

The Impact of Performance Appraisal on Job Satisfaction in Jordanian Commercial Banks

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Abstract

The goal of this study is identifying the impact of performance appraisal (PAS) in terms of its dimensions (fairness of the performance appraisal, clarity of the performance appraisal process, and professionalism of the performance appraisal process, the feedback and the participation of staff) on job satisfaction among employees of Jordanian commercial banks. The study is considered as a descriptive as well as cause/effect study, surveys were carried out and collected data were checked and coded from Statistical Package for Social Sciences (SPSS). After testing its normality, validity and reliability, the correlation between variables were tested and the multiples regressions were carried out to test the effect. The study population consists of all employees of Jordanian commercial banks. Sample of the study consisted of a simple random sample consisting of (301) staff members working in the middle and lower administrative levels and in the human resources management department.

By analyzing the hypotheses and questions of the study, the researcher reached that there is the impact of performance appraisal in terms of its dimensions (fairness of the performance appraisal process, clarity of the performance appraisal process, and the professionalism of the performance appraisal process, the feedback and the participation of staff) on job satisfaction among employees of Jordanian commercial banks. In the light of the above results, this study recommended that Jordanian commercial banks have to take care of the process of performance appraisal, and work on developing it because it is very important in job satisfaction. And the need for Jordanian commercial banks to pay attention to all elements of performance appraisal, as the results showed that all elements of performance appraisal had a clear and statistically significant impact on job satisfaction. And finally, the study recommends further studies, with the expansion of the variables, in addition to conducting this study on sectors other than the banking sector.

Key words :Performance Appraisal, Job Satisfaction, Jordanian Commercial Banks.

Introduction

Human capital is considered the most important element in the success of any firm. As the success of firms depends on the quality and characteristics of their human capital. Where is human resource is the fundamental element for prepare all other production elements and the driving oblige to perform all policies, programs, and strategies of the establishment to participate positively or negatively to the fulfillment of the objectives of the establishment.

The role of human resources management has shifted from mere consideration of the factor as a commodity sold and bought to a scientific administration that adjust the relations between management and workers. This has led to the development of its functions to include the selection, rendezvous, training, and motivation of the human element as well as the overall quality of human performance. Human Resources Management has been depicted by a core function of evaluating employees' performance, which has been depend upon to identify, analyze and evaluate the level of actual accomplishment of individuals. It provides information that helps managers smooth their tasks. In the direction and development of the performance of the staff and authorize them to develop strategies to improve the performance methods and also it contributes to the evaluation of the performance of employees to highlight the skills and stimulate capacity and develop skills and act to improve relations between users and their leaders.

Evaluation of staff performance in establishments is undertaken for a variety of purposes; for example, one of the important objectives of performance appraisal is to help develop staff by creating sensibility among them about what they are doing and how they are performing. In other words, Similarly, the other purpose of performance evaluation is to combine staff within hierarchical organizational structures; for example, reactive relationships between supervisors and subordinates are reflected in teamwork with duplicate focus, achievement of goals and increased Staff commitment, and lead to the build of intelligent organizations not only solve their problems, but also to achieve their business goals or organizational target. However, given the above, organizations can only be completed if performance appraisal is effectively managed (Arogundade et al., 2015).

Study Problem

Effective performance assessment provides the foundation for advice, development, and helps employees define their short- and long-term goals (Idris and Assefa, 2017). When performance

evaluation is based on specific job-related behaviors, it helps the organization to verify progress towards the goals and objectives. Organizations typically use performance appraisal as a strategic approach by coordinating human resources functions and business policies, thus directing staff towards the organization's strategic objectives (Iqbal, et al., 2013). Hence, the problem of study can be defined in more detail by asking the following questions:

What is the impact of PAS characteristics in terms of its dimensions (fairness of the performance appraisal process, clarity of the performance appraisal process, and professionalism of the performance appraisal process, the feedback and the participation of staff) on job satisfaction among employees of Jordanian commercial banks?

This question is divided by the following sub-questions:

1. What is the fairness of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks?
2. What is the impact of clarity of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks?
3. What is the impact of professionalism of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks?
4. What is the impact of the feedback on job satisfaction among employees of Jordanian commercial banks?
5. What is the impact of participation of staff on job satisfaction among employees of Jordanian commercial banks?

