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WESTERN CAPE**

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**Performance appraisals, employee satisfaction and organisational justice in
the fast-moving consumer goods sector in Western Cape**

by

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DECLARATION

I declare that performance appraisals, employee satisfaction and organizational justice in the fast-moving consumer goods sector in Western Cape is my own work, that it has not been submitted before for any degree or assessment in any other university, and that all the sources I have used or quoted have been indicated and acknowledged by means of complete references.



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ABSTRACT

The performance appraisal supplies a good opportunity to formally recognize employees' achievements and contributions to the organisation and to ensure that a clear link is proved and maintained between performance and reward. However, the appraisal process has been studied broadly over prior decades, yet researchers and academics cannot agree on the strengths and merits of these systems. Due to the inconsistency of the performance appraisal system, serious issues in relation to a complex dynamic connection between employee satisfaction and feeling of fairness are raised. Thus, one of the key objectives of performance appraisal is to reward performance and address weaknesses. Through literature review, the research presented a conceptual model that established the relationship among employee appraisal, organisational performance, and justice through the mediating effects of employee satisfaction, motivation, and loyalty. Using a quantitative survey and collecting data from 80 employees in the fast-moving consumer goods sector in the Western Cape the conceptual model was empirically tested. From empirical evidence, the study concludes that there is a positive and statistically significant relationship between performance appraisal in enhancing organisational justice, employee motivation, satisfaction, and loyalty. The study contributes a novel conceptual framework that seeks to explain the relationship among employee appraisal, organisational justice, and performance through the mediating effects of employee motivation, loyalty, and satisfaction.

Key words: *Performance Appraisals, Motivation, Acceptance, Employee Satisfaction Organisational Justice, Fairness*

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CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1. Introduction

Organisational effectiveness is a function of employee productivity, which in turn is defined by how closely employees perform in line with organisational objectives. As a result, employee performance or performance appraisal (PA) must be assessed regularly. According to Armstrong (2009), PA also known as performance evaluation is “the process of identifying, evaluating, and developing the work performance of employees.” PA can occur formally or informally. According to Akhtar and Khattak (2014:510), informal employee performance evaluation occurs on the job, and supervisors play an important role in its implementation.

Currently, in the fast-moving consumer goods sector (FMCG), goal setting, development, feedback, and assessments are all typical components of formal systems. Formal practices are frequently well established and in existence for compliance. Informal systems and behaviours in organisations are just as significant as formal systems. According to Akhtar and Khattak (2014:510), informal employee performance evaluation occurs on the job, and supervisors play an important role in its implementation. Informal practices are made up of a variety of informal methods and goal setting. It promotes development, and managers serve as the interface between policies and practices and the working situation. This can also come in the form of having a mentor or coach in the workplace. As a result, talented managers are required to execute successfully. This could also result in unpleasant habits and attitudes forming in new employees and informal behaviours inside organisations are little described in the literature. Management is critical in establishing either traditional or informal performance management processes.

Due to these informal practices being unceremonious and not being official, this can pose a risk to the business and could result in the loss of market share with employees not being motivated enough. Non-development of employees is a risk in the sector as employees are low skilled and this is cause for concern. Even though the sector is filled

with young, middle aged, and older individuals, the need for development remains the same (Stats SA, 2022).

Organisational-beneficial actions are supported by performance management systems. These include clarifying goals and the behaviours necessary to achieve them, improving employee awareness of strengths, shortcomings, and growing people (Al Kurdia & Alshurideh, 2020:3983). These activities, in turn, enhance motivation, competence, and the capacity to differentiate between good and substandard performance. It may help improve the impartiality of administrative evaluation choices (Boswell & Boudreau, 2000:290). Employees and the organisation benefit from effective systems. Ineffective performance management methods, on the other hand, frequently waste time and money, harm relationships, reduce motivation, and generate feelings of injustice.

Murphy (2020:15) states that currently, in the FMCG business, many companies are using old and outdated methods of developing their employees. HR plays an important role in this process that currently happens twice annually. The process of the Performance Appraisal is also to develop the talent pipeline and ensure there are succession plans for all staff in place. The problem that this creates is that the FMCG industry has a high attrition rate and many individuals are job hopping from one business to the next. This results in the process continually having to be restarted as new employees are introduced. Because the industry is continuously being developed as it is fast paced, some businesses are being left behind due to the changes that technology is making available. Some organisations are investing into psychometric tests that can provide the employer with a much deeper understanding of the individual. This also gives these individuals a competitive edge over its rivals.

1.2. Overview of the Research Topic

The Performance Appraisal is an important Human Resource (HR) practice and tool which offers information to many critical HR decisions such as training and development needs, compensations and benefits, layoffs, staffing, salary advances,

drug testing, and corrective behavior (Nel, Werner & Botha 2014:113). The appraisal process has been studied broadly over prior decades, yet researchers and academics cannot agree on the strengths and merits of these systems. Due to the inconsistency of the PA system, serious issues in relation to a complex dynamic connection between employee satisfaction and feeling of fairness are raised (Armstrong, 2009:33).

Literature on alleged impartiality or organisational fairness has exposed that these insights have a profound impact on the attitude of employees, for example work fulfilment, labour attrition, organisational commitment, and work environment behavior, such as nonattendance and organisational citizenship behavior (Hellriegel, 2012:410). Agyare, Yuhui, Mensah and Aidoo (2016:290), also show the link between perceived organisational justice and individual job performance.

It is not clearly understood, in the South African framework, how the feeling of fairness of the PA process changes employee satisfaction. To recognize this problem, it needs to be understood; what are the constructs of fairness (justice) of the PA process and the concepts of employee satisfaction in the light of the PA process. This study will contend that addressing organisational justice or fairness concerns in the PA process in a meaningful way would help organisations in terms of increasing employee morale, employee satisfaction, and productivity (Nel *et al.*, 2014:223).

The topic of the PA process is a major subject of debate in management circles. According to Armstrong (2009:130), though leaders in organisations recognize the requirements for the assessment systems, it usually disappoints those various challenges that disrupt its purpose. The duty of management is to guarantee that the business operates effectively and efficiently. To achieve this objective, management must be able to evaluate and measure the performance levels of both individual employees and the organisation (Akhtar & Khattak, 2014:507).

The PA system has been labelled as a management instrument intended to inspire communication in the workplace, endorse individual accountability, and to set standards of control (Hellriegel, 2012:554). This is the idea to support the legal obligation that all agencies appraise employee performance. Nel *et al.*, (2014:403) define performance appraisal as an organisational system including deliberate

processes for finding staff accomplishments, through rating, to improve staff effectiveness.

According to Nel *et al.*, (2014:219), current organisations rely on measurement and scrutiny of performance. Ratings and goals must derive from the organisation's strategy and deliver critical information and evidence about significant developments, outputs, and results. This is supported by Sudin (2011:1243), that the said information and scrutiny support various organisational goals, such as preparation for the future, revising business performance, refining procedures, and linking business outputs with 'ways of working' standards.

Nel *et al.*, (2014:219), stated that within the context of formal performance appraisal requirements, ratings have been used to mean evaluating employee performance against the elements and standards in an employee's performance appraisal plan and assigning a rating of record. It is extremely important that workers have the proper knowledge, skills, and attitudes to perform well in their jobs. Knowledge, skills, and attitudes are the internal competencies that workers bring with them to the job or that they must learn through training.

1.2.1. Identification of Research Variables

From the preliminary review of the topic presented above, the following variables are identified for the study. Performance Appraisal as the predictor variable of organisational performance and organisational justice. Employee satisfaction, motivation, and loyalty mediate the relationship between performance appraisal, organisational performance, and justice.

1.2.1.1. Performance Appraisal as a Predictor Variable

The Performance Appraisal process is not only useful for evaluating past employee performance but can also be used as a predictor variable for future job performance. PA provides valuable insights into an employee's strengths and areas for improvement, enabling organizations to forecast their future job performance accurately. By analyzing past PA results, organizations can identify employees who have consistently

performed well and are likely to continue doing so in the future. Moreover, PA can also help pinpoint areas where employees may require additional support or training to improve their job performance. Overall, utilizing PA as a predictor variable can help organizations make informed decisions about employee management, training, and development, thereby contributing to their long-term success. To maintain survival in this high-pressure climate, firms must ensure they are functioning at their full performance (Boudreau & Boswell, 2000:7).

1.2.2. Satisfaction as a Mediating Variable

The goal is to establish the PA system's moderating function as an encouraging tool as well as a challenge. The research suggests that when an organisation employs the PA as a motivating tool, significant positive benefits emerge. Idowu (2017:15), looked at the efficacy of performance appraisal methods and how they affect employee motivation. Diamantidis and Chatzoglou (2019:171), investigated the relationships between business/environmental elements such as training culture, managerial support, and organisational climate and their influence on employee performance (EP). The findings revealed that the working environment and HR assistance had the greatest direct and indirect influence on performance.

1.2.3. Motivation as a Mediating Variable

A positive PA can be highly motivating and can be a confidence booster to any employee. Combined with the benefits that it is attached to; it can also serve as a springboard to the next level for the rate. This positive outcome can serve the employee and the organisation overall as it is mutually beneficial to both parties concerned. A highly motivated individual can and will go to the next level for any organisation. Moreover, it can have the opposite effect if the feedback or outcome is negative. This in turn will lead the employee to seek alternative employment or greener pastures (Hobeanu, 2015:265).

1.2.4. Loyalty as a Mediating Variable

When unfair treatment occurs, the contrary occurs, such as anxiety and stress issues, unfavourable work attitudes toward the organisation, and unproductive behaviours, such as stealing from the firm, property damage, or excessive absenteeism levels. Fairness may be seen as a crucial and fundamental characteristic of human functioning. If a company is unable to retain its personnel, it will be unable to accomplish its human asset advancement inside the business (Matzler & Renzl, 2016:1263).

1.2.5. Organisational Performance as a Dependent Variable

Growth is measured, and the PA process has developed through time and must be altered if technology is to aid. Organisations may now utilize this to identify any further development needs of employees and treat them accordingly. While most people dislike assessments, they may be used to inspire employees. It is also essential to acknowledge and praise your team members for their accomplishments. This benefits the organisation the most since it gives the organisation a competitive advantage and a leading edge (Kromrei, 2015:54).

1.2.6. Organisational Justice as a Dependent Variable

Employees are attentive to day-to-day decisions made by their employers, whether on a little or large scale, and will judge these activities as fair or not, according to Colquitt, Conlon, Wesson, Porter, and Yee (2001:425). Organisational justice is concerned with all elements of workplace behavior, including pay, access to training, and gender equality. It is based on equity theory, which posits that individuals form fairness judgments depending on how much they get back (output). There are three parts to distributive, procedural, and interactional justice. Interactional justice, the third component of organisational justice, is concerned with the interpersonal aspect of organisational practices and conduct toward employees.

1.3. Statement of the problem

The PA supplies a good opportunity to formally recognize employees' achievements and contributions to the organisation and to ensure that a clear link is proved and maintained between performance and reward. Thus, one of the key objectives of performance appraisal is to reward performance and address weaknesses. In other words, it provides valuable feedback and instructions to employees and gives managers and supervisors a useful framework from which to assess the employees' staff's performances. However, due to the perceived value, organisational justice, and fairness of the PA, in most instances, employees are not satisfied with the outcome of this process and are left feeling undervalued, demotivated, and discouraged afterward the process. Individuals also switch from one organisation to the next for reasons such as more competitive salaries and additional resources they feel were denied to them.

1.4. Research aims

The aim of the study is to determine the nature of the relationship among performance appraisal, organisational justice, and performance through the mediating variables of motivation, loyalty, and satisfaction.

1.4.1. Research objectives

Through literature review, the study aims at conceptualizing this relationship before empirical testing it. In view of the above, the following aims and objectives are presented:

RO1: To understand the impact of performance appraisal on organisational justice and performance through the mediating effects of employee satisfaction.

RO2: To understand the impact of performance appraisal on organisational justice and performance through the mediating effects of employee motivation.

RO3: To understand the impact of performance appraisal on organisational justice and performance through the mediating effects of employee loyalty.

RQ4: To understand the impact of performance appraisal related to organisational justice and performance through the mediating variables of employee motivation, satisfaction, and loyalty.

1.4 Research Questions

RQ1: Is performance appraisal related to organisational justice and performance through the mediating effects of employee satisfaction?

RQ2: Is performance appraisal related organisational justice and performance through the mediating effects of employee motivation?

RQ3: Is performance appraisal related to organisational justice and performance through the mediating effects of employee loyalty?

RQ4: Is performance appraisal related to organisational justice and performance through the mediating variables of employee motivation, satisfaction, and loyalty?

The rationale for selecting this study topic is that many businesses nowadays rely on people for success and competition. Employees, according to many different viewpoints, are organisation's resources and assets. As a result, businesses must devise techniques for finding, motivating, assessing, and evaluating employees. Improving and rewarding workers' workplace performance. In this instance, performance management and appraisal systems have become crucial in aiding businesses in meeting their productivity targets. Indeed, human resource management methods have the potential to impact individual employee behavior. Employee commitment and performance are influenced by human resources procedures based on their perspective and appraisal.

1.5. Outline of the Study

This study will use a five-chapter thesis and provide an overview and discussion of all areas of the research.

- i. **Chapter 1:** Contains an introduction to the research as well as a clear backdrop of the topic. The research problem, research questions, research aims and objectives. The research strategy will also be included in the chapter. Additionally, the chapter will briefly discuss the variables that play varied roles.
- ii. **Chapter 2:** Examines the available literature on the subject and the issues linked with it. The study addressed the significance of the process of performance evaluation and how it is implemented in various companies, as well as the key theories on the subject. This finally benefits the conceptual framework of the study.
- iii. **Chapter 3:** Describes the study's approach and design. Furthermore, the technique of the research is evaluated in its whole, including sampling, data collecting, and analysis.
- iv. **Chapter 4:** Includes the study's results and analysis with an in-depth explanation of the data acquired and the final finding.
- v. **Chapter 5:** Completes the research in its full. In addition, pertinent recommendations for other scholars' organisations are included with the results of the tests conducted.

1.6. Conclusion

This chapter provided the required context and background to the research, an overview of the topic as well as the motivation for doing the research. The chapter also included the research aims, objectives, and research questions. The following chapter will present what literature is available on the topic and is presented as well as the conceptual framework that was developed from it.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this chapter, how the PA affects the employee's morale will be described in greater detail. The chapter will define the terms performance appraisal, employee satisfaction, and organisational justice. The chapter also provides a thorough insight from current research on topics and themes that have a direct influence on an individual level of satisfaction and fairness with employee performance. The chapter opens with the definitions of the concepts, then at different literature that links to the concepts such as an examination of performance appraisal as a tool for measuring and managing performance, as well as performance appraisal as a component of the assessment system. It is then followed by an examination of employee happiness and finally, organisational fairness.

2.2 Theoretical perspectives and definitions

2.2.1 Conceptualization of Performance Appraisal

Armstrong (2006:15), states that the phrase performance appraisal refers to a periodical evaluation of an employee's work performance and overall contribution to an organisation. A performance assessment, also known as an annual review, performance review or evaluation, or employee appraisal, assesses an employee's abilities, achievements, and progress or lack thereof. Companies utilize performance assessments to provide workers with big-picture feedback on their work as well as to justify salary raises, incentives, and termination choices (Denisi & Murphy, 2017:424). They can be carried out at any time; however, they are mostly carried out on an annual, semi-annual, or quarterly basis.

Performance assessments are critical for successful employee management and evaluation. Kumar, Shirley, and Singh, (2017:10), states that appraisals aid in the development of individuals, the improvement of organisational performance, and the development of business plans. This is supported by Armstrong (2000:23), all employees are evaluated by their line manager. Annual performance assessments

make allowance for the administration and monitoring of standards, as well as the agreement of expectations, objectives, and the transfer of duties and tasks. Staff performance reviews also identify individual training requirements and allow for the analysis and planning of organisational training needs (Yahya, 2020:416).

Performance has always been associated with performance management and performance measurement (Armstrong, 2009:10). This statement is supported by Kampkötter (2014:1), that performance appraisal (PA) is used for the developmental needs of the employee and focuses on the skills and experiences that should be acquired in a period. The author further states that the PA has since shifted from just being an instrument for measuring performance to a means for self-improvement and development and is well suited to detect strengths and weaknesses.

As a tool for measuring performance, it used to review past performance but now in recent times it focuses on the appraisee at the organisational level, understanding that everyone has a part to play in the short- and long-term goals of the organisation. Poornima (2013:1170) states that if staff feels the process was fair, they would respond with greater commitment and be more motivated to ensure the organisations goals are achieved. This statement is supported by Idowu (2017:16) who states that fairness of the PA is strongly connected to employees' commitment, satisfaction, and motivation to their organisation

Since the definition of performance appraisals varies among researchers, it is important to clarify how the term has changed in recent times. Cappelli and Conyon (2016:2), describe the PA process as reviews of an employee's job performance over the preceding period by one's supervisor. It is a widespread practice in every company. It is known to be among the most crucial, time-consuming, and controversial management tasks. Despite this, little is understood about how performance evaluations work, particularly their repercussions. Indeed, most of what is published from a practitioner's perspective imply that they accomplish nothing (Kimball, 2018:43). This definition is comparable to that found by Iqbal and Akbar (2015:512), who states that the effectiveness of performance appraisal (EPA) is also one of the most serious topics in performance evaluation theory and practice.

Iqbal and Akbar (2015:515), stated that previously, it simply referred to how well the complicated process of evaluating employee work performance was operating. It has now evolved into a thorough evaluation approach to the management of the PA system. This method evaluates the antecedent-outcome linkages that exhibit EPA by employing specific measurement and 'outcome' criteria. The authors further elaborate that the PA research has disclosed a variety of subordinate measuring and outcome criteria during the 'previous' three decades, although in a piecemeal fashion. The topic of why performance evaluations are undertaken is addressed by PA purposefulness. As a result, it is concerned with the aims and applications of PA, whereas PA fairness refers to a collection of norms and procedures that assure justice in the PA system, and PA accuracy is concerned with the removal of rating mistakes (Yahya, 2020:417).

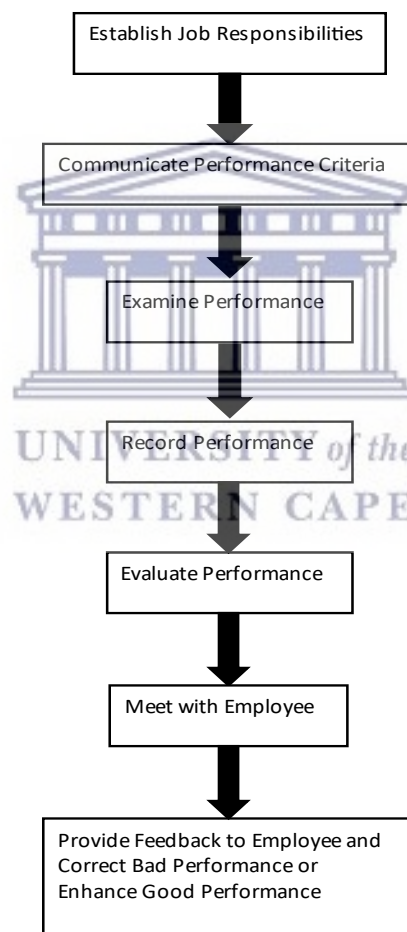


Fig. 2.1: The general flow of a Performance Appraisal

Source: Researchers' own construct

The above figure 2.1 is the typical flow of how the PA moves in modern times. From when the responsibilities are established to the feedback to the ratee is given, communication is constantly flowing between rater and ratee. Objectives of the businesses also changes as times change and thus the objectives must also be re-established as this happens. In the end, the objective is to improve employee performance and business prospects and create new spaces.

2.2.2 Performance Appraisal as a tool to measure performance

In the study conducted by Rahahleh (2019:78), it is described that the performance assessment is vital to assist and develop the performance of staff by management. Furthermore, it is described by the author as a tool to meet new challenges the organisation is experiencing and a means to ensure the employees perform their assigned roles according to the required set standard. Sharma and Sharma (2017:684), concur stating that if the employee is satisfied with the PA process and how the performance is measured, the employee's willingness to improve performance increases.

Research by Yahya (2020:416) states that performance is not only the result itself but importantly, it is how it was achieved. In the FCMG environment, there are many variables, both controlled and uncontrolled, with constant shifts in the markets, such as price, and availability of raw materials, that could affect the performance of both the company and the individual. From a point of advantage, the performance appraisal will assist the employee and organisation with its ability to shift the focus of both parties and improve performance. However, because employees do not see the PA in this way, this opportunity is lost due to inaccuracies and distrust.

Sabiu and Kura (2019:643) study shows that the PA is positively related to the organisations performance if done ethically and fairly. This gives further evidence that trust is a factor in the PA and proves that it is good for the individual to look back and learn from previous instances and is good for the organization as a whole. Though the PA is a dreaded process, it is important to track the progress of the individual and have a view if any training or coaching is needed (Missaye, 2020:4).

