Effects of Performance Appraisal on the Organizational SMEs Success

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ARTICLE INFO	ABSTRACT
	The performance management is one of the most attractive and important factors for the researchers and human resource managers. The study focused on the performance management through the performance appraisal (PA) process in the organization. The main focus of the study is not only related with performance management but the organizational success. The intension of the study is about to explore and explain how performance appraisal precedes organizational success in terms of small and medium enterprises (SMEs). Employee development is crucial for betterment of employee and organization. This betterment and well-being approach developed and emerged in the staff of management in organization by the performance appraisal process. So the process is quite important to manager, leader and owner of the business and organization. PA process identifies and represents the all situation and condition of employee's characteristics at work to the management. Therefore, the management takes the necessary and required steps for interests and fulfill the objectives of organization which automatically impacts on organizational success. The research study conducted on two different SMEs like as Indian restaurant and one stop shop to understand and justify the research objectives. The research conducted non-probability sampling due to unknown exact figure of research population in Windsor and maidenhead area of UK. Using the non-probability quota sampling, there were 82 respondents by the self-administered survey questionnaire and interview. The types of respondents were general employee, line manager or shift manager and manager. The study represented that 100 percent of managers and respondents believe PA leads organizational success. The findings are supported by other researcher, author and theorist.

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1. INTRODUCTION

Modern organizations are trying to develop new technique, new strategy, and new policy for more success, better performance and development of their own organizations.

Performance management is one of the most powerful human resource management strategy by which way the modern organizations are seeking excellent performance of employees and as well as whole organizations competitive positions in the market place. Performance appraisal is the

key element of performance management which directly manages the performance of employee in the organization. It not only manages the performance of employee but also it enhances the development of employee in the organization. This enhancement leads the organization to success.

In the recent year's business and management research are giving more attention on organizational level performance, how the effective performance of organization can be measure and can be develop and mostly their attention on the improvement of organizational performance. This process starts from the measuring and improving of individual member of the organization because it directly related with the ability of individual staff in the organization. In this regard it is assumed that the human resource function like performance management tools enhancing to the new organizations where quality and commitment of staff is the means of survival. It is indicating that performance appraisal in the organization is essential. Performance management is directly related with appraisal and assessment. Appraisal is a process that represents a person's overall capabilities and potentiality (Bratton and Gold, 2003). According to Nurse (2005), performance appraisal (PA) is a process which provides a rational basis for managerial decision making about people's performance. Torrington, Hall & Taylor (2005) also said that performance appraisal system provides formalized process to review the performance of employees. Selden & Sowa (2011) also represented that performance management usually take some set of activities which enhance the individual performance and it motivate to employee to perform better. This motivation prompted by the individual and organizational expectation and it progressed by the positive feedback of their progression. The performance management provides the information about employee performance through formal and informal way. On the formal way performance appraisal as the tools of performance management gives feedback with written or orally at least once in a year. It is important that employee's perception about performance management whether they satisfied or not.

Even though, performance appraisal is effective to organization and it has lots of positive attributes, it has some negative consequence also in the organization. According to Nickols (2007) there are some problems with performance appraisals. These are- reductions in productivity at the time appraisal process productivity become less than other period. Erosion of performance PA makes a structural deflation to employee performance in the organization. Creation of emotional anguish sometime PA creates emotional anguish to employee such as stress, worry, depression and pressure. Damaging to morale and motivation if PA system is seen as bad and unfair to employee, it damages their morality and leads de-motivation. Emphasizing individual versus team and task versus process PA emphasize on individual and task but they ignore the team and process. Fostering a short-term view, it represents only short time of performance not relate to past and future of performance. Institutionalizing existing values and biases PA create institutional values and bias in

the organization. Fostering fear and lack of trust PA foster fear for employee and PA leads employee lack of trust to the management or boss. Political games as PA is mostly related to manager's perception and evaluation about employees, it become a political game in the organization.

