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EFFECT OF STRATEGIC PERFORMANCE APPRAISAL ON EMPLOYEES' PERFORMANCE IN INDIAN CORPORATE SECTOR

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Abstract- The objective of the present study is to examine the effect of strategic performance appraisal on employees' performance in Indian corporate sector. Descriptive and exploratory research design has been used in the current study. To get a fair representation from different industries and functional areas, simple random selection has been used. This research includes responses from 200 participants. A self-administered questionnaire was used to collect data. Descriptive statistics, exploratory factor analysis, and regression analysis methods were used for data analysis. Findings of the present study reveals that strategic performance appraisal significantly improves employees' performance in an organization. In nutshell, there is a significant and positive effect on employees' performance that can be explained by strategic performance appraisal. The research found that performance appraisal help companies to achieve their strategic goals. Managers need to make sure that the metrics used to evaluate employees' performance are in line with the company's objectives. Managers should use performance reviews to provide helpful feedback on how employees may improve their work going forward, rather than focusing just on reviewing previous work. Modern technology has the potential to make performance reviews more accurate and efficient.

Keywords: Strategic performance appraisal, employees' performance, performance management, organizational strategy.

Introduction

Strategic performance appraisal methods are based on many theoretical frameworks. Performance appraisal is a part of performance management system. Performance appraisal is equally important as other works performed by the management during the year. Today's busy work life allows superior and subordinate to have less one-on-one discussion on vital work problems, appraisal allows them to interact more on these problems (Madhavi *et al.*, 2022). The idea of goal-setting, proposed by Locke and Latham in 2002, states that defining explicit and difficult goals may improve performance and having clear targets in performance reviews might lead to better results for employees. The social cognitive theory, proposed by Bandura in 1986, highlights the significance of observational learning, self-efficacy, and self-regulation. Performance appraisals may impact employee's perceptions of their talents and inspire them to achieve better levels of performance. The feedback intervention theory, proposed by Kluger and DeNisi in 1996, explores the circumstances in which feedback enhances performance. It emphasizes the significance of constructive feedback in appraisal procedures.

Efficiently managing employee performance has become a crucial priority for firms seeking to gain a competitive edge in the ever-evolving global market. Performance appraisal play a crucial role in strategic management by offering a systematic method for assessing and improving employee performance, aligning individual goals with corporate objectives and promoting professional growth. Motivation has an important role in performance appraisal. It is an important tool for an enterprise which assists employee behavior to work more enthusiastically to achieve the predetermined objectives and goals. Employees also have high expectation that depends upon how much they desire safety, power and status. To fulfill these expectations, an organization should have an understanding of employees' motivation (Nousheen & Princila, 2023).

Efficiently planned and skillfully implemented performance assessment systems have the potential to significantly improve organizational success by increasing employee motivation, job satisfaction, and overall performance. The study investigates several aspects of performance evaluation, including objective establishment, feedback mechanisms, appraisal techniques, and the importance of the connection between the evaluator and the evaluated. These factors together impact the success of the appraisal process (Aguinis, 2019; DeNisi & Smith, 2014). Moreover, it is essential to ensure that performance appraisal systems are strategically aligned with the organization's strategy and objectives in order to improve organizational performance and attain long-term sustainability (Buckingham & Goodall, 2015).

Nevertheless, there is ongoing dispute over the efficacy of performance appraisal methods in enhancing employees' performance. Detractors contend that conventional performance evaluation techniques often fall short in correctly evaluating employee performance, potentially resulting in decreased motivation and discontentment, and even exacerbating disparities within the workplace (Culbert, 2012; Rao, 2014). The issues highlight the need for inventive methods of evaluating performance that are adaptable, comprehensive, and in line with current work dynamics (Pulakos *et al.*, 2015). Performance appraisal includes specific indicators to assess employee's working performance and behavior to achieve set strategic objective. According to managers, performance is the result of enterprise expectations. Coordination and integration of employee's performance enhance organizational performance (Peng, 2022).