Objectives of the study

This study is mainly aimed at identifying the impact of PAS characteristics in terms of its dimensions on job satisfaction among employees of Jordanian commercial banks, this main objective is divided into the following sub-objectives:

1. Identifying the impact fairness of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks?
2. Identifying the impact of clarity of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks?

3. Identifying the impact of professionalism of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks?
4. Identifying the impact of the feedback on job satisfaction among employees of Jordanian commercial banks?
5. Identifying the impact of participation of staff on job satisfaction among employees of Jordanian commercial banks?

Importance of the study

The theoretical importance of this study is call attention to its prop for theoretical studies and research in the area of the importance of performance appraisal and its impact on the job satisfaction of the employees of Jordanian commercial banks.

The importance of this study stems from the importance of the Jordanian banking sector, which is one of the most important and most vital sectors in Jordan. The importance of this study is also through the possibility of benefiting from the results of the study by the officials of Jordanian commercial banks by considering the impact of the PAS on the satisfaction of employees in the banking sector in general, where it can rely on the findings, recommendations and proposals, which may help to avoid errors and increase the accuracy of the process of evaluating the performance of employees.

Hypotheses of the study

Based on the problem of the study and its questions, the following hypotheses were formulated:

Main hypothesis: Ho: There is no impact at the level of significance ($\alpha \leq 0.05$) for performance appraisal characteristics in terms of its dimensions (fairness of the performance appraisal process, clarity of the performance appraisal process, professionalism of the performance appraisal process, the feedback and the participation of staff) on job satisfaction among employees of Jordanian commercial banks.

This hypothesis is subdivided into the following sub-hypotheses:

Ho-1: There is no impact at the level of significance ($\alpha \leq 0.05$) for fairness of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks.

Ho-2: There is no impact at the level of significance ($\alpha \leq 0.05$) for clarity of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks.

Ho-3: There is no impact at the level of significance ($\alpha \leq 0.05$) for professionalism of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks.

Ho-4: There is no impact at the level of significance ($\alpha \leq 0.05$) for feedback on job satisfaction among employees of Jordanian commercial banks.

Ho-5: There is no impact at the level of significance ($\alpha \leq 0.05$) for participation of staff on job satisfaction among employees of Jordanian commercial banks.

Study terms

job satisfaction: "The positive emotional state consists of thoughts, feelings, interactions, and performance which resulting from the pleasure derived from work, and the relationship between the expectations of staff and the features they receive lead to their satisfaction and improve their mental state" (Shaju & Subhashini, 2017).

Performance appraisal: "Systematic and impartial assessment of employee excellence in matters related to his current job, measuring the extent to which employees have the functions assigned to them and their achievement of the objectives required of them and their potential for a better job" (Messah & Kamencu, 2011).

Performance Appraisal fairness: "Avoid residents of conflicts and nepotism and treat employees equally in terms of clarifying the procedures and criteria used in the assessment process" (Messah & Kamencu, 2011).

Clarity of performance assessment: "The Performance appraisal should be clear to staff in terms of the expected objectives of the system, the criteria used and the entity responsible for carrying out the assessment" (Ramous et al., 2016).

Professional Performance Appraisal: "The Performance appraisal contributes to clarifying the expected performance of employees, contains clear criteria, gives feedback on performance that assists in the individual growth of individual staff and contributes to the achievement of the objectives of the organization" (Ramous et al., 2016).

Feedback: "Direct communication between performance appraisal supervisors and staff, where performance evaluation supervisors deliver information reflecting the results of the previous performance evaluation to the employee" (Dechev, 2010).

Employee Participation: "Engaging staff in the Bank in designing the performance appraisal policy, determining evaluation objectives, and what to do to improve performance with a view to periodically reviewing and developing performance standards based on staff proposals" (Gabriela et al., 2016).