Small and medium organizations are providing significant economic backup to the national economic growth. So SMEs is the important area for researcher. Although we do not know great deal about human resource management in small and medium firms, human resource issues are prominent concern for SMEs manager and owner. The HRM issues are formal training, coaching, and feedback, in totally performance management in SMEs. According to BIS (2011), statistical release of Business Population Estimates for the UK and Region, it was estimated that 4.5 million private sector businesses started their business from the beginning of 2011 which was 2.1% more than previous year. It was also estimated that 23.4 million people work in these businesses. Among these business enterprises 99.9 percent were small and medium enterprises and they accounted for 58.8 percent private employment sector and 48.8% turnover of private sector. According to Osman, et al. (2011), the measurement of small and medium enterprises is in manufacturing and manufacturing related services, the employees between 5 and 50 is a small enterprise and 51-151 is medium enterprise. On the other hand, if the enterprise is service sector related then 5-19 employees is a small and 20-50 employees is medium enterprise.

As small and medium enterprises the researcher selected the Indian restaurants. The Indian curry industry is one of the large food industries in the UK. There are around 8000 Indian restaurants in the UK, where near about two million Briton eats every week (Anderson, 2011). In this curry industry, more than 80,000 thousand people working and day by day the business is expanding in the UK. One stop shop is a private retail business sector in England and Wales. It is trying to become the best neighborhood store to the customer. There are 500 one stop shops in England and Wales where near about 7000 people work.

This research study is going to explore and explain the effectiveness of HRM functions on SMEs. The Human Resource Management functions are performance management and employee development (William et al., 2011). For performance management, the study is using performance appraisal and trying to relate with organizational success. This relation is representing that performance appraisal leads and direct to manager or top management to develop and fulfill the organizations goal and objectives. Thus the organization get success through this process of HRM functions in SMEs. The study is firstly describing the relevant previous findings and theory of performance appraisal and organizational success. The data in this part are based on secondary resource. Secondly, it represents the methodology part where the description available about the process of this primary research. This process has taken by justification of various research

process, strategy, methods and techniques. Thirdly, the study presents the findings based on the primary research on SMEs like 'Indian Restaurant' and 'One stop Shop' (One-Stop Shop, 2011). Fourthly, it showed the discussion and critical analysis part based on primary research findings and findings of previous study and theory. Here researcher tries to compare and contrast the research findings with previous study. Finally, the study provides the relevant and rational conclusion and recommendation.

To conduct this study, the researcher faced some limitations and difficulties. These are limited time, economic constraint, social and cultural diversity of respondents. The researcher consumed lots of time behind data collection among 18 shops and restaurants in Windsor and maidenhead area of UK. In fact, it was comparatively much easier because the data collection method was based on questionnaire survey and structured interview. For further research, this research can be prospective to overcome this problem and find out much concrete findings.

The aim of the study is to explore the effects of performance appraisal on organizational success in SMEs. The aim of the study related some objectives which are given below:

- To find out the relevant literature of performance appraisal and organisational success.
- To assess the relation between performance appraisal and organisational success.
- To justify the effectiveness of performance appraisal on the organizational success.

2. METHODOLOGY

2.1 Research Questions
The study is conducted by several questions those leads the research aim and objectives. The questions are:

- Does performance appraisal provide the opportunity to develop the organization?
- Does performance appraisal influence on organizational success or effectiveness?
- Does this factor relevant to SMEs in UK?

2.2 Research Philosophy and Approach
The study conducting the deductive approach where the different kind of data and information of performance appraisal collected through the previous study and analyzed for generalization about the effectiveness of these factors (performance appraisal & organizational success). The study is operationalized by the existing theory and research of performance appraisal and organizational success those are reviewed in the part of introduction. In this study, data are collected by survey and interview for find out the cause and effect relation of performance appraisal and organizational success. These attempts and procedures clearly denote the deductive research approach because it is going to compare and contrast the existing findings and theory as well as find out the new causal relationship among performance appraisal, employee development and organizational success (William et al., 2011). On the other hand, the study does not

use inductive approach because the study is not going to generalize and analyze the research question only based on collected data. Whereas, the existing research questions are based on the previous study and approaches of researchers.

2.3 Research Design & Strategy
According to Saunders et al. (2009) research design is a general plan of researcher how he or she will go about answer the research questions. To get answering research questions influenced by research philosophy and research approach. Subsequently research questions informed by research strategy which implies the choices of data collection techniques and analysis procedures. Research design could be quantitative and qualitative. The study is following quantitative research design where all steps constructed with sequence and interrelated way by the researcher.

