

## **A Study of Effect of Performance Appraisal on the Organizational Commitment: A Case Study of Selected Banks in India**

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### **ABSTRACT**

*The competence and caliber of the human beings working in an organisation are the real assets of an enterprise. The main goal or objective of the Performance evaluation of employee is to find out the efficient persons by giving recognition for his dedication and transforming inefficient person in to efficient employee by giving positive and negative motivation as if required. An organisation with incompetent persons will fail sooner or later, whereas on the other hand any enterprise having competent staff may survive and perform very well in adverse situations. In order to obtain success, the organisation will need an effective human resource management. All the areas like recruitment, selection of employee, induction, training, assessment of employee (performance appraisal), compensation, proper relations with labour and with trade unions, employee's safety, welfare and health should comply with labour laws of concerned state or country etc. come under the process of Human Resource Management (HRM). The Management of each organization desires to have skilled and competent people to make the organisation competitive in the market. From the viewpoint of the organisation, the human resources are considered as the sum total of the creative abilities, talents, knowledge, skills, attitudes and beliefs of the individuals involved. HRM helps in attaining maximum individual development, desirable working relationship between employees and employers, employees and employees, and effective modeling of human resources as contrasted with physical resources. HRM represent the quantitative and qualitative measurement of the workforce required in an organisation. Investing in human resources and with the passage of time, the job performance of employees is evaluated on the basis of certain parameters by appropriate performance appraisal techniques which improve individual employee capabilities and organisational capabilities. This paper examines the effects of Performance Appraisal of employee on the Organisational Commitment and as to why the employee changes his attitude, his commitment towards the Organisation.*

**Keywords:** Employee Development, Performance Appraisal, Organisational Commitment.

### **INTRODUCTION:**

Performance Appraisal is the continuous and systematic evaluation of the performance of employees which gives the opportunity to organisation for recognizing the abilities and efficiencies of the employees' for growth and development of the organisation. The employer measures the pay of employees' and compare it with the targets inter-

alia plans out about the future guidance required by the employee. The objectives of Performance Appraisal are:

1. To have sufficient records and maintaining them to determine the compensation packages, wage structure, and salaries raises etc.
2. To evaluate the performance of employee and take necessary corrective measure for further growth and development.
3. To place right men on right jobs by indentifying their strength and weaknesses.
4. To assess the needs of the training programmes.
5. To provide a feedback to employees and determining the promotional programmes based on their performance.

The tools which are used by Organisation for Performance Appraisal are the following:-

- ✓ Ranking
- ✓ Paired Comparison
- ✓ Forced Distribution
- ✓ Confidential Report
- ✓ Essay Evaluation
- ✓ Critical Incident
- ✓ Checklists
- ✓ Graphic Rating Scale
- ✓ BARS
- ✓ Forced Choice method
- ✓ MBO
- ✓ Field Review Technique
- ✓ Performance Test

Organizational Commitment is the bond employees experience with their organization. Broadly speaking, employees who are committed to their organization generally feel a connection with their organization, feel that they fit in and, feel they understand the goals of the organization.

In simple words, it is the strength of the attachment an employee feels towards an organization. It may be measured by the degree to which an individual is ready to adopt organizational values and goals. Allen and Meyer proposed an analytic view of organizational commitment, splitting it into three definable components.

- a) **Affective Commitment:** Affective commitment or how much an employee actually likes or feels part of an organization has a tremendous effect on employee and organizational performance.
- b) **Continuance Commitment:** When continuance commitment is not completely driven by affective commitment, it usually boils down to the costs that an employee associates with leaving the organization. Continuance commitment is also driven to a great extent by organizational culture, and when an employee finds an organization to be positive and supportive, he/she will have a higher degree of continuance commitment.
- c) **Normative Commitment:** Normative commitment builds upon duties and values, and the degree to which an employee stays in an organization out of a sense of obligation.

