

A Research Paper on “Performance Appraisal And Employee’s Motivation Onboard Cruise Ship Industries

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ABSTRACT

The research study is based upon the Performance Appraisal and Employee’s Motivation system onboard Cruise ships in Cruise Line Industries. The main purpose and objective of the study is to explore and examine the relationship of work performance with the performance appraisal and motivation in Cruise Line sector. Data was collected through the questionnaire. The sample size consists of 1200 employees with different nationalities onboard cruise line ship in UK. Convenience sample was used to collect the data due to time and resource constraints. The industry which is considered for this research study is Hotel Industry onboard cruise ship which is important to know in the present scenario of developed and developing world wide nation. Performance appraisal is an important tool for effective management, but little has been explored to see its effect on attitudinal outcomes and employee’s development onboard ships. This investigation is an attempt to fill this gap. In developing countries like UK, USA technology intensive organizations are focusing on human resource management in which Cruise line sector is one of these sectors. This empirical study explored the connection between what employees perceive about performance appraisal and what impact this perception has on their work motivation in Cruise Line Industries onboard Ship. Perceived fairness is found as critically important dimension of performance appraisal for employee motivation onboard ships. The results can be a source of policy formation and its implications for improving the process of performance appraisal in this sector of UK as well as in other developing countries. For analysis, regression and correlation techniques were used. Reliability analysis was used to check the reliability of the data. Results of correlation and regression analysis show that there is overall positive relationship of work performance with the performance appraisal and motivation of the employees of onboard cruise line sector. This will help the other researchers in knowing the relation between them in depth. This will help and guide the organization in implementing the performance appraisal system for their employees and motivate them to get high performance. This will help them to enhance the work performance of their organization.

Keywords: Performance Appraisal Method, Employees Motivation, Performance Improvement, Training

INTRODUCTION

Performance appraisal has distinct position in management procedures since from the time of World War II. It is one of the oldest disciplines. People do judge others as well as people judge themselves. With every passing day, business organizations are facing aggressive competition due to globalization; so, they need more competencies to meet with these challenges. some theory needed to explain how the motivation factor works. In the term of the management scenario most popular explanation is based on the need of the individual. The basic model theory is the content theory of motivation. some employees interested basic needs but some are more interested psychological needs these are fulfill through experiences. Some other theorist explain motivation in different ways like most important is the Abraham, Maslow, David, Maclellard, Frederick Haerzberg etc. these are the source of the motivation. In the modern world of today some and every organization wants to successful through continuous process. Every organization compete with each other to handle the customer among the organization size is considered more with the proper constant format. Human resource is the creating and maintaining positive relationship among the organization. They face different challenges’ to achieve the targets. Very few organization supports that employee are the main assets of the organization. They satisfied and need to motivate to

fulfillment the task. According to Becker and Huselid (1998), human resource management can serve as key component of competitive advantage for any organization. Organization is established to achieve certain objectives. Achievement of goals or targets depends upon the performance of individual employees. Hence it is quite necessary to understand as to what extent employees have been successful at their jobs for achievement of their goals. Thus performance appraisal forms an important part of HRM.

This necessitates the study of performance appraisal. Human resource is vital for any organization. It is one of the useful sources which make other sources useful. If human resource or employees of any organization will be happy, they will do their best for the organization and vice versa. So it is important to manage the human resource. Organization tries to satisfy and motivate their employees to get better result. Performance appraisal is one of the main functions of human resource management. It is a method/ process which evaluate the individual's job performance in accordance with the objectives of the organization. Performance appraisal is effective and efficient for every organization. Employees of the organization work better when they get appraisal on their performance. They get motivate and satisfy with their work. Performance appraisal is used to recognize and examine the attributes of employees and of organization. Work performance of the employees associate with their satisfaction. Job performance is the value and measure of output of the employees that is essential to do a definite work. Satisfaction can be given to the employees through performance appraisal.

