

DISSERTATION COVER SHEET

**‘Perception and Preference of Employees towards
Performance appraisal: Sales industry’**

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DECLARATION

Candidate Declaration: Smriti Bhatia

I certify that the dissertation entitled:

Perception and Preferences of the employees towards Performance Appraisal: Sales Industry

Submitted for the degree of MSc in International business management is my own, based on my personal study and or research. I have acknowledged all material and sources used in its Preparation. I also certified that I have not copied in whole, part, or otherwise plagiarised the work of anyone else.

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Abstract

Perceptions and Preferences of employees towards Performance Appraisal : Sales Industry

The subject matter of this Dissertation is Performance Appraisal and the perception and preference of employees of sales industry regarding Performance Appraisal. This Dissertation also examines the different areas linked to the concept of Performance appraisal and how broad this concept is and what are the different variables that can affect the process of performance evaluation. This paper explored what kind of performance appraisals are preferable to the employees of sales industry from their own insight. It is identified within this paper that how motivation theories, work related behaviour and rewards system, Biased behaviour and Fair Performance appraisal can affect this process and the satisfaction derive from the appraisal. The process of collecting data for this paper was through a series of semi-structured interviews with the employees working within sales industry for better understanding of the concept. The result indicates that the preference of employees of sales industry is more towards monetary rewards due to the nature of the industry, Most of the employees are more likely to prefer monetary rewards. There are many factors contributing to this conclusion based on their Salary packages. This research also found out that in sales industry, employees are not receiving good basic salary, and this is the reason for their preference towards monetary rewards. It is also found out that in the Initial stage of their job, employees are more inclined towards Monetary rewards but after getting enough, they are slightly inclined towards Non-Monetary rewards. Employers working within the sales industry are recommended to communicate with the employees and ask them about their employee's actual preference about what kind of rewards are preferable to them and should also check on their evaluation process as well.

Keywords: Motivation, Performance Appraisal, Biasness, Preferences.

Chapter One

Introduction

1.1. Overview

Performance Appraisal plays a major role in the companies in terms of motivating employees and improving their performance by giving them rewards. Throughout so many years, this area is developing because companies consider their employees as a Human Asset. As long as employees feel motivated, they will help to achieve desired goals. (Sumangala and D'Souza, 2012) concluded that performance Appraisal is key to employee motivation. Both areas go hand in hand.

Kumari (2014) defines Performance Appraisal as the process of analysing the performance of the employees within a specific period and then give them rewards according to their performance level. This dissertation explores the perceptions of employees regarding the kind of Performance Appraisal that motivate. However, much of the literature appears to be written from the perspective of HR scholars or managers and lacks employee perspective. The aim of this research is to add this employee perspective regarding their appraisal preferences to the body of knowledge on employee motivation and appraisal.

1.2. Research subject

The main subject of this research is to uncover what kind of Performance Appraisal is preferable to the employees. There are many kinds of appraisals in the company which is provided to the employee's according to their performance. Performance appraisal affects the rewards that employees receive. However, the extent to which the employees value these rewards may have a significant bearing on their perceptions of the appraisal process. For instance, some employees may value monetary rewards, while others may value more intrinsic rewards.

My interest in this research topic derives from human nature and specifically the subject of motivation. It continues to be an area of interest to scholars or management and HR because the related subject of pay and rewards continues to present challenges for HR practitioners, company leaders and employees. To address these challenges, it is essential to add the employee voice to the literature so that more evidence-based approach to motivation, pay and rewards can be achieved.

This research may benefit HR practitioners and managers of the sales profession. By bringing to light the perceptions of employees regarding appraisal, motivation and rewards, more meaningful appraisals may be conducted leading to improved employee morale and engagement and achievement of organisational goals.

The inter-generational change in employee preference regarding appraisals is an important topic for companies. For instance, employee preferences may change over time or levels of seniority. At first, they may prefer monetary rewards to fulfil their basic needs, but after fulfilling basic needs their preferences may change to more non-monetary rewards (Maslow, Year).

1.3. Justification for the research

Performance Appraisal (PA) is one of the most sensitive processes that must be considered in the companies because one wrong decision related to PA can cost their company a valuable human asset. Companies must explore what practices can help employees to improve their performance by feeling motivated and enthusiastic about achieving the company's goals.

The primary aim of this research is to critically analyse the effectiveness of performance appraisal and its impact on the motivation level of employees and their performance. The research is based on the theory that if companies want their employees to engage and improve their performance, then managers and HR practitioners must understand the perceptions of their employees regarding the kind of PA they find motivational and rewarding.

This study is an exploratory inquiry which focuses on knowing employee perception regarding performance appraisal, the key areas examined are Performance appraisal, Motivation and Intrinsic and extrinsic rewards. The overall objective of this research is to understand employee perceptions. How they want to be evaluated in terms of performance.

PA should be linked to the employee's performances. Managers evaluate and rank employee performance. However, appraisal calls for manager skill in forming evidence-based judgements. Research points to occasions where appraisal can be highly subjective, leading to demoralised employees and poor organisational outcomes.

If companies want employees to dedicate themselves to achieving a specific goal, companies must understand the transactional nature of employee effort.

Laird and Clampitt (1985) claim that employees give mixed reviews on the process of Performance Appraisal. Nevertheless, Performance Appraisal is considered an effective way to motivate employees and improve employee performance.

Cummings (1984) mentions that Performance Appraisal is a method that can be particularly useful for regulating the behaviour of the employees. Furthermore, if employees support the appraisal design, they work with higher

levels of dedication leading to improved organisational outcomes. Sumangala and D'Souza (2012) mention that Performance appraisal is a way to understand and analyse the abilities and competencies of their employees and give them a direction by evaluating them and rank them on their performance and then reward them according to their performance.

In as much as its essential for a company to achieve goals, it is also essential to satisfy its employees and company can do this by giving them their preferred performance appraisals.

1.4. Research Question

The primary objective of this research is to gain understanding and perception of employees towards Performance appraisal. Appraisal is a two-way process benefiting both employer and employee. In order to achieve this objective and give direction to this research, the following research questions are drawn up.

- 1) What kind of Performance Appraisal are preferable to employees in the sales industry?
- 2) What are the criteria's to receive performance appraisal?
- 3) How can employers improve this Human resource Practice of Performance Appraisal and motivate their employees?

1.5. Study Structure

This research presents a critical review of how managers should be aware of their employee's perception and their preferences, specifically in sales industry.

Chapter 1 focuses on the introduction and research questions and objectives that what this research paper is going to address and justification for this research paper.

Furthermore, chapter 2 represents a full examination of the salient literature about appraisal motivation and reward and other variables that effects the process of performance appraisal. The literature review concludes with a conceptual framework to give structure to this study.

Chapter 3 covers a review of the philosophical arguments related to the subject of research, followed by a discussion of the relevant paradigms. It concludes with the researcher setting out their rationale for the choice of research method. In order to gather primary data, the qualitative interview is discussed as a data-gathering instrument. This chapter explains the methodology process that has used in this research paper.

Chapter 4 presents the findings and discussion emerging from a rigorous interrogation of the data.

Chapter 5 summarises the research, presents the implications of the research. It concludes with a brief reflection of the author on the research process and makes recommendations for further research on this subject.

Chapter Two

Literature review

2.1. Overview

Performance appraisal plays an important and crucial role in organisations because this appraisal method is key to employee motivation. Employers may face problems if they lack an evidence-based approach to the appraisal process. Specifically, when appraisals are designed without employee input.

The purpose of this literature review is to provide a well of evidence-based knowledge to give a shape to the research by examining previous research done on the salient issues for this subject. This research paper will focus on filling the gaps left by past studies on this topic. A rudimentary search for the subject of employee appraisal on the SAGE database shows some 56,6927 results. This research paper will focus only on the appraisal methods i.e. Monetary and Non-Monetary. As evidenced by the number of articles on the sage database alone, employee appraisal continues to be a subject of interest for scholars. However, as previously stated, there appears to be an absence of the employee voice from many.

2.2. Appraisal

Performance appraisal is a way to evaluate the performance of the employees and is used on an annual basis. In this process, managers assess the performance of the subordinates and employees (Harbi et al., 2017). Performance appraisal is considered as a tool to manage the workforce systematically. Furthermore, the appraisal process helps HR's in fulfilling other HR functions such as rewards design, employee feedback and assessing employee sentiments. Singh et al., (2013) and Chattopadhyay and Ghosh (2012) cite Landy et al., (1978); Kanfer, (1990) assertions that employee motivation to perform, engage, improve performance and enhance capabilities are all influenced by the performance appraisal system.

PAs are concerned with managing workforces in an objective, rational and systematic way. Appraisal processes utilise aspects of other HR practices, such as rewards, communication, feedback, employee reactions, equity and fairness, trust and acceptance, attitudes towards conflict, as well as social contexts (Lawler 2003; Levy and Williams 2004; Brown and Heywood 2005; Chiang and Birtch 2010).

