

A Study on the Performance Appraisal of Employees at Sri Lakshmi Saraswathi Textile Mills Arni


Dr.A.Sivanandam.,Ph.D

Head & Assistant Professor, PG Department of Commerce, Lakshmi Bangaru Arts and Science College, Melmaruvathur, Chengalpattu District, Tamil Nadu, India, Mail id – aasivanandam@gmail.com



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Abstract

Performance appraisal is a key function of Human Resource Management (HRM), designed to assess employee performance in a systematic and objective manner. It enables organizations to gauge employee efficiency, pinpoint areas of strength and weakness, and boost overall productivity. Performance appraisals also help management decide on promotions, transfers, incentives, training, and career advancement. Today's organizations employ a range of evaluation methods to boost employee motivation and improve overall effectiveness. This article outlines the definition, goals, techniques, procedures, benefits, drawbacks, and current developments in performance appraisal within HRM.

Keyword: Performance appraisal, Job satisfaction, Employee motivation.

INTRODUCTION

Performance appraisal is a key function of Human Resource Management (HRM), designed to assess employee performance in a systematic and objective manner. It enables organizations to gauge employee efficiency, pinpoint areas of strength and weakness, and boost overall productivity. Performance appraisals also help management decide on promotions, transfers, incentives, training, and career advancement. Today's organizations employ a range of evaluation methods to boost employee motivation and improve overall effectiveness. This article outlines the definition, goals, techniques, procedures, benefits, drawbacks, and current developments in performance appraisal within HRM.

Performance appraisal is essential for the growth of every organization. It enables the organization to reassess its key performance indicators (KPIs) for the remainder of the year. An employee's job performance and contributions at a company are systematically assessed through the performance assessment process, also referred to as performance evaluation or performance review. Businesses and their managers find this tool helpful for evaluating employee performance, providing feedback, setting goals, and making justified decisions on personnel matters such as promotions, salary adjustments, training needs, and similar issues.

The primary purpose of a performance assessment is to measure an employee's job performance against established standards and criteria. Organizations can identify their strengths and weaknesses, recognize achievements, and tackle areas needing development, often through a performance improvement plan. This procedure clarifies expectations for employees, helps them better understand how their role aligns with company objectives, and provides both workers and supervisors with a chance for meaningful conversation.

MEANING AND DEFINITION OF PERFORMANCE APPRAISAL

A performance appraisal is a systematic, periodic review of an employee's job performance, skills, achievements, and growth, conducted by managers against established company criteria. It is used to provide constructive feedback, determine raises or promotions identify training needs, and align individual goals with company objectives.

According to Edwin B. Flippo:

“Performance appraisal is the systematic, periodic and impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job.”

Performance appraisal is also known as:

- Merit Rating
- Employee Evaluation
- Performance Review
- Staff Appraisal

PERFORMANCE APPRAISAL PROCESS

The performance appraisal process is a key part of how an organization manages the performance and growth of its employees. It entails assessing an employee's job performance and providing feedback on their strengths and weaknesses in order to improve employee performance evaluation and achieve organizational goals. Here, we will learn the key steps of the performance appraisal process:

Step 1: Employee Evaluation:

In most organizations, the employee performance appraisal process means evaluating an employee every 6 months or one year for the period an employee has continually worked with the organization. In modern times, the Human Resources department sends out an employee survey for them to fill out to collect data related to their engagement and satisfaction levels.

Step 2: Performance quality evaluation:

The employee's immediate manager or supervisor will then evaluate the quality of the employee's performance based on the work done in the previous year and then meet face-to-face to discuss the facts and figures.

Step 3: Actionable insight:

The feedback received from the survey can be kept anonymous. This feedback can be analyzed in real-time by using QuestionPro's Workforce platform that measures, analyzes, and activates data to get actionable insights. For probationary employees, the probation period usually lasts between three to six months. Their evaluation is based on whether they have come at pace with the work and culture of the organization and if they are ready to take up more responsibilities.

NEED FOR THE STUDY

- Furnish details of the performance ranks based on which decisions regarding salary fixation, confirmation, promotion, transfer and demotion.
- Provide information as to the level of achievement and behavior of the subordinate. This information helps to review the performance of the subordinate, to rectify performance deficiencies, and to set new standards of work if necessary.
- Furnish information to assist in the counseling of the subordinate.
- Provides information to diagnose deficiency in employee regarding skill, knowledge, determine training and development needs and to prescribe the means for employee growth provides information for correcting placement.

