

## A Gender-Based Study of Performance Appraisal Satisfaction among Private Sector Employees

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**Abstract:** Performance appraisal is a governor arrangement that nearly all organizations practice in order to control behaviour that is likely from the employees to do, in constant with the goals of the organization. Many studies have been conducted toward the involvement of females in management during the last 20 years.

**Purpose-** The main objective of the present study is to highlight the outcome on the basis of a thorough study of Performance appraisal satisfaction based on gender differences. In which the prime points considered are the investigation of the association between satisfaction with performance and some behavioural guides like work performance, emotional attachment to the organization, readiness to quit a job, and motivation improvement. Modern-day intellectuals (Evetts, 1993) propose that gender-related research should give their concentration on the development of women's career prospects in terms of promotion once administrative or professional entry has been established. The relevant study is designed to examine and to gauge the real-time gender differences in the insight of the performance appraisal system.

**Design/methodology/approach-** This study adopted closed questionnaires measuring related demographic points and safeguarding control of others like educational background, age, salary, work experience, gender, etc. And motivational and behavioural variables like the need for achievement, job satisfaction, and commitment toward work were recognized as connected to the self-peer and manager appraisal process. This is an applied study where the data have collected from 293 employees of various manufacturing companies the data have been further processed and analysed by independent t test method in SPSS software.

**Findings -** The result indicated that gender differences in the evolution of performance appraisal system satisfaction can be detected. Gender variance appeared in the perceptive bases of employee work-oriented behavioural attitude and, the overall outcome showed that females and males use different information bases when evaluating performance appraisal systems.

**Practical implications-** The study explores an insight into the approach of respondents towards various self-check parameters (quality parameters were given to respondents in the format of 31 Likert statements) provided to them thru online medium. This is very significant to understand the difference in their opinion about themselves, so that organisations can devise some strategies to inculcate uniform feeling irrespective of their genders.

**Key Word:** Satisfaction with performance appraisal, work performance, affective commitment, willingness to leave work, motivation

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### I. Introduction

Performance appraisal is a systematic tool used to evaluate performance and productivity within a specific time mostly annually (Dechev, 2010). The goal of performance appraisal is to improve employees' contribution to organizational goals and work performance. Performance appraisal then can be seen as a system that would be monitored and established by organizations. In addition, it can be considered as the best way to motivate employees and increase their productivity. The appraisal is also designed to support and improve employee development and eliminate performance barriers (Dusterhoff, Cunningham & MacGregor, 2014). It helps employers and employees to define, communicate and revise expectations, goals, and progression in the achievement of strategic goals (Bacal, 2004); however, appraisers and appraisees only respond favorably to a PA system when they deem it fair and equitable (Brown & Benson, 2005). This is why performance appraisal can be considered as a "formal structured system of measuring and evaluating an employee's job-related

behaviors and outcomes as well as to discover how and why the employees can perform more effectively in the future” (Deepa et al., 2014).

In the past, classic managers were doing performance appraisal only in order to control the work of employees, but today, the guidance aspect of this performance appraisal is more important. Also, nowadays more emphasis has been on providing feedback and awareness of employees of the performance appraisal results (Daonis, 2012).

Employee satisfaction with the PA plays an essential role in their long-term efficiency. A negative reaction toward the PA can ruin the entire PA system even if it was built meticulously (Cardy & Dobbins 1994; Murphy & Cleveland 1995, in Aleassa, 2014). The study of women in the workplace and associated gender issues have become legitimate and topical areas of research. Of particular interest has been the concept of the “glass ceiling” phenomenon (Morrison, White, Van Velsor, 1987). Employee performance is a critical functional area for organizations. Harnessing the optimum potential of workers can help companies gain higher business revenues. It is important to assess employees so that they can grow and develop on the job. Performance appraisal systems can facilitate optimum talent management in a fair manner.

Performance appraisals are an age-old phenomenon. Appraisals are a periodic evaluation of a worker’s performance. Companies can undertake appraisals monthly, semi-annually, or annually. Performance evaluations help to identify and nurture talent in organizations.