Performance appraisal is a part of strategic human resource management which plays a vital role in the success of an organisation. Elvira and Davila (2005) state there is a need for more research on the effectiveness of human resource management (Performance appraisal) in the Latin America context as human resource management is necessary for the success of Latin American business organisations. However, if performance appraisal is

regarded as vital for Latin American organisations, it seems reasonable to conclude it may have relevance for other geographies such as Ireland.

Harbi et al. (2017) advise that to enhance perceptions of fairness, the appraiser should conduct the appraisal in an impersonal manner. A manager or an HR should always evaluate their employees on their performance and not in any personal manner. Brown, Hyatt, and Benson (2010) support Harbi et al. (2017) suggesting that a flawed performance appraisal can lead employees to react negatively. In India, especially in private sector organisations, decisions linked to promotions and incentives and benefits are mostly influenced by social contacts and personal relations (Dhiman and Maheshwari, 2013).

Muczyk and Gable, (1987) and (Taylor, 2015) concur that despite 40 years of research, many organisations continue to follow the obsolete or degraded incentive and reward programmes designed to Increase motivation and employee engagement.

Keegan and Den Hartog (2019) mention that dissatisfaction with performance appraisals result in negative outcomes which includes job dissatisfaction, lower organisational commitment, and employees with higher intention to quit the company. Furthermore, the role that the line manager plays in the appraisal affects how employees react to processes such as performance appraisal.

Park (2014) opinions that there are so many works of literature that only concentrate on describing the success and failure of the appraisal system from a subordinate perspective rather than focusing on the role of the supervisor or manager in achieving successful appraisal outcomes. Furthermore, Park (2014) calls for the use survey instruments designed to capture employees' perceptions on appraisal fairness and links between appraisal, performance and employee satisfaction.

(Muczyk and Gable, 1987) mentioned that performance appraisal is not the only predictor of success on higher-level management or job. They go to say that higher-level positions are not suitable for all employees. Many employees perform well at middle-level management but fail at higher-level positions. In other words, past performance at one level cannot be relied on as a single predictor of success at higher levels.

Lăzăroiu (2015) cites Lonescu (2014b) who claims nearly all managers prefer intrinsically motivated employees because it brings out their inner qualities which lead them to higher quality work.

Lonescu goes on to say that extrinsic motivation is an unrewarding method for employers to motivate their employees.

2.3. Aspects of the Performance Appraisal process

Su and Baird (2017) cite Brown (2010) who states that the Performance Appraisal process consists of two Aspects: Performance Appraisal Procedure and Performance Appraisal Treatment. Performance Appraisal procedure includes clarity of performance expectations; employees must be clear about their expectations and

the level of communication. On the other hand, performance appraisal treatment revolves around the level of employee trust in Supervisor and fairness in the performance appraisal process.

2.4. Methods of Performance Appraisal

There are various techniques and methods that can be employed when evaluating performance. Every method has its advantages and disadvantages. Some methods focus on past performance, whilst others are more future-oriented. Depending on the organisation which performance appraisal method needs to be selected (Singh, 2015).

2.4.1. Management by objectives (MBO)

Singh (2015) explains that in this method, senior management set a list of employee goals and objectives and then make assessments on their performance. These assessments form the basis for reward determinations. This method focuses only on results and not on the methods used to achieve them.

2.4.2. Psychological Appraisals

Singh (2015) explains that in this method, the focus is on employee intellectual, emotional and motivational characteristics which affect their performance. In this method, evaluation consists of interviews, face to face interactions with the managers. This method is used mainly to assess employee future potential. However, a drawback of this method is that it is time-consuming.

2.4.3. Assessment centres

Singh (2015) explains that in this method, the focus is on employee behaviour and observation. Selected employees gather to participate in a job-related exercise.

Trained observers evaluate their performance and interactions. The critical attributes assessed in this method are communication skills, planning and organisational ability, stress management, self-confidence.

2.4.4. 360-degree feedback

Singh (2015) explains that in this method, employee performance appraisal evaluations consist of feedback the employee's supervisor, colleagues, and subordinates. This method provides a more comprehensive view of the performance of the employees. Furthermore, employees tend to prefer this kind of appraisal because it mitigates against the bias of any single authority figure.

2.5. The relationship between Performance Appraisal and work-related attitudes

All the Literatures that has been done on performance appraisal get broadened as much as research go in depth, there are so many dimensions linked with the performance appraisal process. But this research will focus on the performance appraisal and work related. Work Related attitude has 4 aspects i.e. Clarity, Communication, Fairness and Trust (Su and Baird, 2017). This research is focusing on relationship between these two because it relates to the employee behaviour and his engagement and motivation towards the company. In the opinion of (Su and Baird, 2017), the above mentioned 4 aspects can really affect the performance appraisal process, if company wants to improve employer-employee relation then they should work on these 4 aspects and it will enhance the quality of performance appraisal process. First these 4 aspects must done correctly only then performance appraisal process can be done right and with honesty.

2.5.1. Clarity

In the process of Performance Appraisal, clarity plays a significant role. Employees must have a clear understanding of what they must achieve in order to receive a good performance appraisal. Furthermore, staffs must be clear about their role expectations and the purpose of Performance Appraisal. Locke and Latham (2002) argue that employees are more willing to put extra efforts when they are well informed about what exactly they must achieve.

Jawahar (2010) indicate that organisations must ensure that employees are clear about the goals and standards they must achieve. Furthermore, employees must be clear about the process of evaluation and receive regular feedback.

2.5.2. Communication

This aspect concerns the communication between the employees and supervisors who evaluate their performance. And the extent of information flow between them.

Employees should be allowed to voice their perceptions and to express their opinions. Furthermore, supervisors should provide specific feedback and guidance to the employees.

Jawahar (2007) claims that satisfaction from performance appraisal feedback is associated with effective organisation commitment. Su and Baird (2017) mention that strong interactions between employees and supervisors can contribute to positive working environments. Moreover, strong two-communications are linked with improved employee retention rates.

2.5.3. Fairness

Fairness is the aspect concerned with employee perception of the fairness of performance evaluations. Perceptions of fairness and evaluator bias are significant issues in appraisals and are cited in many studies.

Su and Baird (2017) cite Cook and Crossman (2004) who claim performance appraisal will not be effective if not considered fair by all persons involved in this process. Performance evaluation should be fair because it will also affect an employee's future performance. Jawahar (2010) claim that performance appraisal evaluation requires feedback from a manager who is familiar with the employee and their performance.

Once employees believe that they have not been evaluated fairly, they become demotivated, which may affect their future performances leading to lower organisation commitment. (Jawahar, 2010) mentioned that employees should also be allowed to participate fully in feedback sessions and clear any misperception or wrong evaluation of the manager's assessment.

2.5.4. Trust

Trust is the most complicated aspect of the performance appraisal process because trust is fundamental to all human relationships. A person can interpret a phenomenon in many ways. Employees must believe their supervisors evaluate and assess employees fairly. Employees also have to trust that their supervisor knows their subordinates job roles and responsibilities well and will act in their best interest. Mani (2002) suggests that if employees trust in their supervisors, then it can enhance the satisfaction towards performance Appraisal system.

Relationship between Performance Appraisal and other Variables

2.5.5. Appraisal Satisfaction

Selvarajan and Cloninger (2012) cite McFarlin and Sweeney (1992) who claim that if performance appraisals are fair, then it influences the attitude towards appraisal, such as satisfaction with the performance appraisal.

2.5.6. Appraisal Fairness and motivation to improve performance

Selvarajan and Cloninger (2012) mentioned that organisational researchers suggest that fairness perception can be a source of motivation to the employees. They go on to say that when employees perceive their appraisal to be unfair, related feedback from the appraiser is disregarded. On the contrary, when employees perceive their appraisals as fair, then they regard feedback as motivational.

2.5.7. Appraisal Satisfaction and motivation to improve performance

Many studies observe that satisfaction from appraisal can be a major factor of motivation for the employees to improve their performance. Selvarajan and Cloninger, (2012) suggest if employees are satisfied with their performance appraisal, they are more inclined to use their feedback to improve themselves and their performance.

2.6. Employee Performance

Okoth and Florah (2019) posit that employee performance is defined as the achievement of tasks set by the company. Employees are informed about these tasks, their completeness, accuracy and cost. This process setting and evaluating task is usually undertaken by the companies to improve the performance and enhance the capabilities of employees. Accomplishing tasks give satisfaction to employees. On the other hand, not achieving the tasks or not reaching the required standards can demoralise the employees.

2.7. Key Performance Indicators (KPI's)

Haponava and Al-Jibouri (2012) mentioned that the tools that are used to evaluate or access the performance in the Performance measurement system (PMS) are known as Key Performance Indicators. (Haponava and Al-Jibouri, 2012) explains that this concept includes measuring actual performance and compare them with the best. These indicators are eventually based on the comparison of actual performance with the desired outcome.

2.8. Employer's biased behaviour

(Kromrei, 2015) mentioned that supervisor may take evaluation approach with an utmost intention of doing bias free evaluation but somehow it happens to be biased in some terms. It also mentions that there are few types of biasness in terms of having inconsistent beliefs and attitudes relates to behavioural decisions or enabling a person to learn or discover something and psychological approach.