SCOPE OF THE STUDY

- The study has been conducted with respect to effectiveness towards the performance appraisal system existing in the organization.
- This study is useful for understanding the strengths and weaknesses of the appraisal system. Therefore, the management can update the system with necessary changes.
- This study helps in giving suggestions to improve the efficiency of the organization

OBJECTIVES OF THE STUDY

- To comprehend the performance appraisal system implemented at Sri Lakshmi Saraswathi textile mills in Arni.
- To determine the extent of employee awareness regarding the performance appraisal system implemented at Sri Lakshmi Saraswathi textile mills in Arni.
- To gather employees' opinions on the performance appraisal system
- To identify methods to enhance the performance appraisal at Sri Lakshmi Saraswathi Textile Mills, Arni
- To determine the employer's satisfaction level regarding performance appraisal.

RESEARCH METHODOLOGY

For this study secondary data has been used. The data has been collected through internet, magazines, journal and websites etc.

REVIEW OF LITERATURE

Moreira et al. (2024) investigated how employee perceptions contribute to enhancing performance evaluation systems. They found that neglecting organizational culture and social factors can lead to ineffective appraisals, emphasizing the need to bridge the gap between theory and practice to better understand organizational behavior.

In Eastern Uganda, Aza et al (2024) surveyed 336 civil servants including HR managers and department heads, to examine performance appraisal practices in local governments. They found that central governments control negatively influenced perceptions of appraisal systems, which were often viewed as routine and unproductive.

Thomas et al. (2024) examined the role of performance appraisals in employee performance within deemed universities. Their study revealed that structured PA processes, including regular feedback and clear goal setting, positively influence employee motivation and performance. They highlighted the importance of aligning appraisal systems with employee development initiatives to foster career progression.

Dhanabhakym & KP, (2023) revealed that the effectiveness of performance appraisal significantly influences employee morale in private-sector banks. In addition to its impact on employee attitudes, performance appraisal also plays a crucial role in job satisfaction and job performance.

Peri Cignitas, Antonio Torrents Arevalo, & Vilajosana Crusells, (2022) conducted a study to determine whether there is a quasi-experimentally demonstrable relationship between Balanced Scorecard (BSC), and employee well-being and general performance of a firm. The findings of the study proved that there is a strong relationship between employee happiness and the increase in performance of organizations, while the BSC application increases employee happiness and indirectly the performance of the employee.

A study by **Mishra et al (2021)** evaluated performance appraisal practices of Indian Multi National Companies and concluded that performance evaluation in these organizations is highly formalized, systematic and transparent.

Nair and Nair (2021) evaluated the effectiveness of 360-degree feedback in employee performance evaluation in Indian MNCs. The study found that 360-degree feedback is an effective tool for evaluating employee performance and improving employee engagement and motivation.

Alsuwaidi et al. (2021) analyzed the impact of performance appraisals on employee motivation. Their comprehensive analysis revealed that well-structured appraisal systems could enhance motivation by providing clear expectations and recognition, thereby improving overall performance.

Sawitri & Arifin, (2021) highlighted the significance of evaluating the financial position of young employees, indicating the broader implications of performance appraisal on employees' financial capability.

Zamani, Ghani, Radzi, Rahmat, Kadar & Azram (2021) claimed that organizations use performance evaluation as a basis for administrative choices like hiring, promoting, allocating financial incentives, employee development, and determining training requirements.

Raveendran & Hameela, (2020) emphasized that performance appraisal is integral to ensuring that employees contribute to achieving an organization's mission and objectives.

Khan et al., (2020) highlighted the impact of performance appraisal on employees' satisfaction, indicating that a significant percentage of employees perceived the performance appraisal system as ineffective.

OBJECTIVES OF PERFORMANCE APPRAISAL

The following are the objectives for conducting performance appraisals year after year:

Employee promotion

This is an essential first step towards promoting an employee based on subjective and objective factors-performance and competency.

Employee needs

To identify the training and development needs of an employee.

Employee Confirmation

To provide confirmation to those employees who were recently hired and are on their probation period.

Making decisions about promotions and compensation

To make a concrete decision, what should be the percentage of a hike in the salary of an employee based on the work done by them?