It can also affect the employees negatively according to some researcher. Overall, organizations are getting high performance by using performance appraisal. This relationship can be enhanced by the individual motivation of the employees. motivation is in individuals taken as a humor that magnetize them to carry out a special performance and accomplishment. However, researches show that many organizations are not satisfied with their employees' performance evaluation plans. They suggest that performance evaluation systems have not been successful in creating motivation and improvement of employees' performance. It is essential that organizations take action for more effectiveness of it. Periodical evaluation in a system and its components can increase its effectiveness. Such assessments are essential because, on the one hand, they specify the extent to which the related purposes of the appraisal and development have been realized and on the other hand, based on these assessments we can rectify the current performance assessment practices (Dolan & Schuler, 1997).

Top management create relationship between the employees and the organization demands to creating rules and regulation. They need to satisfy through motivation process as well as different rewards. High profiles companies create customer loyalty through spending of money but often ignore employee motivational factors .motivation levels affects both characteristics working environment as well as customer satisfaction. if organizations play role in motivation employs they are 100 percent able to achieve the targets easily. Motivation effects performance of the employee in the organization he give up the performance with the same skills a person have more skill they sometime effort less but the person who have less skill they are more motivated with the work as well and put 100 percent with the work.

OBJECTIVES OF THE STUDY

The objective is proficient at what time guidance is heading for at significant performance rudiments (acquaintance, expertise, approach) for trade, while the guidance be construct accessible toward apprentice to require hold during recital upgrading, in addition to while training curriculum are vigilantly intentional to product in enhanced beginner concert. In this circumstance, the most important worth for assessing guidance that's triumphant for accomplish the ambition (E.F 2005). Association can facilitate to engender job contentment by putting arrangement in position that will make confident that employees are face up to and then content for mortal triumphant. From critical review it is noted that there is a relationship between performance appraisals, motivation and job performance. So this research has been conducted to fulfill the following objectives or to answer the following questions.

- To examine the relationship of performance appraisals and job performance
- To examine the relationship of motivation and job performance

Performance Appraisal

Performance appraisal (PA) is a formal system of review and evaluation of individual or team task performance. A critical point in the definition is the word *formal*, because in actuality, managers should be reviewing an individual's performance on a continuing basis. PA is especially critical to the success of performance management. Although performance appraisal is but one component of performance management, it is vital, in that it directly reflects the organization's strategic plan. Although evaluation of team performance is critical when teams exist in an organization, the focus of PA in most firms remains on the individual employee. Regardless of the emphasis, an effective appraisal system evaluates accomplishments

and initiates plans for development, goals, and objectives. It is often a negative, disliked activity and one that seems to elude mastery. Managers do not like giving them and employees do not like receiving them. In fact, in one survey, almost 80 percent of workers stated dissatisfaction with their PA process. If this is so, why not just eliminate it? Actually, some managers might do just that *if* they did not need to provide feedback, encourage performance improvement, make valid decisions, justify terminations, identify training and development needs, and defend personnel decisions. Performance appraisal serves many purposes, and improved results and efficiency are increasingly critical in today's globally competitive marketplace. Therefore, abandoning the only program with *performance* in its name and *employees* as its focus would seem to be an illadvised overreaction. On top of these considerations, managers must be concerned about legal ramifications. Developing an effective performance appraisal system has been and will continue to be a high priority for management.

Employees Motivation

- Motivation represents an employee's yearning and obligation, which is marked as exertion. Some people want to complete a assignment but are effortlessly diverted or discouraged. They have elevated aspiration but stumpy assurance. Other plod along with imposing determination, but their work is unimaginative. These people have high commitment but low desire (KAMALI et al. 2005). The motivation has as many classifications as the word supervision. It is an internal need strengthen that activates human behavior. The following are several definitions that begin to help us in considerate this elusive concept.
- According to (Hellriegel and Slocum), Motivation is a predilection to act in a unambiguous goal intended for manner.
- Motivation might be distinct as the circumstances of an individual's perception, which represents the potency of his or her tendency to put forth attempt toward some fastidious manners. (Gibson)
- According to (Chung), The term enthusiasm refers to goal heading for actions. Ambition aimed at behavior, are characterized by the progression of selecting and directing convinced actions amongst deliberate behavior to achieve goals.
- Motives are expressions of a person's needs: hence, they are individual and interior. (Davis) From these definitions we obtain quite a lot of frequent characteristics to assist us in the conversation of enthusiasm experience. Drive is the interior force that boosts deeds in a definite direction.
- Goals are the inducement or payoffs that strengthen confidential contentment, that in turn strengthen the continuation of needs