2.8.1. Methods to reduce biasness

- Rater error training : companies can alert their managers (Raters) about the common errors which are frequently arising so they can reduce the chances of biasness (Kromrei, 2015)
- Performance Dimension training : Companies can train the raters and tell them about the tools used to evaluate the performance (Kromrei, 2015)

- Performance Standards Training : Companies can provide a handbook of standards to the raters for performance rating and they can compare while evaluating with the handbook from experts (Kromrei, 2015)

2.9. Motivation

2.9.1. Definition of Motivation

Okoth and Florah (2019) described motivation as the activation of goal-oriented behaviour of employees and has two forms, i.e. Extrinsic and Intrinsic. Sylqa (2020) writes that motivation is influenced by forces operating on or within a person.

Such forces influence employees to behave in a manner and work towards a goal achievement. Furthermore, motivation is a concept that refers to a group of needs, desires, wants, and demands.

Okoth and Florah (2019) claim motivation is a management process, which encourages or influence employees to work better for the benefit of the organisation by providing them with the motive of fulfilling their needs. In sales management, motivation refers to the desire of sales employee's and willingness to put extra effort (Fu, 2015). This study has relevance to this inquiry as it is focused on sellers. Fu advises that motivation drives improvement in human performance and capabilities. He also mentions that this is especially true in sales industries because employees of this industry face the rejection from the customer leading to demotivation.

Fu (2015) claim that on average, sales employees generate one order for every 20 sales calls. This kind of rejection can leave them disappointed, and it may cause anxiety as well. After facing the rejection, it takes much motivation for sales employee to pull themselves together and move on to the next call.

Research shows that employee's perceptions differ from one individual to another because of different personalities, culture, situations, experiences, backgrounds. Employers may choose to highlight the rewards and mention the target to achieve the rewards to motivate employees to achieve higher levels of performance. (Fu, 2015)

Selvarajan and Cloninger (2012) cite Cropanzano, Rupp, Mohler and Schminke's (2001) who emphasise that fair treatment is a fundamental need. When employees believe they are fairly treated, it can provide a level of motivation to them for future performance improvement.

2.9.2. Theories of motivation

Sylqa (2020) finds that motivation is based on individual needs and identifies these needs that influence the behaviour of the employees and measures they take to satisfy them. In this research it is also mentioned that four of the most renowned content theorists of motivation are Abraham Maslow, Clayton Alderfer, David McClelland, and Frederick Herzberg.

1. Maslow's Hierarchy of needs:- Maslow's Hierarchy of needs, cited in (Lăzăroiu, 2015), workers and employees prioritise their needs and only move to the next need when the current need is addressed. In the first instance, individuals are most interested in fulfilling; physiological needs (air, water, food, clothing) then safety and security needs (a house, job security, insurance) then belongingness (love, friends) and finally esteem and self-actualisation.

Gobin et al.(2012) claim that this theory is the most referenced theory of motivation in scholarly and management literature and present a detailed description of each level of the hierarchy.

- Physiological needs: This is the lowest level of the hierarchy of needs in Maslow's theory. In this step, individuals address their basic needs i.e. Food, Shelter, clothing and do not move on with the other things until these basic needs fulfilled. Dissatisfaction with these needs may lead to stress or frustration. Once this basic needs is fulfilled, then an individual/employee will move to the other needs (Gobin et al., 2012).
- Safety needs: This refers to safety needs, i.e. secured job, insurance etc. Gobin et al., (2012) describe safety as the need to achieve stability in the society. Securing a stable income via regular employment being a prime example.
- Social need: This need is more inclined to social belongingness, love, family, and friends. This need is basically about an individual needs to feel loved by others and society does accept him/her, its more about relationships with friends, family and loved ones (Gobin et al., 2012).
- Esteem needs: Gobin et al., (2012) describe esteem as being internal and or external. It depends on whether individuals feel satisfied by completing a task or improving competence. Individuals desire recognition and appreciation from others for doing work. Esteem can be achieved by owning prestigious items that can be shown off in t society. Self-esteem is not about how you see yourself but also about how other people seeing you.
- Self-Actualisation: This need is about inner peace. In Maslow's theory of the hierarchy of needs, this need is on the highest and last need in the hierarchy. Individuals at this level have already achieved much in their lives. Self-Actualisation is about maximisation of an employee's potential and self-fulfilment. It is all about personal growth.

2. Expectancy Theory:- Okoth and Florah (2019) state the expectancy theory in the literature view and described it as a most popular theory of motivation and it was proposed by Vroom (1964), this theory explains that employees can feel motivated to perform better only when employees believe that better performance will automatically lead to a better and accurate performance evaluation resulting in better performance appraisal and chances of fulfilling their needs. Pradorn Sureephong et al. (2020) claim this theory helps leaders to get to know the perceptions of employees regarding the performance appraisals. This theory contains three factors; Valency, Instrumentality and Expectancy. Fu (2015) states that this theory poses three questions. The First question is how likely is it that extra efforts will lead to improvement in performance? (Expectancy). The second question is, how likely is it that improved performance will lead to the attainment of rewards? (Instrumentality). The third question asks how desirable or appealing is the provided reward to the employee? (Valence).
The third question of how desirable and preferable the current performance appraisal reward is to the employees is of interest to this inquiry.
3. Goal-Setting Theory:- Okoth and Florah (2019) mentioned in the research that this theory was upgraded by Locke (1979), and explains that motivation and performance peaks when goals and objectives are clear and are hard to achieve. This theory advises setting high goals and objectives as they are more likely to result in motivated employees. Fried and Slowik (2004) argue that if companies want to maximise the efforts and performance of the employees, then performance goals should be challenging rather than easy but also be achievable.
4. Adam's Equity theory: This equity theory was developed by J. Stacy Adams in 1963, relating motivation to perception. Kovach (2018) observe that this theory is defined as a theory of motivation. It focuses on people's perception of fairness of their work output in proportion to their work inputs. In this theory, people believe that there is a direct relationship between the inputs and outputs and strive for balance as a minimum.
5. Alderfer's ERG Theory: Caulton (2012) describe ERG theory as being motivational and focused on understanding the factors that contribute to individual behaviour. It indicated one of the four content approaches that consider that intrinsic factors influence individuals to take specific actions. This theory is an updated version of Maslow's hierarchy of needs, in which ERG may be used to explain workplace issues or personal development choices.

(Caulton, 2012) also stated that in one of the researches of Wanous and Zany (1977), that the importance of the needs was based on the manner of its fulfilment, while assessing the relation between need satisfaction, importance and fulfilment, they found out that need fulfilment moderated satisfaction and importance.

Sylqa (2020) outline techniques that companies should follow in order to promote motivation, which are:

- Salary Increase: Performance appraisal can be done in the form of salary increase as well.
- Promotion: It mentioned that Promotion and Appraisal must be linked. Most companies use a combination of merit and seniority promotion and appraisal.
- Training: Performance appraisal always tries to identify the strength and weaknesses of the employee. This aids in the identification of training needs.
- Feedback: Performance appraisal is an effective way to give feedback and use that feedback as a motivation to improve future performances.
- Pressure on employees: Better performance appraisal can create a kind of pressure on employees for better performance, and this can work as a better control device(Sylqa, 2020).
- Conflict Resolution: It is not likely that bad situations will improve without intervention. If circumstances dictate that some employees cannot be put in one department, it is better to move one person into another department to resolve conflict
- Correct working condition/environment: Employees doing a job for 8-9 hours a day need a suitable, comfortable environment around them. If they are not getting that they may leave for better conditions elsewhere.

2.10. Rewards

In recent times, many theories have derived that if employees work behaviour is motivated then they can handle and go through the process of rewards, which energizes the employees and their behaviour. One thing which is common among rewards theorists is that all employees are motivated by receiving rewards, such as promotion, pay, self-actualisation, incentives. Nowadays, these rewards are categorised as being Intrinsic or Extrinsic rewards (Guzzo, 1979)

(Guzzo, 1979) mentioned in one of his articles that Human needs are arranged in Hierarchical level, in each level there's different types of needs. If this must be explained theoretically, then Maslow's theory would be the best theory to elaborate this hierarchical level of needs. Somehow, this perspective of Maslow's theory has been a basis for separating intrinsic and extrinsic rewards.

2.10.1. Types of rewards

- Extrinsic rewards
- Intrinsic rewards
- Social rewards

❖ Extrinsic rewards

Miao et al., (2013) claim that extrinsic rewards refer to all the financial benefits that come in a total package that an employee obtains from an organisations which include basic salary, performance-related pay, house rent allowance, travel allowance and medical insurance. Furthermore, they advise that extrinsic benefit should lead the employees to a higher level of emotional attachment, decreasing the chances of employees leaving for better rewards elsewhere.

Fu (2015) posits that extrinsically motivated salespeople work hard just to get external rewards such as money and promotion. This Chinese based study shows a preference for extrinsic rewards.

