

Relationship between Performance Evaluation and Job Satisfaction.

[This Report is submitted for the partial fulfillment of the Degree of Masters of Business Administration (MBA) with a major in Human Resource Management]

Prepared by

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ID No: 2193061024
Program: MBA
Major: Human Resource Management
Date of Submission:



UTTARA UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION

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Supervised by

Farhana Mitu

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Date of Submission:

.....
Signature of Supervisor



UTTARA UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION

Letter of Transmittal

30 August 2020

Farhana Mitu

Assistant Professor

Uttara University

Dhaka-1212

Subject: Submission of Project Report on “Relationship between Performance Evaluation and Job Satisfaction.”

Dear Teacher,

With due respect, I would like to inform you that it is a great pleasure for me to submit the Project report On Relationship Between Performance Evaluation and Job Satisfaction as a requirement of the Master of Business Administration (MBA) Curriculum.

The whole experience of this project program enabled me to get an insight into the real life situation. I have tried my best with my knowledge to make a full-fledge report by analyzing all the requirements you have asked for. Besides this, there may be shortcomings.

I would be grateful if you consider those from excusable manner. I hope that the project would meet your expectations and standards. Your kind consideration and cooperation will be highly appreciated.

Sincerely Yours,

.....

Nusrat Jahan

ID: 2193061024

Masters of Business Administration

Uttara Business School

Uttara University

Student's declaration

I hereby declare that the work in this project is my own except for quotations and summaries which have been duly acknowledged. The project has not been accepted for any degree and is not concurrently submitted for award of other degree.

Signature,

Name: Nusrat Jahan

ID: 2193061024

Masters Student of Uttara University

Supervisors Declaration

This is to certify that the project report on “Relationship between performance evaluation and job satisfaction” is prepared by “Nusrat Jahan” ID: 2193061024. Department of MBA as a mandatory requirement of Masters of Business Administration (MBA) from Uttara University. This report is an original work completed under my supervision.

She has permitted me to submit the project report.

Farhana Mitu

College of Business Administration

Uttara University

Dhaka

Acknowledgement

First of all, I extend my profound gratitude to the Almighty Allah, who helped me accomplish this task on time. I feel satisfied and glad that I have completed this study within specific duration. This internship report might never have been completed without the necessary practical knowledge, assistance of many books, articles, websites, and primary data. It enhanced my knowledge on employee job satisfaction.

I would like to express my special gratitude to my supervisor Farhana Mitu Associate Professor, Uttara Business School for his support, inspiration and guidance during the period. She helped me by providing proper guidelines and informations. I am grateful to her kind attitudes.

I want to acknowledge my family and friends with great respect. Their love, encouragement and support have been exemplary.

Table of Contents

Serial no.	Contents	Page no.
1	Cover page	1
2	Submissions Details	2
3	Letter of transmittal	3
4	Student's declaretion	4
5	Supervisor's declaretion	5
6	Acknowledgements	6
7	Summary	8
8	Section-1: Justification of the study	9
9	Section-2: Objectives of the study	10
10	Section-3: Method 3.1 Methodology 3.2 Discussion 3.3 Literature Review	11 11-17 17-19
11	Section-4: Discussion	20
12	Section-5: Future Forward	21
	References	22-25
	Appendices	26-29

Summary

A **performance evaluation** is a systematic, general and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as organizational citizenship behavior, accomplishments, potential for future improvement, strengths and weaknesses, etc. Performance management systems are employed "to manage and align" all of an organization's resources in order to achieve highest possible performance. "How performance is managed in an organization determines to a large extent the success or failure of the organization. Therefore, improving PA for everyone should be among the highest priorities of contemporary organizations". **Job satisfaction** or **employee satisfaction** has been defined in different ways. It may be as simple as the feeling of satisfaction with a job. If a person likes their job, they feel job satisfaction.^[1] When an employee performs their work well, they feel a sense of job satisfaction.^[1] If a worker has good relationships with their boss and their coworkers, they feel job satisfaction.^[1] Psychologists who study the behavior of industries and organizations also look at job satisfaction in different ways.

Section-1

Justification of the study

When as a rational human being I see many companies or teams get success or failure just because of proper performance evaluation and job satisfaction then I got the realization to know more about the relationship between performance evaluation and job satisfaction. Basically the curiosity about the reasons of failure or success of a company or team motivated me.

This study is going to help me by knowing about-

- The methods applied for performance evaluation and job satisfaction
- Analysis and different articles
- Procrastination Solution
- Learn Faster
- To Get New Perspectives
- Learn New Study Skills
- Practice for the "Real World"

Rational Of the Study:

There has been a remarkable change in the practice of organizational behavior across the world. Every company has to design its policies to ensure the optimum benefits. At the same time, **customer's** satisfaction is prioritized in preparing the courses of actions so as to establish domination over other. But which one seems very important with regard to the **company's** constant growth is **staff "job** satisfaction. In the first world this issue has been understood reasonably because they do understand that the job satisfaction of the staffs is much more important than other components of the organization. Academia had figured out the matter and done a lot research on it. In this respect, Bangladesh has yet to do something credible as the concept is relatively new in Bangladesh. But we intend to reach the global market; we ought to race with the global players. So, it has been realized the fact that job satisfaction has to be taken care of pragmatically. With an increasing number of workers eager to find a greater work/life balance, so in case any organization should find out the ways to keep their employees happy now. During this short period I have learned about the core components that trigger the job satisfaction of the staffs. Based on these core components, the level of employee job satisfaction can be measured, like; job itself, good salary, flexibility, ability to influence decisions, job security, workload, physical work environment, advancement and new opportunities, new technologies, interesting projects, training program, interpersonal relations, recognition. This report will help to understand the organization culture and how much satisfied the employees are with the facilities provided.