Research design follows the research purposes. There are three types of research purposes available in research. These are exploratory, descriptive and explanatory research. Exploratory research clarifies the understanding of a problem. Descriptive research represents an actual profile of an events or situations. On the other hand, the explanatory research shows the causal relationship between variables and it studies a problem or situations which have causal relation. Among three classifications of research purposes, the existing research study is conducting by explanatory research. The study is trying to explain the relation between performance appraisal and the organizational success. The study will expose these relationships in the context of small and medium sized organization.

The study does not approve the descriptive and exploratory purposes because it is not going to describe any situation or event and any problem of situation or event. Why and what is going on in the world. The study is representing how a situation or event is related with another or a situation or event influence or cause to another event, like PA cause and effect to organizational success.

The research strategy of the study is survey. Survey is popular and common strategy in business and management research. It is usually associated with deductive approach. This strategy leads a questionnaire to sample and collected data are standardized for easy comparison. It allows the quantitative data and can analyze by quantitatively using descriptive and inferential statistics.

2.4 Data & Data Collection Method and technique
Data is a raw-material for research. There are two types of data used in a social and business management research. These are primary data and secondary data. Secondary data is that data which have already been collected for other purposes. This data helps to direct research question. On the other hand, primary data indicate the new data which collects for new purpose. Primary data gives the answer of research question.

The study uses secondary and primary both data. Secondary data uses in the introduction part where previous

or existing performance appraisal, organizational success related theory and research data discussed. This discussion directed to the researcher to make research question about the research objectives and that way researcher is going to collect new data or primary data.

There are some choices or method for data collection. These are mono method, mixed method and multi method. The study has used mixed method technique and procedure for collecting and analyzing primary data. As mixed method quantitative technique, the study is using survey 'questionnaire' to the employee and 'interview' to manager of small and medium enterprises. This interview is semi-structured which lead quantitative and qualitative both data.

2.5 Designing the Questionnaire

In this research, researcher is conducted survey through the self-administered questionnaire to employee of SMEs to get the answer of research questions. These questionnaires are quantitative. It is also conducted semi-structured interview to the manager to get the research objectives. The semi-structured interview is quantitative and qualitative.

In this research study, researcher uses the pre-coded and open-ended both type of questionnaires. By the pre-coded questions researcher is trying to get the exact quantitative answer for research questions and by the open-ended questions researcher is trying to get the more feelings and thought of manager on complex issues of PA and organizational success (OS) in the SMEs which have not been foreseen by the researcher.

The researcher distributed the entire questionnaire to SMEs like one stop shop and Indian restaurants employee and manager at the work place by self-hand and researcher collected the self-self-completed questionnaire from the employee and manager (One-Stop Shop, 2011).

After constructing the questionnaire, researcher conducted a pilot survey to 12 employees and 2 managers of one stop shop and Indian restaurant. By the pilot survey result, researcher reassessed and modified the questionnaire with the discussion of research supervisor.

In this case, the study adopted, constructed a suitable questionnaire to get the answer of research questions through the pilot survey.

2.6 Relevance of the questionnaire

The existing questionnaires are relevant in the research study because each questionnaire concern one or more aspect of topic and the questions lead the representation of research topic. The questionnaires are divided into three parts. The first part represents the performance appraisal in the organization. The second part represents how PA related with employee development and finally third part shows the perception manager about the effectiveness of PA and OS.

2.7 Sampling and Sample size

This part is important for any researcher and research. To understand this part, there are some basic concepts those are related to sampling. These are target population- the

population for which information is required, survey population- the part of the target population that is studied, sample- the part of the survey population that is to be studied and sampling- the procedure by which way take out samples for study. Sampling enables the researcher to study a relatively small part of the target population which represent the whole data or population.

It is not possible to collect data from every single population. For some research question it might be possible to collect data from entire population if the size is manageable. When data are collect from every single respondent, it is called census. The researcher prefers sampling rather than census because census indicates some negative consequence for quantitative research. Such as impracticable to survey entire population, budgets constraints, time constraints and large data leads late result. This study also intended to use sampling for collecting data from large population. The reason is to save time, money and conduct accurate and quick result from collected data.