However, this may in part, be a consequence of typically low base pay in this region. They depend on fringe benefits they get from public sector organisations, which make them relatively well off when compared to employees in the private sector. On the contrary, a similar western hemisphere based study conducted by Steijn and Leisink (2006) claims extrinsic rewards are not the main drivers for the motivation to employees.

❖ Intrinsic Rewards

Intrinsic rewards are most likely to come from internal self. It is based on employees' own interest and whether or not they feel engaged by their current job role and the extent to which they have a sense of purpose. Factors affecting Intrinsic rewards include; Role clarity, Skill variety, Training Provision, Feedback and Autonomy (Miao et al., 2013). Fu, (2015) claims that intrinsically motivated salespeople find their job interesting and enjoyable. They do not need any rewards to be motivated. They are inherently motivated by their job.

1. Role clarity: This aspect refers to the extent to which employees are clear about their role in the organisation. Role clarity is one of the most important factors through which employees derive satisfaction. Employees should be clear about what they exactly have to do and achieve. Employees who are not clear about their roles are most likely to become frustrated and stressed (Miao et al., 2013).
2. Skill variety: This aspect focuses on what kind of skills an employee uses while doing work. Employees want to use a variety of skills according to different work (Miao et al., 2013). However, if an employee's skill set is severely under-utilised by doing repetitive, tedious work, they may become disengaged and unmotivated.

3. Feedback: Timely evidence-based feedback enhances organisation commitment. Providing sufficient and fair feedback to the employees encourage employees to increase their abilities and engage in self - directed learning (Miao et al., 2013).
4. Training provision: Employees feel motivated and enthused by training. Employees need opportunities to improve themselves and their capabilities. Training also helps employees to deal with the demands from the job and this increases self-confidence (Miao et al., 2013).
5. Autonomy: This aspect focuses on the ability of the employees who can carry their jobs according to their own desire. This allows the employee to do their job in a way they choose. Self-determination is considered by many as the most important intrinsic motivator. They get the control over their work leading to increased commitment to the organisation (Miao et al., 2013).

❖ Social Rewards

1. Satisfaction with supervision: This aspect focuses on the extent of employee satisfaction with supervision and behaviour of the supervisor (Miao et al., 2013). Supervisors are the primary evaluators of employee performance. Employees experience higher levels of attachment to organisations when satisfied with their supervisor. It also increases the chances of continuance commitment, as changing jobs may not provide the quality of supervision currently enjoyed (Miao et al., 2013).
2. Co-Worker Support: Over many years, it has been observed that if employees receive support from colleagues, they are most likely to be emotionally attached to the organisation (Miao et al., 2013).

2.10. Conceptual Framework

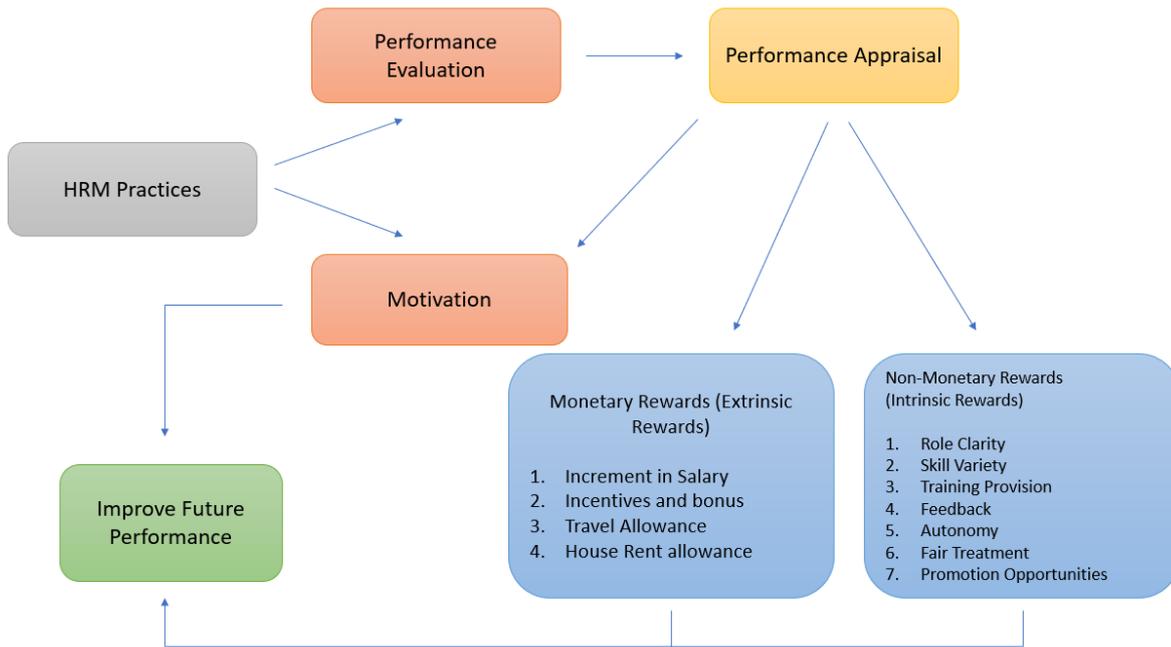


Fig. 2.10.1

This literature review brought to light some gaps in the literature. This review shows that employee appraisal, motivation and reward is a multi-faceted, multicultural subject. Performance appraisal can be a strong method to motivate employees. It provides the opportunity to discuss face to face the many aspects governing employee performance and motivation. The ability to engage employees and motivate them is considered an essential aspect of management. Employees should be satisfied with the appraisal they are receiving because that will help them to improve their future performance.

A satisfying performance appraisal has the ability to engage the employee into an organisation and if performance appraisals are satisfying, employee will use this factor as a motivation and receive feedbacks from the managers in a positive way and implement that feedback into their performance and it will improve the performance in the future.

Thus, Performance appraisal is a tool for the employers to engage and motivate their employees and employee will also understand the goals of the organisation if employers will consider the needs of the employee too.

To understand how a satisfaction from receiving preferable performance appraisal can help the employees to improve their performance for future, it's important to know the perception of the employees from their own point of view. All the factors are interlinked to each other.

To Understand how performance appraisal can affect the employee's mind and thoughts about the organisation. If an employee is satisfied with the Manager and the work, it will automatically improve the performance and enhance the capabilities of the employees.

This research will explore the areas of Performance Appraisal, Motivation and its theories, rewards and their types, Relationship between Performance Appraisal and its satisfaction which have helped this researcher in understanding the concept of performance appraisal and its affects in satisfying the employees and improve their future performance. This research will also help the employers to better understand their employees and consider their preference as well because if both are not happy and satisfies with each other, it will affect the productivity.

After developing the understanding of the key areas of the research objective, this conceptual framework gives a complete idea of the research topic and gives a direction to this research. The above shown conceptual framework highlights the intentions and whole purpose of this research. This framework was useful in drafting the questionnaire for my qualitative research for interviewing employees of sales industry.

2.11. Conclusion

Having conducted researches and doing literature review into Performance Appraisal, motivation, rewards, relationship between appraisal and motivation and satisfaction and different variables, it is clear that there is a gap in the literature in relation to the preferences of the employees on appraisal satisfaction. In so many researcher, authors mentioned the variables regarding performance appraisal but few have focused on intrinsic and extrinsic satisfaction and purpose of this research topic is to get to know about the preference of the employees that what kind of performance appraisals are more preferable to the employees of sales industry. The reviewing of the about mentioned literature helped me out to refine my research and objectives for the paper and by doing the reviewing of the literatures, it helped me out to draw the questionnaire that I am going to ask in my qualitative research.

Chapter Three

Research methodology

3.1. Introduction

This chapter focuses on examining the research methodology used in this research, and this chapter will highlight the research philosophy and strategies. In particular, there will be a close examination of Quantitative and Qualitative research methods.

In order to understand if non-monetary appraisals are more intrinsically effective to motivate the employees, it is important to understand what appraisal methods are preferable to employees. This entails eliciting opinions, feelings and perceptions. Such feelings may have no basis in fact but nevertheless, represent their lived experiences. Philosophically speaking this aligns well with the constructivism and interpretivism paradigms.

The focus of this research is to explore the topic area and observe the practices that are currently using in the Human resource practices, and to figure out what is preferable to employees by collecting the data from employees. The author highlights the different research paradigms and research approaches that can be used to collect data and which research method can be more useful to this research topic and will focus on those which is considered more beneficial in gathering the data. While doing the research, this chapter explains the reason for the selected research method approach and data analysis approach.

This data collection process will be completed by interviewing participants of a sales industry and face to face interactions will help to observe the actual tendency and answers of the employees.

In order to all the methodological approaches, research objective, this section will highlight the explanation of the research method that I have chosen and data collection analysis process.

3.2. Research philosophy and approach

When conducting research, inquiries are most often guided by one or more paradigms. Many research paradigms exist but the following discusses the most used.

1. Positivist (Knowing)

When research is done using this paradigm, the purpose is to establish facts or make an inference as to what is populations several magnitudes more significant in number than the research sample. Positivist research mainly focuses on producing statistical data.