Study conducted by Dal Corso, De Carlo and Carluccio (2019:2) describe PA as a formal assessment, not only it is used to measure performance but for employees to continue to improve their job performance. This is supported by Sumayya and Raziq, (2019:408), that states that it also provides an opportunity to be innovative in the role that the employee performs. It further states that the performance measurement indirectly affects the subordinates of the employee being rated if in a supervisory role. Measuring performance in an ever changing climate can prove to be challenging especially in one that has a low growth economy as South Africa. The PA can however provide guidance and direction for the employee to remain focused on the task at hand.

Edeh, Ugwu, Udeze, Chibuike and Ogwu, (2019:130), sought to disentangle and differentiate between performance management and performance measurement. The difference between the two is often misunderstood by management. HR. performance management and performance measurement should be treated in a separate way to avoid duplication as will often lead to uncertainty and misunderstanding for the employee leading to further dissatisfaction.

It is stated by Edeh et al, (2019) that the method through which an organisation monitors key components of its programs, systems, and processes is known as performance measurement. In this sense, performance measurement refers to the operational procedures that are used to acquire the data required for the performance measurements. Performance management and performance measurement are two separate concepts used in organizational analysis. Performance management is a broader approach that involves managing employee performance in alignment with organizational objectives through processes such as goal setting, appraisal, feedback, and development planning. Performance measurement, on the other hand, is a narrower concept that focuses on assessing the outcomes of specific activities or processes using quantitative data such as productivity, output, or sales. Performance management is a proactive approach that emphasizes continuous improvement, while performance measurement is a reactive approach that evaluates performance against established standards or benchmarks. Performance management considers multiple factors, such as employee motivation and work environment, while performance measurement typically relies on quantitative data. It is further stated that performance management is a proactive approach to setting goals and monitoring progress toward

those goals regularly. In practice, an organisation establishes objectives, examines real data for performance indicators, and acts on the results to enhance performance toward those goals (Angen, 2000:381).

Some stages and steps drive the PA process that need to be recognised and supported. Armstrong (2006:19), defined performance management as “*a systematic process for improving organisational performance by developing the performance of individuals and teams*”. This can be further defined as conceptual, organisation and operational description that has been found useful in researching performance measurement. Similarly, Armstrong (1996:18), also argued that performance management is a broad set of activities aimed at improving employee performance. The objectives or goals must be set out to be Specific Measures Achievable Realistic and Timebound (SMART).

Rubin and Edwards (2020:1939), describe that the employees’ impression of the fairness of performance appraisals is crucial to the effectiveness of any rating system. Extensive investigations on how bias occurs in the evaluation process are included in performance management research. Despite this, no empirical evidence exists to link formal discrimination complaint filings, which is a critical metric of prejudice, with performance reviews. This is supported by Babagana, Mat, and Ibrahim (2019:117), who state that previous research focused on several factors of EPA determinants. The authors’ study tried to address this vacuum by investigating organisational fairness, which is evaluated across different dimensions, organisational politics, and transactional leadership as predictors of EPA, which are modified by employee involvement.

As a tool to measure performance, Saad (2014:112), describes the PA as a methodical procedure that focuses on the formal requirements of certain professions, regardless of whether these criteria are connected to results, behavior, or competency. Performance evaluation is also characterized as a strategic HR activity that influences the entire performance of the organisation since it blends organisational policies and human resource operations as shown in Fig 2.2. The relevance of an effective performance assessment process in achieving organisational success has been discussed in management literature. For example, it promotes employees’

understanding of how they are performing, improves the accuracy of employees' performance, relates current performance to employees' objectives, minimizes employee turnover, and boosts motivation.

Mulvaney (2017:202), sought to look at the influence of employee engagement and supervisor trust on employee reactions to a pay-for-performance appraisal system, found that despite their significance and popularity, pay-for-performance schemes are sometimes a source of contention inside an organisation. Employee involvement in the creation, implementation and administration of pay-for-performance assessment systems has been recommended as a viable strategy to increase the effectiveness of these systems.

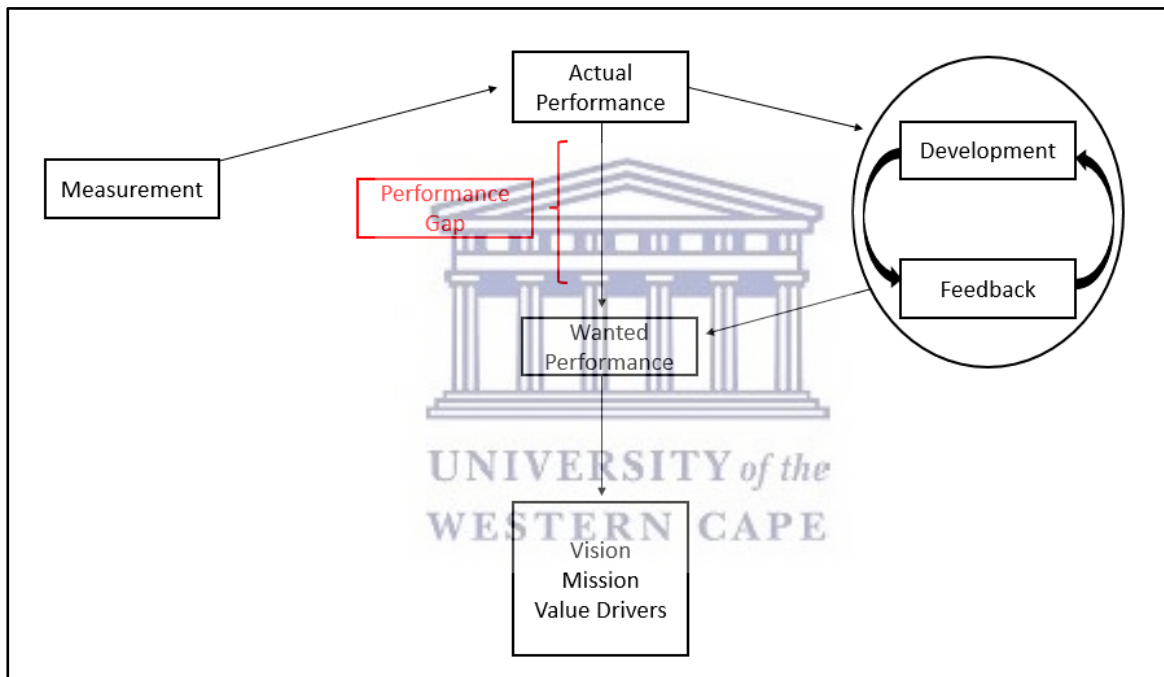


Fig. 2.2: Performance Management (identifying the performance gap)

Source: Armstrong (2006)

2.2.3. Performance Appraisal as a tool to manage performance

Armstrong (2006:2), defines performance management in fig 2.2 as a deliberate process that provides continued success to organisations by not only enhancing the performance of employees but also serving the organisation by improving the abilities of individuals and broader teams. Furthermore, the author states that performance management can be described as strategic and is concerned with the broader issues

the business is currently facing. This provides a clear guide and direction in which the business wishes to achieve its long term goals.

Toppo (2017:2) stated that organisations are driven and managed by people. It is through people that targets are set and objectives are achieved. Organizational performance is dependent on the sum of people performing altogether at once. The achievement of these goals will depend on how accurately the performance is and measured by the individuals responsible for them. As competitive as the FMCG environment is, businesses must ensure they are operating at peak performance in this high pressure environment to ensure survival.

Kimball (2018:41), describes that performance management and the PA are used to also not make similar mistakes from the past. Performance management is also able to guide future employees and provide guidance and set standards. As it is a look back into the past at a set period, managers can track the progress made by the individual and provide any training needs and keep the organisation on the path to its long-term goals. Ibeogua and Ozturenb (2015:567), claims that training and constant feedback must be provided to the employee(s) affected for the process to be properly executed and accepted.

Armstrong (2009:9), states that there is a distinct difference between PA and performance management and that many times it is assumed to be the same thing. The PA is a formal assessment with ratings attached to the individuals by the rater and is usually on an annual or bi-annual basis. With performance management, the difference is that performance management is an ongoing and continuous process that looks at a much more comprehensive scope of the individual. This can clarify expectations and underlines the role the manager must play more clearly. This involves the manager and employee more closely for coaching and focusing on the future (Akhtar & Khattak, 2014:510).

Arof, Ismail, and Saleh (2018:48), stated that if the PA is used as a tool to manage performance for the future, the employee has an opportunity to contribute to the process. This will benefit the organisation if the employee accepts the process from the start. The employee now has an opportunity to set goals and objectives for the

future and this would also build trust between supervisor and employee. However, the employee needs to possess the correct skills and understanding of the process for greater outcomes. Therefore, organisations must have the correct training and development programs and recruit individuals for skills and knowledge. Organisations must encourage and motivate their employees to always perform at their best.

According to Chahar (2020:18), notes that even though the PA is used to look at the past, it can also be used for the future and manage performance accordingly. For this to be achieved, the organisation's key objectives for the future must be understood and how its success is measured. Moreover, what support mechanisms will be in place to support these goals and objectives such as incentives, bonuses, and rewards. How these objectives and targets will be measured, but equally, what penalties will be endured if these targets are not met. All this with the constant flow of information with constant feedback taking place. This is supported by Northcott and Taulapapa (2015:167), who declared that the PA is one instrument that has been frequently touted as having the ability to assist performance management goals. The PA is regarded as providing a multidimensional picture of performance across objectives and stakeholders, which is necessary for many organisations. The PA's emphasis on key performance indicators (KPIs) focuses attention on major drivers of organisational success and educates performance management by connecting these KPIs in causal relationships with desired outcomes.

To manage performance, Silva (2017:16), states that organisations must effectively manage their human capital in increasingly demanding circumstances, as they are critical to their success. As a result, it is important to enhance the performance of these resources through evaluations and data collection on their output, training requirements and teamwork performance. The importance of the PA is the systematic measuring and analysis of individuals, groups, and organisational factors within a framework of skills and/or well before objectives. Individual ability (knowledge, expertise, and attitude) influences performance, as do personality, motivation, interpersonal relationships, the work environment, and the features of initiatives. (Joiner, Bergeman, & Wang, 2019:339).

Sabiu & Kura (2019:645), state that to distinguish between top performing employees, it is common in organisations to implement performance measurement processes to help with administrative decisions (e.g., salaries, promotions, compensations, transfers, and dismissals) and to help people recognize the assessment made based on their performance (positive or negative). It also allows the assessor to give the employee feedback on his/her performance and how to improve. This assessment procedure ensures the quality of the employee recruiting and selection process. It also allows one to validate the success of paid training and tries to enhance team and organisational atmosphere.

Pereira and Varajão (2018:3), specified that organisations must effectively manage their people's resources since they are critical to their success. Indeed, it is commonly acknowledged that human resources have a direct impact on organisational success. As a result, organisational success is heavily reliant on human resource management (Nel *et al.*, 2014:214). People performance evaluation is critical in this context since it is a vital procedure for building efficient and effectively motivating and rewarding systems. The PA is a significant component of human resource management activity, bringing together many techniques and methodologies that help to the improvement of organisational performance. With the advancement of human resource management, it has become evident that human performance must not only be planned with organisational objectives in mind but must also be analyzed and orientated to meet those objectives. Thus, evaluating the performance of human resources is critical in all initiatives. These initiatives "have retained a poor image when it comes to success," since most of them have issues fulfilling the scope, schedule, or money.

2.2.4. The Performance Appraisal Process

Kromrei (2015:54), explains the PA process is created by the HR departments as a means for workers to advance in their careers. They offer feedback on employees' job performance. It ensures that staff are managing and fulfilling the objectives that are required of them, as well as aiding in how to achieve them if they fall short. Since organisations have a limited pool of cash from which to pay incentives such as increases and bonuses, performance assessments aid in determining how those

monies should be allocated. They let businesses assess which employees have contributed the most to the company's success, allowing businesses to reward their top-performing staff accordingly. This is supported by Hobeanu (2015:264), who explains that HR departments frequently develop performance evaluations as a tool for employees to grow in their careers. It provides remarks on the job performance of their staff. Ensuring that employees are managing and achieving the goals that have been assigned to them, as well as offering guidance on how to do so if they fall short. Since organisations have a limited pool of resources to offer incentives such as raises and bonuses, performance evaluations help determine how those funds should be spent. It enables organisations to determine which individuals have made the most contribution to the company's performance, allowing them to reward their top-performing employees accordingly (Addabbo *et al.*, 2020).

A study conducted by Sepahvand, Mohammadipour, Parvizy and Zagheri (2020:595) notes that to improve employee commitment through participating in the enhancement of the PA process, it is well known that commitment is one of the biggest factors to ensure the success of any organisation. The author further stated that in being part of improving the PA process, it was found that motivation levels increased and employee satisfaction increased. From the study, it was found that unskilled evaluators and ineffective methods were used thus causing resistance to the process. Maintaining a committed workforce should be one of the top priorities of any organisation to remain competitive and achieve its goals.

Sudin (2011:1239), stated that all actions and decisions must be in line with company goals and objectives. It is at the measurement phase where the process comes under scrutiny and biases are exposed. With the development needs now visible from the appraiser, the appraisee does not yet see the meaning and purpose of the process and will need constant feedback to achieve the level of acceptance and satisfaction. Employee engagement is extremely important for a company to achieve its goals and the PA must be aligned with these goals. This is supported by Akhtar and Khattak (2014:510), stating that "Performance agreements and plans are working documents. New requirements and new situations arise, and it is therefore necessary to update or amend objectives and work plans."

Forslund (2015:652), defined the performance appraisal process as uncovering, assessing, and improving the performance and functioning of an individual within the business so that its organisational objectives and goals are successfully achieved, while simultaneously, this also aids the individual in terms of individual growth and other kinds of benefits such as remuneration. The PA can be centered around outcomes or behavior. Behavior-based assessments concentrate on the behaviours of employees needed to execute the job successfully, whereas results-oriented assessments concentrate simply on the effects of those behaviours. Thus, procedural justice matters are key to safeguarding that employees understand the PA process and the relationship of appraisal to pay for performance, to be fair.

According to Navia (2020:15), all organisations must have programs or courses prepared that have set standards that will improve the abilities of HR. The manager must determine what successes and abilities will be assessed from the start of the process. These skills requirements are predetermined on the job profile of the position being assessed. After these previous actions have been done, all affected employees must be informed to set the correct expectations and all employees are aligned but also what incentives are rewarded attached if the objectives are achieved. The PA can also be used as a feedback mechanism to employees and improve employees' abilities to execute the role well. Poor performing employees will provide the manager with an opportunity to offer the employee training and coaching needs to ensure the employee does not affect the broader team in a negative light and must be documented for further administrative purposes.

Sepahvand *et al.* (2020:596), further state that in most situations, intelligently designed pay-for-performance systems will lead to better performance results, Pay-for-performance systems make major contributions to performance through two main mechanisms. First, they positively influence the motivation to perform, Second, they impact the attraction and retention patterns of organisations, thereby affecting the ability of individuals available to perform Pay-for-performance systems can deliver monetary rewards at the individual, small group, and or divisional or organisational level. All this impact at various levels can positively impact performance.

Williams and Christensen (2016:3) chose to prioritize PA over other HR duties. It was defined that the PA is the assessment of an employee's job conduct, task management and duty fulfillment and is frequently closely related to remuneration. Staff salary is always the greatest expenditure, and the effectiveness of performance assessment systems has a direct impact on the bottom line of local governments.

According to Williams & Christensen, (2016:4) research, the PA processes influence both organisational commitment and performance. Thus, performance assessment systems, in addition to being an essential management tool, can have an impact on the financial viability and performance of local governments. It is also defined as a method used to analyze an individual's performance over a given period to discover ones individual strengths and weaknesses and to create goals for him/her to achieve within the larger corporate purpose of the business. The authors believes that a performance review is more than simply an inquisition, but also a technique for improving individuals on the job. A performance assessment is a formal examination of an employee's actions during one year. It consists of three processes: a subordinate is allocated a problem area and obtains expertise recognizing key aspects of it.

Zheng & Zhang (2015:733), defined the PA as a series of structured formal interactions between a subordinate and a supervisor. Typically, in the form of a periodic interview, in which the subordinate's performance is reviewed and discussed, with an emphasis on identifying weaknesses and strengths as well as opportunities for performance improvement and skill development. The overall focus of performance assessment research has typically been on how to better quantify work performance, such as scale creation, appraisal formatting and rater bias reduction. It is also defined as a motivational, communicative, and social process. A unique sort of engagement between employees and their employers, with immediate supervisors serving as the organisation's most direct representatives. In this view, the setting in which performance assessment occurs is linked to employees' perceptions of organisational processes and leaders. Consequently, to wider employee outcomes such as trust in top management and effective commitment (Chi, 2019:247).

Findley, Giles, and Mossholder (2000:634) evaluated the possible impacts of social and interpersonal processes in performance evaluation on contextual performance

since PA-related interactions between supervisors and employees may influence more than task performance. They hypothesized that the PA process and system features were related to workers' contextual performance as well as their evaluation accuracy views. Controlling relevant variables, they discovered that the PA process aspects explained more variance in contextual performance and perceived accuracy than the system facets. When the sequence of entry for the process and system variable sets were reversed.

Karppinen (2010:17), claims that organisational politics is a key variable in performance-based pay systems since both supervisors and subordinates can influence the outcome of the assessment process. Supervisors may be tempted to falsify influence ratings to affect subordinates' behavior or even their own standing in the business. Organisational politics characteristics include people's willingness to use authority to influence others and protect their own interests, or, alternatively, to prevent adverse consequences inside the company.

Bernardin and Wiatrowski (2013:257), defined politics as a selfish action that aims to advance one's own interests and benefits at the expense of others. This is reinforced by the authors who also states that one of the most difficult aspects of human resource management is the performance assessment. Although most firms utilize formal assessment systems, most individuals participating in this activity are dissatisfied with it. This involves not just those who perform appraisals, but also those who are assessed and program managers. Appraisal systems are rarely able to provide all the benefits that they are designed to provide to businesses.

2.2.5. Benefits of the Performance Appraisal

The heart of the PA is to develop people with competence and commitment, working to achieve meaningful goals within an organisation that supports and encourages this achievement. Additionally, Wu (2021:3), specified that in an era of rapid development, the PA process has evolved and had to be adjusted accordingly if technology will be able to assist. Organisations are now able to use this to identify any further development needs from the individuals and address these accordingly. While most individuals despise appraisals, they may also be used to motivate personnel. Merit-

based incentives, promotions, training programs, and other performance-based outcomes may boost team morale. It is equally crucial to recognize and reward your team members for their achievements.

2.2.6. Conceptualization of Employee Satisfaction

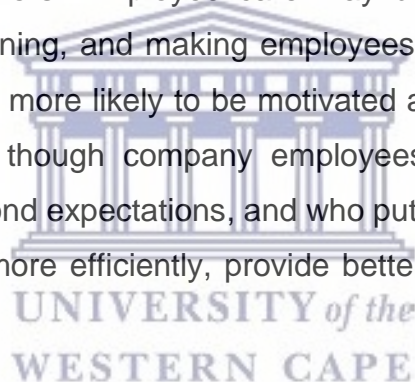
Matzler and Renzl (2016:1261), describe that employee satisfaction is an important value driver and at the core of it, trust must exist. A strong trust relationship between the employer and employee must exist for a fully satisfied employee to reach their potential. It is well known that satisfied employees perform at a higher level and is more motivated at their place of employment. Employees are also more efficient and effective in the role they are responsible for when fulfilled which in turn leads to satisfied customers and employee loyalty. This is supported by Idowu (2017:17), stating that employee satisfaction reduces work stress, enables teamwork, and lowers conflict in the workplace.

Boswell and Boudreau (2000:285), explain that employee satisfaction, often known as work satisfaction, refers to an individual's level of contentment with their employment and the role it plays in their lives. The degree to which employers prioritize employee pleasure varies by organisation and sector. Satisfaction researchers distinguish between effective and cognitive job satisfaction – effective satisfaction refers to the sum of pleasurable emotions and feelings associated with the job and its place in the individual's life, whereas cognitive satisfaction refers to rational satisfaction over specific aspects of the job, such as pay and day-to-day responsibilities.

The effects of the PA on employee satisfaction can have many outcomes on the individual, but if done fairly, it can motivate an employee to new heights. This is also stated in the study done by Khan & Hussain (2020:131), that a PA done accurately has positive impacts on employees and that employees must be part of the process. Moreover, higher levels of satisfaction can be reached if the appraisal process is more up to date as the world is constantly changing and evolving. Sumayya and Raziq (2019:404), tested the relationship between fair performance and employee satisfaction and found that there is a strong link between rater and ratee and how this affects the level of satisfaction of the employee.