Improving communication

To encourage a proper feedback system between the manager and employees.

Scope of improvement

To help employees understand where they stand in the current year and what is the scope of improvement.

METHODS OF PERFORMANCE APPRAISAL

(A) Traditional Methods of Performance Appraisal:

Traditional performance appraisal methods focus on structured, hierarchical approaches to evaluation. These methods rely on predefined metrics and often lack real-time feedback.

1. Ranking Method

In this method, employees are ranked from best to worst based on overall performance. This approach is simple but may not be fair since it doesn't consider individual strengths and weaknesses.

2. Paired Comparison Method

Here, each employee is compared with every other employee in pairs. The employee who performs better gets a higher ranking. While this helps in fair assessment, it becomes complex when dealing with a large workforce.

3. Graphic Rating Scale

Employees are rated on various performance factors like teamwork, communication, and productivity using a scale (e.g., 1 to 5). This method is easy to implement but can be subjective.

4. Critical Incident Method

Supervisors maintain records of significant employee behaviors, both positive and negative. This method helps in analyzing performance over time but requires consistent documentation.

5. Checklist Method

A checklist of employee behaviors or traits is used to evaluate performance. While this method is straightforward, it doesn't provide detailed feedback on improvement areas.

6. Confidential Report

A senior supervisor prepares a confidential report evaluating an employee's strengths and weaknesses. Common in government organizations, this method lacks transparency and employee involvement.

7. Essay Method

Managers write a detailed analysis of an employee's performance. While it provides in-depth insights, it is time-consuming and highly subjective.

(B) Modern Methods of Performance Appraisal:

With evolving workplaces and digital advancements, modern appraisal methods have become more interactive, data-driven, and continuous.

1. Management by Objectives (MBO)

This method sets specific, measurable goals for employees, and their performance is evaluated based on goal achievement. MBO enhances accountability and aligns individual goals with company objectives.

2. 360-Degree Feedback

Employees receive feedback from multiple sources, including peers, managers, subordinates, and even clients. This method provides a holistic view of performance but requires a structured implementation.

3. Behaviorally Anchored Rating Scale (BARS)

BARS combines traditional rating scales with specific behavior-based examples, making the evaluation process more objective and fair.

4. Psychological Appraisal

This method evaluates employees based on their future potential rather than past performance. Psychologists assess leadership skills, emotional intelligence, and other attributes.

5. Assessment Center Method

Employees undergo various simulations, exercises, and case studies to evaluate their skills. This method is widely used for leadership and managerial roles.

6. Human Resource Accounting Method

Employees are evaluated based on their contribution to the company's profitability. This method helps in understanding the financial value of human resources but may overlook qualitative factors.

7. Continuous Feedback System

Unlike annual reviews, this method emphasizes regular feedback through real-time tools, internal communication platforms, and performance dashboards.

IMPORTANCE OF PERFORMANCE APPRAISAL

The importance of performance appraisal is paramount for the seamless workflow in an organization. Performance appraisals are the methodology that ensures the evaluation of the employee performances for the benefits of both the company and the employee's.

1. Constructive Feedback

Performance appraisals provide constructive feedback to the employees regarding their performance and proficiency which helps them recognize the part of areas required for improvement. The employees can use the feedbacks from their superiors, peers, and seniors to recognize their lacking, efficiency and learn new opportunities by having adequate training.

2. Discovering Adversities

Performance appraisal is a regular process in which the entire work performance of a specific period is evaluated in performance management system which as a result will emphasize the employees on discovering the adversities that are affecting their performances. For they can also compare their actual evaluation with the evaluated report gained from the management to tally the achievements and deficiencies with that of their expectation.

3. Time Management

Performance appraisal can be beneficial for companies to save their time from wastage due to non-clarity or trial and error methods. The employee timesheet software gives an insight to the employees work schedule which is evaluated during the performance appraisals process hence highlighting the total time spent by an employee in a particular tasks.

4. Resource Management

Performance appraisals are a great way to handle the resources that are implemented for smooth functioning of businesses by scrutinizing their efficiency through evaluation of employee performances.

5. Reward & Recognize

One of the finest quality is a performance appraisal can be used to recognize and filter out the proficient and capable employees from that of the non-performing ones. Hence, it can be of great help if the performance management system in HRM can be used to reward their efficiency for improving employee retention and advancing growth.