Section-2

Objectives of the study

2.1 Broad Objective:

The broad objective of this report is to orient the real life relationship between performance evaluation and job satisfaction.

2.2 Specific Objectives:

- Importance of performance evaluation
- Satisfaction of performance evaluation system (PES)
- PES helps to identify strengths and weakness
- The Importance of Explicit Goals
- Importance of self assement.

Section-3

Method

3.1 Methodology

This study had been conducted by analyzing 10 journal articles of famous researchers who have previously conducted several types of research on the same field. These articles are retrieved from renowned websites like researchgate.net etc. the study is based on the theoretical analytical approach to reach the results by reviewing the previous studies. The data were organized according to the relevance to the study about to be conducted. Data processing was done non-analytically to achieve the goal of the study.

3.2 Discussion

3.2.1 INTRODUCTION

Performance Evaluation is a widely discussed concept in the field of performance management. The importance accorded to performance Evaluation systems in part arises from the nature of the current business environment, which is marked by the need to achieve organisational goals as well as remain relevant in intensely competitive markets through superior employee performance (Chen and Eldridge, 2012). Within this context, various studies suggest that organisations can hardly control the behaviour of their employees (Attorney, 2007). The organisations can however control how employees perform their jobs. In addition, performance management research shows that a significant number of employees tend to have the desire to perform their jobs well as part of their individual goals as well as a demonstration of loyalty towards the organisation (Wright & Cheung, 2007). Arguably, the key to ensuring that employees perform well lies in the ability to provide them with the right working environment. Such an environment generally includes fair treatment, offering of support, effective communication and collaboration. According to Maley (2013) these are the very qualities that are created by an effective performance Evaluation system.

While focusing on performance Evaluation as a motivational tool, studies in this field strongly suggest that performance Evaluation systems can be used to enhance motivation (Chen & Eldridge, 2010; Appelbaum et al., 2011). However, the link between performance Evaluation and employee motivation has often been studied in a traditional or general manner and hence the relationship tends to be blurred in nature. The traditional use of performance Evaluation has for instance been criticised for the reward of -win-lose results as opposed to -win-win results in which the system promotes supportive and cooperative behaviour (Rowland & Hall, 2012).

Despite the above shortcomings in approaches to performance Evaluation, extant literature on performance management still indicates that performance Evaluation when undertaken in the right manner can contribute significantly to employee motivation (Tuytens & Devos, 2012). When undertaken in the absence of clear goals, performance Evaluation can however have serious ramifications in terms of employee dissatisfaction and consequently a reduction in productivity and organisational commitment (Maley, 2013). On the positive side, it has been argued that performance Evaluation provides an important avenue to recognise employees' work efforts. Recognition in this case has for long been considered as a key employee incentive. Its importance is underscored by Samarakone (2010) who indicates that human beings in a number of instances

prefer negative recognition as opposed to no recognition at all.

3.2.2 The Concept of Performance Evaluation

While a number of organisations continue to use informal and subjective performance evaluation practices to make reward decisions, there is evidence that objective performance evaluation practices are increasingly prevalent in the current times (Gardner, 2008; Shields, 2007). Gardner (2008) describes performance Evaluation as the evaluation of an individual's work with the main aim of arriving at objective personnel decisions. It is also considered as the process of obtaining, analysing as well as recording information that revolves about the relative worth of the employee to the organisation (Armstrong, 2009). This takes place through the planned interaction between an organisation's supervisors and employees in which the former assess the performance of the latter. One of the main goals in this case is the identification of strengths and weaknesses that form the basis of recommending actions for improved employee performance (Gardner, 2008).

3.2.3 Types of Performance Evaluation

A. 360 Degree/Multi-Rater Performance Evaluation

The 360 degree performance Evaluation as evident from existing literature is one of the Evaluation system that has in the recent years gained significant popularity in both small and large-sized firms (Deb, 2009; Lepsinger & Lucia, 2009). By description the 360 degree Evaluation system involves an Evaluation system that encompasses the views of different groups of reviewers who socialise with the organisation's employees. Such reviewers include the employee's superiors (managers and supervisors), co-workers/peers and customers. The process also includes the employee's opinion about him/herself and hence its recognition as a multi-source, multi-rater and full-circle Evaluation system (Grund & Przemeck, 2012). While on this context, Horng Hsu, Liu, Lin, & Tsai, (2011) through a study on employee competencies identifies four key assessments that should constitute a 360 degree Evaluation system. They include self-assessment; immediate supervisor assessment; subordinate assessment and peer assessment.

