
2. Since the appraisal system at Main Branch of BNI 46 Manado usually the form is by online system, it is better the online system should be up-to-date follows the technology now days.
3. More transparent and more agreement from the related (supervisor and employee). It is better when the result is going to be out, discuss first or early with employee. If the employee agree with the result, then the supervisor can carry out that result, so the employee would be satisfy and do work better.
4. More effective communication or feedback. It is important when the employee can easily give their feedback from the result of their performance appraisal, not only from the committee "Serikat Pekerja".
5. It is recommended to conducted the research about employee perception on performance appraisal system, in another organization to see how their received that system, it could be in another bank or other company.

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