Literature Review

Idris and Assefa (2017) study aimed to assess the effectiveness of Performance appraisal process of trainers in universities the study focused on various variables regarding the PAS process. The results indicated that the appraisal of trainers' performance was ineffectual due to the poor characteristics of appraisal criteria, unfair practices of workers, the feedback system for ineffectual performance, and the shortage of understanding of the purpose of the evaluation. The study recommended: redesign appraisal criteria in deliberation with trainers; train workers and focus on careful, consistent and timely feedbacks.

Khan et al. (2017) aims to scout about the need to assess performance and its importance in fulfill job satisfaction in the health care sector. Factors affecting performance appraisal are identified in the appraisal system used, appraisers, and the engagement of appraisal with employee rewards, Workers experience and purview as independent variables, and study their impact on job satisfaction. The study found that there is an effect of each of the previous variables in job satisfaction. The study also recommended the importance of paying attention to performance appraisal technicality in the health sector.

Dwomoh et al. (2017) conducted a study aimed at assessing the relationship between performance appraisal represented by procedurally fairness, fair allocation and information justice, in addition to the involvement of staff in constructing performance appraisal, and the situation of employees towards the performance appraisal of their firms. The results reveal a positive relationship between justice and staff perspective towards organizational performance appraisal, as well as the need to take procedural, disciplinary and justice into sight as important elements in the development of performance appraisal to realize their objectives.

Lira et al. (2016) conducted a study to locate the impact of PAS on employee satisfaction and stimulus to improve performance. The study found that the performance appraisal arrangement plays a serious role in the satisfaction of the planners and thus induce them to get better performance. The results also show that the quality of the performance appraisal method plays a serious role in job satisfaction.

The study of Agyare et al. (2016) strived to test the impact of performance appraisal (PAS) on workers satisfaction. The study found that job satisfaction is matched with salaries, and perquisite, Identification of training needs, clearness of purpose of performance appraisal (PA), and participation of staff in the formularization of appraisal tools.

The study of Arogundade et al. (2015) strived at examining the impact of PAS knowledge on workers satisfaction and commitment to their workplace. The results showed an interconnection between knowledge of the performance appraisal and workers satisfaction and commitment.

Study Methodology

The study is based on a description of the phenomenon which raises the researcher questions and differentiates the study problem, where the study is established on the data collected from the primary sources, and was based on the analytical method, which inspects the data and inspects the hypotheses to reach the results and conclusions.

Research Population

The study population consists of all employees (Workers) of Jordanian commercial banks.

The study sample

The sample of this study consisted of a simple random sample consisting of (301) staff (Workers) members working in the middle and lower administrative levels and in the human resources management department, which is acceptable according to (Sekaran & Bougie, 2010).

Unit of Analysis

The analysis unit consisted of (301) employees of Jordanian commercial banks, in addition to the employees in the main administration. The questionnaires were distributed by (301)

questionnaires, and (275) questionnaires were retrieved, of which (248) were valid for statistical analysis, And a recovery rate (91.36%), which is statistically acceptable.

Sources of data collection

Qualitative data have been used and then quantitatively analyzed in this research. The qualitative data is most viable to this kind of studies because it is based on the views and trends of individual managers. It calls for determining the possible impact of performance appraisal in job satisfaction for workers in Jordanian Commercial Banks.

But Quantitative analysis of the qualitative data collected will be used by wherewithal of the questionnaire. The data will be expressed in statistical figures, and scales, as well as the potential of applying the explanatory statistical tools needed to test the study hypotheses related to the study questions. The current study will be based on two sources of data collection, namely:

Secondary sources: Includes books, scientific references, previous studies, and academic journals, in order to formulate hypotheses and write the theoretical framework of the study.

Primary sources: The questionnaire will be used to collect primary data from the study sample. Where the questionnaire will include paragraphs on the performance appraisal and paragraphs on job satisfaction.

Study tool

After determining the problem of the study, questions, and hypotheses, the researcher has been prepared the study tool in the questionnaire as follows:

The researcher formulates a questionnaire in agreement with the hypotheses of the study in order to reach its objectives. The questionnaire includes two parts. The first part includes data that describe the demographic information of the sample, the second part describe the study variables.