The underlying premise behind the use of 360 degree performance Evaluation is that a significant amount of performance data about a given employee can be gathered when multi-sources are used (Sahoo & Mishra, 2012). In other words, the 360 degree Evaluation systems allows for gathering of information about an individual from different degree and angles. While supporting such views, Deb (2009) underscores that the use of multiple assessment sources helps ensure that an employee's performance is double checked. Moreover, the 360 degree performance Evaluation system is considered as one that helps in overcoming disadvantages such as prejudice, subjectivity and halo errors, which characterise traditional evaluation systems (Hsu et al., 2005). Espinilla et al., (2013) for instance notes that the use of this evaluation method makes it unlikely that the employee is criticised solely by the manager. Sahoo and Mishra (2012) add that systems of 360- degree Evaluation are perceived by employees as more accurate and more reflective of their performance. They are thus considered as quite effective in providing comprehensive information that can be used to determine the employee's training needs.

Despite the effectiveness of 360 degree Evaluation systems, several issues have been identified in literature that prevents the effectiveness of such systems. Espinilla et al., (2013) for instance notes that the use of a single type of expression domain such as numerical or linguistic in 360 degree systems limits the ability to gather the richness of information that reviewers provide. In addition, the correct interpretation of final results is hard as quantitative assessment do not always represent qualitative information accurately (Hsu et al., 2005)

B. Management by Objectives (MBO)

Management by objectives as one of the key Evaluation methods is defined as a result-based evaluative program (Choon & Embi, 2012). In greater detail, the goals of the performance Evaluation system from an MBO perspective are mutually defined by a number of key stakeholders who include the subordinates, supervisors and employees as well. A typical MBO Evaluation system consists of several steps. The process begins by the establishment of clear objectives for the employee. An action plan detailing the way in which the objectives are to be achieved is developed. The employee is then allowed to implement the developed action plan. This allows for Evaluation of performance in an objective manner. Corrective actions are taken in situations deemed necessary as well as new objectives for the future established (Sillup & Klimberg, 2010).

As key aspect of MBO as identified by Huang et al., (2011) is that it stresses the importance and value of employee involvement. MBO as a concept was popularized by Peter Drucker, who noted that objectives perform a crucial role in all areas where performance and results have a direct impact on the survival of the firm (Armstrong, 2009). As Armstrong (2009) further notes, Drucker emphasized on participative goal setting and self-evaluation as one of the most important aspects of MBO. While the MBO concept was initiated by Drucker, it is McGregor, one of the most influential figures in the field of management, who modified it for full application as a performance Evaluation approach. McGregor's MBO approach draws attention to weaknesses in conventional Evaluation programs such as excessive focus on personality traits. Rather, McGregor advocates for an approach in which the subordinate also sets short-term performance which are discussed with the superior and performance evaluated against these goals (Stein, 2010).

In terms of effectiveness, the MBO approach has been found to provide significant benefits to both the organisation and the employees (Armstrong, 2009). Notably, the MBO approach promotes objectivity, allows for a two-way feedback as well as encourages performance improvement of employees through motivation. In a similar vein, Drucker (2013) underscores that the MBO approach when correctly implemented helps in establishing a performance Evaluation system that is based on efficiency and fairness. Huang et al., (2011) while supporting the need for organisations to implement MBO notes that this approach adds significant value to productivity in the sense that employees tend to show support for goals which they agree are acceptable. In this case, employee acceptance of the organisational goals is considered as one of strongest motivators in the MBO process.

A critical review of MBO literature however reveals that this type of performance Evaluation is not without shortcomings. One of the main shortcomings of this approach pertains to the fact that it does not allow monitors to see how employee deal with every eventuality over the given work period. This is attributed to the focus on outcomes (Bipp & Kleingeld, 2011). In this case, the manner in which the employee under Evaluation arrives at the outcomes may not necessarily represent the most efficient use of resources. In addition, Bipp and Kleingeld (2011) argue that the MBO approach gives little consideration for comparative evaluation as no benchmark are provided based on the changing workplace environment during the work period.

C. Graphical Rating Scales

Graphical rating scales constitute the most used method during performance Evaluation in most organizations (Woods, 2012; Wirtz, 2004). A graphic rating scale in this context entails a performance Evaluation rating checklist. Using the checklist the manager simply rates the employee on a continuum that may range from poor to excellent depending on the aspect being evaluated. Woods (2012) attributes the popularity of graphical rating scales to the ability to use

such scales for a variety of jobs. Such scales are also considered as requiring minimal cost, training effort and time. Panari, Guglielmi, Simbula, and Depolo., (2010) identifies a number of performance factors that can be effectively measured using the help of graphical rating scales. First, such scales can be used to evaluate the employee's quality of work. In this scale the employee's ability to consistently meet the work requirements, expectations and desired outcomes are assessed. Second, rating scales can be used in assessing productivity in terms of whether the employee makes good use of available plans, work time and completes assignments on schedule. In addition, the employee's knowledge of the job can be assessed. These include job relevant skills that are gained through education, experience and on-job training (Panari et al., 2010).

Despite their ease of use, various studies highlight a number of limitations attributable to the graphical rating scales. First, the standardized nature of the scales overlooks the aspects of trait relevance (Armstrong, 2009). Armstrong (2009) in this case notes that some traits are more relevant in some jobs compared to others and hence specific workplace context ought to be taken into account. In addition, rating scales may suffer from systemic advantage in which case relevant indicators of performance may be excluded and hence the inability to achieve results that are reflect the employees' full value (Woods, 2012).