Al Kurdia, Alshurideh and Alnasera (2020:3561), state that the conduct of fulfilled employees has a profound impact on the development and creation of the understanding of customers and their business relations. It is further stated by the authors that employees who have job satisfaction perform at a much higher level in the roles they play. Furthermore, employees who are satisfied also display emotions more positively in the workplace and are enthusiastic to share these emotions with customers.

According to Chi (2019:247), employee satisfaction plays a critical role in assisting businesses in meeting their financial objectives. The idea behind this claim is that if a business looks after its employees, the staff will look after the customers. It is true that firms with greater levels of employee happiness and engagement provide a better experience for their consumers. Employee care may be characterised as greater remuneration, continued training, and making employees feel safe. Also added was that satisfied employees are more likely to be motivated and work harder than those who are unsatisfied. Even though company employees who are willing to work together, who can work beyond expectations, and who put themselves in the shoes of the manager tend to work more efficiently, provide better services, and thus create higher customer satisfaction.



Yee (2008:5), claims that there is a lot of evidence to back up the claim that employee satisfaction is a key factor in operational success. People, procedures, and technology are all factors that influence service quality and competitive performance. Knowledgeable workers are a fundamental predictor of service quality and the endeavor to become lean bears a hidden cost of worse service quality. Unmistakably demonstrated that optimizing throughput, which forces staff to work overtime, locks service businesses in a vicious cycle of diminishing service quality, resulting in monetary loss. This demonstrates that human factors may quickly impair service quality and customer happiness, reducing overall performance.

2.2.7. Employee Retention and Loyalty

According to Nel *et al.*, (2014:216) Employees are important to any organisation and the failure or success of an organisation is regularly associated with its capacity to interest, retain and compensate top performing employees suitably. The retaining of highly trained and qualified employees can be considered a significant resource for any organisation. Still, though businesses aim to hold on to their staff, it is not without contest. This is reinforced by Al Kurdi and Alshurideh (2020:3981), stating that the retention of motivated employees is significant for any organisation since if the organisation is unable to keep on to its employees, the achievement of its human asset progress inside the business will not be possible. Therefore, staff are inclined to be more pleased, assist their leaders more positively, participate in more team activities within their business, execute more complicated tasks and the organisation can retain employees for extended periods.

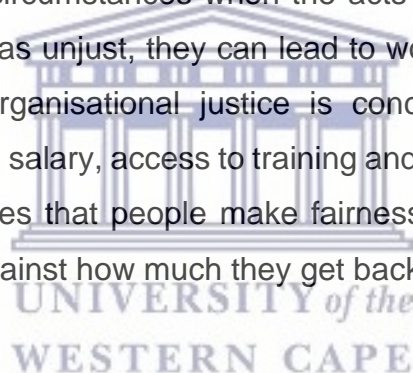
When unfair treatment is experienced, the opposite occurs such as anxiety and tension concerns, undesirable work attitudes to the organisation, and unproductive activities. For example, theft from the company, damage to property, or high nonattendance levels. It is thought that the equality of the action brings the rewards that are deserved, it may also indicate that they are appreciated in a team, or fair treatment may be valued as an important and basic principle of human functioning (Al-Jedaia & Mehrez, 2020:2079).

2.2.8. Conceptualization of Organisational Justice

Rowland and Hall (2012:280), state that organisational justice refers to an individual's perceptions of the equality (fairness) or inequality (unfairness) of the way they are treated at their place of work. The ways direct and indirect line managers take decisions and are applied by them are assessed by individuals and the workforce in terms of their fairness. While it is now a universal feature in modern day organisations and used to gain competitive advantage, it can generate appraisal injustice opinions. This also influences the behavior of the employee and organisational justice plays a part in the role of the performance processes (Bayo-Moriones, Galdon-Sanchez, & Martinez-de-Morentin, 2021:520).

Steiner (2020:1), specified that ideally, organisational justice assesses the equality of handling situations, where it is anticipated that results are equivalent to their contributions. Furthermore, employees also evaluate the equality of procedures that are used for decision making and the value of their bonds with the many performers of the organisation, as well as the employees link regarding the decision making and the processes followed in making it. According to Awan, Habib, and Akhtar (2020:3), when it is assumed that people are treated fairly, positive results prevail in the end for them and their organisations.

Colquitt, Conlon, Wesson, Porter, and Yee (2001:425), claim that the phrase 'organisational justice is strongly related to the notion of fairness.' Employees are attentive to day-to-day decisions made by their employers, whether on a small and big scale and will view these actions as fair or not. These decisions have an impact on an individual's conduct and in circumstances when the acts have a personal impact on the employee and are seen as unjust, they can lead to workplace deviance. Awan *et al.*, (2020:8), states that organisational justice is concerned with all aspects of workplace conduct, including salary, access to training and gender equality. It is based on equity theory, which states that people make fairness judgments based on how much they provide (input) against how much they get back (output).

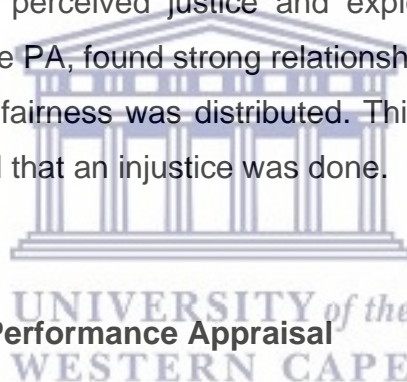


Törnroos, Elovainio and Hintsa (2018:419), state that organisational justice has been divided into three components: distributive, procedural, and interactional justice. Although these components are connected, they demonstrate to be unique. These three components differ in aspects of fairness views. They focus on and the repercussions of beliefs.

According to Dundon and Rafferty (2018:3), distributive justice arose from equity theory, which asserts that people evaluate their outputs (rewards, working conditions) to their input (effort, talents) in contrast to other people. Because the perceived fairness of results did not fully account for workers' reactions to unfairness, social psychology experts turned their attention from outcomes to the method by which outcomes were distributed.

Procedural justice is achieved when an employee has a say in the decision-making process or can affect the outcome, or when the process is regarded to be consistent, bias-free, accurate and ethical. Interactional justice, the third component of organisational justice, is concerned with the interpersonal element of organisational practices and behavior toward employees. Interactional justice perceptions originate from the employee's perceptions of civility, honesty, and respect in the communication process with superiors.

Missaye (2020:3), investigated the relationship between perceived organisational justice and turnover intention among workers, claims to be one of the biggest contributors to a successful organisation. This gives further evidence that the PA process drives levels of motivation and enthusiasm higher when there is satisfaction among employees in the workplace. This is supported by Phuong (2018:209), who examined the outcomes of perceived justice and explored its problems from an employee's perspective in the PA, found strong relationships that if trust in the rater is high, the ratee will feel that fairness was distributed. This is also the opposite if the trust is low, the ratee will feel that an injustice was done.



2.2.9. Challenges of the Performance Appraisal

Since its introduction, the PA process is not without criticism from the ratee. According to Nel *et al.* (2014:230), some of the challenges faced are rater errors such as “unclear standards”, where inconsistent standards are being set. This can be defined differently by different individuals such as “good,” “fair” and “average” as it is not the same for everyone. The “halo effect” has also been identified as a challenge as the manager’s bias points towards one employee where the employee has not necessarily performed well yet instead satisfactorily but because the employee shows great enthusiasm, the employee is rated highly. Furthermore, Nel *et al.* (2014:231) detailed that the opposite of the “halo effect” is the “devil’s horn effect” or “negative halo” and being aware of this problem is a step in the right direction.

Additionally, some of the other challenges faced is the “central tendency” whereby the rater finds it difficult to rate employees higher or lower than others, especially where there is a substantial job performance difference. This especially occurs when the rater is unfamiliar with the work of the subordinate or if there is a lack of managerial ability. The rater ends up rating everyone as average resulting in a “central tendency.”

According to Armstrong (2006:12), performance appraisals have been discredited because too often it has been operated as a top-down and bureaucratic system owned by the personnel department rather than by line managers. This is aided by Bizzi (2018:515), by asserting that it was often backward-looking, concentrating on what had gone wrong, rather than looking forward to future development needs. Performance assessment schemes existed in isolation; there was little or no link between them and the company’s needs. Line managers have frequently rejected performance appraisal schemes as being time-consuming and irrelevant. Employees have resented the superficial nature with which appraisals have been conducted by managers who lack the skills required.

2.2.10. Types of performance appraisals

I. 360° feedback

Lin and Kellough (2019:180), the 360° feedback is a method in which teams or individuals receive confidential, anonymous responses from the colleagues who surround them. The process offers multiple views regarding the performance of an employee from their direct line managers or team leaders, and colleagues but also does a self-appraisal. The process is driven by questionnaires that are anonymous and confidential. The ratee then receives a summary of the combined outcomes from all participants. As the rating is confidential, this protects the participants and enables honest feedback. The process is also balanced as it reflects interpretations of the performance of managers, peers, and subordinates (Nel *et al*, 2014:225).

II. Behavior Based Approach

This technique uses specific performance features to evaluate the performance, such as the conventional Rating Scale and an assessment based on the job description. If there are no behavior descriptions, the line-managers should describe the individual skills for the execution of the job (Memon, Salleh, & Mirza, 2020:1060). Behaviorally Anchored Scale: the appraisal is rated on a scale, based on the specific behaviours of the ratees. The behaviors-based approach or behavioral frequency scale is based on how often ratees show specific behaviours. Lastly, the weighted checklist; supervisors or raters use a list of performance-related statements with different weights. The performance of the ratee is measured on that scale. Nel *et al.* (2014:228), determine that the core weakness of behavioral methods is that they can be very subjective because there are no quantitative criteria that can be used. In these cases, line managers can be easily influenced by their own biases.

III. Result Focused Approach

This type of method is grounded on the outcomes displayed by the employees themselves. The key benefit of this method is that the appraisal is perceived as fair and easy to comprehend by the ratee, which will add to an important level of involvement in the method. Another benefit is that this type of approach produces long and short-term results in achieving performance and organisational objectives (Rubin & Edwards, 2020:1940).

Furthermore, Nel *et al.* (2014:228) explained that the drawback is that then the process is extremely oriented on the results and is not so flexible tool to reflect, for example, effort if targets are not achieved due to changes in an economic environment. Another drawback may be that not all the results are quantifiable. This may lead to a relative lack of attention for performance aspects that cannot be captured in, say, SMART terms. In this type of approach, management compares the benefits and disadvantages.

2.2.11. Performance Appraisals on Commitment and Confidence

Weimann, Medert and Wiebel (2018:8), exhibited that the PA has both positive and negative results on the employee depending on the type and detailed design of the system. The study showed that appraisals working as Management by Objectives (MbO) had positive effects on confidence in the employer and that those designed as Systematic Performance Appraisals (SPA) negatively affect confidence and trust. Relationships on both sides were assisted by a perceived collaborative climate. Results revealed that the PA must be learning-oriented, adaptive, participative, and transparent and thus allowing fair collaboration between organisational employees.

Kumar, Shirly and Singh (2017:7), scrutinised the value of the PA system and the relationship it had on growth and development for both the organisation and the individual employee. The authors state that continuous positive engagement with employees around growth and development will increase productivity and the relevance of the PA can be attained. A survey selected a sample of 65 employees. This included all divisions of the business that were surveyed. Results point out that organisations should engage more with their employees around training needs and identifying gaps in the knowledge of employees based on the outcome of the PA. It is an important benefit and in the scope of HRM to assess and review the performance of its employees to aid organisations in gaining a competitive advantage and remaining relevant. It is recommended that the organisations should review and reshape their PA system, also visit it more often and have it aligned with its goals and objectives.

The research conducted by Waheed (2018:1), had two objectives, firstly, it looked at both the direct and indirect relationship between how the performance appraisal's quality is perceived, and innovative conduct facilitated through psychological empowerment. Secondly, it scrutinised the moderating outcome of perceptions of HRM system strength in the hypothesized links. Findings maintained the facilitating role of psychological empowerment and the moderating role of perceptions of HRM system strength.

The purpose of the research conducted by Bal, Bozkurt and Ertemsir (2014:1025), was to seek out the relationship between organisational commitment and HR practices. Moreover, to unpack the perceptions of employees for organisational commitment. A

sample of 88 staff of private companies of various sectors was used to partake in the study using the convenient sampling method with two self-administered questionnaires. The findings of the research showed that if insights are given on PA and where the employee is lacking, it can and will advance organisational commitment by HR practices in organisations.

Eliphas and Razia (2017:45), emphasized the fact that performance appraisal tools such as acknowledgment and feedback are important to the performance of employees and certainly change employee productivity. However, unexpectedly, development, training, and career advancement did not have as big of an effect on worker productivity. Recommendations are that training, and promotion should focus on increasing employee commitment and should be based on performance.

2.2.12. Performance Appraisals on Fairness and Equality

Harrington and Lee (2014:16) used the Federal Employee Viewpoint Survey to acknowledge the importance of performance appraisal fairness in high-performing organisations, one of the major challenges facing human resource management (HRM) is establishing both an effective and a fair performance appraisal system; yet little is known about the key organisational and psychological factors that affect employees' perception of performance appraisal fairness, especially in public organisations. Findings revealed that psychological contracts have a positive impact on federal employees' perceived fairness of performance appraisals.

The study conducted by Salleh and Amin (2013:121), examined the insights of government workers towards the equality of the PA system and its impact on a commitment to the organisation as well as the intermediate effects of satisfaction in the two relations. Data from 425 individuals were collected through a survey sent to government agencies. The results showed that the perceived fairness of the PA system influenced their commitment to the organisation through the satisfaction mediation factor. These findings were in line with the measures put in place by the government to enable a more transparent and responsible decision-making method in the organisation.

Canet-Giner *et al.*, (2020:277), pursued to examine the impact of employees' perception of PA practices on innovative behavior (IB). It was proposed by the authors to examine reliability, a dimension of Human Resource Management (HRM) system strength, as a controlling variable in the previously mentioned relationship. The Smart-PLS 3.2 software was used to test the hypotheses. It was confirmed in the findings that in a framework of professional and qualified work, PA practices have an encouraging and positive result on IB. Nevertheless, the outcomes attained did not enable the research to confirm that employee perceptions of the consistency of the HR system moderated the relationship between PA and IB. the study's results was inconclusive

The research conducted by Aslam (2017:57), investigated the association among perceived PA purposefulness failure, general unfairness perception, in-role performance, and reprisal in public sector of Pakistan, using the overall injustice as mediator. Data was collected from 380 public workers across twelve job-related clusters chosen in the main cities of Pakistan. Findings were that PA purposes failure are related with overall injustice perception of workers and that the level of overall injustice is associated with the level of in-role performance and retaliation. The results also reveal that perceived injustice perception moderately mediates the association between PA purposes failure and in-role performance, but there is found no mediation with retaliation. Other results of the study had research and practical implications for civil servants and civil servants in a new geographical context.

Kampkötter (2014:1), stated that a formal PA is a particularly important HRM practice in organisations. It focused on the response of employees to performance evaluations. It also investigated the result amid the occurrence of being officially assessed by a manager and occupation and salary satisfaction. Using a foundation, longitudinal sample of more than 12,000 people from the German Socio-Economic Panel Study (SOEP), researchers applied fixed effects regressions and found an important positive result of PA on job satisfaction, where the financial benefit was a clear outcome. Further findings showed that the moderating effects of personality traits (Big Five, locus of control) in the connection between PA and job satisfaction are explored. It was also found that the negative term of interaction between PA without any monetary

consequences and both employees with high openness to experience and internal control locus.

The purpose of the study conducted by Rubel and Kee (2015:183), was to examine the effect of the performance appraisal fairness and promotion prospect on employee leaving with the intermediating consequence of organisational commitment. A cross-sectional design was used to examine the relationship in a sample of 150 full-time nurses employed in various private hospitals.

Partial Least Square path, a variance-based technique of SEM was also used to test the projected hypotheses. Findings indicated the significant negative effects of perceived fairness of performance appraisal and promotion opportunities on nurses' quitting intention and organisational commitment. Further, organisational commitment is found to have a significant effect on nurses' turnover intention and as a partial mediator in the relationship between both performance appraisal fairness and nurses' turnover intention and promotion opportunity and nurses' turnover intention.

Getnet *et al.*, (2014:174), research targeted the effect of employees' fairness perceptions on their satisfaction towards performance appraisal practices in the University of Gondar. The basic understanding in the study was that employees' perceptions of distributive, procedural, informational, and interpersonal fairness parameters were highly related or controlled their fulfilment on the PA practices at their place of work. A total of 230 participants (employees) of the target institution-UoG were chosen from the 1913 sample. Findings suggest that the employees in UoG mostly did not perceive the PA practices in the organisation as just. Likewise, their general acceptance of the PA practices of the University is low. To be effective in attaining its targeted goals and objective the organisation needs to reassess its PA practices precisely on the three basic dimensions of fairness parameters and their associated variables.

The research conducted by Birecikli *et al.*, (2016:270), sought to understand the possibility to retain workers who have an ardent desire for independence and using PA systems fairly to keep them committed. A sample of 105 employees working in three

high-tech companies participated in the study. The outcomes of the study presented that both distributive justice and apparent procedural justice and perceived of the PA moderated the relationship between the necessity for independence and affective commitment, as well as the relationship between the need for independence and turnover intentions. Other findings show that injustice will diminish the strength of the negative relationship between the need for independence and organisational commitment and the important levels of justice perceptions will lessen the strength of the positive relationship between the need for independence and turnover intentions.

Sudin (2011:1239), sought to understand how fairness in the performance appraisal process affects employees' work satisfaction. The belief of fairness in performance appraisal was deliberated on and investigated in the light of the theory of organisational justice or injustice, which involved technical, distributive, relational, and communication as the independent variables and employees' satisfaction as the dependent variable. This study examined employee satisfaction because of satisfaction with the last performance ratings, approval for management concerning the evaluation procedure, and satisfaction with the performance system.

To test these relationships, companies in Malaysia were observed. The findings showed that distributive and informational justice are significantly related to satisfaction with the last appraisal ratings; distributive, interpersonal and informational justice are significantly related to satisfaction with supervision; and distributive and informational justice are related to satisfaction toward the performance appraisal system. It also showed that distributive, interpersonal, and informational justice are related to overall employees' satisfaction.

Kim and Holzer (2014:1), stated that "There is considerable agreement that organisations can benefit from using performance appraisal. However, some studies show that managers and employees react negatively to the process." The study published addressed this inconsistency by highlighting the importance of perceptive aspects of performance appraisal. A sample of 74,000 employees in 24 federal agencies, in total 36,926 full-time, permanent, non-seasonal federal staff finished the survey with a response rate of 50 percent. The findings show that the evolving use of the PA, employee contribution in performance standard setting, the value of the

relationship they have with their managers and employee perceived enablement are positively related to acceptance of PA.

Appelbaum and Roy (2011:570), set out to find a more comprehensive viewpoint about the “best practices” for performance appraisals of “distant” employees in global organisations. A variety of published studies from an extended period (1998-2009) on multinational corporations and performance appraisals were reviewed. The literature was used to find human resource encounters related to globalization as well as the diverse kinds of performance appraisals, usual problems, and fundamentals for the development of appraisal systems (Brown, O’Kane, & Mazumdar, 2019:103).

Concepts, common themes, and impressions were then united to fix the “best practices” for appraisals in an international set. A questionnaire having six (6) questions was created and passed on to the leaders in two organisations in the healthcare trade to find the standards for employing “distant” employees. Open-ended questions were used to tolerate diverse responses allowing the researchers to interpret trends and make assessments with the data. Findings showed that suitable training plays a significant role for both the appraiser and the appraisee to eliminate mistakes that were common in appraisal. Additionally, the appraisers’ training and development must include cultural, legal and customer alterations by region equipping managers with the skills to advance in the process. Appraisers must also have the prospect to build a compulsory relationship with these appraisees.

Akhtar and Khattak (2014:510), summarized the findings of previous research on employee perceptions of assessment fairness and justice, which leads to employee satisfaction with the evaluation system and appraisal ratings in various cultural contexts. According to the findings of the study, an assessment system with an acceptable appeal mechanism, dual purpose, and employee input in its design has a high degree of employee acceptability and satisfaction with the system. An appraisal model that incorporates organisational justice elements in the context of respective cultural characteristics has been proposed.

2.2.13. Performance Appraisals on Pay for Performance

Ibeogua and Oztürenb (2015:964), sought to understand the insights of teams towards the PA process in the banks of Northern Cyprus. Findings show that while the respondents approved to score the PA system positively, the performance areas that describe high satisfaction with the system were low and insignificant. Moreover, approval with the PA system can only be interpreted when the employees see that a good appraisal results in more earnings, career advancement, job development and rewards and other financial enticements such as benefits and insurance.

Agyare *et al.*, (2016:281), investigated the impacts of the performance appraisal system on the commitment and job-satisfaction of existing personnel. This study used the descriptive research design method. A stratified random sample of 200 respondents from microfinance organisations in Ghana was used. For the data collection instrument, questionnaires were used. Correlations and regression Analysis were used to examine the collected data. The outcome exposed that employees' job satisfaction is related to and affected by fairness in the appraisal system, connecting evaluations with advancement, clearness of roles, and feedback about their current roles being played. Other outcomes revealed that commitment is related to and affected by the linkage of appraisals with rewards. The study recommended that organisations follow reward systems related to performance levels, and provide training to employees who need training to further improve the relevance of performance appraisal.