It ignores social and historical contexts; pure objectivity and repeatability being a key claim to knowledge (Burnett and Lingam, 2012).

Bunniss and Kelly (2010) claim that positivist ontology approaches only focus on objective realities. Typically, data gathering instruments take the form of quantitative surveys.

2. Interpretivism (Understanding)

Interpretivism approach focuses on the naturalistic understandings. In this, researchers seek a deep understanding of society and societal behaviour. Cassell (2018) state that the purpose of interpretivist research is the desire to understand the nature of reality construction. This approach incorporates subjective constructs such as feelings and opinions.

Bunniss and Kelly, (2010) claim that in terms of Ontology, there is no objective reality as opinions, feelings and perceptions may change depending on the situation leading to multiple interpretations of the same event. Data gathering takes place in natural environments and is most often characterised by the use of structured or semi-structured interviews.

3. Pragmatism

Pragmatism is an approach in which the researcher can use a mix of qualitative and quantitative data types. Methodological choices are based on achieving the most comprehensive understanding of events and not reliant on the researcher's subscription to a philosophy. It is a pluralist approach that takes a pragmatic view of data types and data gathering instruments

3.3. Research strategy

The aim of this research is to explore if non-monetary appraisals can intrinsically motivate the employees and what kind of appraisals are most preferable to employees. The subjects of motivation and appraisal are by their nature more qualitative. Employee perceptions are subjective.

Romand Jr. et al., (2003) state that information obtained using qualitative methods is more subjective, facilitating in-depth understanding of participant; attitudes, beliefs, emotions and motivations.

Given that this study aims to capture the actual opinions of the employees regarding performance appraisal and appraisals method preferences, this will take the form of a qualitative study.

(Peesker et al., 2019) mentioned that the qualitative research is exploratory and inductive in its design and aims to gather in depth understanding of leader behaviours, their impact and effects on sales performance, and how these behaviours are perceived.

This research will seek to gather data from working professionals. Participants are drawn from middle level management, and one specific industry to achieve a more holistic view.

3.4. Collection of Primary Data

3.4.1 Methods used to collect data

This research is exploratory research capturing the opinions and perspectives of employees. Qualitative research is the method best suited for gathering data of this type. This will include a combination of Interviews from middle-level management and non-managers to gather the opinions of appraiser and appraisee.

The process undertaken to collect data includes the interviews of employees which will be face to face interviews facilitated by Facetime, Zoom video call and smartphone.

By choosing the qualitative method and interpretivist approach, there are high chances of gathering rich data from employees that will differentiate base on the uniqueness of each employee. This qualitative approach will gather personal context and culture-based perspectives.

3.4.2 Sources of Data

For this research topic, primary data is collected through interviewing employees working in middle-level management who receive appraisals according to their performance. A series of open-ended questions (See Appendix A) are asked of each participant regarding their experiences and opinions of the appraisal system. All participant work in the sales industry which is synonymous with bonuses and reward for a job well done.

3.4.3 Access and Ethical issues

In order to conduct ethical research, all the participants are informed that interviews are recorded for transcription accuracy purposes only and their personal information is kept anonymous. Participants are made fully aware of the research process and their rights as participants via the research Plain Language Statement and Informed Consent Form (See Appendices B and C).

Access

Participants that were contacted for an interview work in the sales industry and receive performance appraisal based on their performance and evaluation. Ten interviews were organised for this research. However, due to the covid-19, interviews are limited to technology-enabled solutions such as online video calls through skype or Zoom meetings.

If the participant agrees, then the calls are recorded during the interviews but that depends on the participants if they are comfortable or not. Else detailed notes were taken during interviews. In order to gain access to the sources, the following actions were taken:

1. An internet search for companies in sales industry; collating all the information regarding the company and the work.
2. An interview request email was sent, including the Plain Language statements (See Appendix B) and Informed Consent Forms (See Appendix C) dissertation, topic brief and a sample of the type questions they may be asked.

3.5. Approach to data analysis

After refining the research objectives, and with regard to the literature review and research questions, the researcher drafted a list of questions to be asked of each participant. The list was validated by my research supervisor to ensure rigour and compliance with ethics.

This design of the data gathering instrument is critical because each employee comes from different background, culture, and may misinterpret the questions or can take it personally. Poorly design or overly inquisitive questions may cause hesitation while answering or make participants fearful of losing their jobs. The researcher must design questions in such a way as to maximise the quality of data retrieved without making participants anxious.

3.5.1 Coding

The interviews were recorded using a voice recorder from an iPhone, transcribed into the word, and converted to excel sheet for analysis, codification, cross-comparison and theme/sub-theme generation as described by Leong et al. (2010).

Constant Comparative analysis

Leong et al., (2010) state that qualitative comparative method of data analysis is used to evaluate categories and coding themes that can discover patterns of meaning in the data. The method was first used by exponents of grounded theory and is the most common method used to qualitative data. Fram (2013) describes this method as a process of reducing the data through constant reading and comparison of data. Furthermore, Frame explains that the process commences with open coding to develop categories and themes and while reviewing the data, more core categories emerge.

From this process of data analysis, five distinct themes emerged:

1. Motivation
2. Evaluation
3. Fairness
4. Perception
5. Biasness

The following explores each theme in chronological order, supporting quotes from research participants are coded according to key in figure 3.5.1.1.

Citing key for semi structured interviews

Department	Interview number
Sales employee	1
	2
	3
	4
	5
	6
	7

Fig. 3.5.1.1

For example: - Quote from sales employee 2 codifies to SE2

These themes emerged from the analytical process. The themes help to understand the data generated from the research. On occasion, some transcribed texts address more than one question so in order to make sense and understand it correctly, the transcriptions needed to be read and reviewed several times in order to generate codes and themes.

3.6 Conclusion

This chapter outlines the process of choosing the correct research method to answer the research questions. Philosophical arguments and related paradigms were explored. The most common research paradigms were set and explained. This exploration serves as the evidence-based rationale for choosing the qualitative research approach and the associated data gathering and analysis methods.

Chapter 4

Findings and Discussion

4.1. Overview

The information gathered for this research was collected through the process of conducting a series of open-ended semi-structured interview questions (See Appendix A) with employees of the sales industry. In order to further evidence the information gathered from the interviews, relevant quotes, support the writing-up process. The Information gathered details the experiences, problems and challenges faced by the employees of the Sales industry. The process of coding and theme identification help the researcher to identify and document the salient issues as they relate to their perceptions of rewards and motivation. The number of quotes with differing points of view shows different directions and extent of opinion on the appraisal system used in their companies.

4.2. Data Gathering

The data gathered for this research is from the middle-level management employees of the sales industry. The interviews took place through Zoom Video calls because of the Covid-19. All participants were informed of their rights under data protection and the ethics underpinning this inquiry. Some employees were not comfortable with video calls, so they opted for the Audio-only. The interviews were recorded for transcription accuracy purposes as set out in the Plain Language Statement and Informed consent form. The interviews were approximately 25-30 minutes in duration. The questions that were open-ended with the mix of exploratory questions asked of each participant. Some participants enquired as to the possibility of having the questions sent to them before the interviews. However, the author respectfully declined to send the questions in advance, as this could have resulted in participants giving rehearsed answers, thereby negatively impact the quality of the data.

4.3. Motivating performance appraisal

One of the research questions that this research is intended to explore was whether or not participants found their performance appraisal motivating and their opinions as to the value of intrinsic/extrinsic rewards. Responses from the participants clearly show that they are motivated by their appraisals. However, participants complained that in order to get rewards, they often have to listen to the harsh words from customers. Moreover, one participant observed that the job requires mental stability as well, as the job is quite difficult. The respondent also mentioned that the bonus he receives is not worth the job he is doing, but monetary rewards are motivating him to work in the sales industry.

These sentiments are exemplified in the following quotes

“ Yes, I find it motivating. I think money is a big motivator in general. So, when they told us that this is how it works here, I was happy to hear that and it did motivate me as well because the job is quite difficult. So, it is a difficult job that requires a lot of mental stability, which is quite difficult because there are like bad days when people are kind of harassing you on the calls, using harsh words. So, it makes it difficult but on the other hand, when they give the incentives it makes us like I can do it because of the incentives. I wouldn't say that it's worth the job I am doing because to me it is not enough for the things I am getting from the customers because they are abusing me , using harsh words on me, so people don't expect this calls but I personally don't think it is good enough but it is a motivator”.

SE1

Employees are motivated but it does show that they are not satisfied by the amount they receive considering the demands of working in the sales industry. They are motivated by the extra cash, but they do expect more from the company for the work they do. In relation to the literature, this statement related with the Maslow's theory as it explains that he'd be appreciating more with the more time working in this company. (Gobin *et al.*, 2012) explained that according to Abraham Maslow (1943b) The process of satisfying needs can explain the human behaviour.

“ yes, it's handsome amount. Well, sometimes it depends, I have been with a company for six months so as of now I'd definitely appreciating a lot of cash for my hard work”.

SE4

“ Yes, absolutely! I mean any extra money in the bank is of course welcome”.