3.2.4 The Concept of Job Satisfaction or Employee Motivation

Employee motivation has on the other hand been approached from a number of different perspectives. Wolff and Gunkel (2007) for instance define employee motivation as -the willingness to exert high levels of effort toward organisational goals, conditioned by the effort's ability to satisfy some individual needsll (p.21). From a quite a simplistic way, Chiang and Jan (2008) defines employee motivation as -the process of an employee being moved to workll (p.10). While further expounding on employee motivation, Wolff and Gunkel (2007) argue that motivation often results from the psychological need associated with the need to gratify desires that remain unsatisfied.

Intrinsic and Extrinsic Motivation

From the review of literature on motivation individuals are motivated by an array of factors which can be broadly classified under intrinsic and extrinsic motivational factors (Miao, Evans and Shaoming., 2007). As Miao et al., (2007) further explains intrinsic motivation entails an internal state that is responsible for activating behaviour as well as the influences that initiate change. From a human resource perspective, intrinsic motivation is considered as a form of motivation that captures the aspects of doing work for its own sake (Osterloh & Frey, 2004). Further, intrinsic motivation is explained as one that provides the employees with psychological benefits of wellbeing, self-actualisation, increasing responsibility and self-sustenance (Lee & Whitford, 2007).

Extrinsic motivation is on the contrary described in the field of human resource as the importance that employees place on external rewards, which could include promotions and salary increases (mark). It could also involve negative aspects such as the threat of dismissal or demotion (Van Herpen, Van Praag, and Cools, 2005). From a theoretical perspective, the agency theory suggests that incentives that are offered by organisations as a way of increasing employees' intrinsic motivation are usually indispensable. The rationale in this case is that employee actions are either rewarded or punished hence determining the employees' action and performance (Jensen & Murphy, 2004). Likewise, the expectancy theory postulates that associating incentives to an employee's performance hence motivate the employee to increase effort as well as performance (Cullen, 2005). While extrinsic motivation factors such as pay are generally considered to have a positive impact on employee motivation a number of researchers argue that they could to some extent undermine performance. Lee and Whitford (2007) for instance note that excessive focus on extrinsic motivating factors may distract the employee from concentrating

on the task. The two authors consider this effect as the hidden costs of rewards.

Influence of Intrinsic and Extrinsic Motivation on Performance

Study findings on the relationship between intrinsic and extrinsic factors in performing a mediating role in employee motivation are mixed (Huang et al., 2011). From the perspective of the crowding theory, Gagne and Deci (2005) argue that when a given task is intrinsically appealing to the employee, it is possible that the positive effects can be undermined in a case where the extrinsic rewards are also linked to the given task. In other words, the presence of a link between intrinsic and extrinsic motivation may result into a crowding out effect. As an example, Gange and Deci (2005) note that pay as one of the motivating factors has the potential to erode intrinsic motivation (e.g. achievement). As a consequence, the employee's performance reduces (Deci & Ryan, 2008).

On the other hand, several studies suggest the presence of a positive relationship between the intrinsic and extrinsic motivation and the subsequent effect on performance (Miao et al., 2007; Huang et al., 2011). This positive relationship is well expounded in Herzberg's (2003) hygiene theory of motivation. From this theory, factors that are responsible for intrinsic motivation include the work itself, recognition as well as personal achievement. Extrinsic factors are on the other hand the hygiene factors which include salary and supervision. When linking the intrinsic and extrinsic motivation, Herzberg note that the hygiene factors lead to job satisfactions as part of the intrinsic motivation process since they satisfy the individuals internal need of self-actualisation. The argument in this case is that intrinsic and extrinsic motivation factors combine to have a positive impact on employee performance (Huang et al., 2011).

Goal Setting Theory and Feedback Theory

The goal theory was advanced in the 1980s, a time at which motivational theory largely focused on the need for setting goals for employees (David, Song, Hayes and Fredin, 2007). Based on the review of extant literature, the proponents of the goal theory posit that employees record higher levels of motivation when they are presented with explicit goals that they are supposed to meet (Gómez-Miñambres, 2012; Catania, 2012). Such goals could include a sales target in the case of sales employees. Bipp and and Dam (2014) in a study that supports the goal theory notes that employees will perform at a higher level in the presence of specific and challenging goals.

The feedback theory on the other hand bears close resemblance to the goal theory. Its proponents posit that just like providing specific goals, provision of feedback helps in clarifying what the employee must do (McCalley, 2006; Pat-El et al., 2012). However, it differs from goal theory in that feedback takes place during and after a given task while goals are set before the commencement of the task (Hon, Wilco and Chan, 2013). Several studies indicate the presence of a positive correlation between feedback and work motivation (Chiang & Jan, 2008; McCalley, 2006).

3.2.5 Role of Performance Evaluation in Enhancing Employee Satisfaction

Performance Evaluation and Employee Rewards

As mentioned in the preceding section motivation or satisfaction has great significance in an organisational setting. Its importance primarily lies in its ability to initiate human behaviour, direct and channel that behaviour as well as sustain it. From this context, Emmerik, Schreurs, Cuyper, and Peters, (2012) argues that the performance Evaluations can be used to motivate or satisfy employees through rewards such as promotions and salary increases. Based on Herzberg's theory, such rewards are in the form of extrinsic rewards which can be used to boost performance (Bassett-Jones & Lloyd, 2005).