Statistical Method of Analysis

The current study will rely on the SPSS program to analyze the study data and answer its questions. The following statistical methods will be used:

1. Descriptive statistical procedures, through percentages, frequencies, arithmetical averages, and standard deviations.

2. Internal consistency coefficient (Cronbach Alpha) to measure the stability of the study tool (the questionnaire).
3. Multiple linear correlation test.
4. Simple and Multiple Linear Regression
5. The relative importance according to the Likert five-scale alternatives for each paragraph.

Reliability Test (Cronbach's Alpha)

The study used Cronbach's Alpha to test the reliability of the study tool. The results revealed a Cronbach's Alpha Coefficient of (0.941) for all items. The variables of the study range from (0.648) to (0.823), which indicates that the questionnaire is reliable. The values of α of the study variables are listed in the following table (1).

Table (1): Reliability test of study tool

Number	Variable	Reliability Coefficient (α)
1	fairness	0.823
2	clarity	0.699
3	professionalism	0.648
4	feedback	0.773
5	participation	0.757
	performance appraisal	0.910
6	job satisfaction	0.743
	All paragraphs	0.941

Description of study sample characteristics

Table (2): Demographic data of the questionnaire

	Measure	Frequency (out of 175)	Percentage
Education	Bachelor's	20	8.1%
	Master's	155	62.5%
	PhD	67	27.0%
	Other	6	2.4%
Job title	branch manager	12	4.8%
	Deputy Director of Branch	24	9.7%
	Head of the Department	65	26.2%
	Customer Service Officer	147	59.3%
Years of Experience	< 5	90	36.3%
	5 – 10 Y	113	45.6%
	11 – 15 Y	34	13.7%
	16 – 20 Y	11	4.4%

Table (2) shows that the percentage of holders of bachelor's degree is (62.5%), which constitutes the majority of the sample. This is in line with the general trend in the public and private sectors. The percentage of holders of the postgraduate certificate (29.4%), which indicates the interest of Jordanian commercial banks to attract those with qualifications.

Table (2) shows that the sample members have relatively high practical experience. The category of experience (from 5 to less than 10 years) is the highest, with (45.6%) Which amounted to approximately (4.4%). This corresponds to the distribution of the sample by age group.

The table shows that the categories (Branch Manager) and (Deputy Branch Manager) formed the lower categories by (14.5%) and the Customer Service (59.3%) category. This corresponds to the normal distribution of employees in hierarchical organizational structures, Where the proportion of administrative as we rise to the level of career towards the top of the pyramid, and the proportion of employees as we move towards the base of the pyramid management.

Test the hypotheses of the study

This part of study explains hypotheses testing, where simple analysis applied, for all hypotheses, the results were as following:

Main hypothesis: Ho: There is no impact at the level of significance ($\alpha \leq 0.05$) for performance appraisal (fairness of the performance appraisal process, clarity of the performance appraisal process, professionalism of the performance appraisal process, the feedback and the participation of staff) on job satisfaction among employees of Jordanian commercial banks.

Table (3) Regression Analysis for H0

	<i>B</i>	<i>SE B</i>	β	<i>T</i>	<i>Sig.</i>
<i>(Constant)</i>	2.409	0.192		12.568	0.000
<i>ST</i>	0.396	0.048	0.497	8.275	0.00

Note. $R = 0.497$; $R^2 = 0.247$; *adjusted* $R^2 = 0.243$; $F(1,210) = 68.470$, $p < 0.01$.

The regression analysis for H0 is shown in table (3). There was a significant relation between **performance appraisal** and operations **job satisfaction**, Pearson $r = 0.497$, p (one-tailed) < 0.01 .

The result indicated that **performance appraisal** ($t(210) = 8.275, p < 0.01$) is significant contributor of **job satisfaction**. $R^2(0.247)$ shows that **performance appraisal** accounts for 24.7% of variation in **job satisfaction**. Moreover, the difference between R^2 and adjusted $R^2(0.243)$ is only (0.004); as shown in table (3). This means that if the model is derived from the population, it would account for 0.4% less variance in **job satisfaction**.