SE2

This shows that if employees are working hard and if they get something in return, it will motivate them to improve their future performance. This data shows that motivation, performance, appraisal, and reward are interlinked. If employees give something in the form of their performance, then they expect something in return. This relates to the Expectancy theory, (Reinhardt and Wahba, 1975) mentioned that this theory is a simple concept in which individual behaves in a way to achieve an outcome due to the expected behaviour, which clearly shows that employees will behave good or put efforts in order to get something in return. Monetary/extrinsic rewards seem to motivate employees of sales industry to achieve their targets and improve their future performance, one respondent remarking

“ Obviously, it is motivating because you are getting like if you are working hard and you are getting something in return. So, if you are getting some appraisal. It'll motivate you to achieve your target and improve the performance”.

It can be said that monetary reward is a significant motivator to the employees of the sales industry. Two respondents (SE6 and SE7) show dissatisfaction towards monetary rewards. They lament the absence of emotional attachments in so far as there appears to little job role satisfaction and no sense of belonging. Interestingly the lack of intrinsic rewards in these instance are some of the features listed as being key to employee engagement. (Lofquist *et al.*, 2018) mentioned that employee engagement includes or describes employee's relation to the organization. This express that is there is no employee engagement, then employee can leave the company at any time because he is not engaged in the company.

It is not surprising that SE6 in particular declares their openness to the idea of leaving the company even though the extrinsic rewards suffice. The following quote exemplifies this finding:

“ it's not motivating it's just that okay all my hard work is paid off. In that way but it's not motivating, it doesn't make me do better, you know verbal recognition from your bosses and any appreciation in the company, it motivates you more than just money. And if it's not there then it's just done your job and get paid, so you don't do it from your heart. I'd leave this job for a better opportunity without even thinking about it because when you motivate your employee then you make a relationship with them and when that relationship is hard to leave but when there is no relationship it's just money then it's really a thankless job and no emotional attachment with the company. So, I can leave it any time”.

4.4. Fairness

The perceptions of participants concerning the fairness of their appraisals were explored. This notion of expectancy surfaced again, but this time in relation to expectations of employers of their employees. Furthermore, there was some discussion as to the fairness of sales targets with some participants claiming that the targets were unreachable and not achievable on a daily basis. Interestingly the sentiments expressed here have synergies with Locke (1960) goal-setting theory. The goal setting theory states that in order to get greater outcome, goals should be of high standards but it also states that goals should be achievable (Fried and Slowik, 2004). A key tenant of this theory that goals or targets must be realistic and achievable else instead of motivating, they become demotivating.

“ No, it not fair. They expect a lot more I feel it's not possible. I think targets are set in a certain way but it's really difficult to reach these targets. It's okay to make the phone calls and the volume they want is not difficult but the sales they want on a specific day is very likely that it's not going to happen. It depends on the day that people are not going to answer the phone and don't want to talk to anybody. It's difficult to reach these targets”.

SE1

In relation to this topic of targets two participants presented an alternative view of targets. They spoke about colleagues receiving the same rewards as others even when targets were not met, and they found this frustrating. This sentiment is exemplified by the following quotes:

“ Currently, yeah I suppose like I mean I’d like to be hire on my capabilities but at the same time I did agreed to this limit to and it’s not like I am not aware of this but I can be more frustrating by seeing the other people not doing good but still receiving the same amount”.

SE2

“ Okay, so basically I am not completely agreed to this because in sales when you make calls, you won’t be getting proper customer who’ll talk to you in proper way and we have to listen to their harsh words and one more thing is that if my colleague is receiving same amount of performance appraisal no matter if I did a good job than him. Then I don’t think it’s fair”.

SE3

One respondent remarked that the basic salary he is getting, with that amount the extra commission is receiving is fair. So, it shows that perceptions of fairness in terms of rewards is to some extent dependant on the strength of the basic salary package. If the basic salary package is satisfactory employees may not value or need further monetary rewards and prefer non-monetary rewards. The following quotation says that with the current package, he is satisfied with the appraisal but if in case, base salary is good enough then he might find his motivation in some other need. This relates to the theory of Maslow’s Hierarchy of needs. Furthermore, (Kopelman and Thompson, 1976) stated in the hypotheses that A) for the low-pay respondents, extrinsic rewards will be more preferable than Intrinsic rewards, B) For the High-pay respondents, intrinsic rewards will be more preferable than Extrinsic rewards

“ I’ll say it’s quiet fair because with the base salary I get, the kind of performance appraisal I am getting its fine”.

SE4

The data shows that perceptions of fairness have a comparative element to them. Meaning that how employees perceive fairness is to some degree dependant on their awareness of superior rewards or opportunities in the marketplace. This means that perceptions of fairness are not merely a function of how they are treated but also how their peers are treated in other companies. This finding concurs with Adams (1965) equity theory, this theory reflects the comparison between two people, two organization or two groups. (Belcher, 1969) states that

employees compare their inputs and outcomes to other standards, another person or group. and is supported by the following quote:

“ no, it is not fair like I said there are other companies giving more opportunities I am satisfied but that okay. I Am expecting more from the company”.

SE5

The data shows that employees in sales industry see express their perceptions of fairness in many ways. Some speak about fairness in terms of rewards, targets, and treatment whilst others speak about fairness as a function of some level of comparison with peers. Most interesting is the degree to which most of the sentiments of participants find synergy with many of the most notable motivation theorists such as Maslow and Vroom.

4.5. Evaluation

It was important for this research to identify what are the measures or the criteria's on which employees get evaluated or assessed for the performance appraisal, this question reveals all the criteria's and targets that employees have to complete on everyday basis to qualify for the performance appraisal. this question seems important to research because performance appraisal is a process in which employees get appraisal on their performance, but the point is on what basis their performance gets evaluated and assesses in sales industry.

One of the respondents remarking about the KPI's i.e. Key performance indicators, which is already discussed in chapter 3, evaluation process includes the KPI's, everyday targets. KPI's is a broad concept which includes so many different concepts and it differs from company to company and industry to industry.

Employees must reach daily targets for a month to get the bonus

“ It was majorly our performance, so they go back and check our daily targets and KPI's and how many phone calls we are making and based on this they decide whether we deserve the bonus or not. We get evaluated for both the daily targets we achieve and for every sale we make we get a percentage of that as a commission”.

SE1

One of the respondents from another company mentions that they must hit the KPI's to qualify for the commission and they also have to hit the daily targets i.e. number of calls and number of sales to gain performance appraisal.

“ First of all, you must hit something called KPI’s that’s Key performance indicators so once we are actually on par with that, that’s when we actually qualify for our commission. So as of now its 120 calls out of which 20 must be contact made that means we will be contacting them in the future at a point and there has to be 5 sales as of today”.

SE4

One respondent also remarking the same as the First respondent that employee get evaluated on the number of calls they do, number of sales they make and also they have to take care of the biometrics which is a part of KPI in which employees have to take care of the hours they are working.

“ It depends on the targets; number of calls and number of sales and I think it also biometrics as well. The Minimum calls is 100”.

SE2

The same response has been given by one more respondent mentioned about KPI’s to qualify for the incentives.

“ If I hit my KPI’s and I have to do minimum of 120 calls, so there are parameters that I have to achieve to qualify for the incentives”.

SE7

It also shows that employers monitor and record the daily targets of the employees, they keep record of how many calls employee did on daily basis and on basis of that they get evaluated, one of the respondent remarking

“ It is about the target as much as if I’ll complete my target on daily basis. My track will be recorded and monitored and based on that I’ll get rewarded”.

SE3

While conducting the interviews, one of the respondents remarks that he gets evaluated on the basis of feedback they get from customers and customers have to rate the executive after the call and on that rating, employees get evaluated and that feedback considered as a performance evaluation in the company and apart from this they also have to reach the targets on daily and weekly basis. So, achieving targets is the part of evaluation of sales industry.

“ It’s based on our targets to achieve on which we get our appraisals accordingly. There are different factors like performance, and how are we interacting with our customers and based on our customer’s satisfaction our customers give us feedback and rate us on 10 on 10 so that’s good thing then we get the incentives. There are minimum targets to achieve and whatever you achieve over the top of that gives you extra commission. It’s like 2-3 customers on daily and minimum 15 customers on weekly basis only then we are going to get our incentives”.

SE5

Same as respondent SE5, one of the respondent remarks that they have to achieve targets on daily and weekly basis and according to the campaign in sales industry, this respondent has to hit the conversion rate daily by 20% and if the average is good only then they qualify for commission.

“In my new campaign, we have to hit 20% conversion every day for the whole month and if we do that and by the end of the month if the average is good only then we receive the commission. In the old campaign, we have to get minimum 17 customers weekly to receive the commission”.

SE6

4.6. Preferences

The most important question that revolves around this research paper is that what are the preferences of the employees of sales industry. What they’ll prefer i.e. Monetary or Non-monetary rewards. This research paper is all about the preference of the employees so that employers will get to know about the preferences of employees and implement it to satisfy their employees. One of the respondents remarking, preference is Monetary rewards but if there’s something that will personally interests him only then he will prefer something over cash.