Performance Evaluation for Motivation through Promotions

As part of the performance Evaluation process, the evaluators measure the employee's performance and offer a performance number (Kumar, 2012). The performance number further leads to the development of level performance number (LPN) which the management use as a platform to determine rewards as part of the motivation process. Whenever there are new job openings beyond the entry level, the LPN becomes a useful reference point for the managers to use for internal promotions (Kumar, 2012). According to Maana (2008), such promotions not only serve as a reward for the employee's past performance but also perform a crucial role in sending a message to co-workers that their future hard work will indeed payoff. As such, other employees in the organisation are motivated to improve their performance.

Salary Increases and Bonus Payments

Within the performance management literature one of the most dominant views is that money or pay-for-performance is one of the most effective ways of rewarding employees and hence increased motivation (Van Herpen et al., 2005; Kominis & Emmanuel, 2007). Money in this case acts as an extrinsic motivator by satisfying the employee's needs indirectly through means of bonuses and pay (Anthony & Govindarajan, 2007). Jensen and Murphy (2004) while explaining the rationale behind pay for performance draw upon the reinforcement theory, which suggests that pay, can be linked to performance through setting of specific targets. Employees are then reward based on their ability to achieve these targets. The extrinsic motivation to earn more in this case influences employees to put in extra effort and better performance (Petersen, 2007; Chung et al., 2012). Performance Evaluations perform a crucial role in determining the amount of bonus payment of salary increase. Stringer et al., (2011) for instance notes that in the calculation of bonus payments the sales and HR department may set expected performance level of an employee such as the number of units sold. Employees who exceed the set thresholds receive incentive payments such as an extra 2 percent for a given level of sales figures. Performance Evaluations facilitate the entire process.

Performance Evaluation and Employee Recognition

Performance Evaluations have also been found to serve a useful purpose in employee motivation by providing a platform for recognition of achievements (Brun and Dugas, 2008). Recognition in this context entails the assignment of personal non-monetary awards that aid in reinforcing desired behaviours depicted by an employee. It main include giving of praise through compliments; awards such as certificates of achievement and private budgets; and ceremonies such as public celebrations and speeches (Long & Sheilds, 2010). Past studies in this area suggest that managers and other superiors should recognise the efforts of their employees as such behaviour may trigger innovation and application of behaviour that leads to better performance (Nijhof, Krabbendam and Looise, 2004). In addition, recognition has been found to encourage the application of creative problem solving skills among employees (Grawitch, Gottschalk and David, 2006).

While employee recognition as facilitated by performance Evaluations is largely considered as a motivating factor, a number of studies that are based on social comparison theory also suggest that recognition can result into negative effects (Pearson & Porath, 2005). Within groups in a work environment, employees do not only receive recognition but also witness the recognition of others. Other's recognition can have the potential to affect one's own emotions as well as responses that are directed to other individuals (Feys et al., 2013). This takes place through interpersonal counterproductive behaviour. In this case, recognition is considered to create an atmosphere of -losersll and -winnersll (Long & Sheilds, 2010; Feys et al., 2013).

Using Performance Evaluation to Provide Supervisory Support

Performance Evaluations are also considered as motivational tools due to the ability to help identify employees' strengths and help capitalise on them through support (Sutton & Watson, 2013). At the same time, weaknesses are identified and measures put in place in form of supervisory support that is necessary in helping the employee to improve. Based on findings from a study by Cory, Ward and Schultz (2007), employees who receive support after an Evaluation process indicate that such support contribute significantly towards creation and generation of ideas. The ability to motivate through performance Evaluation is however found to be largely dependent on how the results of the process are used. In instances where the results are used to punish mistakes, innovative behaviour is greatly discouraged (Jong, Deanne and Hartog, 2009).

Performance Evaluation results which consider mistakes as learning opportunities have on the contrary been found to encourage creativity among employees (Jong et al., 2009). These assertions are supported by an empirical study by Krause (2004), who studied the impact of supportive supervisory behaviour on innovation based organisations such as manufacturing plants and R&D organisations. The study found out that employees are more likely to deviate from ordinary or routine behaviour to unconventional behaviour as well as implement innovative ideas if they believe their supervisors will not penalise them.

Motivation through Provision of Feedback

Providing feedback is considered as one of the most common justification for an organisation to put in place a performance Evaluation system (Swan, 2012). As Swan (2012) further explains, it is through the process of performance Evaluation that employees learn exactly what they did during the work period and use that information as a reference point to improve their future performance. In this regard, the feedback given through performance Evaluation ensures that the employer's expectations are clearly communicated. Feedback is in this case considered as important tool for increasing employee morale and motivation by pointing out areas where employee did something especially good. Specifically, the positive feedback motivates the employee to do better. In case of cases where the employee's performance was below expectation the fair criticism from the feedback helps address the deficiencies and failures and hence reinforce appropriate behaviour in terms of better performance (Cardy & Leonard, 2011).