Review of Literature

Strategic Performance Appraisal

Integrating different procedures and techniques to maximize workforce potential in line with corporate objectives is the strategic management of employee performance, which is essential to organizational success. A number of theoretical frameworks provide the theoretical basis for strategic performance appraisal. These frameworks stress the significance of motivating employees, the value of continual feedback and improvement, and the significance of aligning individual goals with corporate objectives. The Resource-Based View (RBV) emphasizes the strategic relevance of managing and developing human resources effectively, since they are a fundamental source of competitive advantage for firms (Barney, 1991). Performance appraisal plays important role in boosting employee performance but the presence of poor performance appraisal make employee feel demotivated and uninspired which create poor performance (Biswas, 2023). Nousheen and Princila (2023) recommend that to achieve organizational goals, management should provide effective feedback to employees so that they get motivated. A motivated employee will be able to perform more. As for motivation, monthly awards can be given to best performers. Additional evidence that well-defined, ambitious objectives and constructive criticism lead to improve outcomes may be found in Goal Setting Theory (Locke & Latham, 2002). Clear, detailed, and constructive feedback is an essential component of successful performance assessment (DeNisi & Pritchard, 2006). Performance outcomes are enhanced when evaluations are used strategically to assess and enhance employees' abilities (Aguinis, 2009). Opportunities for ongoing professional development are important to a strategic view of performance appraisal. Employee performance and organizational effectiveness are both enhanced when companies spend money on training and development that is in line with performance appraisal goals (Noe, 2008). To achieve success, performance appraisal techniques must be in sync with the overall business plan. Employee engagement and performance are both enhanced when workers can see how their work fits into the bigger picture of achieving organizational goals (Kaplan & Norton, 2001). Strategic performance appraisal isn't without its problems, however some of these challenges include making sure that performance reviews are accurate and fair, getting people to accept change, and incorporating performance appraisal into regular business processes (Pulakos, 2009). Companies also need to make sure their performance appraisal strategies are up-to-date all the time if they want to keep up with the ever-changing business landscape (Buckingham & Goodall, 2015). In order to make strategic performance appraisal more successful, the literature proposes a number of recommended practices. To name a few, investing in manager training to improve appraisal and coaching abilities, creating clear, measurable goals that are in line with organizational goals, and utilizing technology to simplify and improve appraisal processes are all important (Pulakos, 2009).

Employees' Performance

There are extensive number of elements that help to boost efficiency, effectiveness, and productivity of individuals and groups when studying employee performance in business environments. The field of employee performance research is based on many theoretical frameworks. Employees are more investing in their work and produce better results when given meaningful tasks, more freedom to make decisions, and regular feedback, as per Job Characteristics Model. People performed better when their jobs were less repetitive and more meaningful. Another important factor in employee performance is the incorporation of new technology and innovative approaches into work operations (Hackman & Oldham, 1976). A theory that places an emphasis on motivation is the Expectancy Theory (Vroom, 1964). According to this theory, employees' performance is affected by their belief in the link between effort, performance, and results. Organizational culture and leadership styles have a substantial influence on employee performance. For instance, leaders who practice transformational leadership that is, leaders that motivate their followers to put the needs of the company ahead of their own are associated with improved performance (Bass, 1985). Employee performance is strongly tied to their level of motivation and work happiness. Motivated workers who like what they do for a living is more likely to give their all on the job, according to research (Judge *et al.*, 2001). Although they serve distinct purposes, both intrinsic and extrinsic motivating factors are essential for peak performance. Employee performance is also greatly affected by investments in training and development. Noe (2008) found that when training programs are tailored to specific work needs and career goals, participants' knowledge, abilities, and performance are all improved. Workplace factors, both mental and physical, such as job design, significantly impact productivity. According to Davenport (2013), technological progress has the potential to improve performance by making processes more efficient, decreasing mistake rates, and increasing productivity. Employees' reluctance to adapt, the difficulty of effectively assessing performance, and the need to ensure equality and justice in performance assessments are some of the obstacles that have been recognized as having the potential to improve performance (Pulakos, 2009).

Effect of Strategic Performance Appraisal on Employees' Performance

Strategic performance appraisal provide a connection between individual objectives and overall organizational objectives, so enabling improved performance by providing clear expectations and feedback (Aguinis, 2009). Moreover, Social Exchange Theory (Blau, 1964) posits that performance appraisal, when regarded as equitable and advantageous, may bolster the employee-employer rapport, resulting in heightened employee commitment and productivity as a type of mutual give-and-take.