CONCEPTUAL FRAME WORK



Scope of the Study

The scope of the study to analysis that motivation can effects employee performance ,reward and promotion with intervention of training with in the context of the education sector. This study has been done to know the relation of employee performance and output with motivation and performance appraisal onboard cruise line ships. This study shows positive relation between them. This will help the other researchers in knowing the relation between them in depth. This will help and guide the organization in implementing the performance appraisal system for their employees and motivate them to get high performance. This will help them to enhance the work performance of their organization. Performance appraisal plus motivation can establish better opportunities for them in present as well as in future. This study has great significance for practical implications.

RESEARCH METHODOLOGY

This study is a qualitative and quantitative research which aimed to assess the status and impact of the Performance appraisal system on employees. The purposive sampling technique was utilized in the selection of 55 respondents . Focused group discussion were conducted to triangulate the result of the survey. The survey consisted of three parts: Part1 focused

on the assessment of the status of the performance appraisal system in terms of reliability and validity, quality and effectiveness of the tool. Part II dealt on the impact of the appraisal tool on the respondents' performance. The third part focused on the problems that the respondents encountered in the implementation of the appraisal system.

The quantitative approach was adopted because this was convenient for this type of research. The population for the study consisted of the employees of all cruise liner seafarer. Sample consisted of 1200 employees of single cruise line ship. Sample was chosen by using the technique of convenient sample because of time and resource constraints. Self administered questionnaire were used to collect the data. The questionnaire was adopted because the same research was conducted in other context. There was no question mark on its validity. Questionnaire measured on 5-point Likert scale.

RESULT AND DISCUSSION

Work performance is generated through performance appraisal and high work motivation. This study filled the gap in Cruise Line Industries. Performance Appraisal has a collision on employee's motivation with respect to remuneration. Motivation from side to side monetary inducement is support on the supplementary conventional outlook so as to wealth is the powerful vigor. At what time the recompense is superior, the worker is supplementary prolific. An assembly of university apprentice was soliciting for effort on a fascinating conundrum. Several were remunerated and a few were not remunerated effort. Apprentice who does not get mortal remunerated effort have enigma and originate with respect to that apprentice who paid extra fascinating. At what time cram conveyed hooked on a place of work location, recruits go through the protocol which is mortally prohibited depriving human qualities as well as disaffect style of plunder. It was out in the open that plunder would terminally diminish an employee's inspiration to forever carry out the commission mortal pleased, and corresponding, several moment during time for opportunity. An additional scrutiny of the cram was that recruits would look forward for remuneration recommend every time for the mission was to be completed if the reward was offered at one time. Workforce necessitate remuneration to regulate and execute career that most likely anticipate remuneration toward amplify within quantity.

In the opposite situation if remuneration supposes to be not amplified else stipulation it was not paid than it dole out the same as unenthusiastic underpinning. According to the views of R and D during association with two of their contemporaries, demeanor the cram for inspecting possessions of achievement related plunder for workers fundamental enthusiasm. (Deci & R 2000). To scheming such types of remuneration the basic purpose is to check how much they are openly related to the achievement of work force for special objectives. For the reverence, achievement related remuneration undermine fundamental enthusiasm; on the other hand, the condition prevails that the remuneration awarded to employees for communicate in a sense that they execute really stupendous stage, remuneration give out upbeat for congeal for workers sagacity, capability along with diminish pessimistic consequence for the workers fundamentally inspiration. In addition to noteworthy for the cram the remuneration dispersed which relate to achievement was very important in interpersonal surroundings. According to Cameron the comparison of managerial remuneration in a scheming environment also in non controllable environment, exposed for the achievement related remuneration specified for interpersonal environment undermined fundamental inspiration.