6. Diminish Conflicts

In a diversified workplace, for employees to cope is a challenging affair due to differences in cultural, economic, social and educational backgrounds. Performances appraisals are fairly evaluated hence are credible to recognize the proficient employees to that of the non-proficient ones on the basis of their performance over a specific period and so. This diminishes conflicts which arises due to favoritism, biases in evaluation and surges the connection among the managers and the employee.

7. Improves Employee Connection

Performance appraisals of the employee are based on performance review by various personnel in the organization including superiors, peers, seniors, managers, HRs and so. This diminishes biases in a performance appraisal report as it passes through multiple opinions, proper evaluation of facts and reports.

8. Surges Retention

Fair evaluation of employees performance in the performance appraisals processes enhance retention of employees by ensuring them deserving recognition and rewards that motivates their enthusiasm to work better as well as by navigating their efforts towards goal accomplishment by providing them adequate training.

9. Values Proficiency

With a performance appraisal report, that is evaluated with fair practices such as 360 degree process or so the filtration of the capable employees from the non-capable ones helps the management recognize the proficient employees and value it as a virtue of their efforts by rewarding them attractive promotions and compensations. They are informed of their salary increments via the salary increment letter, further helping them understand their value to the organization. Propels Attentiveness

The performance appraisals can enhance attentiveness among employees towards their work as they get compensated for their efforts, skills and proficiency.

FEATURES OF PERFORMANCE APPRAISAL

A performance appraisal is a systematic, periodic evaluation of an employee's job performance and potential. It aligns individual worker contributions with broader company goals, identifying strengths, weaknesses, and opportunities for development while providing actionable feedback. A robust performance appraisal system is defined by several core characteristics:

1. Systematic and Structured

Rather than an unstructured, ad-hoc event, an effective appraisal follows a logical sequence of planning, monitoring, reviewing, and rewarding. It uses standardized forms, criteria, and procedures to ensure the process is uniform for all employees.

2. Periodic and Continuous

While primarily conducted at set periodic intervals (such as annually or semi-annually), true appraisal is anchored in a continuous feedback loop. Regular, ongoing communication prevents surprises during formal evaluations.

3. Clear and Measurable Standards

Assessments must be based on well-defined benchmarks tied directly to the job. Employees must clearly understand their responsibilities, duties, and what constitutes successful performance before the review takes place.

4. Objective and Scientific

The evaluation focuses on facts rather than personal bias. By utilizing standardized metrics and evidence-based records (such as critical incidents or goal-completion data), appraisals aim to minimize subjective favoritism.

5. Developmental and Forward-Looking

A good appraisal is not merely judgmental; it is developmental. The primary objective is to assist employees in improving their skills, correcting deficiencies, planning career paths, and identifying training needs.

6. Two-Way Communication

An appraisal should initiate a post-review conversation where employees can express their difficulties, provide feedback on the organization's processes, and engage in a dialogue with their manager.

BENEFITS OF PERFORMANCE APPRAISAL

(a) Benefits for Organizations:

- (i) **Strategic Alignment:** Connects individual daily tasks to the company's broader objectives and mission.
- (ii) **Data-Driven Decisions:** Provides a historical and unbiased framework to support promotion, compensation, and retention decisions.
- (iii) **Identifies Training Needs:** Pinpoints skill gaps across teams, allowing for the creation of effective and targeted professional development programs.

(b) Benefits for Employees:

- (i) **Career Development:** Offers actionable guidance for professional growth and skill advancement.
- (ii) **Goal Clarity:** Eliminates confusion around job requirements and expectations through structured feedback.
- (iii) **Employee Engagement:** Boosts motivation by giving workers a platform to voice concerns and receive recognition for their hard work.

CHALLENGES IN PERFORMANCE APPRAISAL

The most common pitfalls in performance appraisals break down into four key categories:

1. Cognitive Biases & Rating Errors:

- (a) **Regency Effect:** Evaluating employees based solely on their most recent actions, ignoring their performance over the rest of the review period.
- (b) **Halo / Horn Effect:** Letting a single positive or negative trait skew the entire evaluation (e.g., assuming a punctual employee is also highly productive).
- (c) **Central Tendency:** The tendency of managers to rate everyone as "average" to avoid conflict or justifying exceptionally high/low scores.
- (d) **Leniency or Strictness:** Consistently over-grading (grade inflation) or under-grading employees due to a manager's personal disposition.