Studies have shown inconclusive findings about the efficacy of performance rating methods. Research indicates that well designed performance appraisal may greatly enhance employee performance via the provision of explicit performance standards, constructive feedback, and chances for growth and development (DeNisi & Pritchard, 2006). Cardy and Leonard (2011) discovered that aligning appraisals with organizational goals had a substantial impact on personnel performance and motivation. This is achieved by providing clarity on job expectations and directing efforts towards critical targets.

In contrast, other research emphasizes possible disadvantages, such as the possibility for reduced motivation and performance as a result of perceived inequity, prejudice, and fear linked to the evaluation procedure (Cleveland *et al.*, 1989; Kuvaas, 2006). The

occurrence of unfavorable consequences is often ascribed to substandard execution, including insufficient training for evaluators, ineffective communication, and neglect to use appraisal results productively for employee growth.

Existing literature outlines many effective strategies to optimize the beneficial effects of performance appraisal on employee performance. These include the need to guarantee that the assessment process is characterized by transparency, active involvement of employees, and is seen as equitable (Buckingham & Goodall, 2015; Murphy & Cleveland, 1995). It is crucial to routinely train managers in effective assessment procedures, focusing on giving constructive comments and conducting unbiased evaluations (Pulakos, 2009). In addition, including the assessment process within a comprehensive performance management system that includes continuous feedback, coaching, and opportunities for improvement may enhance its effectiveness (Aguinis, 2009; Armstrong & Baron, 2005). Empirical research yields contradictory results about the influence of strategic employee performance assessment on performance. Multiple studies have shown positive outcomes, such as increased motivation, work satisfaction, and performance (Aguinis, Joo & Gottfredson, 2011; Pulakos, 2009). These studies often emphasize the need of clear, specific, and achievable goals, continuous and helpful feedback, and alignment with company strategies. On the other hand, other studies provide more critical viewpoints, emphasizing potential negative outcomes such as increased anxiety, decreased motivation, and perceptions of unfairness (DeNisi & Sonesh, 2011; Kulik, Oldham, & Hackman, 1987). These criticisms often arise due to issues over bias, inadequate training for assessors, and a lack of transparency and consistency in the evaluation process.

Objective of the study

To examine the effect of strategic performance appraisal on employees' performance in Indian corporate sector.

Research Methodology

Using a comprehensive, mixed-methodological approach, this study seeks to fill research knowledge gaps about the relationship between strategic performance appraisal and employee performance. A robust, multi-faceted study is created when quantitative data and qualitative information are combined. To verify a fair representation from different Indian organizations, simple random selection was used. Two hundred participants, consisting of both higher and middle-level workers, have been surveyed for this research. The data was collected using a self-structured questionnaire. Part one contains demographic profile statements; part two has 12 items pertaining to strategic performance appraisal; and part three contains 30 items pertaining to employee performance.

Data Analysis

To achieve the said objective descriptive statistics and regression analysis have been used in present study for data analysis.

Table 1: Sampling Adequacy- Strategic Performance Appraisal

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.940
Bartlett's Test of Sphericity	Approx. Chi-Square	2142.362
	Df	45
	Sig.	.000

Table 1 displays the results of the KMO and Bartlett's Tests, which are used to assess the suitability of the sample size. With a value of .940, the KMO is much more than the .70 threshold for approval. With 45 degrees of freedom, the chi-square value is 2142.362. The results of Bartlett's test are statistically significant at the 5% level. The material seems to be suitable for further examination based on the findings of the tests conducted by KMO and Bartlett.