### **Performance Appraisal and Organisational Commitment:**

It is often perceived by the employees that the performance evaluators are inaccurate and manipulated for the sake of political purposes and when the employee is not satisfied with the evaluation it may affect the employee 's attitude and behaviour towards the organisation. Organisation Commitment and Performance Appraisal concepts have received more attention in the field of human resource management because it is the employee who takes the organisation at a higher progressive growth rate with his dedication, loyalty and commitment towards the organisation. If the organisation is having skilled employees but they are not committed then the organisation cannot prosper even with the large chunks of money, raw materials. In many studies it has been found that Performance Appraisal can be evaluated with many indicators such as salary, supervisor's rating promotions and co workers. Sometimes it can be found out that performance evaluation states the relationship of one's relation or perception about the other employees so with the help of performance evaluation techniques we can find out the behaviour and attitude of the employee in organisation. The employee's dissatisfaction can be easily revealed if the employee is not liking the commitment where he works or the place. Hence it can be concluded the need to study and understand this topic is vital for business to achieve maximum outcome from the employees. If the organisation keeps neglecting the employee's needs and complaints, then the commitment

and affection of the employees' will also decrease. With the techniques of Performance Appraisal, the Manager can easily differentiate between the workers who are efficient, dedicated than others who are not. The Manager can easily find out those employees to whom some encouragement should be given so that they can prove themselves as excellent workers. The main goal or objective of the Performance evaluation is to find out the efficient persons by giving recognition for his dedication and transforming inefficient persons in to efficient employees by giving positive and negative motivation as if required.

## **LITERATURE REVIEW:**

Saeed Rashid, Lodhi Rab Nawaz, Naeem Ahmar, Rehman Asad, Mahmood Zahid and Ahmed Moeed (2013) in their study titled, "Impact of Performance Appraisals and Motivation on Employee's Outputs in Banking Sector of Pakistan" have studied that the employees of banks of Sahiwal (Pakistan) are highly motivated and committed towards their banks. The reason behind their motivation is good performance appraisal system. Due to the fair performance appraisal system, the workers' morale is always high and their efficiency has increased.

Femi Asamu Festus (2013) in his study titled, "Perception of Performance Appraisal and Workers' Performance in Wema Bank Headquarters, Lagos, Department of Sociology, Landmark University, Omu-Aran, Kwara State, Nigeria" has concluded that the best appraisal system is that which is based on the grounds of fairness and transparency. Career development of employees should be one of the objectives of performance appraisal system and for this, the errors committed by the employees should be pointed out to them so that they can rectify and work efficiently.

Oshode Abiodun Adekoya, Alade Sunday Oluseye, Ogunro Olukayode Victor (2014) in their study titled, "The Open and Closed Performance Appraisal System: Employees' Perception of its Implication for Productivity in the Nigerian Banking Sector" have found that for good appraisal system, the standards of performance appraisal should be set according to both employees and organisational goals. The performance system should be clear, fair and well communicated to the employees. The performance appraisal is used for validating the selection process in the banking industry. It can also be used as evaluating processes by the management to determine the needs of promotion, transfer and requirements of training programmes of the employees.

Ngowi Perez A. (2014) in his study titled, "Assessment of Employees Performance in Commercial Banks in Tanzania: A Case of Stanbic Bank Tanzania Limited" has found that if the employees are satisfied and working with a high morale attitude then the performance of the banks will automatically become good. The rewards or increment in salaries would influence the employees in such a way that they may come early or stay longer to work, serve customers cheerfully. This study has also confirmed that fair performance appraisal has direct impact on the performance of the employees in the bank.

S. P. Singh, Shikha Rana (2013) in their study named as The Impact of Performance Appraisal on Organizational Commitment of Bank Employees studied that performance appraisal had a statistically significant impact on organizational commitment of bank employees. These results are supported by findings of previous studies which reported that performance appraisal is a significant predictor of organizational commitment. In the present study the fairness of performance appraisal and performance based payment practices emerged as the significant predictors of commitment of bank employees. The results of the study concluded that performance appraisal has a significant and positive impact on the organizational commitment of employees. The awareness of performance appraisal, fairness in the appraisal & performance based payment practices significantly predicted the organizational commitment of bank employees.