2.2.14. Performance Appraisals on Satisfaction, Motivation and Support

Idowu (2017:15), investigated the effectiveness of performance appraisal systems and their effect on employee motivation. Findings show the occurrence of important positive results when the organisation uses the PA system as a motivational tool. Furthermore, it finds that the use of more than one assessment method helps harvest greater satisfaction and therefore higher motivational levels.

Diamantidis and Chatzoglou (2019:171), studied the relations between business/environment-related aspects such as culture of training, support from management and the climate in the organisation, job-related aspects such as occupation environment, job independence, communication, and employee-related factors such as skill, motivation, for example, and its impact on the Employee's Performance (EP). Findings indicated that the working environment and support from management and HR had the most robust impact both direct and indirect on performance, while adaptability and basic motivation directly affect job performance positively.

Research conducted by Gladisa and Susanty (2017:3), set out to develop a conceptual framework about the determinants of employee satisfaction in performance appraisal employing the effectiveness of the performance appraisal approach. The framework implements the PA model with the changes triggered by modifications to the appraisal basis management by objectives. Furthermore, it showed that employee satisfaction in the PA can be gained from the success of the PA system.

Boudreau and Boswell (2000:1), examined how employees' perceptions of the use of the PA process relay to the satisfaction of employers with the PA and with the employee's direct manager. The perceptions of the employees were that evaluations were used for growth in the direct association through both attitudinal variables, after controlling for justice perceptions, performance, and demographics. A sample of 139 employees of a Southern United States' production tool facility was administered surveys. All participants in this sample responded to the survey. Any employee directly familiar with the research and/or the hypotheses, such as a Human Resource Assistant, was excluded from the study. The findings presented were constant with research on 360-degree performance reviews. More importantly, research showed positive appraiser and appraisee responses to 360-degree reviews when used for progress but moderate disapproval for such reviews when they were used for evaluation.

Poornima (2013:1169), states that "Every organisation follows a Performance Appraisal System in one way or another and the same has some impact on the satisfaction level of the employees over some time." In the research, the researcher

sought to learn the same from some of the IT employees. The sample of 110 respondents was selected based on a systematic random sampling method that accounts for 1 percent of the population studied. The study's findings were that after the multiple regression analysis was used to test the theory, it was found that the hypothesis measured by the researcher is partially accepted and partially rejected.

The study conducted by Nazaruddin *et al.*, (2019:276), explored lecturers' perceptions of the purposes of the Performance Appraisal System (PAS). Via a semi-structured questionnaire from 269 lecturers at higher educational institutions in Indonesia, the data was collected. For data collection, confirmatory factor analysis was used. The findings concluded that the respondents approved that the PAS resolutions would influence academics and universities. Respondents had an understanding that PAS is the source for management's decision-making for advancement and incentives, the method of recording and identifying lecturers' performance. PAS also provided insight into the shortcomings and strong points of academics and offered feedback to them. Furthermore, PAS also provided simplicity about the role of the respondents in higher educational institutions.

The aim of the study conducted by Shakeel (2013:100), was to, analyse the performance appraisal system in terms of the evaluation measures that were used for the assessment of educators and to assess how effective the appraisal system was. A mixed method approach was adopted that consisted of a questionnaire and semi-structured interviews to unpack the different sides of the appraisal system. A population of 3 head educators and 22 teachers took part in this study. Findings revealed that suitable monitoring, effective acknowledgment, incentives, and constructive feedback may improve the value of the total process of the system. Other findings also showed that the evaluation form was used once a year for the evaluation and feedback about teachers is taken only from the class representatives. Researchers also suggested alternatives for the development of the existing appraisal system.

2.3. Research Gap in Existing literature

As presented in the literature review, much research has been done on the usage of the PA. However, it is unclear in the South African fast moving consumer goods context how the sense of fairness of the PA process affects employee satisfaction. To recognize this problem, it must be understood; what are the fairness (justice) constructions of the PA process and the notions of employee satisfaction in the context of the PA process in the fast-moving consumer goods sector?

2.4. Conceptual Framework

From the literature review, the study conceptualizes performance appraisal as the predictor of organisation performance and justice through the mediating variables of employee satisfaction, motivation, and loyalty.

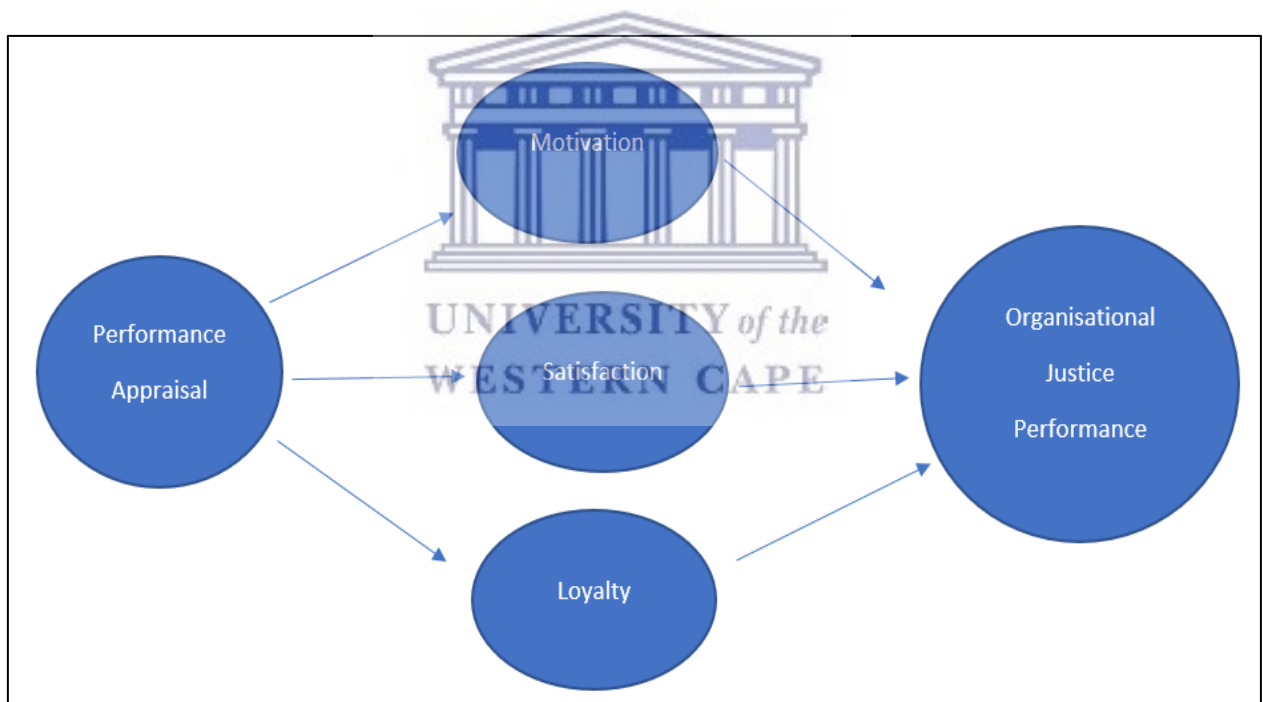


Fig: 2.3: The Conceptual /Research Framework: Performance Appraisal as a predictor of organisational justice and performance.

Source: Research own construct

The study is guided by Birecikli *et al* (2016:270), and Kim and Holzer (2014:1), stating that the perception of appraisees appears to be designed by the mindfulness of the performance appraisals accuracy, procedural fairness, and individual goal alignment.

Moreover, from the appraisees' standpoint, what accounts for their level of acceptance of the appraisal process is their belief that their performance is assessed in a fair, valid, and accurate manner. This is reinforced by the framework above outlining insights and vague understandings of the relationship between PA through the mediating effects of employee satisfaction, loyalty, and motivation.

2.4.2 Hypothesis of the Study

From the literature, a conceptual framework is presented above. To operationalize the empirical work of the study, the following hypothesis are presented.

Hypothesis 1.

Null Hypothesis: There is no positive relationship between performance appraisal related to organisational justice and performance through the mediating effects of employee satisfaction measured at 0.00, 0.05 and 0.10 probability values.

Alternative Hypothesis: There is a positive relationship between performance appraisal related to organisational justice and performance through the mediating effects of employee satisfaction measured at 0.00, 0.05 and 0.10 probability values.

Hypothesis 2.

Null Hypothesis: There is no positive relationship between performance appraisal is related to organisational justice and performance through the mediating effects of employee motivation measured at 0.00, 0.05 and 0.10 probability values.

Alternative Hypothesis: There is no positive relationship between performance appraisal is related to organisational justice and performance through the mediating effects of employee motivation measured at 0.00, 0.05 and 0.10 probability values.

Hypothesis 3.

Null Hypothesis: There is no positive relationship between performance appraisal related to organisational justice and performance through the mediating effects of employee loyalty measured at 0.00, 0.05 and 0.10 probability values.

Null Hypothesis: There is a positive relationship between performance appraisal related to organisational justice and performance through the mediating effects of employee loyalty measured at 0.00, 0.05 and 0.10 probability values.

Hypothesis 4.

Null Hypothesis: There is no positive relationship between performance appraisal, organisational justice, and performance through the mediating variables of employee motivation, satisfaction and loyalty measured at 0.00, 0.05 and 0.10 probability values. Alternative Hypothesis: There is a positive relationship between performance appraisal, organisational justice, and performance through the mediating variables of employee motivation, satisfaction and loyalty measured at 0.00, 0.05 and 0.10 probability values.

2.5 Employment Nature of FMCG Companies in Western Cape: An Overview

Fast-moving consumer goods companies are known for their high employee turnover rates due to the nature of the industry and the pressure to maintain low costs. The FMCG industry employs a significant portion of the workforce worldwide, as it encompasses a range of products that are consumed daily, such as food, beverages, personal care, and household cleaning products. In the Western Cape, FMCG companies play a significant role in the economy, providing employment opportunities and contributing to the region's GDP. The Western Cape region is home to several well-known FMCG companies, such as Tiger Brands, Nestle, and Unilever, among others, which have established themselves as key players in the industry. These companies offer various employment opportunities, from manufacturing and production to sales and marketing, catering to a diverse workforce. (Louw, 2021).

2.6 Conclusion

The important concepts and findings from the literature are summarized in this chapter. The chapter summarized key ideas about the performance evaluation process for users, as well as other relevant concepts that evaluated the research gap, and research questions. The next chapter describes the research methodologies utilized to address the research question.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter introduces the methodology of the study and how the study was conducted. There are various research methodologies that use instruments; however, this study will use a self-completion questionnaire that will include retail industry participants. It will capture the research design, study samples that will be used, data collection tools, and data analysis.

3.2 Research Approach: Deductive

It can be described as research that is based on empirical observation and theory developed on the conceptual and theoretical structure using a deductive technique (Bloomfield & Fisher, 2019:28). According to Sürücü & Maslakçı (2020:2695), the researcher seeks to test a hypothesis by gathering new data from respondents and observing the results using various statistical tests.

As supported by Rahi (2017:4) who states that this strategy is often advised for specialised investigations for the statement of the problem in which researchers focus on concepts by developing and then validating assumptions and is the best method used to explain causal relationships between variable and concepts and take a broader view of the findings of the research. For this study, the deductive approach will be adopted as it is best suited for the research being conducted. With this approach, the research aims, objectives, and research questions with the hypothesis can be linked. As seen in fig 3.1, the process of the deductive approach.

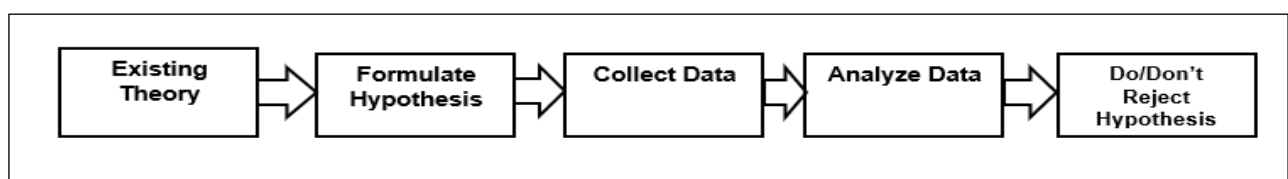


Fig 3.1: Deductive Reasoning

Source: Bryman, 2014:9

3.3 Research Paradigm

A paradigm can be defined as a system of beliefs concerning initial principles or ultimate. A paradigm is defined as a global organizing model or theory that has an enormous capacity to describe a situation (Bryman *et al*, 2014:19).

Table 3.1: Different Research Paradigms

Positivism	Interpretivism	Constructivism	Critical theory
Based on truth and reality	Believes that realities are constructed using multiple views	Contains a philosophical stand	Entities exist independently
The logical analysis explained actual events assertively	Understand and interpret how individuals interact in social phenomena	Constructs reality in a study	Freedom enhancement
The viewpoint focuses on the unchanging laws that rule human behaviour	Requires events to be understood through the eyes of the participants	Focus emphasizes on the existence of multiple views	Explain and analyse societal conflict
Its investigation is not measured based on individuals and social phenomena	Analysing approach generates inductive data using a semi-structure interview	Understand the historical, cultural, and settings of the participants	Use realist ontology to effect change

Source: (Adapted from Patton, 2005)



3.3.1 Justification for positivism paradigm

For this research project, the positivist paradigm was the most suited and promotes the use of a quantitative approach that allows for the extraction of acceptable data that is intrinsically generalizable back into the wider population. Furthermore, while the positivist paradigm establishes the guidelines and determines the rules to be followed, the study might have been directed without these principles.

The positivist worldview is based mostly on quantitative observations that result in statistical analysis. Using this paradigm assures that the data acquired is reliable by looking at the data objectively and that the researcher stays independent of the study's findings (Bryman *et al*, 2014:13). The author further stated that a paradigm is a fundamental belief system and theoretical framework that includes assumptions

regarding (i) ontology, (ii) epistemology, (iii) methodology and (iv) procedures. Specifically, it is the method of comprehending and investigating the world's reality. In the paragraph to follow, below will be some definitions of different authors on paradigms.

3.3.2 Ontology

According to Göktürk (2005:3), there are several definitions of ontology and states that the theory or study of items and their interactions is an example of one type of definition. Although this definition appears to be highly natural and simple to understand, it is faulty in that it is based on an ontological presupposition of objects being represented. An ontology is a statement of a conceptualization, according to a definition that does not relate to things. The fact that this definition must be accompanied by a definition of conceptualization demonstrates that determining what is ontology is a complicated issue. "What is out there?" appears to be ontology. This research paper adopted the ontology assumption as it was best suited to the aims and objectives that it seeks to understand.

3.3.3 Epistemology

Abdelhamid (2008:5), defines epistemology as "a technique of understanding and explaining how we know what we know." It is also "involved with giving a philosophical underpinning for establishing what forms of knowledge are conceivable and how we may assure that they are both sufficient and valid." Its goal is to describe, assess and justify the usage of certain approaches. Epistemological assumptions concern what is known. An example of this is to assume that learning about leadership is a positive idea and that there are right and wrong methods to go about it.

3.4 Research Strategy

Bloomfield and Fisher (2019:28) defines the research strategy as "the strategy, plan of action, process, or design underlying the selection and application of certain procedures and relating the selection and use of the methods to the desired outcomes." This is supported by Antwi and Hamza (2015:219), stating that its goal is to describe,

assess, and justify the usage of methodologies. It is a research approach that transforms ontological and epistemological ideas into recommendations that illustrate how research should be performed as well as rules, processes, and practices that regulate research. According to Krauss (2005:3), to the positive research paradigm underlies quantitative methods. The positivist paradigm's realist ontology and empiricist epistemology need a research approach that is objective or detached, with a focus on obtaining data and evaluating hypotheses that are related to broad causal explanations.

3.5 Research Design

Mertens (2019), defines the term research design as the plan or blueprint that is adopted to combine the many components of the study cohesively and logically, assure that the researcher will effectively unravel the research topic. Asenahabi (2019:2308), stated that an appropriate research design is required for a successful research project. This is a strategy developed by a researcher before the start of data collection to meet the study aim properly. The goal of research design is to convert a research problem into data for analysis to offer meaningful answers to research questions at the lowest possible cost. According to Bryman *et al.* (2014:100) A research design establishes a framework for data collection and data analysis.

The design chosen reflects considerations regarding the relevance of various aspects of the research process such as (i) how to express causal relationships between variables, such as rater accuracy, interpersonal factors, and the process of the PA and how it affects the acceptance of the PA process itself. (ii) whether and how the results can be generalized to a larger group of individuals or organisations than those involved in the investigation, this study being quantitative and how big the population was that is being surveyed but can be generalized because the entire group could not be reached due to the size of it. (iii) how to understand and explain behavior and the meaning of that behavior in its specific social context, such as unsatisfactory results and injustice of the process itself and (iv) how to describe social phenomena, their interrelationships and how they evolve through time.

Table 3.1: Summary of Research Designs (Bryman, 2014)

Research design	Research Design	
	Quantitative	Qualitative
Experimental	Typical form: Quantitative comparisons between experimental and control groups about the dependent variable.	No typical form
Cross-sectional	Typical form: Social survey research or structured observation on a sample at a single point in time. Also, content analysis on a sample of documents.	Typical form: Qualitative interviews or focus groups at a single point in time. Can also be based upon qualitative content analysis of documents relating to a specific event or period.
Longitudinal	Typical form: Social survey research on a sample on more than one occasion; or content analysis of documents relating to different time periods.	Typical form: Ethnographic research over an extended period, qualitative interviewing at different points in time, or content analysis of documents relating to different time periods.
Case study	Typical form: Social survey research on a single case with a view to revealing important features about its nature.	Typical form: The intensive study by ethnography or qualitative interviewing of a single case, which may be an organisation, a group of employees within an organisation, or an individual.
Comparative	Typical form: Social survey research in which there is a direct comparison between two or more cases, including cross-cultural research.	Typical form: Ethnographic or qualitative interview research on two or more cases where some comparison is sought between them.

3.5.1 Experimental Design

Borgianni and Maccioni (2020:250) stated that experimental design can be differentiated between two types of experiments, which is: laboratory experiments and field experiments. Laboratory experiments are conducted in laboratories or controlled environments, while field experiments are conducted in real environments such as workplaces and retail areas. The author further elaborates that the researcher must be able to modify the independent variable to experiment. However, most independent variables of interest to business researchers cannot be altered. While business and management researchers seldom perform experiments in a laboratory or a controlled environment, field experiments in a real-life context, such as a workplace or retail area, are viable.

3.5.2 Longitudinal Design

According to Joiner, Bergeman and Wang (2019:339), longitudinal research designs are used to map change and contextualize the factors and processes that lead to organisational transformation. This 'contextualize' research design examines phenomena vertically and horizontally to identify 'interconnections between those levels across time.' Longitudinal design is infrequently utilized in business and management research, owing to the time and cost needed. The authors continue to say that the longitudinal design is seen as an extension of cross-sectional social research based on self-completion questionnaires or structured interview research. As a result, in terms of reliability, reproducibility, and validity, longitudinal research is like cross-sectional research. A longitudinal design, on the other hand, can give insight into the time sequence of variables, allowing causal conclusions to be established. A longitudinal design involves surveying a sample and then surveying them again (Bloomfield & Fisher, 2019).

3.5.3 Case Study Design

According to Schoch (2020:246), the design of a case study entails a deep and intensive investigation of one or more examples that the researcher wishes to explore in depth. Case research is concerned with the case's intricacy and uniqueness. This is supported by Halkias and Neubert (2020:49) claim that the designs are well-liked and commonly employed in business research. The term 'case' is mostly used to refer to a case study that takes place in a specific location, such as a workplace or organisation.

According to Bloomfield & Fisher (2019:220) the focusses on understanding a constrained scenario or system that separates a case study from other designs. There is not always a clear border between the case's working pieces and the setting in which it functions in case studies. Case researchers tend to place a premium on an in-depth investigation of the environment or context. Case study proponents frequently choose qualitative approaches, such as participant observation and semi-structured interviews, since these methods aid in the generation of an exhaustive, thorough investigation of a case (Halkias & Neubert, 2020:49).

3.5.4 Comparative Design

Rahi (2017:4) states that comparative design entails employing two or more contrasting situations or equivalent methodologies. It includes comparison logic in that it argues that we may better comprehend social phenomena when we make comparisons between two or more contrasting events or circumstances. In the case of comparative quantitative research, the data collection approach will take the form of at least two instances (organisations, departments, persons, nations, etc.) identified, and data is gathered from each, often using a cross-sectional design format. According to Westwood (2003:40), Cross-cultural or cross-national research is a frequent type of comparative study. Such a study is conducted when researchers investigate specific topics or events to compare their expressions in various sociocultural environments (institutions, customs, traditions, value systems, lifestyles, languages, and thought patterns). The goal may be to explain similarities and contrasts or to raise awareness and obtain a deeper grasp of social realities in various country contexts. Typically, researchers will utilize the same instruments to undertake secondary analyses of accessible national data or to conduct fresh empirical work.