For avoidance dwindle within workers fundamental inducement, the interpersonal surroundings ought to be more sympathetic to deal out achievement related remunerations (Cameron 2001 Adding up fundamental remunerations supply for individuality of career otherwise principle for association, Association might formulate distribute routine ambition momentous for given that apposite extrinsic plunder to objective achievement (Klein, 1991; Mowen, Middlemist, & Luther, 1981; Wright, 1989). Merely group with quantity of significant, remuneration although some extrinsic plunder ought to restrictive for concert the stipulation for the achievement, encouragement (Lawler, 1994). Finally it is necessary to comprehend that financial incentives are not lacking of shortcoming. One problem that can come up is the employees' feelings of not being justifiably rewarded for their assistance, which in consequence may cause the employee to diminish his or her input for potential productivity. Another problem associated with financial incentives is that it may chorage detrimental contention amongst the employees who may remedy to backstabbing and protectiveness.

The major problem with financial incentives is that it places too much prominence on money. Employees may drop fervor over their work and become preoccupied with the amount of money they will receive or resort to unprincipled methods. Those employees that do not accept rewards may feel that they are being unjustly penalized. Financial incentives may consequence in a controlling effect, as do bribes. (Durbin 2000). With respect to responsibility Appraisal has impressive effect on the responsibility of employees. Responsibility of every employee is very remarkable for every place of work. There is a condition for populace experience while employee's delicacy through esteem, frequently they counter through esteem further more imposing measures. The part of admiration to eulogize plus comment accordingly populace be familiar with what is the responsibility for the career. Workforce would like route for experience because stipulation they are

associate for jet set. That's why they will be familiar through admittance for the ranked rapidly just like anybody as well in working environment. Workforce would like to gain knowledge for original dexterity, expanding potential, cultivate for information as well as careers. Assembling expansion chance obtainable for the workforce to display obligation for serving to build up profession.

The organization will be grateful for the Employees fancy for having collision for conclusion regarding to careers as well as workers input furthermore worker power to facilitate ,generate busy workforce eager en route for flexible vitality of dealing. Workforce wish for headship desire sagacity for individual resting on the accurate alleyway, disappearing wherever it would be clear as well as significant. They want to gain high ranks in the work environment. Workforce eager to be acquainted with somebody, who is dependable, laid blame on. Immediate administrator take action as campaigner for workforce, congregation as well as hand out the possessions required for the workforce survive for artistic and doing first-rate work as well as provided that constructive support for glowing work. enthralling effort, chance for build up extraordinary capability, adequate in sequence, sufficient authority ,reasonable facilitate furthermore embark upon, responsive along with supportive workers , chance to observe consequences for employment ,experienced administration, clearly defined errands as well as high-quality disburse. Interesting work has got the highest level.

Mainstream of employees see eye to eye that the work they are pander to do is very interesting and also motivates the concert for accomplish the objective. Opportunity to build up special abilities got the company is providing training facilities for their employees to develop their extraordinary abilities for the scrupulous job which help them to expand acquaintance and increase abilities worker has been owed with particular work which they need to accomplish before the given time. Thus responsibilities are undoubtedly defined which motivates the employees performance. Each employee is given enough power to perform their work. Thus it to some extent motivates employees to attain their target. In the organization each employee is getting the enough information about the work to be performed. The target is to be attained has been set by the organization, where they pass enough information to their employees about the work. Thus it motivates employees to accomplish the target. Thus the company provides required equipment for the work and superiors provide enough information to their co-workers to work in a remedial manner.

Thus these two factors motivate employees to execute well to attain the objective. Friendly and helpful co-workers relation in the company between the employees is moderate but this relation does not motivate performance .So at the company opportunity to see the results of work do not manipulate more on performance. In the company most of employees does not regard as knowledgeable supervision as an inspiring factor so it does not motivate employees. (Karaikudi 2011) When managers put emphasis on neither contentment nor concert, they are close the eyes to their errands in addition to the specifics at tender. The consequential neglect reproduces to be deficient in of administration. At hand no accurate guidance, in the sagacity that recruits are particular neither precedence nor comportment. Use rewards and restraint fittingly to distinguish deplorable behavior and encourage extraordinary performance. Finally, director can strengthen the concert results of a worker by increasing employee's direct get in touch with employees or by openhanded them rejoinder on how their employment robust in and donate to the generally modus operandi of the association. Instantaneous overseer be active as campaigner for employees, congregation and allocate the property looked-for recruits in favor toward competent in the direction of first-rate career plus the stipulation that encouraging prop up for a job well finished. (KAMAL1 et al. 2005)

Collection of Data

Collection of data is the first step in statistics. The data collection process follows the formulation for research design including the sample plan. The data can be secondary or primary.