Neha Saxena & Himanshu Rai (2015) in their study named as Impact of performance appraisal on organisational commitment and job satisfaction studied that the effective HRM practices includes performance appraisal that motivates the employees and keeps them satisfied with their jobs and committed towards their organisation. It is concluded from the study that the employees who were satisfied with the performance appraisal system of their organization were also satisfied with their job and were committed to their organization.

Munir Salleh , Aziz Amin , Shaladin Muda & Muhammad Abi Sofian Abdul Halim (2013) Fairness of Performance Appraisal and Organizational Commitment in their study named as Fairness of Performance Appraisal and Organizational Commitment studied in that before any performance appraisal system is introduced, it is pertinent to determine the acceptance or satisfaction of the employees of such system that the system will be fairly conducted. This means, apart from the technical aspect, acceptance and employee reactions should be taken as the basis for the formulation and implementation of performance appraisal system: such action could improve its effectiveness as it can influence the employees' commitment to the organization.

A Selvarasu (2014) in his study named as A Study of Impact on Performance Appraisal on Employee's Engagement in an Organization studied that the Performance appraisal is one of the most important human

resource management practices as it yields critical decisions integral to various human resource actions and outcomes. The performance appraisal is primarily about what employees need to deliver to drive the organization's success. This study confirms that total rewards structures, programs and policies influence employee engagement.

**OBJECTIVES OF THE STUDY:**

1. To find out practices of performance appraisal in the selected banks in India
2. To find out the impact of performance appraisal on the organizational commitment in the selected banks in India.

**RESEARCH METHODOLOGY:**

- a) **Data collection:** The required data has been collected through questionnaire
- b) **Sample Size:** The sample size has been 60 employees of the Punjab National Bank and ICICI Bank (15 managerial and 15 clerical of each bank) under study situated in tricity i.e. Chandigarh, Panchkula and Mohali.
- c) **Tools and Techniques used:** t test, Correlation, Chi square and Regression

**ANALYSIS AND FINDINGS:**

**Table 1: Reliability Test of Performance Appraisal**

Case Processing Summary			
		N	%
Cases	Valid	60	100.0
	Excluded(a)	0	.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>
a Listwise deletion based on all variables in the			

Reliability Statistics	
Cronbach's Alpha	N of Items
.965	29

Table-1 explains that there is high degree of reliability in the questionnaires used for measuring impact of performance Appraisal on organizational commitment in the banks under study.

**Table 2: Reliability Test of Organizational Commitment**

Reliability Statistics	
Cronbach's Alpha	N of Items
.965	20

It can be observed through Table-2 that there is high degree of reliability in the questionnaire used for measuring organisational commitment.

**Table 3: Demographic Profile**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Clerical	30	50.0	50.0	50.0
	Managerial	30	50.0	50.0	100.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Table 4: Crosstabs Case Processing Summary Bank**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ICICI	30	50.0	50.0	50.0
	PNB	30	50.0	50.0	100.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Table 5: Crosstab: Gender \* Bank**

Gender		Bank		Total
		ICICI	PNB	
F	Count	17	19	36
	% within Bank	56.7%	63.3%	60.0%
M	Count	13	11	24
	% within Bank	43.3%	36.7%	40.0%
Total	Count	30	30	60
	% within Bank	100.0%	100.0%	100.0%

Table-5 reveals the composition of employees under study. There are 56.7% females in ICICI bank 63.3% in PNB. Likewise there are 43.3% males in ICICI bank and 36.7% in PNB.

**Table 6: Crosstab Category \* Bank**

Category		Bank		Total
		ICICI	PNB	
Clerical	Count	15	15	30
	% within Bank	50.0%	50.0%	50.0%
Managerial	Count	15	15	30
	% within Bank	50.0%	50.0%	50.0%
Total	Count	30	30	60

Table -6 reveals the composition of category of employees under study .It can be observed that two categories of employees' i.e. clerical and managerial are equally distributed in categories as in banks.

**Table 7: Chi Square tests - Distribution of Gender**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.278(b)	1	.598		
Continuity Correction(a)	.069	1	.792		
Likelihood Ratio	.278	1	.598		
Fisher's Exact Test				.792	.396
N of Valid Cases	60				
a Computed only for a 2x2 table					
b 0 cells (.0%) have expected count less than 5. The minimum expected count is 12.00.					