3.5.5 Justification of Cross-sectional Design

A cross-sectional design entails gathering data from several cases at the same moment in time. This is often done to collect a set of quantitative or measurable data related to two or more variables. Qualitative data may be collected as part of a cross-sectional design. These factors are then evaluated to see whether there are any patterns of relationship. According to Asenahabi (2019:2310), the cross-sectional design is commonly linked with sociological surveys, but it also encompasses a wide range of other research methodologies, such as organized observation, content analysis, official statistics, and diaries. This study adopted the cross-sectional design as it was best suited for the type of research being conducted on the topic. Cross-sectional research examines data from a sample at a single moment in time.

Respondents in this sort of study are chosen based on certain variables of interest. Kesmodel (2018:389), also supports this by writing that cross-sectional research is

commonly utilized in cognitive science, but they are also applied in a variety of other fields, including social science. Cross-sectional research is observational in nature and is classified as descriptive research; they are neither causal nor relational in character, which means it cannot be used to pinpoint the source of anything, such as an illness. Cross-sectional examinations are common because they provide various advantages to researchers. Cross-sectional examinations often allow researchers to collect a large amount of information fast.

Table. 3.2: Summary of concepts used in research

Independence	The observer must be independent of what is being observed
Value-freedom	The choice of what to study, and how to study it, can be determined by objective criteria rather than by human beliefs and interests
Causality	The aim of the social sciences should be to identify causal explanations and fundamental laws that explain regularities in human social behavior
Hypothesis and Deduction	Science proceeds through a process of hypothesizing fundamental laws and then deducing what kinds of observations will demonstrate the truth or falsity of these hypotheses
Operationalization	Concepts need to be operationalized in a way that enables facts to be measured quantitatively
Reductionism	Problems are better understood if they are reduced to the Simplest possible elements
Generalization	To be able to generalize about regularities in human and social behavior it is necessary to select samples of sufficient size from which influences may be drawn about a wider population
Cross-Sectional Analysis	Such regularities can most easily be identified by making comparisons of variations across samples

Source: Research own construct

3.6 Quantitative Method

The objective of quantitative research is to identify how many individuals believe, behave, or feel in a particular manner. Quantitative studies utilize huge sample sizes, focusing on the number of replies rather than the more focused or emotional understanding that qualitative research seeks. According to Bloomfield and Fisher (2019:27), in quantitative research design, the typical approach is for each respondent to be asked identical questions so that the entire data sample can be properly

analyzed. The data is provided in a numerical format and may be quantifiably analyzed using statistical methods. Surveys, on the other hand, can be adjusted to branch off if the respondent replies in a certain way, an example of this is if persons who are happy or unsatisfied with a service may be asked different questions afterwards.

A research method might be qualitative, quantitative,⁵¹. Researchers can select from a variety of research methodologies, including experimental studies, surveys, correlational studies, and quasi-experimental review studies, under various study designs. According to Sukamolson (2017:5), there are various sub types of research methodologies, such as experimental design, issue definition and descriptive investigations. Data collection, data measurement using the appropriate instruments and data analysis are also components of research designs. The research topic that the researcher chooses to work on determines the study strategy chosen by the researcher rather than the other way around. The design phase of a market research study is when the researchers decide on the instruments to be utilized in the study and how they will be used.

Chua (2012:33) states that good research normally guarantees that the data gathering process has as little bias as possible to increase both the internal and external validity of the research. Quantitative research is used when statistical findings are required to acquire actionable information. Numbers give a more accurate view while making key business decisions. Quantitative research methodologies are required for every organisation's progress. Insights derived from real numerical data and analysis are shown to be quite useful when making business-related decisions in the future.

According to Oun and Bach (2014:255), in cross section surveys, closed-ended questions are widely utilized. If respondents are provided a fixed set of options, they will be unable to provide lengthy open-ended responses. This method ensures that the quantitative research technique is far more efficient than if open-ended qualitative style questions were employed. It is more efficient since it removes the time-consuming procedure of coding many open-ended responses. However, if necessary, quantitative research design allows for the inclusion of an 'Other' category in the list of answers to

questions. Respondents who do not fit neatly into one of the main groups might have their precise responses recorded and utilized in the analysis of the research project findings.

The research method that was be adopted within the study was the quantitative approach. The quantitative research approach is defined as one that “involves philosophical assumptions that guide the direction of the collection and analysis of quantitative approaches in many phases of the research process” (Bryman *et al*, 2014:62). Quantitative research is further defined as a organized examination of phenomena by collecting quatifiable information an presenting numerical, mathematical, or computational techniques (Surendran, 2019:1). Research design is established before it begins, and research is used to test and support or reject a theory.

This research design allowed a deeper understanding of the research being done on the topic. Habib and Maryam (2014:15), stated that quantitative research can be used to quantify behaviours, opinions, attitudes, and variables and generalize from a larger population especially in the FMCG sector. Quantitative research is seen as more scientific as it surveys a large sample, and this eliminates bias. The quantitative method investigates goals to make predictions, finds facts and test hypotheses that have been stated. This is supported by Saunders (2019:153), that states that quantitative research uses calculable data to articulate facts and expose patterns in research. The quantitative method of research involves using statistical and mathematical tools to obtain results. There was more control over how the data was collected and the researchers was more isolated from the research. An outside point of view was acquired using this method.

Since this thesis aimed to examine the complexity, fairness, and acceptance of performance appraisals, employing a quantitative approach using a survey was best suited for this purpose. Bryman *et al.*, (2014:65), states that the uniqueness of the survey method is that a large sample can be reached fast and easily to gather information. This is seen as an advantage and the large population offers superior

statistical power. Furthermore, as this study was aimed to construct a scale for measuring employee satisfaction of the PA, once the scale is created using the survey data, the collected data through the quantitative approach was be used to triangulate the results and boost its legitimacy.

3.7 Population

The population is the set or group of all the units to whom the study findings will be applied. In terms of population definition, we may state that it includes all the units to which study findings can be applied. In other words, a population is a collection of all the units that share the variable feature under investigation and for which research findings may be used. As a result, any group of people who share a characteristic can be referred to as a population (Bryman *et al*, 2014:170). The population of this study is the FMCG sector and within that the HR, Regional Managers, and field sales staff in the Western Cape.

3.8. Sampling Technique

3.8.1. Purposive Sampling

As discussed by Saunders (2009:153), purposive sampling allows for the effective analysis of responses using self-selection and judgmental sampling to select and judge cases that will foster the realization of set objectives. Purposive sampling is a non-probability sampling strategy; therefore, the population cannot be generalized. Purposive sampling was used for the collection of data used in this research. Since the focus of the study was meeting the research aims and objectives stated in chapter 1, thus participants giving answers to questions raised from the questionnaire, this sampling technique was chosen as a way of selecting the proper sample size for the large population of the sample space in the FMCG sector.

As retail is a big sector in the Western Cape with many businesses operating within it, the purposive sampling technique was applied as described below. According to (Stats SA, 2022), the report indicated that FMCG industry employs 2.5-million people which equates to 16 percent of the labour force in South Africa. Data were drawn from various

levels in the organograms of companies operating within the industry and targeted at HR managers, first-line managers, Regional Managers, and lastly lower-level staff. HR managers, it is needed to establish if the PA is in line with the objectives of the organisation also if there are any developments in the process and how often it is changed or adjusted.

For first-line management (Sales Managers/supervisors) that manage lower-level staff and middle management (Regional Managers) in the FMCG sector, questions were aimed at how this group accepts the PA outcome. According to Tobi and Kampen (2018:1210), the authors make it known that a standardized questionnaire is one of the most well-known tools for fast results and respondent anonymity among other benefits. The lower-level staff was targeted to understand how this process impacts them as managers are demotivated after the PA process. The regional and sales managers were the targeted group in the sector as they must balance the clients' needs and employees' needs as well as achieve the company's mid-to-long-term objectives. The targeted number for the study was to see n=80 surveys to individuals in the FMCG industry in the Western Cape province.

The following parameters were considered while selecting the sample size for this study:

- i. **Budget Restrictions:** This study was part of a master's degree. The researcher was limited by financial sources because there was no money to support a large sample.
- ii. **Time Constraints:** The master's course had to be completed by 2022, restricting the extent to which the researcher may have reached new individuals to increase the sample size.
- iii. **Sample Size:** It is vital to highlight that this study took place in one of South Africa's nine provinces. As a result, a large enough sample size of 80 is reasonable for the study.

Given the foregoing, the minimal sample size for this study was n=80 respondents in total.

3.8.2. Inclusion and Exclusion Criteria

According to Bloomfield & Fisher (2019:28), inclusion requirements are characteristics of topics that are required for their participation. The objective of inclusion criteria is to remove the impact of certain confounding variables.

e.g., Only personnel impacted by performance assessments, for example, where performance reviews are conducted twice a year

Exclusion criteria are subject replies that necessitate their removal as subjects.

e.g., Failure to conform to pre-test regulations, for example, does not apply to all levels of the FMCG industry.

3.9. Research Instrument: Questionnaire

To understand how the independent variable affects the dependent variable, a self-administered questionnaire was used as the research tool. Bryman *et al.*, (2014:63), noted that a survey can be used for interviews, questionnaires, and sampling polls to get a sense of the phenomenon with focused precision. Other benefits of the self-administered questionnaire are that it is low-cost and inexpensive and allows the respondents to preserve their anonymity and review their responses. This survey will be conducted in person and will be self-administered. The survey that was conducted will contain a variety of questions. Demographic data of the participants will be collected through a multiple-choice questionnaire (closed), which will need the correct responses to be marked. The questionnaire assisted assist in getting the answers the study is pursuing to find around the feelings of fairness of the PA process and employee satisfaction.

This study will have two separate questionnaires focused on the separate groups targeted for the study, namely HR and sales staff. The rationale behind having separate groups is based on the different roles and responsibilities of these two groups within the organization. The importance of the questionnaire, which brings the hypothesis of the paper into play, involves Likert-scale questions. These questions assisted to find how they agree with the hypothesis for the study. The demographic

type questions will be used to compare answers between the groups to learn whether responses were constant across them. Responses will be created on a five-level scale and therefore the options are: strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree. There too was YES/NO also as unstructured questions (open ended) that may permit the partakers to answer for themselves to supply freedom of thought. Moreover, the instruments will have the same Likert scale format which is defined as the total of replies on many Likert scale items. Because many Likert scales match each constituent Likert item with its instance of a visual analogue scale, each item is frequently incorrectly referred to as being or having a scale, causing widespread misunderstanding in the literature and field jargon.

Firstly, the HR staff is responsible for managing various aspects of the organization's human resource function, such as recruitment, hiring, training, and employee relations. Therefore, their questionnaire will likely focus on topics related to employee satisfaction, engagement, retention, and performance management.

On the other hand, sales staff are responsible for generating revenue for the organization through the sale of its products or services. Therefore, their questionnaire will likely focus on topics related to sales performance, customer satisfaction, and the effectiveness of sales training and support.

Additionally, having separate questionnaires for each group allows for a more targeted and specific analysis of the data collected. It enables researchers to identify trends and patterns in each group's responses and to draw insights into the unique challenges and opportunities faced by each group.

In conclusion, the decision to have separate questionnaires for HR and sales staff in this study is based on the differing roles and responsibilities of these two groups and the need for targeted and specific analysis of their responses. This approach will enable the researchers to gain a deeper understanding of the challenges and opportunities faced by each group and to identify areas for improvement within the organization.

Overall, the collection of data was done in person and as we are currently still in the grip of the Covid-19 pandemic, all safety protocols will be strictly followed. This all

includes social distancing, mask wearing, and hand sanitiser was available and all participants, as well as the researcher, was in a well-ventilated setting during this process.

3.10. Data Collection Methods

Bryman *et al.*, (2014:268), stated that primary data is a form of data that is collected by researchers directly from the main source through Surveys, experiments, interviews, etc. Primary data are usually collected from the source, and this is often where the information originally originates from and is thought to be the best and most effective kind of data in research. Primary data sources are selected and specifically tailored to meet research requirements or requirements. According to Rahman (2016:108), during the data collection phase, the questionnaire will become the data collection instrument during the research conducted. Accordingly, data collection will be objective and detailed.

Primary research is a process used by academics to acquire data directly rather than relying on data collected from earlier study. They technically “own” the data. Primary research is conducted primarily to solve a specific problem that necessitates in-depth investigation. When a survey is deployed, respondents are given a set amount of time to complete the survey and return it to the researcher. To elicit the most information from respondents, surveys should include a healthy balance of open-ended and closed-ended questions. If the survey is too long, respondents will lose interest and abandon it halfway through.

3.11. Research Data Analysis:

The present study adopted descriptive and inferential statistics to prove the research hypothesis. Thus, the data was analyzed using the Stata Statistical Package. Data analysis in this study was twofold. First, descriptive statistics: Allowed for the presentation of data in a comprehensible manner to discover trends that may exist in the research findings, despite the limitations that this form of analysis may have. In this analysis, the present study adopted descriptive statistics to uncover measures of

central tendency, variation, and skewness. Second, inferential statistics, the present study adopted correlation analysis and Multinomial Regression and Multiple Regression to test relationships between study variables. Unrelated model equation was estimated as follows:

Equation 1; Performance Appraisal

$$PA_{it} = B_1 Justice_{it} + loyalty_{it} + satisfaction_{it} + motivation_{it} + U_{1t}$$

Where y_{it} is a dependent variable (Performance Appraisal) $x_{it} = (1, x_{it, 1}, x_{it, 2} \dots K_i - 1)$ is a K_i vector explanatory variable ($Justice_{it} + loyalty_{it} + satisfaction_{it} + motivation_{it}$) for observational unit i and u_{it} is an observable error term where the dual index it denotes t^{th} observation of the i^{th} equation in the system.

Equation 2; Organisational Justice

$$Justice_{it} = B_1 PA_{it} + loyalty_{it} + satisfaction_{it} + motivation_{it} + U_{1t}$$

Where y_{it} is a dependent variable (Justice) $x_{it} = (1, x_{it, 1}, x_{it, 2} \dots K_i - 1)$ is a K_i vector explanatory variable ($PA_{it} + loyalty_{it} + satisfaction_{it} + motivation_{it}$) for observational unit i and u_{it} is an observable error term where the dual index it denotes t^{th} observation of the i^{th} equation in the system.

Equation 3; Loyalty

$$Loyalty_{it} = B_1 PA_{it} Justice_{it} + satisfaction_{it} + motivation_{it} + U_{1t}$$

Where y_{it} is a dependent variable (Loyalty) $x_{it} = (1, x_{it, 1}, x_{it, 2} \dots K_i - 1)$ is a K_i vector explanatory variable ($Justice_{it} + satisfaction_{it} + motivation_{it}$) for observational unit i and u_{it} is an observable error term where the dual index it denotes t^{th} observation of the i^{th} equation in the system.

Equation 4; Satisfaction

$$Satisfaction_{it} = B_1 PA_{it} Justice_{it} + Loyalty_{it} + motivation_{it} + U_{1t}$$

Where y_{it} is a dependent variable (Satisfaction) $x_{it} = (1, x_{it, 1}, x_{it, 2} \dots K_i - 1)$ is a K_i vector explanatory variable ($Justice_{it} + Loyalty_{it} + motivation_{it}$) for observational

unit i and u_{it} is an observable error term where the dual index it denotes t^{th} observation of the i^{th} equation in the system.

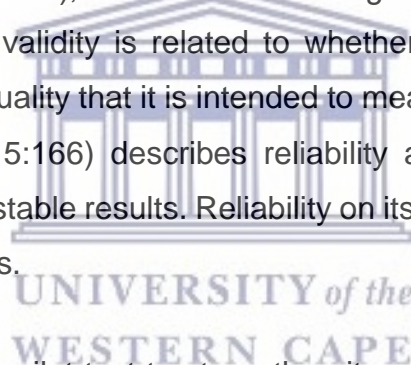
Equation 4; Satisfaction

$$Motivation_{it} = B_1 PA_{it} Justice_{it} + Loyalty_{it} + Satisfaction_{it} + U_{1t}$$

Where y_{it} is a dependent variable (motivation) $x_{it} = (1, x_{it,1}, x_{it,2} \dots x_{it,K_i-1})$ is a K_i vector explanatory variable ($Justice_{it} + Loyalty_{it} + Satisfaction_{it}$) For observational unit i and u_{it} is an observable error term where the dual index it denotes t^{th} observation of the i^{th} equation in the system.

3.12. Validity and Reliability

Surendran (2019:60), defines reliability as the strength of the findings and whereas validity represents the accuracy and authenticity of the findings. This is supported by Sürücü and Maslakçı (2020:2694), who states that though the two concepts are closely related, it is described that validity is related to whether the measuring instrument quantifies the behaviour or quality that it is intended to measure and how well it works. Mohamad & Sulaiman (2015:166) describes reliability as the extent to which the research method generates stable results. Reliability on its own cannot confirm validity but are two essential features.



The survey tool underwent a pilot test to strengthen its readability, after which it was approved before being sent to the research participants in the study. The actions described are the measures taken by the research to improve the validity and reliability of the research study. The research included a precise explanation and outline of all essential terminology and constructs used in the investigation. The study was extracted and developed from highly respected previous studies, which allowed an obvious research challenge to be recognized. The survey tool underwent a pilot test to improve its readability, after which it went through an authorisation before being sent to research participants.

3.13. Ethical Considerations

Throughout the study's progress, ethical issues will be highlighted. To ensure the well-being of all stakeholders, the following ethical concerns will be followed.

- i. **Voluntary Participation and Consent:** The respondents' involvement was fully voluntary, and they were free to leave at any time. If there are any problems or questions, a section containing the researchers' contact information was supplied on the consent form. Furthermore, prior to administering the questionnaire, the appropriate consent was obtained.
- ii. **Privacy Protection:** There was no discomfort for the research participants. Any communication between the researcher and the participants will be conducted with honesty and integrity.
- iii. **Confidentiality:** All efforts were taken to ensure participants that their information was safe and private, including the use of a password and secure technologies that would not jeopardize the respondent's dignity or create grief.
- iv. **Full Disclosure:** Respondents were informed that any data gathered from them will be used purely for research purposes to contribute to the body of information already available and will not be shared in any other way.
- v. **Data Analysis:** Only reported on aggregated data and comprehend the best analytical processes. The submission and storage of acquired data would also be done following best practices to enable review and additional verification as needed.
- vi. **Plagiarism: This** is one of the most crucial ethical considerations since it is in no way acceptable. The University of the Western Cape's APA reference requirements were followed to guarantee that all ideas, arguments, and viewpoints will be recognized.

When conducting any research, it is essential to consider the ethical implications of the study to ensure that participants are treated with respect and dignity, and their rights and welfare are protected. Therefore, in this study, the ethical considerations were considered, and the university's ethical committee approved the research study.

The ethical committee is a group of experts who review research proposals to ensure that they meet ethical guidelines and standards. The committee's role is to protect the welfare and rights of the participants, ensure that the research is conducted in a manner that minimizes risks to participants, and that any potential benefits of the study outweigh the potential risks.

The approval of the university's ethical committee provides assurance that the study was conducted in an ethical and responsible manner, and all participants were informed about the study's purpose, procedures, and any potential risks or benefits. Additionally, the ethical committee ensures that the confidentiality and anonymity of the participants were maintained throughout the study and that their data was protected.

In conclusion, with the ethical clearance reference number being **xxxxxxx**, the approval of the university's ethical committee indicates that the study was conducted in an ethical and responsible manner, and all participants' rights and welfare were protected. This ethical consideration is crucial in research, as it ensures that the study is conducted with integrity, and the results obtained are reliable and valid.



3.14. Conclusion

To conclude, the present chapter discussed the methodological procedures that were adopted to answer initial research questions, achieve research objectives, and prove the study hypothesis. As noted, the present study adopted a quantitative research approach. In particular, the study adopted inferential and descriptive econometrics that includes correlation and regression analysis. In the next chapter, an argument is advanced to analyse, interpret and discuss the research findings.

CHAPTER 4

DATA ANALYSIS, INTERPRETATION, AND DISCUSSION

4.1. Introduction

In this chapter, data analysis, interpretation and discussion are presented in the context of the research questions, objectives and hypothesis. The proceedings in this chapter are informed by methodological and econometrics procedures adopted to answer initial research questions and prove the study hypothesis. Following the theoretical model drawn from literature analysis and review on performance appraisal, motivation, satisfaction, loyalty, and performance provided the background to the empirical analysis presented and discussed in the present chapter. It is, therefore, in the theoretical model that a proposal is advanced on how explanatory variables explain performance appraisal in the context of the current study.