3.3 Literature Review

SENTOT IMAM WAHJONO; ANNA MARINA; SHAMALA DEVI A/P PERUMAL and ANDI WARDHANA (2016) research to determine whether performance Evaluation relation with job satisfaction which is known as human resource management outcome with or without quality of supervisor – employee as a moderator variable in Syarikat Air Melaka Berhad (SAMB) in Malaysia as a state owned company. Using data from 150 employees and Regression analysis to analyze and examine the relation between performance Evaluation with job satisfaction with or without quality of supervisor–employee as a moderating variable. They found that quality relation supervisor-employee is a significant role and can enhance job satisfaction. This study is also giving some recommendation on improving the relationship between supervisor and employee and effectiveness of performance Evaluation in an organization. Lastly, this research study also will give suggest on how to improve the relationship of supervisor – employee where it can increase the level of job satisfaction among employees in state owned company.

Idowu, Ayomikun O. (2017) Specified that Employee performance has traditionally been accorded prime focus by human resource managers. As a result, a number of performance Evaluation techniques have over time been devised to help establish employee's performance. In the contemporary times, the use of performance Evaluations has been extended beyond rating of the

employee's performance to aspects such as motivation. Accordingly, their study sought to investigate effectiveness of performance Evaluation systems and its effect on employee motivation.

Danica Bakotić (2015) The purpose of his study is to explore the link between job satisfaction and organisational performance and to determine if there is an empirically provable relationship between these two variables, and the direction and the intensity of this relationship. Empirical research was conducted on a research sample of 40 large- and medium-sized Croatian companies, with 5806 employees surveyed. The results of this study show the existence of a clear link between employees' job satisfaction and organisational performance in both directions, but with pretty weak intensity. Detailed analysis showed that the connection between job satisfaction and organisational performance is stronger than the connection between organisational performance and job satisfaction. It could be stated that job satisfaction determines organisational performance, rather than organisational performance determining job satisfaction.

Patrick Kampkötter (2014) mentioned Formal performance Evaluation (PE) is one of the most important human resource management practices in companies. In his paper, he focused on the reaction of employees to these performance assessments. In particular, he investigated the effect between the incidence of being formally evaluated by a supervisor and job and income satisfaction. Building on a representative, longitudinal sample of more than 12,000 individuals from the German Socio-Economic Panel Study (SOEP), he applied fixed effects regressions and find a significantly positive effect of PE on job satisfaction, which is driven by Evaluation that are linked to monetary outcomes. Furthermore, the moderating effects of personality traits (Big Five, locus of control) on the relationship between PE and job satisfaction are explored. He fined a negative interaction term between PE without any monetary consequences and both employees scoring high on openness to experience and internal locus of control. This suggests that for these employees Evaluation, which induce performance monitoring without any monetary consequences, have a detrimental effect on job satisfaction rates.

Abdelhadi, Naji; Jamal, Ben Mansour & André Leclerc (2014) spacificed The purpose of performance evaluation is to improve the contribution of employees into the achievement of organizational objectives. However, appraisers and appraises do not respond favorably to a performance evaluation system unless they find it equitable. In practice, the PE has not always helped achieving the desired results. The employee's perception of the PE plays a determinant role in the success of the PE system as they are willing to voluntarily engage in the pursuit of performance. The perception of fairness towards the PE is a crucial for achieving employee's satisfaction. The PE can be used to improve the level of job satisfaction.

Mohammd Abuhashesh, Rand Al-Dmour and Ra'ed Masa'deh (2018) mentioned In order to help the Jordanian industrial sector to minimize the amount of time and money currently spent on recruiting and training new employees due to the rapid employee turnover rate, this study aims to identify the factors which encourage employees to remain in their jobs for a long-term as opposed to those that create negative sentiments thus, leading employees to quit. The factors under focus are wages, organizational culture, benefits, job satisfaction, stress, training and development, promotion prospects, and job security. The study measures the impact of each factor on employee satisfaction. The research population is the body of employees in Jordan's industrial sector, with a random sample of industrial employees representing the population. The quantitative method is used to examine the research question. The study found that Jordanian employees care the most about their salaries and position more than any other factors. Therefore, we recommend that Jordanian manufactures consider studying the range of salary for each position, so they do not miss out on talented people or lose a good employee.

M. D. PUSHPAKUMARI (2008) spacificed Employee attitudes are important to management because they determine the behavior of workers in the organization. The commonly held opinion is that "A satisfied worker is a produc-tive worker". A satisfied work force will create a pleasant atmosphere within the organization to perform well. Hence job satisfaction has become a major topic for research studies.

Shaju.M and Subhashini.D (2016) mentioned Performance evaluation is a major measure adopted by the organizations in evaluating the quantitative and qualitative contributions rendered by their employees. The competitive and employee oriented business world has now joined hands with the HR department in assisting and managing employee performance. Psycho-social factors of employees would be considered at various managerial levels for enhancing employees' job performance. Job satisfaction is such a psychological attribute, whose contribution to the concept of employee performance is much more. A satisfied employee would have an emotional bond with the organization and takes pride in their membership, which paves way to keep up industrial integrity and a high morale.