So, null hypothesis is rejected, and alternative one is accepted, which states:

“There is an impact at the level of significance ($\alpha \leq 0.05$) for performance appraisal (fairness of the performance appraisal process, clarity of the performance appraisal process, professionalism of the performance appraisal process, the feedback and the participation of staff) on job satisfaction among employees of Jordanian commercial banks”

Ho-1: There is no impact at the level of significance ($\alpha \leq 0.05$) for fairness of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks.

Table (4) Regression Analysis for H0-1

	<i>B</i>	<i>SE B</i>	β	<i>T</i>	<i>Sig.</i>
<i>(Constant)</i>	2.625	0.198		13.281	0.000
<i>ST</i>	0.354	0.049	0.444	7.163	0.00

Note. $R = 0.444$; $R^2 = 0.197$; adjusted $R^2 = 0.193$; $F(1,210) = 51.313, p < 0.01$.

The regression analysis for H0-1 is shown in table (4). There was a significant relation between **fairness of the performance appraisal process** and **job satisfaction**, Pearson $r = 0.444, p$ (one-tailed) < 0.01 . The result indicated that **fairness of the performance appraisal process** ($t(210) = 7.163, p < 0.01$) is significant contributor of **job satisfaction**. $R^2(0.197)$ shows that **fairness of the performance appraisal process** accounts for 19.7% of variation in **job satisfaction**. Moreover, the difference between R^2 and adjusted $R^2(0.193)$ is only (0.004); as shown in table (4). This means that if the model is derived from the population, it would account for 0.4% less variance in **job satisfaction**.

So, null hypothesis is rejected, and alternative one is accepted, which states:

“There is an impact at the level of significance ($\alpha \leq 0.05$) for fairness of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks”

Ho-2: There is no impact at the level of significance ($\alpha \leq 0.05$) for clarity of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks.

Table (5) Regression Analysis for H0-2

	<i>B</i>	<i>SE B</i>	β	<i>T</i>	<i>Sig.</i>
<i>(Constant)</i>	2.241	0.224		10.004	0.000
<i>ST</i>	0.420	0.056	0.461	7.500	0.00

Note. $R = 0.461$; $R^2 = 0.212$; *adjusted* $R^2 = 0.208$; $F(1, 210) = 56.256$, $p < 0.01$.

The regression analysis for H0-2 is shown in table (5). There was a significant relation between **clarity of the performance appraisal process** and **job satisfaction**, Pearson $r = 0.461$, p (one-tailed) < 0.01 . The result indicated that **clarity of the performance appraisal process** ($t(210) = 7.500$, $p < 0.01$) is significant contributor of **job satisfaction**. R^2 (0.208) shows that **clarity of the performance appraisal process** accounts for 20.8% of variation in **job satisfaction**. Moreover, the difference between R^2 and *adjusted* R^2 (0.208) is only (0.004); as shown in table (5). This means that if the model is derived from the population, it would account for 0.4% less variance in **job satisfaction**.

So, null hypothesis is rejected, and alternative one is accepted, which states:

“There is an impact at the level of significance ($\alpha \leq 0.05$) for clarity of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks”

Ho-3: There is no impact at the level of significance ($\alpha \leq 0.05$) for professionalism of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks.

Table (6) Regression Analysis for H0-3

	<i>B</i>	<i>SE B</i>	β	<i>T</i>	<i>Sig.</i>
(Constant)	2.433	0.218		11.175	0.000
<i>ST</i>	0.401	0.054	0.454	7.373	0.00

Note. $R = 0.454$; $R^2 = 0.206$; adjusted $R^2 = 0.203$; $F(1,210) = 54.362$, $p < 0.01$.

The regression analysis for H0-3 is shown in table (6). There was a significant relation between **professionalism of the performance appraisal process** and **job satisfaction**, Pearson $r = 0.454$, p (one-tailed) < 0.01 . The result indicated that **professionalism of the performance appraisal process** ($t(210) = 7.373$, $p < 0.01$) is significant contributor of **job satisfaction**. R^2 (0.206) shows that **professionalism of the performance appraisal process** accounts for 20.6% of variation in **job satisfaction**. Moreover, the difference between R^2 and adjusted R^2 (0.203) is only (0.003); as shown in table (6). This means that if the model is derived from the population, it would account for 0.3% less variance in **job satisfaction**.