For ease of reference, this chapter is arranged as follows: Section 4.2 explains pre-diagnostic estimations that ensure reliability and validity of the research findings. Section 4.3, explain descriptive statistics that describe data tendencies. Section 4.4 presents results and interpretation of inferential statistics. Section 4.5 presents post diagnostic estimations to validate a series of econometric estimations adopted in this study. And, lastly, section 4.6, presents the discussion that is informed by literature and analysis and findings in the present study.

4.2. Pre diagnosis Estimation

In this section, results of pre diagnostics estimations are presented, analyzed, and discussed. Thus, to satisfy reliability and validity concerns the present study adopted a series of pre-diagnostic estimations that address issues of internal validity. The item analysis was conducted to check the internal validity of the scales used to measure the study variables. Consistent with econometric literature, Li (2022) suggests that the other purpose of conducting a reliability test was to eliminate items not contributing to the test of goodness fit and model specification. In this study, item analysis enhances the validity and reliability of econometric estimations adopted to answer the research hypothesis and achieve the objective of the present study. In this instance, the

Cronbach's alpha correlation coefficient was adopted to ascertain the reliability of data to produce valid econometric estimations. Table 4.1 illustrates the results of the Cronbach alpha test.

Table 4.1: The Cronbach Alpha Test

Item	Obs	Sign	Item-test corr.	Item-rest corr.	Interitem cov.	Alpha	Label
Pa	99	+	0.8205	0.713	43.15	0.877	PA
motivation	99	+	0.9	0.8221	36.984	0.852	MOT
satisfaction	99	+	0.8311	0.7231	42.0008	0.875	SATIS
loyalty	99	+	0.9061	0.8393	38.0078	0.847	LOYA
Justice	99	+	0.7378	0.645	51.714	0.895	JUSTICE
Test scale					42.3713	0.894	mean (unstandardized items)

Source: Researchers Own Construct

In above Table 4.1, the Cronbach alpha of the overall test scale is 0.89. In econometrics analysis, a Cronbach Alpha of at least 0.70 is considered reliable and to produce econometric estimations. In the instance of Table 4.1 empirical evidence suggests that pre diagnostic estimations of the present study effectively address issues of internal validity.

In Table 4.1, empirical evidence posits that the corrected item-total correlation value as observed in Table 4.1 indicates the degree to which each item correlates with the total score. Therefore, evidence in this study is consistent with econometrics literature that suggests that for items to be considered for further econometric analysis they should have a corrected item total correlation value of more than .30 (Vaske, Beaman and Sponarski 2017:17; Heo, Kim, and Faith 2015:33). Evidence presented in Table 4.1 indicates that the item retest correlation is more than the 0.30 threshold.

In individual variables analysis, Performance Appraisal (PA) reveals a Cronbach Alpha coefficient of 88%. This suggests that the responses in this variable are consistent and therefore reliable to produce scientific knowledge in this study. Further, evidence in Table 4.1 suggests that variables PA records an item correlation retest coefficient of 0.82 and 0.71, both coefficients are more than 0.30 and confirm the reliability of the responses as well as suggest that this variable can be included in the inferential analysis to be conducted in the succeeding sections of this study.

Further to that, evidence in motivation (Mot) reveals a Cronbach Alpha coefficient of 85 percent. The evidence suggests that the responses in this variable are consistent and therefore reliable to produce scientific knowledge in this study. As we proceed, evidence in Table 4.1 suggests that variable motivation records an item correlation retest coefficient of 0.90 and 0.82, both coefficients are more than 0.30 and confirm the reliability of the responses as well as suggested that this variable is appropriate for econometric estimations the seek to answer initial research questions.

In employee satisfaction, evidence suggests a Cronbach Alpha coefficient of 87%. This evidence informs that the responses in this variable are consistent and therefore reliable to produce scientific knowledge in this study. Again, empirical evidence in Table 4.1 suggests that the variable employee satisfaction records an item correlation retest coefficient of 0.83 and 0.72, both coefficients are more than 0.30, hence, confirming the reliability of the responses as well as they suggest that this variable can be included in the inferential analysis to be conducted in the succeeding sections of this study.

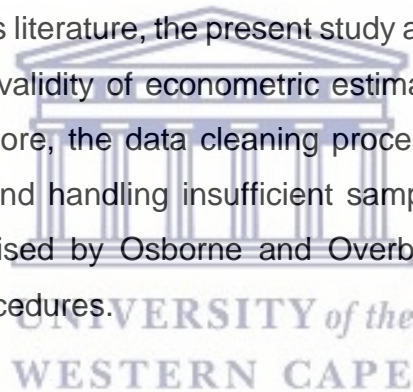
Empirical evidence in Table 4.1 suggests that variable employee loyalty reveals a Cronbach Alpha coefficient of 84 percent. This evidence informs that the responses in this variable are consistent and therefore reliable to produce scientific knowledge in this study. In addition, empirical evidence in Table 4.1 suggests that the variable employee loyalty records an item correlation retest coefficient of 0.90 and 0.83, both coefficients are more than 0.30, hence, confirming the reliability of the responses as

well as they suggest that this variable can be included in the correlation and regression analysis as adopted in the present study.

Lastly, in Table 4.1 above, empirical evidence suggests that variable organisational justice reveals a Cronbach Alpha coefficient of 86%. This evidence informs that the responses in this variable are consistent and therefore reliable to produce scientific knowledge in this study. Furthermore, empirical evidence in Table 4.1 suggests that variable organisational performance records an item correlation retest coefficient of 0.73 and 0.64, both coefficients are more than 0.30, hence, confirm the reliability of the responses as well as they suggest that this variable can be included inferential estimation that are consistent with proving the study hypothesis.

4.2.1. Data screening

Consistent with econometrics literature, the present study adopted measures to ensure and enhance reliability and validity of econometric estimations that are explained in succeeding sections. Therefore, the data cleaning process includes identification of entry errors, missing data and handling insufficient sample variables (Osborne and Overbay, 2008:16). As advised by Osborne and Overbay (2008:61), this process preceded the estimation procedures.



Following these authors, data screening was implemented to increase research quality, in this instance, it should be noted that in pursuit of reliability and econometric estimations data screening was conducted without compromising the quality of the outcomes. As such, the present study only screened data for erroneously entered data and missing data. This was done to complement the data screening.

4.2.2. Missing data

In this study, data analysis progressed after scrutiny and handling of missing data was implemented. Consistent with O'Loughlin, Martin and Ferrer (2018:64), handling and checking missing cross section survey data improve validity of data as it increases the level of accuracy in the data entry and subsequently in the research results. Thus, to

implement these stability diagnostics all entries were confirmed case by case. In the same vein, a ratio moving average was adopted to fill in missing values and descriptive statistics, frequency distribution, measures of central tendency, variation and skewness were used to describe the normality test of data which is a prerequisite of running a regression analysis (Gujarati, 2020:54).

In this study, evidence from the frequency distribution statistics suggests five mistakes in the data entry that are more than the data range. Thus, to mitigate this challenge, these mistakes were traced back to the original data sources and rectified as suggested and advised by O’Laughlin et al. (2018:22). Still on missing data, upon investigating the completeness of the study survey instrument, it was noticed that 13 questionnaires were incomplete with had missing data. Nonetheless, all the questionnaires had less than 15 per cent of the research questions unanswered. From this analysis, in view to O’Laughlin et al. (2018:23), questionnaires which are 80 % complete can be included in data analysis.

4.3. Descriptive Statistics

Following the initial research questions, objectives, and hypothesis the present study adopted descriptive statistics from two purposes. First, descriptive statistics were adopted to uncover data tendencies through reflecting on measure of central tendency, measures of skewness and measures of variation. Second, descriptive statistics were adopted to enhance pre diagnostic estimations by providing critical analysis on normality and precision of the sample size in the regard to the population of the study. Table 4.2 illustrates the results of the descriptive statistics.

Table 4.2: Descriptive Statistics

Stats	PA	Mot	Satis	Loya	Perf
Mean	43.43434	42.40404	41.50505	37.2323	14.1212
SD	8.238984	9.316344	8.569492	8.70237	5.78399
Se (mean)	0.828049	0.9363278	0.861266	0.87462	0.58131
Variance	67.88085	86.79427	73.4362	75.7312	33.4546
Skewness	-0.3497705	-0.6228734	-0.44395	-0.6523	-0.3189
p50	45	43	43	39	16

Source: Researchers Own Construct

In Table 4.2 above, results of descriptive statistics are presented in the context study of variables. In the measures of central tendency, empirical evidence suggests that in variable performance appraisal the mean is 43.434, the standard deviation is 8.239. In econometrics analysis, the standard deviation of the sample mean indicated the variation of the average from the sample average. In simple terms, in statistics, the standard deviation is a measure of the amount of variation or dispersion of a set of values. Thus, a low standard deviation suggests that values tend to be close to the mean. Consistent with this analysis, evidence in performance appraisal suggests that values are not close to each other. And this suggests a wide variation in performance appraisal.

Further, evidence observed in motivation, satisfaction, loyalty, and organisational performance also suggests that values are not close to each other. For instance, evidence in motivation the standard deviation is 9.32 and the mean 42.40, in satisfaction, the standard deviation is 8.56 and the mean is 41.50, in loyalty, the standard deviation is 8.70 and the mean is 37.32. And, in organisational justice, evidence suggests that the mean is 14.12 and the standard deviation is 5.78. On overall analysis, evidence in this study strongly indicates that high standard deviations values in individual variables suggest that data tend to be far from the mean.

Furthermore, in the measure of skewness variable performance appraisal indicates that data is almost symmetrical given a negative and a low value of skewness coefficient at -0.349. In statistics, skewness is the degree of asymmetry observed in a probability distribution. Distributions can exhibit right (positive) skewness or left (negative) skewness to varying degrees. A normal distribution (bell curve) exhibits zero skewness (Gujarati 2021). Similar evidence is observed in other variables such as motivation (-0.62), satisfaction (-0.44), loyalty (-0.65) and organisational justice (-0.32). Briefly, all variables indicate an almost symmetrical (Bell Shaped) distribution tendency. As noted, the low skewness value suggests that the study variables have a normal distribution and are reliable in the regression analysis to be analyzed in inferential statistics.

This study adopted another critical descriptive statistics measure that also informs on the reliability of the data in producing valid econometric estimations. In particular, the standard error of the sample informs on the precision of the sample statistics regarding the population (Variation). Thus, the rule of thumb indicates that for a sample to be representative of the population a low standard error must be evidenced in empirical analysis. In this series, evidence suggests that all study variables have a low standard error. For instance, in performance appraisal, the standard error coefficient is 0.82, in motivation 0.93, in satisfaction 0.86, in loyalty 0.87, and organisational performance 0.58. Briefly, the coefficients of the study variables suggest that sample statistics are a true reflection of the population.

4.4. Inferential Statistics

Following the report on pre diagnostic estimation and descriptive statistics, a series of inferential statistics was adopted to answer initial research questions, achieve study objectives, and prove the research hypothesis. In this study, two inferential statistic procedures were adopted, namely, the regression analysis and the correlation analysis. In the interest of simple analysis, section 4.4.1 presents the results of the correlation analysis and section 4.4.2 present the results of the regression analysis.

4.4.1. Correlation Analysis

In this section, the results of the correlation analysis are analyzed and interpreted. According to Gujarati (2021:12), the correlation analysis uncovers linear relationships between study variables. In the correlation analysis all study variables have fixed distributed effects, therefore, the correlation analysis was used to measure the strength of the linear relationship between two variables and compute their association.

Table 4.3: Results of the correlation coefficient

	PA	Mot	Satis	Loya	Perf
PA	1				
Motivation	0.6564	1			
Satisfaction	0.5666	0.71	1		
Loyalty	0.6566	0.7895	0.7403	1	
Justice	0.5432	0.6128	0.5192	0.6328	1

Source: Researchers Own Construct

Empirical evidence in the above table 4.3 indicates the results of the correlation analysis which uncovers linear relationships between two variables. In this series, all relationships have positive correlation coefficients. For instance, in the relationship between performance appraisal and motivation of employees, empirical evidence suggests a moderate positive relationship (0.66). Similar evidence is observed in the relationship between performance appraisal and loyalty, in this relationship a moderate positive relationship is also observed (0.66). Further, in the relationship between performance appraisal and employee satisfaction, empirical evidence suggests that there is a moderate positive relationship (0.57). Similar evidence is also observed in the relationship between performance appraisal and organisational performance. This relationship is positive and moderate (0.54).

In the relationship between satisfaction and motivation, evidence suggests that there is a strong positive relationship with a correlation coefficient of 71 percent. Similar evidence is recorded in the relationship between employee loyalty and motivation, the regression coefficient (0.78) evidences a strong positive relationship. And, in the relationship between organisational performance and motivation, a positive moderate relationship is evidenced and signified by a correlation coefficient of 0.61.

In the relationship between satisfaction and loyalty, empirical evidence suggests that there is a strong positive relationship with a correlation coefficient of 74 percent. Nonetheless, in the relationship between satisfaction and organisational performance a positive moderate relationship is observed at 52 percent correlation coefficient. And, in the relationship between organisational performance and loyalty, empirical evidence suggests that there is a moderate positive relationship at 63 percent correlation coefficient.

4.4.2 Multivariate Regression Analysis

In this section, the results of the multivariate regression analysis are presented in the context of research questions, objectives, and the study hypothesis. Therefore, this study implemented a multivariate analysis to uncover the relationship among study variables. A regression analysis was adopted to uncover the intensity of changes in the explanatory variables to the dependent variable. From an econometrics perspective, a regression analysis is an impact analysis that informs on the impact changes of one variable (explanatory) in the changes of the other variable (dependent) (Batlagi 2018:21).

Consistent with Batlagi (2018:16), Gujarati (2021:63), posits that in a regression analysis explanatory variable have a fixed distribution function while the dependent variable of the series has a stochastic distribution function. In this instance, the present study adopted a Seemingly Unrelated Regression model to uncover the impact of changes in the explanatory variables on the dependent variables. Table 4.4 illustrates the results of the regression analysis when organisational performance is treated as a dependent variable.

Table 4.4: Regression Analysis

Source	SS	df	MS	Number of obs	=	99
				F (4, 94)	=	18.38
Model	1438.73083	4	359.682708	Prob > F	=	0
Residual	1839.81462	94	19.572496	R-squared	=	0.4388
				Adj R-squared	=	0.415
Total	3278.54545	98	33.4545455	Root MSE	=	4.4241
Justice	Coefficient	Std. err.	t	P> t 	[95% conf.	interval]
Motivation	0.1840737	0.0834726	2.21	0.03	0.018337	0.3498104
PA	0.0801806	0.0772218	1.04	0.302	-0.0731451	0.2335063
Satisfaction	-0.0088869	0.0772995	-0.11	0.909	-0.1623669	0.1445931
Loyalty	0.2155773	0.0927733	2.32	0.022	0.0313738	0.3997808
Cons	-4.82444	2.600403	-1.86	0.067	-9.987601	0.3387207

Source: Researchers Own Construct

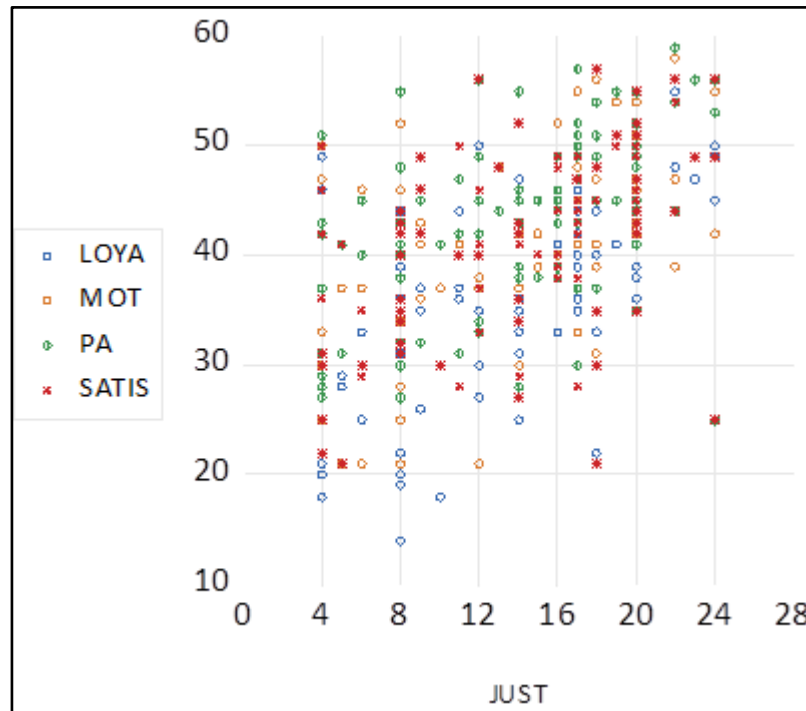
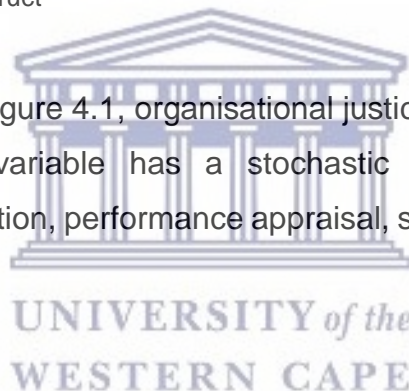


Fig: 4.1: Regression Analysis
Source: Researchers Own Construct

In the above Table 4.4 and figure 4.1, organisational justice is treated as a dependent variable. The dependent variable has a stochastic distribution function while explanatory variables motivation, performance appraisal, satisfaction, and loyalty have a fixed distribution function.



Following the results in Table 4.4 above, empirical evidence suggests that employee motivation has a positive and statistically significant relationship. For instance, 18 percent of changes in employee motivation positively influence changes in organisational justice at 97 percent confidence interval. Similar evidence is also recorded in the relationship between organisational justice and loyalty, evidence in this series suggests that 22percent of changes in employee loyalty influence organisational performance at a confidence interval of 98 percent.

Still, on evidence in Table 4.4, the measure of Goodness Fit as illustrated by the adjusted R-Square the relevant R-Square reveals a poor Goodness Fit coefficient that is 43 percent R- Square and 42 percent adjusted R-Square. These results suggest that

43 percent of changes in explanatory variables influence the dependent variable. This is below the threshold of 60 percent impact of explanatory variables on dependent variables.

Table 4.5 illustrates the results of the dependent variable motivation

Motivation	Coefficient	Std. err.	t	P> t	[95% conf. interval]
PA	0.1958328	0.091368	2.14	0.035	0.0144192 0.377246
Satisfaction	0.2107185	0.090571	2.33	0.022	0.0308875 0.39055
Loyalty	0.460112	0.104691	4.39	0	0.2522453 0.667979
Justice	0.2672212	0.121178	2.21	0.03	0.0266199 0.507823
Cons	4.247762	3.159761	1.34	0.182	-2.026017 10.52154

Source: Researchers Own Construct

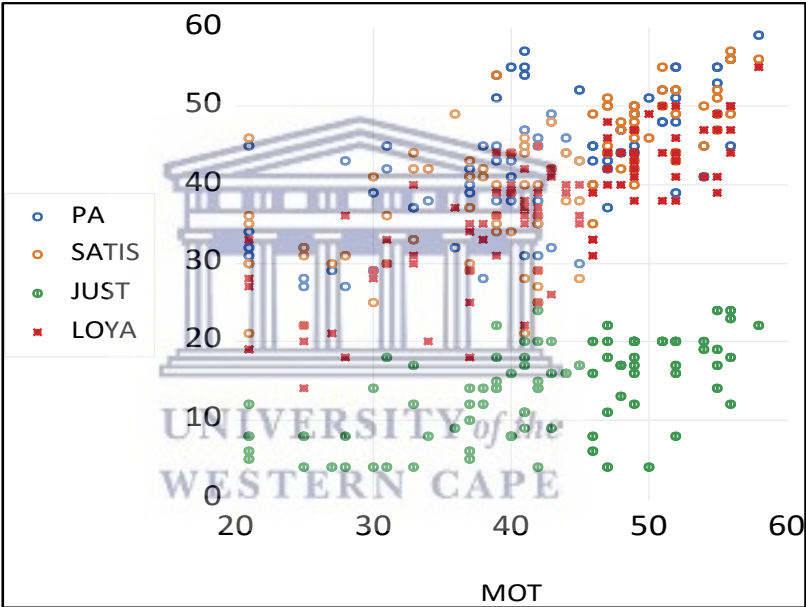


Fig: 4.2: illustrates results of the dependent variable motivation
Source: Researchers Own Construct

From Table 4.5 above and figure 4.2, employee motivation is treated as a dependent variable. The dependent variable has a stochastic distribution function while explanatory variables such as organisational justice, performance appraisal, satisfaction, and loyalty have a fixed distribution function.

In this series, empirical evidence suggests that employee loyalty has a positive and statistically significant relationship. For instance, 46 percent of changes in employee

loyalty positively influence changes in employee motivation at 100 percent confidence interval. Similar evidence is also recorded in the relationship between organisational justice and employee motivation. Evidence in this series suggests that 26 percent of changes in organisational justice influence employee motivation at a confidence interval of 98 percent.