Ch. Platis, P. Reklitis, S. Zimeras (2015) mentioned In an environment of tension and division of labor such as Healthcare Services, the performance of employees is one of the most basic challenges. The reason is that performance as a phenomenon is closely related to aspects of effectiveness, knowledge management and quality from one side and to management, financing and development of the organization from the other. Especially for doctors and nurses performance issues are inextricably linked to patient safety. The international literature shows that a large number of factors influence employee performance such as satisfaction from the profession, work environment, compensation policies, etc.

Lise M. Saari and Timothy A. Judge (2004) identify three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gaps in knowledge and for evaluating implemented practices. Future research will likely focus on greater understanding of personal characteristics, such as emotion, in defining job satisfaction and how employee attitudes influence organizational performance.

Section-4

Discussion

Objective-1: I wanted to learn about the importance of performance evaluation. **ENTOT IMAM WAHJONO; ANNA MARINA; SHAMALA DEVI A/P PERUMAL and ANDI WARDHANA (2016)** mentioned in their article that performance evaluation is the key of success and a best weapon to utilise resources properly. They discussed the impact of performance evaluation and job satisfaction and that the lesson I got know there.

Objective-2: **Idowu, Ayomikun (2017)** discussed about the satisfaction of PES on their article. Every company or institution or team has a specific target and its success mainly depended on accurate performance evaluation system (PES). On their article I learned how to measure the satisfaction of existing PES and impacts.

Objective-3: PES helps to identify strengths and weakness. **Patrick Kampkötter (2014)** on his article discussed about job satisfaction. And there I learned how PES helps to identify strengths and weakness. And it's helpful to use the resources properly.

Objective-4: The Importance of exploiting goals. **Mohammd Abuhashesh, Rand Al-Dmour and Ra'ed Masa'deh** mentioned factors that affect Employees Job Satisfaction and Performance to Increase Customers' Satisfactions. And here I learned about the importance of exploiting goals. Exploiting goals help to display the overview of the activity and results.

Objective-5: Importance of self assessment. **Shaju.M and Subhashini.D** discussed on their article about the self assessment and its impact on performance. And here I learned self assessment is the main fact to use employees as their full ability. if one fails to rise or develop the self assessment he cant be able to use his full force.

Danica Bakotic on his article discussed relationship between job satisfaction and organizational performance. There I leaned if I able to satisfy the employees and get own satisfaction then I'll able to get exact organizational performance.

Abdelhadi, Naji¹; Jamal, Ben Mansour² & André Leclerc³ on their article discussed about performance Evaluation System and Employee Satisfaction: The role trust towards supervisors. Here a lesson for me to know about supervisors activity to do performance evaluation and employee satisfaction.

M. D. PUSHPAKUMARI (2008) discussed about the Impact of Job Satisfaction on Job Performance on his article. Where I got to know that goal achievement depends on the impact of job satisfaction on job performance.

Section-5

Future Forward

1) Did I find any topic of inquiry from my current work? What can I do next?

Ans: I found that quality relation supervisor employee is a significant role and can enhance job satisfaction. So, Next I can work on how to improve the relationship of supervisor or employee and where it can increase the level of job satisfaction.

2) What question now (at the end of my work) hit my mind?

Ans: I have several questions these are hitting on my mind they are-

- a. Why does happiness and satisfaction impact production?
- b. By offering employees competitive benefits can employer actually buy their happiness?
- c. Is it difficult to maintain good relationship at workplace?
- d. Is driving to success make employee instable at workplace?
- e. Unstructured workplace clearly indicates that "Unhappy workers are 10% less worker than content employees?"
- f. We will often hear families say; "When mom/dad is happy, The other family is happy?" well that same statement can be translated over to the workplace by saying, "When the employees are happy, the entire business is happy?"

3) While pursuing my topic of interest I came across some questions which I consider important but I don't have good understanding of them what are those questions? why do I consider my question important?

Ans: I came across the following question are:

- a. Is structured workplace is required for employee satisfaction?
- b. Should organization provide performance appraisal?
- c. Why many companies does not invest time and energy to find out employee satisfaction where its impact their productivity?

Well I consider my question are important because-

- In order to obtain positive outcome organization should provide performance appraisal where employees must create satisfaction
- By offering employees competitive benefits by companies can create satisfaction because sometimes money speaks the loudest.

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Appendix 1 (Introducing consulted articles)

SL	Article title	Author	Journal Name	Volume & Issue	Year	Publish
1	The Impact of Performance Evaluation on Job Satisfaction with Quality of Supervisor-Employee as a Moderating variable at State Owned Company	ENTOT IMAM WAHJONO ¹ ; ANNA MARINA ² ; SHAMALA DEVI A/P PERUMAL ¹ and ANDI WARDHANA ²	International Journal of Scientific Research	Human Resource in Family Business	2016	2016
2	Effectiveness of Performance Evaluation System and its Effect on Employee Motivation	Idowu, Ayomikun	Nile Journal of Business and Economics	volume 3i5	2017	2017
3	Relationship between Job Satisfaction and Organizational Performance	Danica Bakotić	Economic Research-Ekonomska Istraživanja	volume 29	2015	2016
4	Performance Evaluation and Job Satisfaction	Patrick Kampkötter [†]	SOEP paper	volume 672	2014	2014
5	Performance Evaluation System and Employee Satisfaction: The role of trust towards supervisors	Abdelhadi, Naji ¹ ; Jamal, Ben Mansour ² & André Leclerc ³	Journal of Human Resources Management and Labor Studies	volume 3	2014	2014
6	Factors that affect Employees Job Satisfaction and Performance to Increase Customers'	Mohammad Yousef Abuhashesh, Rand Aldmour	Journal of Human Resources Management Research	volume 2019	2018	2019