This research study conducted non-probability sampling, as researcher does not know the quantity of survey population. There are several techniques available in non-probability sampling, like as quota, purposive, snowball, self-selection and convenience sampling. Among these non-probabilities sampling, the research study conducted quota sampling because the target population of this research is SMEs which is unknown to researcher. It is also clear that the other non-probability sampling procedures are not suitable and appropriate for the study because purposive sampling is for small sample and case study or grounded theory, snowball sample is for difficult identifying sample and convenience is for pilot study which is associated with biasness but quota sampling like stratified probability sampling which is appropriate for survey interview study. The study is going use the survey and interview method for collection data from different two SMEs. I selected two different SMEs like one stop shop and Indian Restaurant. These two SMEs are different from each other where one is retail service related and another is related with service sector. The selection of quota sampling is relevant in this study because researcher selected the respondents from two different groups of organization to get the real answer of research questions. To get the real understanding of performance appraisal, employee development and the effective of these two on organizational success, employees and managers were selected.

Using quota sampling there were distributed 90 survey questionnaire and interviewed to general employee and manager of one stop shop and Indian Restaurants. Finally, the 82 survey questionnaire and interview were completed and returned to the researcher. The employees were surveyed by structured questionnaire and the managers were surveyed and interviewed. There were 11 manager surveyed and interviewed among 82 respondents.

The Indian Restaurants and One stop shops were selected in the Royal Borough of Windsor and Maidenhead Council in UK which was easier to researcher.

2.8 Analysis of Data

The collected data were analyzed by the descriptive statistics, such as percentage, frequency distribution, bar chart and pie chart. Though the research question indicates the inferential statistics such as correlation and bi-variate analysis, for the short time it did not applied. The qualitative data were represented by word similarity and dissimilarity.

2.9 Ethical Consideration of Research

Research ethics is important and significant for researcher and accurate research operation. Research ethics indicate the researcher's behavior in relation to the rights of respondent or subjects who are affected by the research.

This study is conducted appropriate way where every part of research maintained by methodological and rational way. It maintained and took account the privacy of actual participants, consent of participants, confidentiality, reaction of participants, discomfort, pain and harm of participant. It also maintained the behavior objectivity of researcher. Moreover, the research study is not related with ethics of deontology and teleology because this research objective did not justify by unethical way and it did not harm the respondents. The study collected data from the employee and manager of SMEs who were aware of the purpose of research and they were responded willingly. The respondents were not mad or under aged.

3. RESULTS

Survey questionnaires and interview has two sections. First section for employee survey and second section is for only manager survey and interview. The first section represents performance appraisal and employee development and second section shows both performance appraisal and organizational success. It also represents the effectiveness of performance appraisal and employee development in the organizational success. The findings of research data are represented and analyzed by frequency distribution table and pie chart. The research used pie chart which represented the data for eye catching and easy to understand the trends of data. By which way reader can easily amalgamate the researcher's findings and message or results.

Section One: Performance Appraisal
3.1 The respondents position in the organization

There were surveyed and interviewed on employees and there were three types of respondents. Such as general employee, line manager or shift manager and manager. In terms of respondent's position in the organization, there were approximately 70% general employee, 15% line manager or shift manager and manager (Fig. 1).

3.2. The types of Appraisal systems in the SMEs

Performance appraisal is the tool for the performance management of employee in the SMEs. There are two types of performance appraisals in the SMEs: formal and informal appraisal. The primary data indicate that 80% SMEs have

formal appraisal system and rest of 20% have informal appraisal system (Fig. 2).
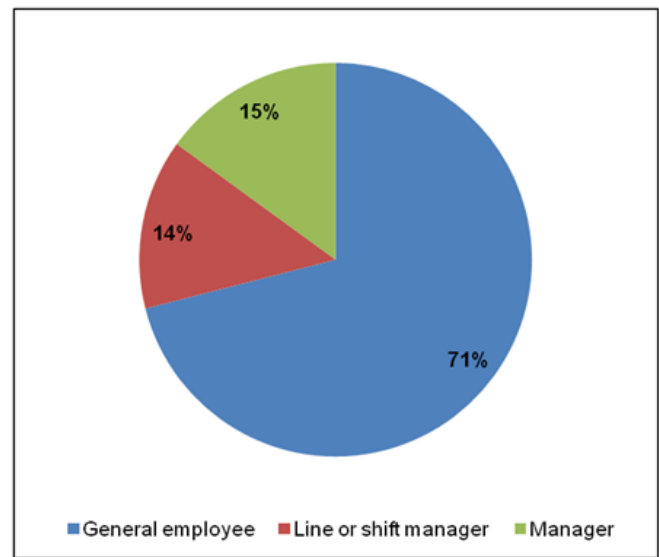