Gender bias is common during performance assessment reviews. Research has shown that women are 1.4 times likely to receive critical feedback. They are given more criticism and negative comments in comparison to their male counterparts. This leaves women feeling wrongly judged and brings about rigidity in appraisals. It has an adverse impact on satisfaction and morale levels. Here are some harmful outcomes of gender perception during performance management:

The literature suggests that people will only be satisfied with a performance appraisal process if it fulfills the criteria of “fairness”, expressed by many researchers (Cook, J., & Crossman, A. (2004)). The work of Mount (1983, 1984), and Pooyan and Eberhardt (1989) suggests there may be an intrinsic difference in the level of satisfaction with a performance appraisal process that is linked to a person’s role within the system. It has also been suggested that a lack of appraisee training in the performance appraisal process may cause discrepancies between expected and actual performance assessments which will contribute to dissatisfaction with the system (Bretz et al., 1992). All these authors concluded that their results need to be tested in other work environments in order to be validated.

Much of the research into performance appraisal has tended to focus on appraiser and instrument reliability and validity rather than examining the views of the people who are the subjects of PA. A major conclusion that emerges from studies is that a performance appraisal process will not be effective unless it is perceived to be fair by all of those involved in the process (Ilgen et al., 1979; Murphy and Cleveland, 1991). Levels of stated satisfaction with the performance appraisal process are clearly related to the perceived fairness of the system (Kluger and DeNisi, 1996; Mount, 1983, 1984; Pooyan and Eberhardt, 1989). The premise being that motivated people will work towards established goals for which they expect a fair reward when they achieve them. Perceived fairness in the employee-employer relationship may be highly influential in the psychological contract construction and reconstruction (Crossman, 2003).

Generally, in recent years most researchers emphasize on better utilization of performance appraisal results, providing feedback to employees, the fairness of appraisals, and changing the ways performance appraisals are done and doing it based on transparent and predetermined indices (Rasheed et al., 2011). In recent viewpoints, there has been mentioning of satisfaction with performance appraisal and it has been referred to as one of the factors that increase the effectiveness of performance appraisal systems (Johnson et al, 2001) and it has been acknowledged that if the employees are satisfied with the results and indices determined in the appraisal systems, as the result of implementing these systems more outcomes and benefits will be gained by the organization; the outcomes such as employees satisfaction and motivation improvement (Jiang et al., 2001), more cooperation in the appraisal process and reduction of intra-organization conflicts (Higgs, 2005). However, there are not many studies on the outcomes and benefits of satisfaction with appraisal, especially in Indian organization and comprehensive views on its outcomes and benefits have not been provided. This study has been done with this aim, meaning investigating the outcomes of “satisfaction with appraisal” on the performance and effectiveness of employees.

## **II. Review of Literature**

On the basis of study done by Soni, M. P.(2020) Reviews revealed that gender based study of performance appraisal satisfaction is an aspect which is still untouched and needs researcher’s attention towards it. It is also being felt that examining performance appraisal satisfaction level on the basis of gender still in their nascent stages. Plethora of literature and research about appraisal system their impact on organizations as a

whole is available. In contrast, there is limited literature and research regarding gender-based studies of satisfaction arises from performance appraisal especially in India.

Researcher also explored that the present researches lack solid definitive evidence of such studies. And lack of time-lag studies on performance appraisal satisfaction level which examines people on the basis of their gender. In short, there is a research gap in the literature regarding perceptual difference between male and female employee's satisfaction originates from prevailing systems of performance appraisal in organization. It is also being noted that research on appraisal system and Hierarchy wise satisfaction studies has been conducted but there is limited research on the link between male and female employees.

### **III. Problem statement**

Performance appraisal is a very important tool for both managers and employees. It allows them to improve the quality of work and employee's performance. Mirsepasi (1999) argues that some organizations, especially in the manufacturing sector, still do not recognize the importance of the performance appraisal system. In essence, a high turnover rate and inconsistency in the work performance of working professional's decreased productivity can be linked to performance appraisal systems in a way or another. Some authors also felt that examining performance appraisal satisfaction level on the basis of gender still in their embryonic stages. In short, there is a research gap in the literature regarding the perceptual differences between male and female employee's satisfaction originates from prevailing systems of performance appraisal in an organization. It is also being noted that research on appraisal system and Hierarchy wise satisfaction studies has been conducted but there is limited research on the link between male and female employees. argue that there is strong evidence of a positive relationship between work productivity and profitability with performance appraisal satisfaction (Lai Wan, 2007; Robbins, 2003). Therefore, this study investigates gender base satisfaction with the performance appraisal system in manufacturing sector in India and the relationship with work performance and intention to leave.