So, null hypothesis is rejected, and alternative one is accepted, which states:

“There is an impact at the level of significance ($\alpha \leq 0.05$) for professionalism of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks”.

Ho-4: There is no impact at the level of significance ($\alpha \leq 0.05$) for feedback on job satisfaction among employees of Jordanian commercial banks.

Table (7) Regression Analysis for H0-4

	<i>B</i>	<i>SE B</i>	β	<i>T</i>	<i>Sig.</i>
(Constant)	1.978	0.270		7.322	0.000
<i>ST</i>	0.510	0.067	0.463	7.558	0.00

Note. $R = 0.463$; $R^2 = 0.215$; adjusted $R^2 = 0.211$; $F(1,210) = 57.127$, $p < 0.01$.

The regression analysis for H0-4 is shown in table (7). There was a significant relation between **feedback** and **job satisfaction**, Pearson $r = 0.463$, p (one-tailed) < 0.01 . The result indicated that

feedback ($t(210) = 7.558, p < 0.01$) is significant contributor of **job satisfaction**. R^2 (0.215) shows that **feedback** accounts for 21.5% of variation in **job satisfaction**. Moreover, the difference between R^2 and adjusted R^2 (0.211) is only (0.004); as shown in table (7). This means that if the model is derived from the population, it would account for 0.4% less variance in **job satisfaction**.

So, null hypothesis is rejected, and alternative one is accepted, which states:

“There is an impact at the level of significance ($\alpha \leq 0.05$) for feedback on job satisfaction among employees of Jordanian commercial banks”

Ho-5: There is no impact at the level of significance ($\alpha \leq 0.05$) for participation of staff on job satisfaction among employees of Jordanian commercial banks.

Table (8) Regression Analysis for H0-5

	<i>B</i>	<i>SE B</i>	β	<i>T</i>	<i>Sig.</i>
<i>(Constant)</i>	1.935	0.336		5.759	0.000
<i>ST</i>	0.473	0.084	0.363	5.633	0.00

Note. $R = 0.363$; $R^2 = 0.132$; *adjusted* $R^2 = 0.128$; $F(1, 210) = 31.733, p < 0.01$.

The regression analysis for H0-5 is shown in table (8). There was a significant relation between **participation of staff** and **job satisfaction**, Pearson $r = 0.363, p$ (one-tailed) < 0.01 . The result indicated that **participation of staff** ($t(210) = 5.633, p < 0.01$) is significant contributor of **job satisfaction**. R^2 (0.132) shows that **participation of staff** accounts for 13.2% of variation in **job satisfaction**. Moreover, the difference between R^2 and adjusted R^2 (0.128) is only (0.004); as shown in table (8). This means that if the model is derived from the population, it would account for 0.4% less variance in **job satisfaction**.

So, null hypothesis is rejected, and alternative one is accepted, which states:

“There is an impact at the level of significance ($\alpha \leq 0.05$) for participation of staff on job satisfaction among employees of Jordanian commercial banks”.

Conclusions

By analyzing the hypotheses and questions of the study, the researcher reached the following results:

1. There is the impact of performance appraisal in terms of its dimensions (fairness of the performance appraisal process, clarity of the performance appraisal process, the professionalism of the performance appraisal process, the feedback and the participation of staff) on job satisfaction among employees of Jordanian commercial banks.
2. There is an impact for fairness of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks.
3. There is an impact for clarity of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks.
4. There is an impact for professionalism of the performance appraisal process on job satisfaction among employees of Jordanian commercial banks.
5. There is an impact for feedback on job satisfaction among employees of Jordanian commercial banks.
6. There is an impact for participation of staff on job satisfaction among employees of Jordanian commercial banks.

Recommendations

In the light of the above results, this study makes the following recommendations:

1. The necessity of Jordanian commercial banks to take care of the process of performance appraisal, and work on developing it because it is very important in job satisfaction.
2. The need for Jordanian commercial banks to pay attention to all elements of performance appraisal, as the results showed that all elements of performance appraisal had a clear and statistically significant impact on job satisfaction.

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