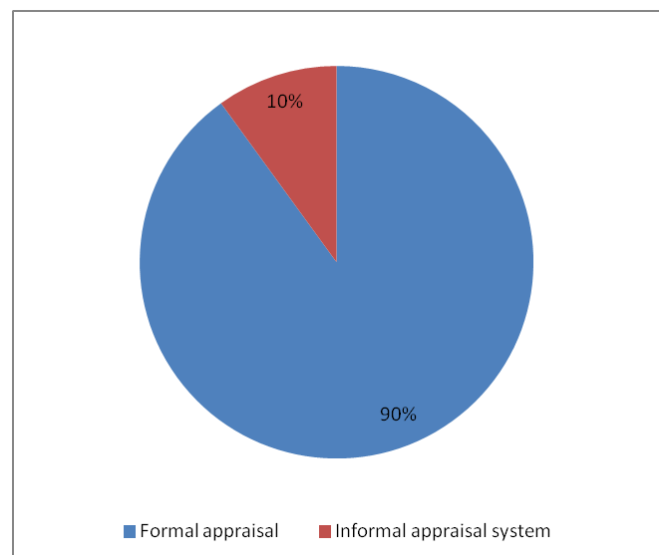Fig. 1 The respondent's position in the organization.

Fig. 2 The types of performance appraisal system in the organization. Source: Designed and calculated by researcher (2018).

3.3. The times (frequency) of performance review in the organisation

It is important that the frequency of performance review in the organization to assess employee performance at work. According to collected data, 39% employee think performance review conducts in organization twice in a year, 32% employee think every week, 19% respondents think four times in a year and 10% peoples believe once in a year (Fig.3).
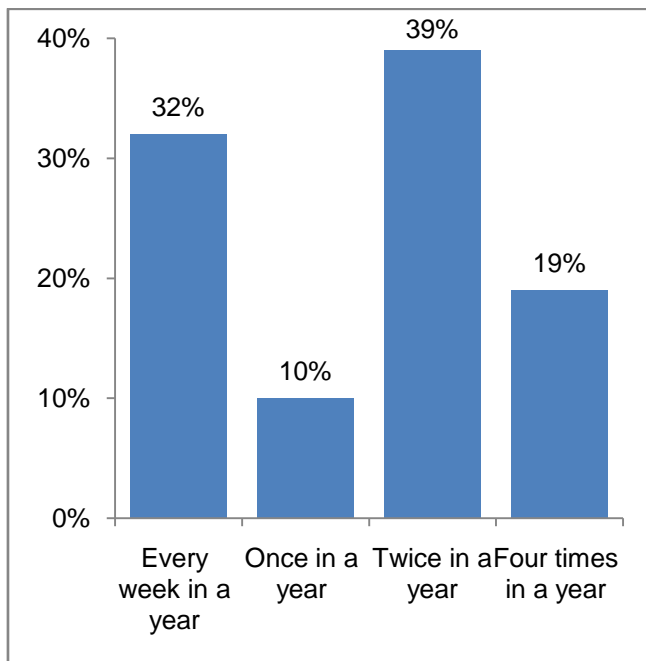
Fig.3. The frequent times of performance review in a year. Source: Designed and calculated by researcher (2018).
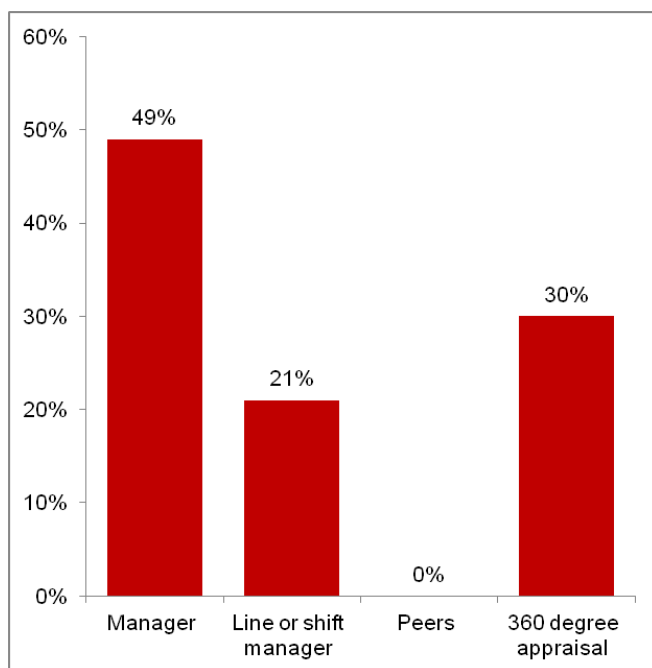

Fig.4 The conductors of performance review in SMEs.