2. Structural & Systemic Flaws:

- (a) **Annual Frequency:** Waiting a full year to discuss feedback makes the appraisal retrospective rather than providing opportunities for real-time correction.
- (b) **Vague Goals:** Unclear KPIs or subjective metrics make it impossible to accurately measure success, leading to employee confusion.
- (c) **Lack of Rater Training:** Managers often do not receive proper training on how to conduct fair appraisals or provide constructive feedback.
- (d) **Bureaucracy:** Focusing heavily on paperwork and form-filling rather than having meaningful, growth-oriented conversations.

3. Employee & Culture Issues:

- (a) **Focus on Negatives:** Appraisals often become "fault-finding" missions rather than balanced discussions that highlight strengths and potential.
- (b) **Anxiety and Demotivation:** Ranking or rating systems can create undue stress and competition, ultimately destroying teamwork.
- (c) **No Clear Development Plan:** Appraisals often focus on the past without translating results into targeted training or career development opportunities.

4. How to Overcome These Challenges:

- (i) **Continuous Feedback:** Implementing frequent, ongoing one-on-one meetings rather than a single yearly review.
- (ii) **360-Degree Feedback:** Gathering reviews from peers, subordinates, and managers to minimize single-person bias.
- (ii) **Clear, Data-Driven KPIs:** Using objective, measurable goals and specialized software to track progress transparently.
- (iii) **Focus on Coaching:** Designing the review as a collaborative, future-focused career discussion rather than just a

compensation review

MODERN TRENDS IN PERFORMANCE APPRAISAL

(a) Modern Frameworks & Technology: To understand how modern assessment technology and strategies have evolved, organizations increasingly utilize new software architectures and theoretical frameworks:

(b) Technological Integration: Performance management is no longer a standalone operation; it is deeply integrated into the employee lifecycle and automated via digital platforms.

(c) Analytics & Technology Trends: For a deeper dive into the specific technology-driven and AI-based performance metrics shaping the modern workplace, see the Performance Appraisal | Trends, Technology and Predictive ... overview.

(d) Academic and Peer Perspectives: For an in-depth exploration of organizational behavior related to performance appraisals, refer to the Current Trends in Performance Appraisal study.

(e) Industry Research: For empirical data on emerging appraisal methods and how technology has changed worker engagement, review the Emerging Trends and Practices in Employee's Performance ... paper.

ROLE OF HR DEPARTMENT IN PERFORMANCE APPRAISAL

(a) Designing the System: HR creates and structures the appraisal system, ensuring it is straightforward and tailored to specific job roles. A deep look at HR's involvement in these evaluations is available in this emperor article.

(b) Ensuring Consistency and Fairness: HR provides an unbiased and legally defensible process by establishing objective Key Performance Indicators (KPIs) and evaluation criteria.

(c) Training and Mentorship: HR trains managers and employees on how to use the review process effectively, and supports workers in developing new skills. Further insights on these responsibilities can be reviewed at this Management Study Guide page.

(d) Enabling Continuous Feedback: Rather than relying solely on annual reviews, HR facilitates ongoing check-ins to monitor progress. You can read more about HR's systemic role on performance management.

Analyzing Data and Rewarding: HR aggregates appraisal data to drive decisions regarding compensation, promotions, and organizational training needs. For a deeper academic perspective on implementing these systems, refer to the Allied Business Academies study.

Suggestion

- The study recommends a hybrid approach tailored to organizational context and job with emphasis on objective evaluation, customization and rater relevance to improve performance outcomes.
- The study recommends tailored appraisal systems and manager training to enhance fairness and relevance.
- The study recommends that there should be rigorous management of performance expectations to preserve system integrity.

Conclusion

Performance appraisal is an essential tool in Human Resource Management that helps organizations evaluate and improve employee performance. It supports managerial decisions regarding promotions, rewards, training, and career development. An effective appraisal system enhances employee motivation, productivity, and organizational growth. Although appraisal systems face challenges such as bias and subjectivity, modern techniques and digital technologies have improved their effectiveness. Therefore, organizations should implement fair and systematic performance appraisal practices to achieve long-term success.

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