Collection of Primary Data during the course of the study or research can be through observations or through direct communication with respondents on one form or another or through personal interviews. I have collected primary data by the means of a Questionnaire. The Questionnaire was formulated keeping in mind the objectives of the research study.

Secondary data means data that is already available i.e., they refer to data, which has already been collected and analyzed by someone else. When a secondary data is used, the researcher has to look into various sources from where he can obtain data. This includes information from various books, periodicals, magazines etc.

Analysis

There is equality in terms of the ratio between males and females in Cruise Liner Ship. This can also be ascertained from the fact that the same ratio is present among the total strength of 1200 employees onboard ships. The sample was carefully chosen to ensure that the study gave an equal opportunity to both the sections to voice their opinion and there gain a truer

picture of the conclusions derived by the study. The balance of both the genders with different nationalities onboard ship also gives rise to a good work atmosphere and better understanding between the employees. This trend can also be witnessed in the supervisory ranks onboard cruise line ships in various department . This helps to remove many barriers that may exist due to various reasons. The Management of Cruise Liner ships strives to be an equal opportunity employer and therefore does not try to discriminate on the basis of Gender.

LIMITATIONS OF THE STUDY

Due to resource and time constraints only 1200 employees of the ship were approached to get data. This research can be done more accurate or generalized by getting more response from more sample sizes. The data was collected from one of the cruise line ship in UK. The research results can be healthier by getting data from more than one ship. Two analysis approaches were used for the analysis of the results. Others techniques can be used for better and comprehensive insights into the results. This study has been done to know the relation of employee performance and output with motivation and performance appraisal onboard cruise ships. This study shows positive relation between them. This will help the other researchers in knowing the relation between them in depth. This will help and guide the organization in implementing the performance appraisal system for their employees and motivate them to get high performance. This will help them to enhance the work performance of their organization. Performance appraisal plus motivation can establish better opportunities for them in present as well as in future. This study has great significance for practical implications.

There are some limitations faced while conducting this research as limited time frame was a great limitation. Secondly sample size was small and only employees at middle managerial level are studied while organizational performance is determined by all employees. To examine the true effect and impact of performance appraisal pre and post behaviors of employee reactions towards performance appraisal should be studied and for this longitudinal type of research study is necessary while due to shortage of time this empirical study is cross-sectional type. Small sample size and small time frame are limitation of the study. Data was collected from one of the cruise line ship. Only primary data collection method is used while secondary data is not availed. Besides questionnaire other data collection tools as interview and case study can be used for more sound results. Data is collected from cruise line ship cannot be generalized on other sectors.

Findings and Observation

The findings have revealed numerous potential weaknesses that are preventing the effectiveness of the system. A number of challenges have been identified and need to be manifested if the whole process is to be beneficial and fair to all involved. The organisation needs to improve the appraisal accordingly if it is to be successful in carrying out its objective. Below are the three recommendations the researcher has made for the organisation to make their appraisal system more effective.

Greater Employee Involvement

For the appraisal to reach its potential and be of benefit to all involved there needs to be a higher level of employee involvement in the system than there is at present. Rankin & Kleiner (1988) specified that one of the key factors of Performance Appraisal was to have the manager and employee jointly identify ways to improve the employee's performance, and establish a development plan to support the employee in achieving their goals. When employees are involved they take a greater interest as they are given more of a voice. Greater employee participation is known to create an atmosphere of cooperation, reduces tension and rater – ratee conflict which could be caused by the appraisal (Jordan, 1990).

More Development of employees in the appraisal

With poor results from the research in terms of how the appraisal developed the employees being appraised and how it enhanced performance, the organisation needs to ensure the system spends more time helping to develop employees, from identifying training needs, providing coaching and giving more accurate, constructive feedback. The ultimate purpose of performance appraisal is to allow employees to improve continuously (Bacal, 1999).