### **IV. Research objectives**

Accordingly, research main objectives can be stated as follows:

- 1) To evaluate Employee's satisfaction with performance appraisal system,
- 2) To measure the gender-based perception of appraisal process appraisal interview and appraisal outcomes in performance appraisal system and performance appraisal satisfaction,
- 3) To explore the similarities or dissimilarities between male and female satisfaction with performance appraisals.
- 4)

### **V. Hypotheses-**

Framed four hypotheses for the mean of statistical analysis-

H01: There is significant difference between male and female employee based on their SMART objective setting process satisfaction score

H02: There is no significant difference between male and female employee based on their appraisal review discussion satisfaction score

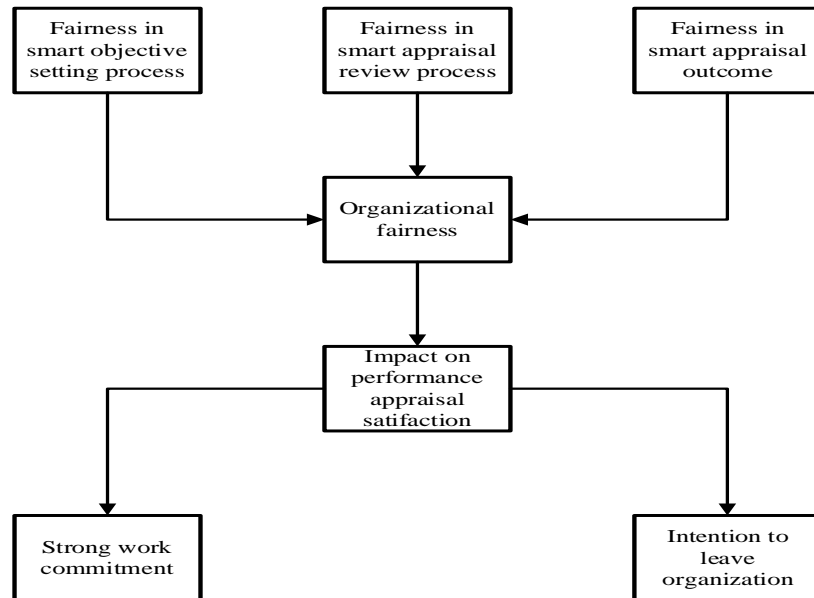
H03: There is significant difference between male and female employee based on their motivation Score

H04: There is no significant difference between male and female employee based on their overall appraisal review outcome satisfaction score

## **VI. RESEARCH FRAMEWORK**

### **A. Research framework –**

From the previous studies it has been found that the organizational process has constructive effects on employee perception of performance appraisal satisfaction (Moorman, 1991). However, the employees are handled with respect and fairly sure they will have positive attitudes toward their work (Brown et al., 2010). Hence, based on a review of the literature and the relationship between these factors we propose the conceptual model shown below in



**Figure 1** Conceptual framework

From the above-proposed model we could hypothesize the model above we hypothesize the organizational fairness which is appraisal process, relational, communication fairness and appraisal outcome fairness has a strong positive impact on has a positive impact on perception about the performance appraisal .it was also hypothesized that performance appraisal satisfaction has a positive impact on the work commitment and performance while on the readiness to leave has a negative impact.

## VII. Research Methodology

In terms of purpose, the present study is of applied type and in terms of methodology, it has been of descriptive-survey type. The population considered for this research is all the working professionals of private manufacturing sector in district of Udaipur, India. There is human resource department, accounts department, operation department, supply chain department, branding department, Administration, corporate, Sales & marketing department, research and development department, utility maintenance department etc. and in the 95% confidence level and 5%, acceptable error the sample size was resolute to be 293 individual working professionals.

The study is predominantly based on primary data collection that was obtained from 293 respondents working in industries in the district of Udaipur. Secondary sources of knowledge include journals, books and the Internet. Situational analysis was done to identify the behavioral differences among respondents. In short, this paper offers a gender-based insight on the basis of the performance appraisal review satisfaction, SMART objective setting process, and appraisal review discussion process and motivation improvement. For statistical investigation of data, the tools used were mean and independent t-test. The software used is SPSS.

The data were collected by a questionnaire designed in the Google survey form (see the Appendix) circulated to known working professionals through the social media platform. A total of 293 usable questionnaires were returned; the questionnaire comprised a series of statements followed by five-point rating scales with strongly agree (5) to strongly disagree (1) anchors.

The statements were constructed to ensure that they were neither extreme to cause bias, nor so bland that the majority of responses were neutral. Terminology within the statements adopted from other researchers was altered to the standard terminology used within their organization appraisal system. The questionnaire comprised four sections, the first section to collect demographic data such as length of service, age, or gender, and examine how these may affect attitudes to organizational fairness . Within this section, there were also questions designed to identify whether the person’s performance marking was the same, higher, or lower than the previous year, whether they had expected this mark, and at what level they assessed their performance. The three remaining sections concerned attitudes to the appraisal review system; these were the perceived fairness of the system, fairness of the appraisal process, and the outcomes of the process.