Further, in Table 4.5, the measure of Goodness Fit as illustrated by the adjusted R-Square the relevant R-Square reveals a significant Goodness Fit coefficient that is 68 percent R- Square and 67 percent adjusted R-Square. These results suggest that 68 percent of changes in explanatory variables influence the dependent variable.

Table 4.6 illustrates the results of the dependent variable employee satisfaction.

Satisfaction	Coefficient	Std. err.	t	P> t	[95% conf. interval]
PA	0.1441372	0.1025483	1.41	0.163	-0.0594749 0.3477493
Motivation	0.2583932	0.1110626	2.33	0.022	0.0378758 0.4789106
Loyalty	0.390332	0.1207511	3.23	0.002	0.1505778 0.6300862
Justice	-0.0158201	0.137605	-0.11	0.909	-0.2890381 0.2573979
Cons	9.978064	3.379229	2.95	0.004	3.268526 16.6876

Source: Researchers Own Construct

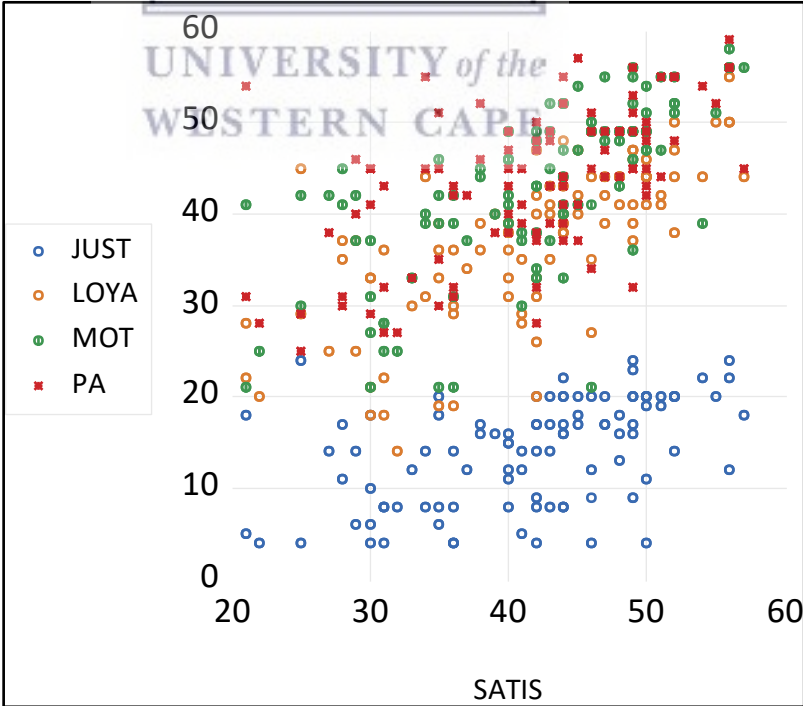


Fig: 4.3: illustrates the results of the dependent variable employee satisfaction.

Source: Researchers Own Construct

In Table 4.6 and fig 4.3 above, employee satisfaction is treated as a dependent variable. The dependent variable has a stochastic distribution function while explanatory variables such as organisational performance, performance appraisal, motivation, and loyalty have a fixed distribution function.

As observed in Table 4.6, empirical evidence suggests that employee motivation has a positive and a statistically significant relationship. In this study, 25 percent of changes in employee motivation positively influence changes in employee satisfaction at 100 percent confidence interval. Further, evidence in the relationship between loyalty and employee satisfaction suggests that 39 percent of changes in loyalty influence employee motivation at a confidence interval of 98 percent.

Furthermore, in Table 4.6, the measure of Goodness Fit as illustrated by the adjusted R-Square the relevant R-Square reveals an insignificant Goodness Fit coefficient that is 54 percent R- Square and 52 percent adjusted R-Square. These results suggest that 54 percent of changes in explanatory variables such as performance appraisal, employee motivation, employee loyalty, and organisational justice impact the dependent variable employee satisfaction. Table 4.7 illustrates the results of the dependent variable employee loyalty.

Table 4.7: illustrates the results of the dependent variable Loyalty

Loyalty	Coefficient	Std. err.	t	P> t 	[95% conf.	interval]
PA	0.1752133	0.0726963	2.41	0.018	0.0308929	0.3195337
Motivation	0.367817	0.0830422	4.43	0	0.2029573	0.5326766
Satisfaction	0.2509721	0.0752692	3.33	0.001	0.1015438	0.4004003
Justice	0.2568214	0.1057423	2.43	0.017	0.0468964	0.4667465

Source: Researchers Own Construct

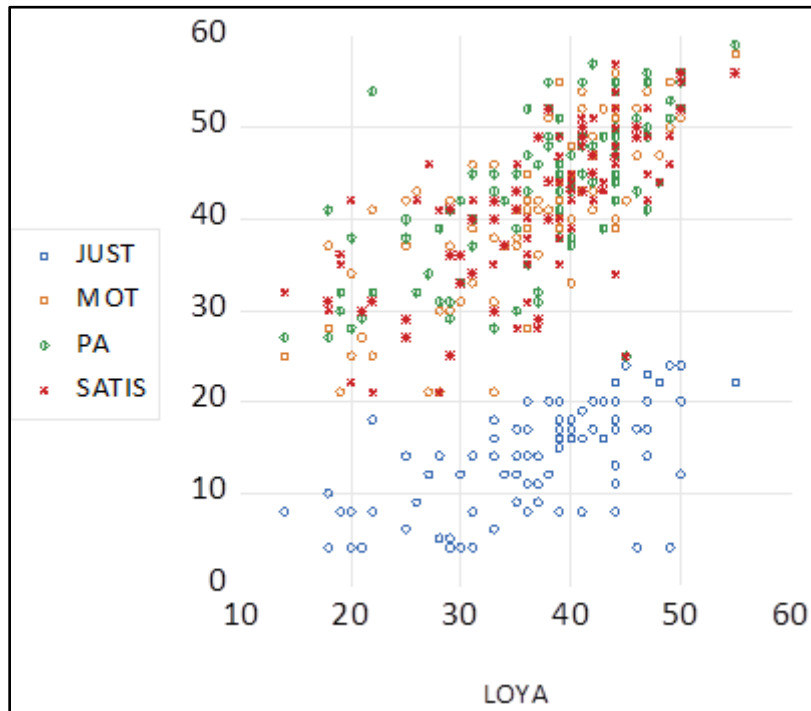
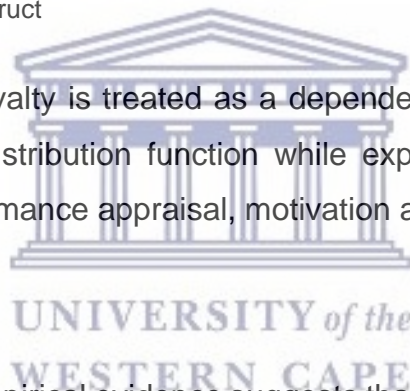


Fig: 4.4: illustrates the results of the dependent variable Loyalty
Source: Researchers Own Construct

In this section, employee loyalty is treated as a dependent variable. The dependent variable has a stochastic distribution function while explanatory variables such as organisational justice, performance appraisal, motivation and satisfaction have a fixed distribution function.



As observed in Table 4.8, empirical evidence suggests that performance appraisal has a positive and a statistically significant relationship. In this study, 17 percent of changes in performance appraisal positively influence changes in employee loyalty at 99 percent confidence interval. Evidence in the relationship between loyalty and employee motivation suggests that 36 percent of changes in employee motivation influence employee loyalty at a confidence interval of 100 percent.

As we proceed, evidence of the relationship between employee satisfaction and employee loyalty suggests a positive and statistically significant relationship. Thus, 25% changes in employee satisfaction impact changes in employee loyalty at 99 percent confidence interval. As such, similar evidence is observed in the relationship between employee loyalty and organisational justice. In this series, 26 percent of

changes in organisational justice impact changes in employee loyalty at a confidence interval of 99 percent.

In Table 4.7, the measure of Goodness Fit as illustrated by the adjusted R-Square the relevant R-Square reveals a significant Goodness Fit coefficient that is 94 percent R-Square and 92 percent adjusted R-Square. These results suggest that 94 percent of changes in explanatory variables such as performance appraisal, employee motivation, employee satisfaction, and organisational performance impact of dependent variable employee loyalty. Table 4.8 illustrates the results of the dependent variable performance appraisal.

Table 4.8: illustrates the results of the dependent variable Performance Appraisal

PA	Coefficient	Std. err.	t	P> t	[95% conf. interval]
Perf	0.0180794	0.0704787	0.26	0.798	-0.1218386 0.1579974
Mot	0.1686055	0.0841158	2	0.048	0.0016144 0.3355965
Satis	-0.0517552	0.0747073	-0.69	0.49	-0.200068 0.0965577
Loya	0.2276395	0.0937271	2.43	0.017	0.0415677 0.4137112

Source: Researchers Own Construct

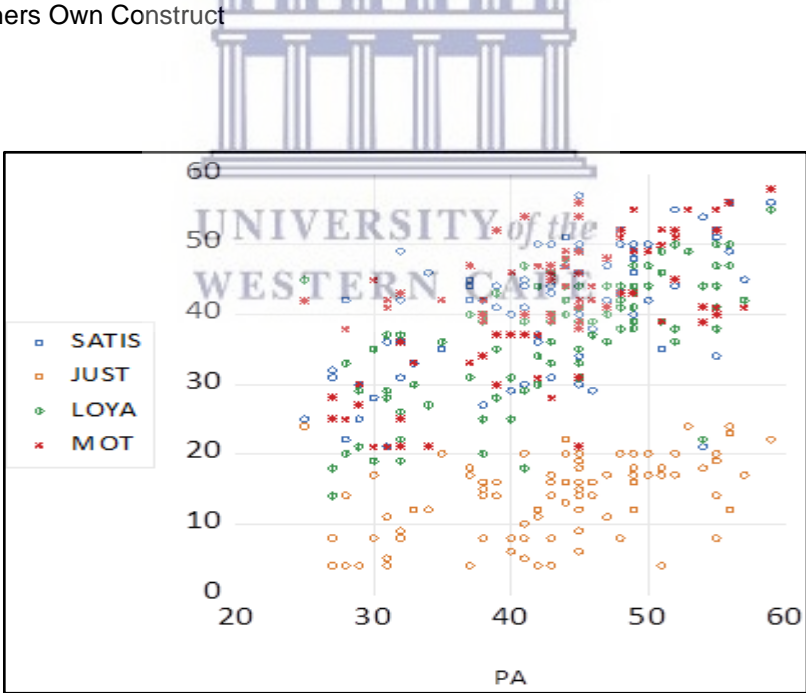
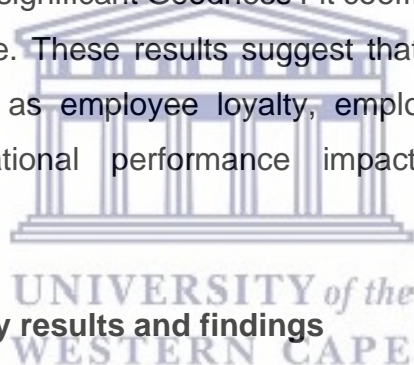


Fig: 4.5: illustrates the results of the dependent variable Performance Appraisal
 Source: Researchers Own Construct

In Table 4.8 and fig 4.5 above, performance appraisal is treated as a dependent variable. The dependent variable has a stochastic distribution function while explanatory variables such as organisational performance, motivation, loyalty, and satisfaction have a fixed distribution function.

Following the results in Table 4.8, empirical evidence suggests that employee motivation has a positive and a statistically significant relationship. In this series, 16% of changes in employee motivation positively influenced changes in performance appraisal at 96 percent confidence interval. Evidence in the relationship between loyalty and performance appraisal suggests that 22 percent of changes in employee loyalty impact performance appraisal at a confidence interval of 99 percent.

In Table 4.8, the measure of Goodness Fit as illustrated by the adjusted R-Square the relevant R-Square reveals a significant Goodness Fit coefficient that is 91% R-Square and 91% adjusted R-Square. These results suggest that 91 percent of changes in explanatory variables such as employee loyalty, employee motivation, employee satisfaction, and organisational performance impact of dependent variable performance appraisal



4.5. Discussion of study results and findings

In this section, the present study discusses the results of a series of econometric estimations adopted in Chapter Three, presented, and analyzed in preceding Chapter Four. Therefore, in the context of this study, this section is informed by data analysis and literature reviewed in Chapter Three. In the interest of simple analysis, the present section is arranged in line with the research questions and objectives.

4.5.1. Discussion on Objective One

This study sought to understand the relationship between performance appraisal on organisational performance. Thus, to uncover the relationship the study adopted two econometric estimations that develop knowledge in this specific relationship. Table 4.9

illustrates a summary of econometric estimations adopted to uncover nexus between performance appraisal and organisational performance.

Table 4.9: Econometric estimations between performance appraisal and organisational performance.

Dependent Variable	Explanatory Variable	Estimation	Coefficient
Organisational Performance	Performance Appraisal	SURE	0.080
Performance Appraisal	Organisational Performance	SURE	0.018
Correlation Analysis			
Variable	Variable	Spearman Rank	Coefficient
Organisational Performance	Performance Appraisal	Spearman Rank	0.54

*The asterisks ***, **, and * indicate significance at 1%, 5%, and 10% levels of significance*

Source: Researchers Own Construct

In this analysis, evidence suggests from the Seemingly Unrelated Regression analysis suggests that is a positive relationship between organisational performance and performance appraisal in instances where organisational performance is treated as a dependent variable and in instances when the performance appraisals are treated as a dependent variable. Nonetheless, despite the positive relationship in both instances, there is no statistically significant probability value to augment this positive trend.

Considering the primary evidence obtained in this study, empirical findings deduced from both the correlation and regression analysis are in contrast with the literature evidence reviewed by Armstrong (2006:2), suggesting that performance management is a deliberate process that provides continued success to organisations by not only enhancing the performance of employees but also serving the organisation by improving the abilities of individuals and broader teams.

4.5.2. Discussion on Objective Two

This objective sought to understand the relationship between performance appraisal on employee motivation. Thus, to uncover the relationship the study adopted two econometric estimations that develop knowledge of this specific relationship. Table 4.10 illustrates a summary of econometric estimations adopted to uncover the nexus between performance appraisal and employee motivation.

Table 4.10: Econometric estimations between performance appraisal and employee motivation

Dependent Variable	Explanatory Variable	Estimation	Coefficient
Performance Appraisal	Employee Motivation	SURE	0.168**
Employee Motivation	Performance Appraisal	SURE	0.195
Correlation Analysis			
Variable	Variable	Spearman Rank	Coefficient
Performance Appraisal	Employee Motivation	Spearman Rank	0.65*

*The asterisks ***, **, and * indicate significance at 1%, 5%, and 10% levels of significance*

Source: Researchers Own Construct

Following a series of econometric estimations, evidence from the Seemingly Unrelated suggests that employee motivation has a positive impact that is statistically significant at 0.02 percent probability value. This result is significant when performance appraisal is treated as a dependent variable. Nonetheless, when employee motivation is treated as a dependent variable, the relationship is positive, albeit statistically insignificant.

In this study, empirical findings deduced from both the correlation and regression analysis are consistent with the literature evidence reviewed in Chapter Two. For instance, Idowu (2017:15), investigated the effectiveness of performance appraisal systems and their effect on employee motivation. Findings show the occurrence of important positive results when the organisation uses the PA system as a motivational tool. Furthermore, it finds that the use of more than one assessment method helps harvest greater satisfaction and therefore higher motivational levels.

Furthermore, empirical evidence in this study concurs with the literature review that employee motivation influences performance appraisal and organisational justice performance. As such, this evidence augments Diamantidis and Chatzoglou (2019:171). These authors studied the relations between business/environment-related aspects such as a culture of training, support from management, and the climate in the organisation, job-related aspects such as occupation environment, job independence, communication, and employee-related factors such as skill, and motivation. and its impact on the Employee's Performance (EP). The methodology used was a model that observes the links between the related influences and EP is proposed utilizing the structural equation modeling approach. Findings indicated that the working environment and support from management and HR had the most robust impact both direct and indirect on performance, while adaptability and basic motivation directly affect job performance positively.

4.5.3. Discussion on Objective Three

This objective sought to understand the relationship between Performance appraisal, organisational justice, and performance through the mediating effects of employee loyalty. Thus, to uncover the relationship the study adopted two econometric estimations that develop knowledge of this specific relationship. Table 4.11 illustrates a summary of econometric estimations adopted to uncover the nexus between performance appraisal, organisational justice, and performance through the mediating effects of employee loyalty.

Table 4.11: Econometric estimations between performance appraisal, organisational justice, and performance through the mediating effects of employee loyalty

Dependent Variable	Explanatory Variable	Estimation	Coefficient
Performance Appraisal	Employee loyalty	SURE	0.227**
Employee loyalty	Performance Appraisal	SURE	0.175**
Organisational Justice	Performance Appraisal	SURE	0.108
Performance Appraisal	Organisational Justice	SURE	0.180
Correlation Analysis			
Variable	Variable	Spearman Rank	Coefficient
Performance Appraisal	Employee loyalty	Spearman Rank	0.65*
Organisational Justice	Employee loyalty	Spearman Rank	0.63*
Organisational Justice	Performance Appraisal	Spearman Rank	0.54*

*The asterisks ***, **, and * indicate significance at 1%, 5%, and 10% levels of significance*

Source: Researchers Own Construct

Following a series of econometric estimations, evidence from the Seemingly Unrelated suggests that there is a positive linkage between performance appraisal, organisational justice, and performance through the mediating effects of employee loyalty. This result is significant when performance appraisal and employee loyalty are treated as dependent variables.

In this study, empirical findings deduced from both the correlation and regression analysis are consistent with literature evidence reviewed in Chapter Two. As noted, in the literature review and analysis, employees are important to any organisation and the failure or success of an organisation is regularly associated with its capacity to interest, retain and compensate top performing employees suitably. The retaining of

highly trained and qualified employees can be considered a significant resource for any organisation. Still, though businesses aim to hold on to their staff, it is not without contest. This is also reinforced by Al Kurdi and Alshurideh (2020:3981), stating that the retention of motivated employees is significant for any organisation since if the organisation is unable to keep on to its employees, the achievement of its human asset progress inside the business will not be possible.

Furthermore, research has consistently found that employee loyalty is associated with higher levels of job satisfaction, more positive evaluations of leadership, greater participation in team activities within the organization, and a willingness to perform more complex tasks. As a result, organizations that can cultivate employee loyalty are more likely to retain their staff for longer periods of time. When unfair treatment is experienced, the opposite occurs such as anxiety and tension concerns, undesirable work attitudes to the organisation, and unproductive activities e.g., theft from the company, damage to property, or high nonattendance levels. It is thought that the equality of the action brings the rewards that are deserved; it may also indicate that they are appreciated in a team, or fair treatment may be valued as an important and basic principle of human functioning.

4.5.4. Discussion on Objective Four

This objective sought to understand the relationship between Performance appraisal, organisational justice, and performance through the mediating effects of employee loyalty. Thus, to uncover the relationship the study adopted two econometric estimations that develop knowledge of this specific relationship. Table 4.12 illustrates a summary of econometric estimations adopted to uncover the nexus between Performance appraisal related to organisational justice and performance through the mediating variables of employee motivation, satisfaction, and loyalty.

Table 4.12: Summary of econometric estimations between Performance appraisal is related to organisational justice and performance through the mediating variables of employee motivation, satisfaction, and loyalty.

Dependent Variable	Explanatory Variable	Estimation	Coefficient
Performance Appraisal	Employee loyalty	SURE	0.227**
Performance Appraisal	employee motivation	SURE	0.168**
Performance Appraisal	Employee satisfaction	SURE	-0.510
Organisational Justice	Employee loyalty	SURE	0.460***
Organisational Justice	employee motivation	SURE	0.184**
Organisational Justice	Employee satisfaction	SURE	-0.008
Correlation Analysis			
Variable	Variable	Spearman Rank	Coefficient
Performance Appraisal	Employee loyalty	Spearman Rank	0.65*
Performance Appraisal	employee motivation	Spearman Rank	0.65*
Performance Appraisal	Employee satisfaction	Spearman Rank	0.57*
Organisational Justice	Employee loyalty	Spearman Rank	0.63*
Organisational Justice	employee motivation	Spearman Rank	0.61*
Organisational Justice	Employee satisfaction	Spearman Rank	0.52*

*The asterisks ***, **, and * indicate significance at 1%, 5%, and 10% levels of significance*

Source: Researchers Own Construct

In this study, evidence from Seemingly Unrelated regression and the spearman rank correlation test suggests that there is a positive linkage between Performance appraisal, organisational justice, and performance through the mediating variables of employee motivation, satisfaction, and loyalty. This result is significant when performance appraisal and organisational justice are treated as dependent variables.