A consistent, one-for-all appraisal structure companywide

The most obvious issue with the current appraisal system in place in the organisation is the level of inconsistency that exists with how appraisals are carried out. The result of the survey showed that some appraisal are carried out more than once a year and yet others stated they have only one appraisal meeting every 18 months. There is also inconsistency in relation to who is setting the goals, what the goals are based on and whether employees feel the appraisal is efficient or inefficient. The organisation should look to introduce a framework for Performance Appraisal within the company that sets out a number of

important objectives such as fairness, confidentiality, employee development and mutual involvement. This framework would need to be explained to all involved in the process and training provided so as to ensure managers and employees are aware of how the system works and can stick to the guidelines.

CONCLUSION

It is concluded from above study, that there is a positive relationship of work performance with performance appraisal and motivation. It is also included that employees of cruise liner ships have high work performance due to performance appraisal and high motivation. Both regression and correlation shows positive relationship of work performance with motivation and performance appraisal. Performance appraisal related employee reactions or perception about performance appraisal is critically important aspect to achieve the attitudinal outcomes of performance appraisal which in turn lead to better organizational performance. This empirical research justifies the significant influence of employee's reactions towards performance appraisal on employee motivation. Employee perceived reactions including perceived satisfaction, perceived acceptability, perceived utility, perceived fairness and perceived accuracy of performance appraisal are significantly important to determine the employee work motivation. While perceived ineffectiveness of performance appraisal has no significant influence in determining the employee motivation.

Among all employee reactions perceived satisfaction and perceived acceptability has more strong influence on employee motivation as compared to other studied employee reactions of performance appraisal in scenario of cruise line industries. While utility has less significant impact. This indicates that this industries in order to get employees motivated to perform on high levels, management should focus on behavioral aspects of performance appraisal. Moreover, there exists a remarkable difference in different cruise liners companies regarding the more significant reaction criteria to determine employee motivation. As in case of Mobilink perceived acceptability is most significant employee reaction in determining the employee action motivation while perceived utility is least significant reaction in determining employee action motivation. While in determining behavior motivation perceived satisfaction is more significant employee reaction while perceived accuracy is least significant reaction criteria.

Whereas in case of Ufone perceived satisfaction and perceived acceptability of performance appraisal are more significant and important variables in determining employee action motivation and perceived utility is least significant while perceived ineffectiveness has not any significant impact on employee action motivation. On other side behavior motivation is greatly influenced by perceived satisfaction and less influenced by perceived utility among all studied measures of employee's reactions towards appraisal of performance. In Warid, Telenor and Zong perceived satisfaction, perceived acceptability and perceived accuracy are dimensions of perceptions that determine motivation in these organizations. It is concluded that positive employee's perceptions regarding performance appraisal have significant impact to enhance the employee motivation onboard cruise line ships. Furthermore, study concluded that among all studied dimensions of perceptions, perceived fairness is matter of critical impertinence which is assumed to be neglected dimension in cruise line companies and this should be focused in order to get employees motivated to perform better.

Suggestions / Recommendations

The following are the suggestions and conclusions derived from this particular research study

Objectivity

One manager's idea of "self-starting ability" can be quite different than another's idea. The question then arises as to how does one objectively evaluate "creativity"? If greater amount of objectivity can be infused into the Appraisal system, it can help to bring more transparency.

Effective Communication

One function of performance appraisals is to help employees develop so they can contribute more effectively. In order for the employees to develop and learn they need to know what they need to change, where (specifically) they have fallen short, and what they need to do. If a manager assigns a 1 (unsatisfactory) on a scale of 5, it does not convey much information to an employee. It just says the manager is dissatisfied with something. In order to make it meaningful and promote growth, far more information must be added to the appraisal process and the related information should be transparently shared with the employee.

Fairness

Most employees resist being classified at the low end of the scale. Employees who are low rated are more likely to resist the evaluation of the superior and argue, claiming that personal bias was involved in the ratings.

Managerial Efficiency

The implementation of a Performance Appraisal System rests on the shoulders of the manager and he must ensure that it is done properly. A good manager can make an average appraisal system work and vice-versa.

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