**VIII. Data Analysis**

For the meeting of objective and to test the data from statistical investigation perspective, the data were collected using five point Likert scale and four fronts were constructed these were to know the employee’s attitude about SMART objective setting process, about perceived fairness of performance review discussion process, about Appraisal review as a process and about outcome from appraisal review discussion. Further analyzed the Likert statements and calculated their average score for the purpose of testing to identify if any significant difference between the male employees and female employees.

**A. Reliability Test**

TABLE 1

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.805	.807	31

Cronbach’s alpha was applied to test whether the multiple questions in Likert are reliable or not. The value derived was 0.805, which is regarded as an excellent reliability index. Thus, the reliability of data was thereby good and could be trusted on for statistical applicability.

TABLE 2

Gender of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	181	61.8	61.8	61.8
	Female	112	38.2	38.2	100.0
	Total	293	100.0	100.0	

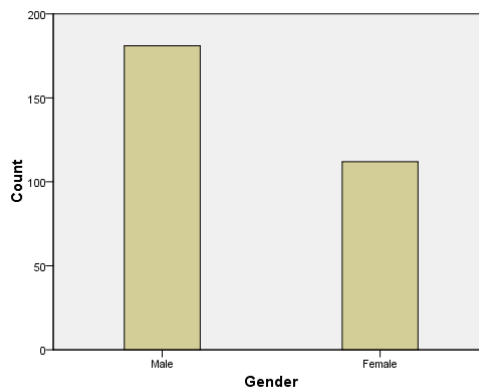


Figure 2- graphical representation of respondents on basis of gender

In all, 293 respondents were investigated. The total number was categorized on the basis of gender, the total number of males in the study were 181 (61.8%) and females were 112 (38.2%). The research witnessed domination of male in the study.

TABLE 3

Participation of respondents in Performance Appraisal Review process in Year 2019					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	293	100.0	100.0	100.0

For the purpose of research, the main requirement was to include only those participants who has gone thru the performance appraisal review in the year 2019. Above table display all the valid cases which means all the 293 respondents had gone thru the appraisal review process and eligible to be part of this research as a valid respondent (subject).

TABLE 4  
Gender \* The SMART objective helps to improve the performance of its employees

			The SMART objective helps to improve the performance of its employees			
			Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree	Total
Gender	Male	Count	46	57	78	181
		% within Gender	25.4%	31.5%	43.1%	100.0%
	Female	Count	28	30	54	112
		% within Gender	25.0%	26.8%	48.2%	100.0%
Total		Count	74	87	132	293
		% within Gender	25.3%	29.7%	45.1%	100.0%

In Above table with regard to “SMART objective helps to improve the performance of its employees”, the primary data of male & female employees reveals that the number of male employees respondents who are Agree or strongly agree are 78 (43.1%) and the number of female employees are 54 (48.2%).Shows comparatively female employees are higher who believes that the SMART objectives helps to improve the employees performance.

TABLE 5  
Gender \* My manger doesn't take my SMART objective setting process seriously

			My manger doesn't take my SMART objective setting process seriously			
			Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree	Total
Gender	Male	Count	34	30	117	181
		% within Gender	18.8%	16.6%	64.6%	100.0%
	Female	Count	20	22	70	112
		% within Gender	17.9%	19.6%	62.5%	100.0%
Total		Count	54	52	187	293
		% within Gender	18.4%	17.7%	63.8%	100.0%

In Above table with regard to “My manger doesn't take my SMART objective setting process seriously”, the primary data of male & female employees reveals that the number of male employees respondents who are Agree or strongly disagree are 117 (64.6%) and the number of female employees are 70 (62.5%).Shows comparatively male employees are higher who believes that their manager doesn't take their SMART objective setting process seriously.

TABLE 6  
Gender \* I am satisfied with the outcome of my appraisal review discussion process

			I am satisfied with the outcome of my appraisal review discussion process			
			Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree	Total
Gender	Male	Count	37	36	108	181
		% within Gender	20.4%	19.9%	59.7%	100.0%
	Female	Count	26	30	56	112
		% within Gender	23.2%	26.8%	50.0%	100.0%
Total		Count	63	66	164	293
		% within Gender	21.5%	22.5%	56.0%	100.0%

In Above table 6 with regard to “I am satisfied with the outcome of my appraisal review discussion process”, the primary data of male & female employees reveals that the number of male employees respondents who are Agree or strongly agree are 108 (59.7% ) and the number of female employees are 56 (50%).Shows comparatively female employees are less who are satisfies with the outcome of their appraisal review discussion process.