Table 2: Exploratory Factor Analysis of Strategic Performance Appraisal

Item Code	Item	Factor Loading	Eigen Value	Variance Explained	Cronbach Alpha
SPA7	Performance appraisal is important for job satisfaction.	.983	6.885	68.855	.942
SPA12	Employees are provided activity centered counseling and feedback.	.935			
SPA10	Appraiser is aware about appraises job responsibility.	.923			
SPA4	Appraiser should be familiar with the appraisal criteria.	.915			
SPA1	Self-appraisal is also considered for effective performance management.	.900			
SPA8	Performance appraisal helps to evaluate employee's performance accurately.	.882			
SPA3	Performance appraisal improves team work among employees.	.772			
SPA2	Organization provides opportunity to employees for involvement in performance target finalization.	.771			
SPA6	Performance appraisal is helpful for organizational effectiveness.	.542			
SPA5	The appraiser can directly observe employee's performance.	.534			

Source: Primary Data

Data reduction is accomplished via the use of exploratory factor analysis. Utilised a Rotated Varimax Component Matrix for Principle Component Analysis. Retained items had factor loadings of more than .50, and each factor is considered when the Eigen value is greater than 1. Two items, SPA9 and SPA11, out of a total of 12 were removed due to poor factor loading (< 0.50). The

ten-item strategic performance appraisal is the only factor that has been extracted i.e. *Performance appraisal is important for job satisfaction, Employees are provided activity centered counseling and feedback, Appraiser is aware about appraises job responsibility, Appraiser should be familiar with the appraisal criteria, Self-appraisal is also considered for effective performance management, Performance appraisal helps to evaluate employee's performance accurately, Performance appraisal improves team work among employees, Organization provide opportunity to employees for involvement in performance target finalization, Performance appraisal is helpful for organizational effectiveness, The appraiser can directly observe employee's performance.* From .983 to .534, it is the factor loading range for objects. This component has an Eigen value of 6.885 and a total explained variance of 68.855. Cronbach Alpha is a reliability and internal consistency metric. The provided scale is reliable, since the Cronbach's alpha value of .942 is much greater than the minimum allowed value of .70. (Table 2)

Table 3: Sampling Adequacy- Employees' Performance

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.920
Bartlett's Test of Sphericity	Approx. Chi-Square	1412.146
	Df	98
	Sig.	.000

Source: Primary Survey

Table 3 displays the results of the KMO and Bartlett's Tests, which are helpful to check the sample size's suitability. A chi-squared value of 1412.146 and 98 degrees of freedom indicate that the KMO value is higher than base acceptable value of .70. At the 5% level of significance, Bartlett's test is determined to be significant. Based on the findings from KMO's and Bartlett's tests, the sample is suitable for further examination.

Exploratory Factor Analysis of Employees' performance

Due to poor factor loading, eight items out of thirty (EP23, EP20, EP17, EP12, EP10, EP8, EP6, and EP3) are not taken into consideration. Task performance, contextual performance, and adaptive performance were the three criteria derived from the 22 items. Table 4 shows that these variables explain 66.375 of the total variation and have a Cronbach's alpha score of .921.

Table 4: Exploratory Factor Analysis of Employees' performance

Item Code	Items	Factor loading	Eigen Value	Variance Explained	Cronbach Alpha
Factor 1 Task Performance					
EP1	The revenue of the chosen employees equals to their cost	.864	10.458	23.351	.897
EP4	Training helps me to achieve work target in time	.810			
EP5	Training sessions help employees to increase their performance and productivity	.796			
EP29	Career advancement helps to boost employees' performance	.773			
EP14	Performance based appraisal done by manager is satisfactory	.750			
EP13	Authorities are satisfied with my work	.748			
EP28	Career advancement opportunities help to increase employee's work output	.581			
EP2	Employee's job specification is as per their qualifications which make them better performer	.577			
Factor 2 Adaptive Performance					
EP30	Employees perform better when they receive acknowledgement from their superiors	.859	2.927	22.040	.846
EP27	Subordinates work hard in organization to treat the customer well	.859			
EP19	Appraisal helps to analyze relationship between subordinates and their superiors	.812			
EP9	Training sessions increased self satisfaction my work	.792			
EP7	Training sessions has exceptionally reduce absenteeism rate of employees	.662			
EP26	A well planned career development helps to preserve talented employees	.659			
EP21	Employees having right to organize their tasks increase their working efficiency	.615			
Factor 3: Contextual Performance					
EP24	Succession planning promotes employee performance	.936	1.882	20.985	.871

EP25	Employee's career plan increase employees' working efficiency	.936		
EP15	Employees' having right to make decisions increase their satisfaction level	.849		
EP22	A well career path promotes employee's performance	.738		
EP16	Performance appraisal promotes communication between superiors and their subordinates	.680		
EP18	Performance appraisal helps set target for employees	.632		
EP11	Training promotes the successful succession planning	.549		
Total			66.375	.921