Table -7 reveals that there is no significant difference in distribution of sample between male and females

**Table 8: Chi-Square Tests-Distribution of Category**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.000(b)	1	1.000		
Continuity Correction(a)	.000	1	1.000		
Likelihood Ratio	.000	1	1.000		
Fisher's Exact Test				1.000	.602
N of Valid Cases	60				
a Computed only for a 2x2 table					
b 0 cells (.0%) have expected count less than 5. The minimum expected count is 15.00					

Table-8 reveals that there is no significant difference in distribution of sample between Clerical and Managerial category of staff.

**Table 9: Descriptive Statistics**

Bank		Performance Appraisal Mean	Mean Organizational Commitment PA
ICICI	Mean	2.9500	2.7350
	N	30	30
	Std. Deviation	1.30256	1.53309
	Minimum	1.00	.55
	Maximum	5.00	5.00
PNB	Mean	3.8000	3.9030
	N	30	30
	Std. Deviation	.81547	.69681
	Minimum	1.57	1.55
	Maximum	5.00	5.00
Total	Mean	3.3750	3.3190
	N	60	60
	Std. Deviation	1.15952	1.31937
	Minimum	1.00	.55
	Maximum	5.00	5.00

**Table 10: T test Group Statistics**

	Bank	N	Mean	Standard Deviation	Standard Error Mean
Performance Appraisal Mean	ICICI	30	2.9500	1.30256	.23781
	PNB	30	3.8000	.81547	.14888
Mean Organizational Commitment PA	ICICI	30	2.7350	1.53309	.27990
	PNB	30	3.9030	.69681	.12722

**Table 11: t-test for Equality of Means**

	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Performance Appraisal Mean	-3.030	58	.004**	-.85000	.28057	-1.41163	-.28837
Mean Organizational	-3.799	58	<.001**	-1.16796	.30746	-1.78341	-.55252

It can be observed with help of Table-10 and Table-11 that there is significant difference between mean score between performance and organisational commitment. This explains that performance appraisal and organisational commitment are not correlated.

**Table 12: t test Group Statistics for category**

Bank		Category	N	Mean	Std. Deviation	Std. Error Mean
ICICI	Performance Appraisal Mean	Managerial	15	2.4881	1.17141	.30246
		Clerical	15	3.4119	1.29812	.33517
	Mean Organizational Commitment PA	Managerial	15	2.8933	1.04075	.26872
		Clerical	15	2.5767	1.93177	.49878
PNB	Performance Appraisal Mean	Managerial	15	3.9690	.83767	.21629
		Clerical	15	3.6310	.78393	.20241
	Mean Organizational Commitment PA	Managerial	15	3.9926	.91115	.23526
		Clerical	15	3.8133	.39797	.10276

**Table 13: Test for Equality of Variance and mean for category**

		Levene's Test for		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the	
									Lower	Upper
ICICI Bank	Performance Appraisal Mean	.474	.497	-2.046	28	.049*	-.92381	.45147	-1.84859	.00098
	Mean Organizational Commitment PA	21.949	.000	.559	28	.581	.31667	.56656	-.84389	1.47722
PNB Bank	Performance Appraisal Mean	.229	.636	1.141	28	.263	.33810	.29623	-.26869	.94489
	Mean Organizational Commitment PA	4.589	.041	.698	28	.491	.17926	.25672	-.34661	.70512

It can be observed with help of Table- 13 that there is significant difference between two categories of male and female as well as between managerial and non managerial class in ICICI Bank. But there is no significant difference between mean of organizational commitment and performance appraisal. Likewise there is no significant difference between categories in PNB for performance appraisal as well as for organizational commitment and performance appraisal. Therefore there are no significant difference between categories.