“ Personally, monetary would be better because more cash in my pocket for me is just better. I understand some other things for other people might be better for example Health care services and stuff but personally money is my biggest motivator so more money would entice me a bit more. it depends what Non- monetary rewards would be. If they were something that personally interests me or motivates me then maybe I’ll go for them possibly Gym Membership that personally interests me. Like some people gave biking service in incentive as I live too far”.

SE1

One of the respondents remarking, complimenting the response of SE1, mentions that he'd prefer both, money is welcome but verbal recognition and appreciation (Non-Monetary rewards) is also preferable.

“ Yeah! Like some change is better. So, Monetary rewards are always better but at time, appraisals from the manager like appreciation from the manager and team is also recommendable”.

SE3

One of the respondents remarking that he'll prefer both rewards at a specific time, mentions that in the starting of the job like 16-18 months, he'll prefer cash for sure but after getting a good position and staying in the company he'll definitely prefer Non-monetary rewards.

“ I would prefer monetary in the first year but after my first year of course I would look for a gradual increase in my monetary rewards as well as tell them to push me further up the ladder so I can get the promotion. I'll prefer both but after I suppose 16-18 months in the company then definitely expecting a promotion in the company”.

SE4

One of the respondents remarking that this is because of the sector he will prefer Monetary rewards, he also mentions that if it would be some other sector or company like google, Facebook. These companies provide other things with the cash as well but because of the sales sector, preference is Monetary rewards.

“ I'll prefer Monetary rewards. In sales environment, for example companies like google, Facebook they give a lot of different perks as well like health plans, pension plans which will help in later stage but in sales its all about the numbers and money”.

SE5

Some say that they will strictly prefer Monetary rewards also mentions that doing good job and not receiving cash is not my thing. I'd definitely Monetary rewards in this sector, he says that if this would be some other

sector then they also provide free lunches, wines, dinners etc but being in a sales industry, money is the only thing I'll prefer.

“ Strictly Monetary. I mean I am happy with my performance and I perform quiet well. You know doing good job and get pads on the back, I am not really after that. I don't really need this as a compensation for my work. But be more than happy to say money. It depends like in the other jobs that I have done there was no financial bonuses anyway but there was free lunches, dinners, and wines. It's mostly because of the sector, it depends on the sector”.

SE2

On contrary, one respondent clearly states that the preference will be Non-monetary rewards because that'll help to improve my future performance in the company.

“ I'd prefer Non-monetary ones because that might make me do my job better that would be good. That's actually good for the company itself if they do that”.

SE6

Same as SE6, this respondent mentioned the same preference towards Non-monetary rewards, because that will help him to work better.

“ Non-Monetary rewards, like I said non-monetary rewards help me to get a better position whatever I am working in, like I said getting a promotion will definitely be better”.

SE7

4.7. Biasness

One of the important aspects of this research and this human resource practice of Performance appraisal is that if employers are biased towards the employees or their evaluation has ever affected because of the biasness of the manager. On this aspect, one of the respondent remarking

In the opinion of this respondent, he has never been given unfair evaluation and not his manager ever done biased evaluation towards this respondent.

“I don’t think I have ever been given as unfair appraisal so I’ll say no to that because it has never affected me”.

SE1

On asking this question, one of the respondent remarking about the human factor that it can happen, manager can be bias or can make a mistake but if this will happen, he’ll talk to the manager and get it rectified. (Kromrei, 2015) mentioned that supervisor may take evaluation approach with an utmost intention of doing bias free evaluation but somehow it happens to be biased in some terms. It also mentions that there are few types of biasness in terms of having inconsistent beliefs and attitudes relates to behavioural decisions or enabling a person to learn or discover something and psychological approach. He also mentions that if this thing happens, it’ll affect his behaviour.

“ It is a human factor too, it has happen to me but if it would happen then I’ll engage someone in conversation and communicate and get it rectified quickly but if that wasn’t been able to rectified then I can see myself in a situation then I’ll be frustrated probably quiet annoyed”.

SE2

As same as respondent SE3, other respondent also mentioned if ever evaluation will affect my appraisal then definitely it will affect the employee behaviour.

“ Yes if the manager is biased then it’ll definitely be a frustrating”.

SE3

Other respondent remarks that this happened a lot of times but if you communicate with the manager so you can rectify it and arrears will come in the next pay. He also mentioned if manager is biased towards any employee, it does not affect much if you are doing good.

“ yes many times, it happens but if you talk to your managers so they’ll rectify it and that will come up in next month as an arrears. I’d be frank that every manager is biased towards an employee bur if you’re doing good it doesn’t matter”.

SE5

Other respondent mentioned that he has done his job in a good way, so it never affected.

“ usually, it’s always good. I have always done better so evaluation never affected”.

SE7

On contrary, two other respondents mentioned that it never happened. But one respondent mentioned that if I have done my 100% then only I know it no one else, it is just like manager will send me a mail telling me that I have done my work but only I know it, no appreciation or verbal recognition. (In frustrated tone) there is no need of manager to tell me that because in already know it.

“NO”.

SE4

“ No, it never happened. You can say that evaluation is done like ohh she got 100%, will listen to your calls, will monitor that but that’s it, that is just one email to myself, they were just say ohh you scored 100% , no recognition, no well done, nothing that is not recognition that is just like telling the fact. But I already know that how much I scored because we automatically get the mail of our targets and score. There’s no need of you to tell me that. No encouraging at all”.

SE6

Chapter 5

Conclusions

5.1 Research conclusion

This research found out that in sales industry, most of the employees are happy with the cash as they are receiving cash in from of incentives, commissions and some are getting it as a part of their basic salary. This is due to the nature of the job they are doing. Harsh words, customer's rude behaviour leads to demotivation in employees. But the incentives by the end of month makes them feel that their hard work paid off. On the other hand, some employees are not motivated at all; they require verbal recognition as well, due to this there are high chances of disengagement and less chances of employee engagement.

Research Objective: What are the preference of employees towards performance appraisals?

- The most important aspect which revolves around this research is to know the preferences of the employees towards performance appraisal and by this research it has been found out that the most of the employees of the sales industry will prefer Monetary rewards because of the things they have to do and with the basic salary they are getting, they'll prefer Monetary rewards rather than Non-monetary rewards but some employees will prefer verbal recognition and appreciation from the employers, who actually wants to create a good relation within the company and also mentions that Non- monetary rewards will make them do their job in a better way. It has been observed that employees of sales industry will prefer Monetary rewards in the initial stage of their job but after spending more than a year or two, their preference is more towards Non-monetary rewards.
- Fairness has found out to be a major point in sales industry, with the responses it is clear that most of the employees are motivated but it is also found out that in their opinion, the appraisals they are receiving is not fair. The most important point that is discovered from this research is that no matter who is doing good, all employees are receiving same amount which creates frustration in employee's behaviour. One more point that is found out that this depends on the basic package as well. If employees get good basic package, then amount of the incentives do not affect them much. While conducting the interviews. It has been found out that the employees who are receiving good salary package does not care about incentives but the ones who are receiving average salary package are more dependent on Monetary rewards.

Research Question: What are the criteria's to receive performance appraisal ?

- Sales industry has used KPI's for the evaluation of the performance and KPI's include biometrics, daily targets, daily sales. KPI's is a broad concept and these are the aspects of the KPI's. Every company uses KPI's for the evaluation of the employee's performance, but some uses the aspects of it. It is not necessary that every aspect must be used. While analysing the responses, it has been found out that only one respondent mentioned that company also monitor biometrics and one employee mentioned that their evaluation is based on the feedback received from the customers. So, employees must hit the KPI's to receive appraisals.

5.2. Strategic Conclusions

5.2.1. Recommendations for practice

- This paper hopes to provide a platform to other researchers to explore further concepts linked to performance appraisal and give this topic a broader view. On the basis of the data collected for this paper, for performance appraisal system to be consider as an important aspect for the employees in the sales industry, it is important to understand that creating a positive culture in the company, specifically for the performance appraisal evaluation process, it is important to understand the perception of the employees.

Research objective: How can employers improve this Human resource Practice of Performance Appraisal and motivate their employees?

- As highlighted by one of the respondents, employers should ask this question to the employees about their opinions on commission structure, Job pay structure and should ask employees what they would suggest. This question suggests that there are different things and it depends on the people what thing interests them personally, and doing that thing will motivate them to do better and asking this will help both i.e. Employer and Employee, as mentioned by one of the respondents.
- Nowadays, performance appraisal has become an important aspect of Human resource practices, it plays a major role in motivating employees, make them stay in the company and engage them in the

environment of the company. It is important for the employers to understand that employee's preference and perception matters a lot in Human resource practice.

- Performance appraisal process is a two-way process. This process is implemented in every company but there are different factors on which evaluation gets done. It differs from company to company or industry to industry. It also depends which company wants to focus on what kind of performance appraisal. This encourages the employees to give their best performance and in return they get the appraisal on their performances.