Source: Primary Survey

Factor 1: Task Performance

Task Performance includes eight items i.e., "The revenue of the chosen employees equals to their cost, Training helps me to achieve work target in time, Training sessions help employees to increase their performance and productivity, Career advancement helps to boost employees' performance, Performance based appraisal done by manager is satisfactory, Authorities are satisfied with my work, Career advancement opportunities help to increase employee's work output and Employee's job specification is as per their qualifications which make them better performer". Item factor loadings vary from .864 to .577. This component has an explained variance of 23.351 and an Eigen value of 10.458. Cronbach Alpha is a reliability and internal consistency metric. According to Table 4, the reported scale is reliable since its Cronbach's alpha value is .897, which is much greater than the minimum allowed value of .70.

Factor 2: Adaptive Performance

Adaptive Performance includes seven items i.e. "Employees perform better when they receive acknowledgement from their superiors, Subordinates work hard in organization to treat the customer well, Appraisal helps to analyze relationship between subordinates and their superiors, Training sessions increased self satisfaction my work, Training sessions has exceptionally reduce absenteeism rate of employees, A well planned career development helps to preserve talented employees, Employees having right to organize their tasks increase their working efficiency". Item's factor loading range falls from .859 and .615. The explained variance and Eigen value of this component are 22.040 and 2.927, respectively. Cronbach Alpha is a reliability and internal consistency metric. The given scale is credible since the Cronbach's alpha value of .846 is much greater than the minimum allowed value of .70. (Table 4)

Factor 3: Contextual Performance

Contextual Performance includes seven items i.e. "Succession planning promotes employee performance, Employee's career plan increase employees' working efficiency, Employees' having right to make decisions increase their satisfaction level, A well career path promotes employee's performance, Performance appraisal promotes communication between superiors and their subordinates, Performance appraisal helps set target for employees and Training promotes the successful succession planning". Items factor loading range falls from .936 to .549. A factor with an Eigen value of 1.882 and an explained variance of 20.985 is it. The Cronbach Alpha is a measure of the data's internal consistency or dependability. According to Table 4, the reported scale is credible since its Cronbach's alpha value of .871 is much higher than the minimum allowed value of .70. (Table 4)

Table 5: Effect of Strategic Performance Appraisal on Employees' Performance

Model 1	Default	Sig.
R	0.547	***
R ²	0.299	***
Adjusted R ²	0.295	***
F-Value	84.353	***
Sig.	.000	***
Beta	0.357	***
T-Value	17.403	***
Sig.	.000	***

Source: Primary Data

*** Significant at 5% of Significance Level

Regression analysis is used to analyze the effect of strategic performance appraisal on employees' performance, results of which are shown in Table 5. This study uses strategic performance appraisal as an independent variable and employee performance as a dependent variable to examine the effects of strategic performance appraisal on employee performance. Results show that strategic performance appraisal significantly improves employee performance. An R-value of 0.547 indicates statistical significance for this model at the 5% level. The total variation may be attributed to the independent variable as shown by the R² value. According to the R squared value of 0.299, the significant relationship between strategic performance appraisal (the independent variable) and employee performance (the dependent variable) accounts for about thirty percent of the variance in employee performance. According to the findings, the F statistic was found to be significant at a significance level of 5%, which indicates that there is a significant impact of strategic performance evaluation on the performance of employees. Given that the Beta Coefficient has a value of 0.357, it can be deduced that a change of one unit in the strategic performance appraisal would result in a change of 0.36 units in the performance of the employees.

Conclusion

This study concludes that strategic performance appraisal has a positive effect on performance in Indian corporate sector. The research shows performance appraisal is well-planned and in line with company goals greatly help employees do a better job. Findings the present study shows that strategic performance appraisal significantly improves employee performance which reveals that there is significant impact of strategic employee performance appraisal on employees' performance on employee performance. Finally, it advocates for continuous evolution and adaptation of these systems to keep pace with the changing dynamics of the corporate world. This study not only contributes to the academic literature on human resource management but also serves as a valuable guide for practitioners in the Indian corporate sector seeking to optimize their employee performance appraisal.

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