In this study, empirical findings are deduced from a series of econometric estimations adopted in Chapter Three. Consistent with the findings in this study, the literature review and analysis suggest that, according to Sepahvand, Mohammadipour, Parvizy and Zagheri (2020:595), employee commitment can be improved through participating in PA process, as it is well known that commitment is one of the biggest factors to ensure the success of any organisation. In being part of improving the PA process, it was found that motivation levels increased, and employee satisfaction increased. From the study, it was found that unskilled evaluators and ineffective methods were used thus causing resistance to the process. Maintaining a committed workforce should be one of the top priorities of any organisation to remain competitive and achieve its goals (Sepahvand, Mohammadipour, Parvizy & Zagheri 2020:595).

4.6 Interpreting the Absence of Comments in the Questionnaire: Insights and Considerations

In analyzing the data collected from the questionnaire for this thesis, it was observed that one question had no comments from the participants. This question is question 27, "WHAT WOULD YOU RECOMMEND BEING DONE DIFFERENTLY IN THE PERFORMANCE APPRAISAL? While this may suggest a lack of interest or engagement from participants, it is essential to consider the potential reasons behind the lack of comments. Specifically, it is possible that the question was clear and unambiguous, and the participants had no need to provide additional comments or feedback. Alternatively, the participants may have overlooked the opportunity to provide comments, or they may not have had any additional insights or opinions to contribute to the question.

Nonetheless, the absence of comments on a particular question does not necessarily indicate a lack of interest or engagement from participants. As a researcher, it is crucial to analyze the responses to the question itself, as well as the distribution of responses to identify patterns or trends in participants' attitudes or perceptions. Furthermore, the lack of comments can still provide valuable feedback to the researcher, as it may indicate that participants found the question to be clear and straightforward or that they had no significant issues or concerns regarding the topic addressed in the question.

Therefore, even if there were no comments given to a particular question in this study, meaningful insights can still be drawn from the data collected by analyzing the responses, identifying patterns and correlations between different variables, and considering the potential reasons behind the lack of comments.

4.7 Conclusion

In this chapter, detail on data analysis, interpretation, and discussion was presented in the context of the initial research questions objectives, and research hypothesis. This chapter informed us of empirical findings that are deduced from primary evidence. Thus, empirical evidence links the scientific knowledge development process in the context of relaying research findings that are particular to the present study. To achieve the study objectives, this adopted a series of descriptive and inferential econometrics

to empirically test the conceptual model that was presented in Chapter Two. In the next chapter, recommendations and the conclusion of the present study will be presented.



CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter presents conclusions and recommendations for the study. To present these, the chapter is arranged as follows: the next section reviews the research questions, aim, and hypotheses. Thereafter, a summary of the findings are discussed. Following that the chapter discusses the contribution of the study to both the literature and the scientific knowledge development process. Finally, the chapter proposes recommendations drawn from primary evidence and the literature review.

5.2. Summary of Findings

As previously noted, the study adopted advanced econometrics estimations to test hypotheses. Therefore, the discussion in this section is presented in the context of research hypotheses.

5.2.1. Findings on hypothesis one:

To understand the impact of performance appraisal on organisational justice and performance through the mediating effects of employee satisfaction. In the context of the results, the present study rejects the Null hypothesis of no positive relationship measured at critical values 0.00%, 0.05% and 0.10% levels of significance.

Table 5.1: Observed effects on Hypothesis 1

Dependent Variable	Explanatory Variable	Estimation	Coefficient	Decision Rule
Organisational Performance	Performance Appraisal	SURE	0.080	Ho not rejected
Performance Appraisal	Organisational Performance	SURE	0.018	Null hypothesis not rejected
Correlation Analysis				
Variable	Variable	Spearman Rank	Coefficient	
Organisational Performance	Performance Appraisal	Spearman Rank	0.54*	Reject the Null hypothesis

*** $p < .01$ ** $p < .05$ * $p < .1$

Source: Researchers' own work

From Table 5.1, above, the null hypothesis of no relationship measured at 1%, 5% and 10% levels of significance were not rejected when organisational justice was regressed against performance appraisal. And, when performance appraisal was regressed against organisational justice. In both instances, the relationship was positive but not statistically significant. However, in correlation analysis, the Null of no positive relationship was rejected at 10% probability significance.

Therefore, empirical findings deduced from both the correlation and regression analysis are in contrast with findings in the literature in that chapter Two. For instance, Armstrong (2006:2), suggests that performance management is a deliberate process that provides continued success to organisations by not only enhancing the performance of employees but also serving the organisation by improving the abilities of individuals and broader teams.

5.2.2. Findings on objective two

To understand the impact of performance appraisal on organisational justice and performance through the mediating effects of employee motivation.

Empirical evidence in this study suggests that there is a positive relationship between performance appraisal on organisational justice and performance through the

mediating effects of employee motivation measured at 1 %, 5 % and 10 % level of significance. Table 5.2 below illustrates observed effects.

Table 5.2: Observed effects on hypothesis 2

Dependent Variable	Explanatory Variable	Estimation	Coefficient	Decision Rule
Performance Appraisal	Employee Motivation	SURE	0.168**	Reject the Null hypothesis
Employee Motivation	Performance Appraisal	SURE	0.195	Null hypothesis not rejected
Correlation Analysis				
Variable	Variable	Spearman Rank	Coefficient	
Performance Appraisal	Employee Motivation	Spearman Rank	0.65*	Reject the Null hypothesis

*** $p < .01$ ** $p < .05$ * $p < .1$

Source: Researchers own construct

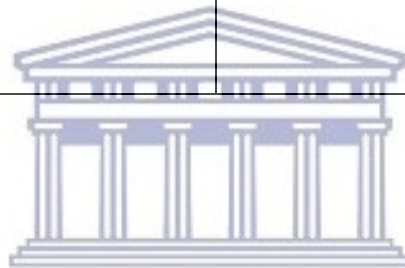


Table 5.2. above, the null hypothesis of no relationship was rejected in the series when employee appraisal was regressed against employee motivation. Nonetheless, the null hypothesis was not rejected when employee motivation was regressed against performance appraisal. In the correlations analysis, the null hypothesis was rejected at 10 percent probability value. This evidence concurs with the literature review that employee motivation influences performance appraisal and organisational justice performance. As such, this evidence augments Diamantidis and Chatzoglou (2019:171). These authors studied the relations between business/environment-related aspects such as the culture of training, support from management and the climate in the organisation, job-related aspects such as occupation environment, job independence, communication, and employee-related factors such as skill, motivation, and its impact on employees' performance (EP). The methodology used was a model that observes the links between the related influences and EP is proposed utilising the structural equation modeling approach.

5.2.3. Findings on objective three

To understand the impact of performance appraisal on organisational justice and performance through the mediating effects of employee loyalty. Empirical evidence in this study suggests that there is a relationship between performance appraisal on organisational justice and performance through the mediating effects of employee loyalty measured at 1%, 5% and 10% level of significance. Table 5.3 below, illustrates observed effects.

Table 5.3: observed effects on hypothesis 3

Dependent Variable	Explanatory Variable	Estimation	Coefficient	Decision Rule
Performance Appraisal	Employee loyalty	SURE	0.227**	Reject the Null hypothesis
Employee loyalty	Performance Appraisal	SURE	0.175**	Reject the Null hypothesis
Organisational Justice	Performance Appraisal	SURE	0.108	Null hypothesis not rejected
Performance Appraisal	Organisational Justice	SURE	0.180	Null hypothesis not rejected
Correlation Analysis				
Variable	Variable	Spearman Rank	Coefficient	

Performance Appraisal	Employee loyalty	Spearman Rank	0.65*	Reject the Null hypothesis
Organisational Justice	Employee loyalty	Spearman Rank	0.63*	Reject the Null hypothesis
Organisational Justice	Performance Appraisal	Spearman Rank	0.54*	Reject the Null hypothesis

*** $p < .01$ ** $p < .05$ * $p < .1$

Source: Researchers' own work

From the Table above, in the regression analysis, the null hypothesis was rejected two times, in the series, where performance appraisal was regressed against employee loyalty and where employee loyalty was regressed against employee appraisal. Nonetheless, in the series between performance appraisal (dependent) and organisational justice (explanatory). And, in the series between organisational justice(dependent) and performance appraisal (explanatory), although the evidence suggests that there is a positive relationship, it is, however, not statistically significant. In the correlation analysis, evidence suggests that the null hypothesis was rejected three times. Primary evidence reinforces similar literature evidence deduced in Chapter Two that employees are important to any organisation and the failure or success of an organisation is regularly associated with its capacity to interest, retain and compensate top performing employees suitably. The retaining of highly trained and qualified employees can be considered a significant resource for any organisation

5.2.4. Findings on objective four

To understand the impact of performance appraisal is related to organisational justice and performance through the mediating variables of employee motivation, satisfaction, and loyalty. Empirical evidence in this study suggests that there is a relationship between performance appraisal related to organisational justice and performance through the mediating variables of employee motivation, satisfaction and loyalty measured at 1%, 5% and 10% level of significance. Table 5.4 below illustrates the observed effects.

Table 5.4: Observed effects on hypothesis 4

Dependent Variable	Explanatory Variable	Estimation	Coefficient	Decision Rule
Performance Appraisal	Employee loyalty	SURE	0.227**	Reject the Null hypothesis
Performance Appraisal	employee motivation	SURE	0.168**	Reject the Null hypothesis
Performance Appraisal	Employee satisfaction	SURE	-0.510	Null hypothesis not rejected
Organisational Justice	Employee loyalty	SURE	0.460***	Reject the Null hypothesis
Organisational Justice	employee motivation	SURE	0.184**	Reject the Null hypothesis
Organisational Justice	Employee satisfaction	SURE	-0.008	Null hypothesis not rejected
Correlation Analysis				
Variable	Variable	Spearman Rank	Coefficient	
Performance Appraisal	Employee loyalty	Spearman Rank	0.65*	Reject the Null hypothesis
Performance Appraisal	employee motivation	Spearman Rank	0.65*	Reject the Null hypothesis
Performance Appraisal	Employee satisfaction	Spearman Rank	0.57*	Reject the Null hypothesis
Organisational Justice	Employee loyalty	Spearman Rank	0.63*	Reject the Null hypothesis
Organisational Justice	employee motivation	Spearman Rank	0.61*	Reject the Null hypothesis
Organisational Justice	Employee satisfaction	Spearman Rank	0.52*	Reject the Null hypothesis

*The asterisks ***, **, and * indicate significance at 1%, 5%, and 10% levels of significance*

Source: Researchers' own work

In this section, the null hypothesis of no positive relationship is rejected eleven times, six times in the correlation analysis and five times in the regression analysis. In this instance, evidence suggests that there is a positive relationship between performance appraisal related to organisational justice and performance through the mediating variables of employee motivation, satisfaction, and loyalty. Thus, the findings in this study, are consistent with the literature review and analysis suggests that, according to Sepahvand, Mohammadipour, Parvizy and Zagheri (2020:595), employee commitment can be improved through participating in PA process, as it is well known that commitment is one of the biggest factors to ensure the success of any organisation.

5.3. Contribution of the present study

In terms of contributions, this study used econometrics analysis to develop scientific knowledge. This is a significant contribution given the fact that most studies are qualitatively oriented. The adoption of econometrics estimations tests the study hypothesis and provides a different level of understanding and empirical testing of performance appraisal and organisational justice.

5.4. Recommendations

The recommendations of the study are twofold. First, it is recommended that FMCG outlets in the Western Cape should develop active systems that enable and enhance performance appraisal. This includes reviewing existing policies such as performance appraisal procedures and job motivation strategies that enhance loyalty and job satisfaction. Second and related to the first, the study recommends a structural approach to enhancing performance appraisal and organisational justice. As noted in the literature review, performance appraisal and organisational justice happen in the context of the mesosystem level consisting of employee loyalty, satisfaction, and motivation. These aspects can be enhanced using different intervention approaches. Therefore, the study suggests that FCMG retailers in the Western Cape should consider developing value adding strategies that enhance performance appraisal and organisational justice. However, this study recommends that studies in a similar subject can embark on a mixed method approach to balance both qualitative and

quantitative findings on the impact of performance appraisal in enhancing organisational justice, employee motivation, satisfaction, and loyalty.

5.5. Limitation of the study

The scope of this study will be confined to employees in the FMCG sector in the Western Cape. As a result, the study's findings did not apply to South Africa or other retail contexts. Furthermore, the survey was performed in person, which may allow for limited exposure to different sorts of study participants. For example, the study was able to get various sorts of respondents.

5.6 Conclusion

This chapter presented contributions and recommendations of the study on the relationship between performance appraisal in enhancing organisational justice, employee motivation, satisfaction, and loyalty. Therefore, this chapter concluded the study in the context of the research hypothesis that were tested by a series of econometric estimations. The study concludes that there is a positive and statistically significant relationship between performance appraisal in enhancing organisational justice, employee motivation, satisfaction, and loyalty.

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APPENDIX

Appendix A: Information Sheet



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INFORMATION SHEET

Project Title:

PERFORMANCE APPRAISALS, EMPLOYEE SATISFACTION AND ORGANIZATIONAL JUSTICE, IN THE FAST-MOVING CONSUMER GOODS SECTOR IN WESTERN CAPE

Participant Information Sheet:

We would like to invite you to take part in the above-named study. However, before you decide, please read the following information.

What is this study about?

This thesis is being conducted by Mondray Oliver, a Master's Degree student from the University of the Western Cape. We invite you to participate in the above research project to collect information on performance appraisals, employee satisfaction and organizational justice, in the FMCG sector in Western Cape. The purpose is to understand the opinions of the employees on the performance appraisal and their attitude towards work. Furthermore, the researcher wants to examine complexity of fairness and acceptance with performance appraisals among employees in the sector. This research will provide relevant data and information that could be used by businesses and educational institutions to have a better understanding of how employees view the process.

What will I be asked to do if I agree to participate?

The researcher will ask the participants involved in the relevant sector via a questionnaire to examine the opinions about performance appraisals, employee satisfaction and organizational justice in the fast-moving consumer goods sector in the Western Cape.

Would my participation in this study be kept confidential?

The researcher undertakes to protect your identity and the nature of your input. To ensure your anonymity, your name or any other details will not be included on the questionnaire. Also, the

collected data will be secured and stored in a password-protected computer file. The written research report will not contain any personal or confidential participant information.

What are the risks of this research?

There are no risks in participating in the research and no harm will come to the participant. You as the participant will be able to stop partaking at any time and have no obligation to offer any explanation for doing so if the need arises.

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All interviews will be conducted via online platforms with telephonic method, WhatsApp, Zoom, MS Teams in order to minimize human interaction as a result of the pandemic. However, should there be a need for a face-to-face interview, all Covid-19 protocols such as wearing mask, sanitizer and a 2-meter distance apart will be strictly adhered to in order to reduce the risk that may arise during the process.

What are the benefits of this research?

To increase the knowledge and misunderstandings of the particular phenomenon that is the performance appraisal process and all that leads into it. To test continued applicability of particular theories to situations yet also to devise methods to problems that is associated with it.

Do I have to be in this research and may I stop participating at any time?

The study participation is completely voluntary and anonymous. Should you decide not to participate, there will not be any negative consequences. Note that should you choose to participate, you may withdraw from the study at any time, and your data will be returned to you or destroyed. You may also decide not to answer any specific question. No participants will be victimized.

What if I have questions?

The study is being conducted by Mondray Oliver, a Master's Degree student researcher at the University of the Western Cape. Mondray is a full-time registered student in the School of Business and Finance in the Faculty of Economics & Management Sciences and Dr. Ntandoyenkosi Sibindi supervises the study. If you have any questions, please contact the researcher 3416780@myuwc.ac.za

<p>Researcher:</p> <p>Mondray Oliver Address: 20 San Remo Avenue Strandfontein Cell: 083 383 7959 Email: 3416780@myuwc.ac.za</p>	<p>Supervisor:</p> <p>Dr. Ntandoyenkosi Sibindi Senior Lecturer: Department of Economics Tel: [redacted] Email: nsibindi@uwc.ac.za</p>	<p>HOD:</p> <p>Prof. Richard son Shambare Director : School of Business and Finance Tel: 021 959 3220 Email: rshambare@uwc.ac.za</p>
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Appendix B: Consent Form





CONSENT FORM

TITLE: PERFORMANCE APPRAISALS, EMPLOYEE SATISFACTION AND ORGANIZATIONAL JUSTICE IN THE FAST MOVING CONSUMER GOODS SECTOR IN WESTERN CAPE

Thank you for participating in this research work. By completing this form, you are indicating that you have read the description of the study, are over the age of 18, and that you agree to the terms as specified below:

Questionnaire consent form:

Please tick X in the box.

I confirm that I have read and understood the information sheet explaining the above research project and I have had the opportunity to ask questions about the project.

I give consent to participate in the activities of the study.

I understand that my participation is voluntary and that I am free to withdraw without giving any reason and without any negative consequences.

Should I not wish to answer any particular question or questions, I am free to decline. (If I want to withdraw, I may contact the lead researcher at any time).

I understand my responses and personal data will be kept strictly confidential.

I permit members of the research team to have access to my anonymized responses.

I understand that my name will not be linked with the research materials. Therefore, I will not be identified or identifiable in the reports or publications that result from the research.

I confirm that my questions have been satisfactorily answered and all the risks associated with my participation have been explained to me.

I give consent and agree to have the interview to be recorded by the lead researcher for the purpose of this study.

Furthermore, I grant permission for the research to be recorded using audio recording devices in presentations, documentation, and publications of this study, where my identity will be kept confidential and anonymous.

Participant

Date

Signature

Name of Person taken consent
(If different from lead researcher)

Date

Signature

Lead Researcher
(To be signed and dated in the presence of participant)

Date

Signature

Copies: All participants will receive a copy of the signed and dated version of the consent form and information sheet for themselves. A copy of this will be filed and kept in a secure location for research purposes only. Thank you for taking the time to read this consent form.

<p>Researcher:</p> <p>Mondray Oliver Address: 20 San Remo Avenue Strandfontein Cell: 083 383 7959 Email: 3416780@uwc.ac.za</p>	<p>Supervisor:</p> <p>Dr. Ntandoyenkosi Sibindi, Senior Lecturer: Department of Economics Tel: Email: nsibindi@uwc.ac.za</p>	<p>HOD:</p> <p>Prof. Richardson Schambare Director: School of Business and Finance Tel: 021 959 3220 Email: rschambare@uwc.ac.za</p>
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Appendix C: Research Questionnaire

QUESTIONNAIRE

INTRODUCTION: Please kindly indicate your preference among alternative answers for each question by ticking in the appropriate box. Where alternative answers are not provided, fill in the gaps provided.

SEX

- Male
- Female

- 20-30
- 31-40
- 41-50
- Above 50



CADRE

- Junior staff
- Senior staff
- Management staff

Please indicate your preference among alternative answers for each question by ticking in the appropriate box:

	Strongly agree.	Agree	Neither agree nor disagree	Disagree	Strongly disagree.
1. My manager regularly discuss my job performance with me					
2. I clearly understand my manager's comments and opinion during the feedback					
3. My manager recognizes me when I do an excellent job					
4. My manager plays a significant role in my career development					
5. I am satisfied from the relationship with my manager/supervisor					
6. My manager/supervisor is highly capable as manager					
7. My manager gives me fair feedback					
8. My manager/supervisor has reasonable expectations from my work					
9. My manager/supervisor is well informed about my work					
10. My job is fulfilling my needs					
11. I feel proud to work for my company					

12. Performance management can help people understand the organization's strategic priorities					
	Strongly agree.	Agree	Neither agree nor disagree	Disagree	Strongly disagree.
13. I receive adequate training and information about the performance appraisal cycle before it starts					
14. I clearly understand the purpose of performance appraisal					
15. Performance appraisal in my company is fair					
16. Performance appraisal reflects objectively my performance					
17. Performance appraisal makes me better understand what should be doing					
18. Performance appraisal process helps manager/supervisor to manage people better					
19. Performance appraisal process encourages co-operation & team spirit					
20. Performance appraisal influences positively individual performance					
21. I rank my company higher compared to other employers					
22. I would recommend my company to all my friends					

23. The salary is adequate reflection of my performance					
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24. DO YOU THINK THAT POSITIVE PERFORMANCE APPRAISAL SHOULD LEAD TO INCREASE THE SALARY?

Yes

No

25. DO YOU THINK THAT POSITIVE PERFROMANCE ASSESSMENT INFLUENCES EMPLOYEE PROMOTION?

Yes

No

26. DO YOU THINK THAT YOUR RESULTS ARE LINKED TO THE PROFITABILITY OF THE COMPANY?

Yes

No



27. WHAT WOULD YOU RECOMMEND BEING DONE DIFFERENTLY IN THE PERFORMANCE APPRAISAL?

.....

THANK YOU VERY MUCH!

Appendix D: Turnitin Report

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