5.2.2. Recommendations for future purpose

- Research that would be of interest following this paper would explore this area with a greater insight. This research has been done only in sales industry, but future research can do on some other industry and explore what are the preference of the employees in some other industry.
- Employers in the sales industry would be recommended to conduct a research or a workshop with the employees to identify what are their preferences and what are the things that can satisfy the employees of sales industry.

5.3. Limitations

As with qualitative research that has been conducted involving open ended questions in order to know the perception of the employees, data collected through this research can only limit to the sales industry and data can be differentiate with different people, different culture and different industries as well. The open ended questions that were used to gain an in depth understanding of the topic was beneficial and actually helped to know the opinions and views of the employees about the performance appraisal and evaluation system of the companies of the sales industry. While conducting this whole research, this provide useful insight into the areas of performance rewards, Relationship between performance appraisal and work related attitudes, also get knowledge about methods of performance appraisal and also learned about motivational theories, and relation between performance appraisal and related variables.

First of all, I would like to mention that I am not a person who does research on daily basis, this is the first time I have done a research on a particular topic, so there might be a chances that I have done something wrong. There are so many experienced people who knows each and every aspect and knows the exact method to do a research. This is the very First limitation of this research.

Secondly, due to this pandemic of Covid-19, the interview process has to be changed from face to face personal interviews to an electronically taken interviews. This research explored the concept which can also be observed through face to face interviews by observing the actions and expressions, but while taking this interviews through media tool, participants were not comfortable to talk over the video call, some prefer audio calls.

The other problem that this research has to face that after doing 9 to 5 job, even if it is work from home, they were so reluctant to give 30 minutes for interviews. So this interview process has to face some problems which might happen because of Covid-19. It could be said that a greater sample size of interview and greater volume of respondents from different industries, can be more beneficial to gain a greater insight into this area.

However, it was felt that using this approach to gain the understanding was justified because not so many research has been done on knowing the preference of the employees towards performance appraisal, specifically in sales industry, though different concepts and theories has been discovered through the literature in the formulation of this paper. In order to genuinely know the perception of employees about performance appraisal, interviews were proved to be useful method. However, this concept can be better explained and understandable if it can be done on larger sample size or on different industries.

Advise for the future researchers that are going or hoping to address this area or going to explore any other area in this subject, would do efforts to gain a greater volume of respondents to broadly understand the perceptions of the employees, particularly from the sales industry or it can be even other industries as well because responses can differ from industry to industry.

5.4. Contributions

It is believed that this research has provided a platform to the future researchers to explore the same concept in different industry or maybe on larger sample size. Performance appraisal is one of the most important aspects of Human resource practices, and it is important to look at what practices might help to improve the system of performance appraisal. Employers can include the employees in the process of rewards designing. By having the opinions of the employees, might employers will design the system in an accurate manner which satisfies the employees. The problem that occurred in this concept is that Employees are not the parties who contribute in this process, they are just the subject to the reward designing process. It is hoped that the data that has been collected from this research paper will encourage employers working within sales industry to improve the practices they have been using since so many years, might they adopt the modifications and actually consider the preferences of the employees and implement them and intrinsically motivated employees has the potential to help the company to achieve its desired goals. Employers must understand the importance of intrinsic motivation, when employees get to do something which intrinsically interests them and motivates them, then employees start to value the company as well.

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Appendix A

Interview Questionnaire

1. Do you receive appraisals on monthly basis, quarterly basis or annually basis?
2. What kind of performance appraisal you usually receive?

Evaluation

3. On what basis, you get evaluated or assessed?

Motivating

4. Do you find your appraisal motivating?

If YES, Why/How, If NO Why/How

5. Do you think Appraisals are important?

If YES, Why/How, If NO Why/How

6. Are you satisfied with the appraisal you are currently receiving?

If YES, Why/How, If NO Why/How

Preferences

7. What kind of performance appraisal are more preferable to you i.e. Monetary Appraisal or Non-Monetary Appraisal?
8. Do you think having an input to your appraisal would improve your performance?

Biased behaviour

9. Has the evaluation of performance affected your appraisals?
10. How often do you think that you should get evaluated?
11. To what extent you get motivated? do you think receiving appraisal would improve your performance?

Fairness

12. Do you believe your appraisals are fair?
13. Have you ever been asked what intrinsic rewards have value for you?
14. Is there anything that I have not asked that you feel is important to mention?

Appendix B

Plain language statement

Introduction

The topic of my research topic is A study on “ Is Effective non-monetary performance appraisal an effective tool to intrinsically motivate employees in Ireland? A study on motivation from the perception of the employee “. In this research, my main focus will be on Performance appraisal as what they will prefer i.e. Monetary or Non-monetary from their own perception. This study will focus on HRM practices use in organizations.

For this research work the university department involved will be the MSC-IBM department of the GBS. The focus of this research will be primarily in the ever-changing business discipline of Human Resource Management.

The principal investigator is Smriti Bhatia (3009414) bearing e-mail id: smritibhatia2198@gmail.com. The secondary investigator will be or my mentor/advisor will be someone appointed to me by the college.

Details of What Involvement in the Research study will Entail.

For my research, I have decided to interview 2 companies of different industries. I plan to conduct surveys and questionnaires. I myself will contact candidates and request for their time. If in case I'll be interviewing more employees then I'll be using written questionnaires and if my sample size is small then I'll be interviewing with audio recordings. Furthermore, I will be using audio recording technology to record those interviews with their consent. Each interview session will be about 30 minutes to 45 minutes long.

Potential Risks to Participants

In my research work, as far as I can think of, there is no physical, psychological, social or economic risks.

Benefits to Participants

Participants can learn more about the appraisal method and how it can affect their performance in the company and they'll get to know about that which appraisal they'll prefer more to motivate themselves or engage themselves and improve their productivity.

Arrangements to Protect Confidentiality

All data collected including the participant's contact details, voice recording, written questionnaires and all other data collected through the interview process will be stored in my personal computer. I will also inform the participant that none of the information collected will be shared with anyone other than the university when I submit my work and it'll be keeping anonymously.

Destruction of Data

All data collected will be destroyed in October after the submission and full evaluation of my work. Once the viva process is completed and I get a grade for the work I have done, I will personally destroy all the data collected. This will also be informed to the participant.

Voluntary Involvement

Participant will be given the option to stop the interview process anytime he/she desires and ask for all the data collected up till that point to be destroyed. Furthermore, participants will also be given the choice to back out of the research study after the interview is completed.

Other Information

Due to the sample size being 20-30 people, I'll try my best to keep the participant anonymous. As a researcher, its my duty to keep the identity of the participant anonymous but due to small sample size, I may get difficulty in doing this.

If participants have concerns about this study and wish to contact an independent person.

Please contact:

Dr Garrett Ryan,

Griffith College Research Ethics Committee

South Circular Road, Dublin 8, Ireland

Mail: garrett.ryan@griffith.ie

Tel: +353 1 4163324

Appendix C

INFORMED CONSENT FORM

Research Title

“A study on ‘ Is Effective non-monetary performance appraisal an effective tool to intrinsically motivate employees in Ireland? A study on motivation from the perception of the employee ‘.

Principal Investigator: Smriti Bhatia

Griffith College Dublin

E-mail: smritibhatia2198@gmail.com

Purpose of Research

The primary objective of this research is to gain knowledge about what performance appraisal is more preferable to the employees from their own perception in Ireland, i.e. Monetary or Non-monetary rewards. By this research, employers will get to know the perception of the employees and their preference so that employers will use that particular method to motivate and engage their employees which will lead to the improvement in their productivity.

Confirmation of Requirements

Participant – please complete the following (Circle Yes or No for each question)

I have read the Plain Language Statement (or had it read to me) Yes/No

I understand the information provided Yes/No

I have had an opportunity to ask questions and discuss this study Yes/No

I have received satisfactory answers to all my questions	Yes/No
I am aware that my interview will be audiotaped	Yes/No
I have been informed regarding destruction of data	Yes/No
I am aware of the arrangements to protect confidentiality	Yes/No
I understand the research topic and the purpose of the research	Yes/No
I am aware of the fact that involvement is voluntary	Yes/No
I know the researcher personally	Yes/No
If yes, this will not affect the ongoing assessment	Yes/No

Arrangements to Protect Confidentiality

I have been informed that all data collected including my contact details, voice recording, and all other data collected through the interview process will be stored in the researcher's personal computer. The researcher also informed me that none of the information collected will be shared with anyone other than the university when he submits his work.

Destruction of Data

I have been informed that all data collected will be destroyed in October after the submission and full evaluation of the researcher's work. Once the viva process is completed and he gets a grade for the work he has done.

Signature:

I have read and understood the information in this form. My questions and concerns have been answered by the researcher, and I have a copy of this consent form. Therefore, I consent to take part in this research project

Participants Signature: _____

Name in Block Capitals: _____

Witness: _____

Date: _____

If participants have concerns about this study and wish to contact an independent person.

Please contact:

Dr Garrett Ryan,

Griffith College Research Ethics Committee

South Circular Road, Dublin 8, Ireland

Mail: garrett.ryan@griffith.ie

Tel: +353 1 4163324