3.5. Performance appraisal enhance fruitful communication between employee and their boss

The 98% of the employee think and believe that performance appraisal enhance the fruitful communication between employee and their boss (manager and line manager). On the other hand, 2% employee does not think

and believe PA enhances the valuable communication (Table 1).

Table 1 Performance appraisal and the perception of manager about PA and organizational success.

Items	Yes (%)	No (%)
Performance appraisal enhance fruitful communication between employee and their boss	98	2
Manager or line manager discusses with employees about their weakness area of work	96	4
Does employee get positive feedback from management about their work?	98	2
Performance Appraisal is base for taking decision about training and development of employee	74	26
Employees better performance leads organizational success	100	0
The existing performance appraisal process is appropriate for employee	90	10
PA increase ability power of employee at work	100	0
PA process leads employee development	100	0
Does PA appropriate in the organization?	100	0

3.6. Manager or line manager discusses with employees about their weakness area of work

The 96% of employees think that manager and line manager discusses with them about their weakness area of work. The other 4% employee does not believe and think that manager and line manager discusses about their weakness point of their work (Table 1).

3.7. Does employee get positive feedback from management about their work?

The 98% of employees in the SMEs think that they are getting positive feedback from their boss and only 2% employee of SMEs are not getting positive feedback from their boss (Table 1).

3.8. Performance Appraisal is base for taking decision about training and development of employee

The 74% of the employees in the SMEs believe that performance appraisal is base for taking the decision about employee training and development. In contrast, 26% of employees do not believe as PA is base for taking decision about training and development of employee (Table 1).

3.9. Employees better performance leads organizational success

According to primary data 100% of respondents in the SMEs think that their better performance leads organizational success (Table 1).

3.10 The existing performance appraisal process is appropriate for employee

According to the data table, there are 90% of respondents think that the existing appraisal system is appropriate for assessing performance of employee in the organization whereas only 10% respondents opposed that (Table 1).

The question number 10.1 indicates if respondents believe the existing process is not appropriate than why? The most of the answers of that question are shaped in two categories, like as the system is not fair and it is not understandable to employee. 10% of respondents believe in these points (Table 1).

Section two: The perception of manager about PA and organizational success:

In this section data are collected from only eleven managers of 'one stop shop' and 'Indian restaurant'. Some of the data are quantitative and some are qualitative which are given below:

3.2.1. How does PA monitor in the organization?

Ans. Almost every Indian restaurant manager's feedback is that PA assessed or monitored by on the basis of daily work, attitudes to work and responsibility at work. On the other hand, the reply from the one stop shops manager is PA monitored by the training, preparation work and giving some task to complete.

3.2.2 PA increase ability power of employee at work

There are 100% of managers believe that Performance Appraisal increase the ability power of employee at work (Table 1).

3.2.3 How does individual ability power increase?

Ans. Individual ability power increase by the process which start from PA. It gives the direction for learning environment, guiding to work, coaching and experiencing and some time given motivation also effect on it.

3.2.4 PA process leads employee development

The primary data of the research study indicate that 100% of managers think that Performance appraisal leads employee development (Table 1).

3.2.5 How does PA lead Employee Development?

Ans. Regarding this question, the summary of the answer from manager are like as PA diagnose the weakness and incapability's of employees. According to the designation management try to mitigate the weaknesses of employee and motivate them to better performance. So PA directs to or alert to management to take the initiative for employee development.

3.2.6 Does PA appropriate in the organization?

It is showed in the data table that there are 100% manager of SMEs think that the existing performance appraisal is appropriate for organization and as well as employee (Table 1).

The summary of respondent's evaluation is likely that PA is necessary for everyday work for running business. It is undeniable fact that performance appraisal and performance management is crucial and needed for every single moment for betterment of business and success. The performance management finds out and suggests the necessary improvements for employee at work which effects to organizational success.