**Table 14: T test Group Statistics for Gender**

Bank		Gender	N	Mean	Std. Deviation	Std. Error Mean
ICICI	Performance Appraisal Mean	M	13	2.3681	1.12082	.31086
		F	17	3.3950	1.28357	.31131
PNB	Mean Organizational Commitment PA	M	13	2.2231	1.30761	.36267
		F	17	3.1265	1.61304	.39122
PNB	Performance Appraisal Mean	M	11	3.7208	1.10007	.33168
		F	19	3.8459	.62690	.14382
	Mean Organizational Commitment PA	M	11	3.7217	.93830	.28291
		F	19	4.0079	.51133	.11731

**Table 15: Test of Equality of Variance and Mean for Gender**

PNB		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
ICICI	Performance Appraisal Mean	1.033	.318	-2.291	28	.030*	-1.02683	.44820	-1.94493	-.10873
	Mean Organizational	1.871	.182	-1.646	28	.111	-.90339	.54891	-2.02779	.22100

PNB		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
	Commitment PA									
PNB	Performance Appraisal Mean	2.470	.127	-.399	28	.693	-.12509	.31353	-.76733	.51716
	Mean Organizational Commitment PA	2.270	.143	1.087	28	.286	-.28618	.26317	-.82526	.25291

It can be observed with help of Table-15 that as far as ICICI Bank is concerned there is significant difference between male and female regarding mean values of performance appraisal but there is no significant difference between mean values of organisational appraisal and organisational commitment between male and female. While in case of PNB Bank there is no significant difference between male and female for performance appraisal and performance appraisal and organisational commitment.

**Table 16: Correlations**

			Performance Appraisal Mean	Mean Organizational Commitment PA
ICICI	Performance Appraisal Mean	Pearson Correlation	1	.737(**)
		Sig. (2-tailed)		.000
		N	30	30
PNB	Mean Organizational Commitment PA	Pearson Correlation	.737(**)	1
		Sig. (2-tailed)	.000	
		N	30	30
PNB	Performance Appraisal Mean	Pearson Correlation	1	.546(**)
		Sig. (2-tailed)		.002
		N	30	30
	Mean Organizational Commitment PA	Pearson Correlation	.546(**)	1
		Sig. (2-tailed)	.002	
		N	30	30

It can be observed with help of table-16 that there is high degree of positive correlation between performance appraisal and organisational commitment in case of ICICI Bank which means that better methods of performance appraisal increase organisational commitment. In case of PNB Bank the correlation between performance appraisal method and organisational commitment are of moderate positive nature. Therefore it can be said that certainly a systematic method of performance appraisal increase organisational commitment.

**Table 17: Model Summary of Regression**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.738(a)	.544	.536	.78966	.544	69.214	1	58	<.001**

**a Predictors:** (Constant), Mean Organizational Commitment PA

Table-17 further explains that there is significant relationship between performance appraisal and organisational



commitment. Analysis explains that about 73.80% of change in organisational commitment is explained by methods of performance appraisal.

**Table 18: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.159	1	43.159	69.214	.000(a)
	Residual	36.166	58	.624		
	<b>Total</b>	<b>79.325</b>	<b>59</b>			
<b>a Predictors:</b> (Constant), Mean Organizational Commitment PA						
<b>b Dependent Variable:</b> Performance Appraisal Mean						

Table-18 of ANOVA further helps to understand that there is significant relationship between performance appraisal and organisational commitment.

**Table 19 :Coefficients**

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.223	.278		4.401	.000	.667	1.780
	Mean Organizational Commitment PA	.648	.078	.738	8.320	<.001**	.492	.804
<b>a Dependent Variable:</b> Performance Appraisal Mean								

Table-19 related to coefficient also explains that there is significant relationship between performance appraisal and organisational commitment therefore an organisation should always focus on the better performance appraisal methods because it will increase organisational commitment.

**CONCLUSION:**

The study of ICICI Bank and PNB Bank reveals that there is significant relationship between performance appraisal methods and organisational commitment. It was found that better performance appraisal methods increased organisational commitment. It was also found that performance appraisal methods are one of the most important factors for maintaining high level of organisational commitment. It can be concluded that an organisation should try their level best to use the better performance appraisal methods for their employees so that it can maintain high organisational commitment.

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