	Satisfactions					
7	The Impact of Job Satisfaction on Job Performance	M. D. PUSHPAKUMARI	An Empirical Analysis	volume 2008	2008	2008
8	A study on the impact of Job Satisfaction on Job Performance of Employees working in Automobile Industry, Punjab, India	Shaju.M Subhashini.D	Journal of Management Research	volume 117	2017	2017
9	Relation between job satisfaction and job performance in healthcare services	Ch. Platis ^{a,*} , P. Reklitis ^b , S. Zimeras ^c	Procedia - Social and Behavioral Sciences	volume 175	2015	2015
10	Employee attitudes and job satisfaction	Lise M. Saari and Timothy A. Judge	International Journal of Scientific Research	Human Resource in Family Business	2004	2004

Appendix 2

(Complication of Objectives/Purpose/Questions/Hypothesis Addressed by the Articles)

Article	Objectives/Purpose/Questions/Hypothesis
1	H0: Performance Evaluation has influence quality of supervisor – employee, directly. H0: Performance Evaluation has influence job satisfaction through quality of supervisor – employees.
2	The study seeks to establish the link that exists between performance Evaluation and employee motivation
3	H1 <i>There is a positive statistically significant relationship between job satisfaction and organizational performance.</i>
4	<i>H1: The incidence of being covered by a performance appraisal has a positive impact on employees' job satisfaction compared to a situation with no Evaluation. This effect is more pronounced when monetary incentives are linked to appraisal outcomes.</i> <i>H2: For more extroverted and conscientious employees, we expect a positive effect of PA on overall job satisfaction. The positive effect should be stronger for PA related to monetary outcomes</i> <i>H3: For more agreeable employees, we expect a negative effect of PA on overall job satisfaction. This effect should be stronger for PA related to monetary outcomes.</i>
5	H1: positive perception of the performance evaluation has a positive impact on employees' job satisfaction H2: trust in the supervisor moderates the relationship between the perception of performance evaluation and job satisfaction

6	H1: There is a positive relationship between the level of wages and employee satisfaction. H2: There is a negative relationship between stress and employee performance. H3: Training and development has a positive impact on employee satisfaction. H4: Job security has a significant negative impact on turnover rate. H5: Employee satisfaction has a positive impact on employee performance
7	Is there an impact of job satisfaction on employee performance ?
8	To investigate the impact of job satisfaction level of the respondents on their respective performance evaluation results.
9	To identify relation between job satisfaction and job performance in healthcare services
10	Identifies three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular— job satisfaction.

Appendix 3

(Complication of Methods)

Article	Methods
1	Quantitative approach
2	Quantitative and qualitative
3	Empirical research
4	Sample method
5	Questionnaire
6	Quantitative approach
7	Sample and Data collection
8	Exploratory research
9	Multivariate statistical analysis
10	Descriptive quantitative method

Appendix 4

(Complication of conclusions)

Article	Conclusion
1	Performance Evaluation is an effective process but it is known as most critical HRM tools where the appraisers used to evaluate the employee's job performance and through this the employee can satisfy with their job description in the organization
2	The study concerns the analysis of the types of performance Evaluation techniques and motivation and their effectiveness
3	Job satisfaction is an extremely complex concept that is influenced by different factors, or more accurately by a group of factors that often have interwoven impact
4	Effect of performance Evaluation on employees' job satisfaction based on a longitudinal data set. B
5	This study was meant to confirm the existence of a positive and significant relationship between the perception of the PE, and employees' job satisfaction in keeping with the research work conducted by several authors
6	This study has focused on the main factors that can influence employee satisfaction and performance, with the results highlighting the factors with the biggest impact
7	Most of private sector organizations do not have proper performance evaluation systems for employees
8	Organizations often neglect the impact of job satisfaction towards the gravity of employees' performance. This study explains how do the multiple dimensions of job satisfaction are evaluated and further correlated with the job performance of the employees among various groups in the Automobile industry
9	Clear relation between job satisfaction and job performance in healthcare services
10	Fairness of performance appraisal process is an important process where the supervisor plays a role to evaluate employee job performance.

Search words or links

https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2469875

URL: <http://dx.doi.org/10.15640/jhrmls.v3n1a3>

https://www.researchgate.net/publication/332471132_Factors_that_affect_Employees_Job_Satisfaction_and_Performance_to_Increase_Customers%27_Satisfactions

http://wwwbiz.meijo-u.ac.jp/SEBM/ronso/no9_1/08_PUSHPAKUMARI.pdf

URL: <http://dx.doi.org/10.5296/jmr.v9i1.10420>

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https://www.researchgate.net/publication/312596618_The_Impact_of_Performance_Appraisal_on_Job_Satisfaction_with_Quality_of_Supervisor-Employee_as_a_Moderating_variable_at_State_Owned_Company_SENTOT_IMAM_WAHJONO_1_ANNA_MARINA_2_ARTICLE_INFO