4. DISCUSSION

It is quite important fact on types of respondent because the data are collected for understand the performance appraisal and its effects on organizational success. Only the people who are working long time and associated with the SMEs as general employee and management staff, they can understand PA and organizational success. Moreover, their perception is important in the context of PA and its effects on OS as Ahmed et al. (2010) showed in their study that it is important the employees perception about PA in the organization. In this study, the perceptions are taking from manager, line manager and general employee.

To justify the effectiveness of PA, the study revealed the types of appraisal systems in the organization. Like as the formal or informal appraisal system in the SMEs. It is showed that most of the organizations (80%) are leading formal appraisal systems.

The study exposed the frequency of performance review in the SMEs. The 39% of the respondents think that performance reviewed in the organization twice in a year where as 32% represents every week review system in the organization. The frequency rate performance review in the organization indicates that the organization and management are more concern about their employee's performance.

The 49% respondents believed that the appraisal conducts in the organization by manager where as 21% to line manager and the 30% of employee think that performance appraisal conducts with 360-degree appraisal process. It is undoubtedly important fact 360-degree appraisal in the SMEs which denotes that the greater part of the management manage performance with democratic and fruitful way.

For the organizational effectiveness, it is necessary to improve communication between subordinates and management. The performance appraisal does this work in the organization. According to Schraeder et al. (2007), PA increases the communication between supervisor and subordinate, leader or manager and general employee. In this study, the statistics also provide that 98% of employee believe PA enhance the communication in the organization. This communication occurred all the levels of employee in the organization through the performance appraisal process.

It diagnoses the critical weaknesses; perceptions of employee at work and leader or manager take the necessary step for these weakness removals and mitigate perceptions of employees at work.

If manager and line manager or shift manager discuss about employee's weaknesses of work to employee, it will increase the fruitful communication and effectiveness of employee performance and gaining required knowledge and skills. It is noted that the main purpose of PA is to improve performance of employee and organizations {See literature review part about (DeNisi & Pritchard, 2006). According to primary data of this study, 96% of the respondents believe that their management discusses about their weakness area of work. Conversely, only 4% of employee does not get the opportunity to discuss their weakness points of work to the upper management. It is significant that in the SMEs, management are more concerned and self-motivated to develop the performance of employee which leads employee development as well as organizational success.

The positive feedback of work is crucial for development, better performance and motivation of work. According to (Brown & Heywood, 2005) in their workforce characteristics part of PA, the feedback is import for employee and organizational success. It enhances the greater productivity of employee in the organization. The study also proves that in the SMEs management are aware of this matter. The 98% of people in the SMEs are getting positive feedback from the manager or line manager or shift manager. In contrast, only 2% of employee does not get the feedback from the management. The data indicate that in the SMEs there is a practice of Human Resource functions, like as performance management which dominantly and determinately emphasize on organizational and individual success.

For employee training and development is an opportunity to increase the ability power, knowledge and skills of work and enrich experience. In the postmodern era, the organizations are running their businesses with an extensive competition where management always seek to reduce cost in the production. This fact effects on the management and employees training and development. So it is the most important assignment for management to identify the actual need for training and development and PA is the system by which way management can easily measure and identify about training and development of employees at organization. PA is the base for employee training and development (Brown & Heywood, 2005; Schraeder et al. 2007) The study exposed that the 74% of employee in the SMEs believe PA is the base for training and development of employee.

It is easy to assume that employee's better performance leads organizational effectiveness as success. The performance of employee means the performance of organization. So employee performance affects the whole organizations movement and development. The study revealed this matter through the question among all level of employee in the SMEs where the reply was positive and significant to the perception. There are 100% of employee believe that better performance of employee leads organizational success.

5. CONCLUSION

Finally it can be restate that the conducted research is representing the inter-connectivity of performance appraisal, performance management, the diagnose of employees activities in the organization and taking the necessary step accordingly which leads organizational success or failure. When these factors are workings together properly in the organization like SMEs, it gives as a positive impact on the organization and the result is the success of the organization. Thus, it can be seen that the performance appraisal implies a greater effect on employee as the part and their performance as holistic the need and demand of organizational goal attainment or succession. The research also provides the answer and approval of the research questions.

6. ACKNOWLEDGEMENT

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