TABLE 7  
Gender \* I believe my appraisal review was too rushed

			I believe my appraisal review was too rushed			
			Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree	Total
Gender	Male	Count	60	42	79	181
		% within Gender	33.1%	23.2%	43.6%	100.0%
	Female	Count	31	21	60	112
		% within Gender	27.7%	18.8%	53.6%	100.0%
Total		Count	91	63	139	293
		% within Gender	31.1%	21.5%	47.4%	100.0%

In Above table 7 with regard to “I believe my appraisal review was too rushed”, the primary data of male & female employees reveals that the number of male employees respondents who are Agree or strongly agree are 79 (43.6%) and the number of female employees are 60 (53.6%).clearly indicates that female employees who believes that they have been give less time for their appraisal review discussion are higher than the male employees.

TABLE 8  
Gender \* Some of things I being told about performance during the year came to me as surprise

		Some of things i being told about performance during the year came to me as surprise			Total	
		Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree		
Gender	Male	Count	58	54	69	181
		% within Gender	32.0%	29.8%	38.1%	
	Female	Count	27	28	57	112
		% within Gender	24.1%	25.0%	50.9%	100.0%
Total		Count	85	82	126	293
		% within Gender	29.0%	28.0%	43.0%	100.0%

In Above table 8 with regard to “Some of things I being told about performance during the year came to me as surprise”, the primary data of male & female employees reveals that the number of male employees respondents who are Agree or strongly agree are 69 (38.1%) and the number of female employees are 57 (50.9%).clearly indicates that female employees who believes that they receives feedback as surprise at the time of appraisal review discussion are higher than the male employees.

TABLE 9  
Gender \* if i don't agree with my appraisal review score after discussing with manager there is clear appeal process is available for me to use

		if I don't agree with my appraisal review score after discussing with manager there is clear appeal process is available for me to use			Total	
		Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree		
Gender	Male	Count	23	33	125	181
		% within Gender	12.7%	18.2%	69.1%	
	Female	Count	15	24	73	112
		% within Gender	13.4%	21.4%	65.2%	100.0%
Total		Count	38	57	198	293
		% within Gender	13.0%	19.5%	67.6%	100.0%

In Above table 9 with regard to “if I don't agree with my appraisal review score after discussing with manager there is clear appeal process is available for me to use”, the primary data of male & female employees reveals that the number of male employees respondents who are Agree or strongly agree are 125 (69.1%) and the number of female employees are 73 (65.2%).Indicates that male employees who believes that they do not have clear appeal process in case they don't agree with appraisal review score after discussing with their manager are more than the female employees.

TABLE 10  
Gender \* I am satisfied with the appraisal review process

		I am satisfied with the appraisal review process			Total	
		Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree		
Gender	Male	Count	19	34	128	181
		% within Gender	10.5%	18.8%	70.7%	
	Female	Count	17	29	66	112
		% within Gender	15.2%	25.9%	58.9%	100.0%
Total		Count	36	63	194	293
		% within Gender	12.3%	21.5%	66.2%	100.0%

In Above table 10 with regard to “I am satisfied with the appraisal review process”, the primary data of male & female employees reveals that the number of male employees respondents who are Agree or strongly agree are 128 (70.7% ) and the number of female employees are 66 (58.9%).Indicates that female employees who are not satisfied with the overall appraisal .review process are considerably higher than the male employees, for which reasons should be investigated.

TABLE 11

**Gender \* My manager doesn't know enough about my work to give me fair rating in appraisal review process**

		My manager doesn't know enough about my work to give me fair rating in appraisal review process			Total	
		Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree		
Gender	Male	Count	62	49	70	181
		% within Gender	34.3%	27.1%	38.7%	
Female	Female	Count	32	27	53	112
		% within Gender	28.6%	24.1%	47.3%	
Total		Count	94	76	123	293
		% within Gender	32.1%	25.9%	42.0%	

In Above table 10 with regard to “My manager doesn't know enough about my work to give me fair rating in appraisal review process ”, the primary data of male & female employees reveals that the number of male employees respondents who are Agree or strongly agree are 70 (38.7% ) and the number of female employees are 53 (47.3%).Indicates that female employees who believes that their manager doesn’t know enough about their work which can give fair rating in appraisal review process.

**IX. Hypothesis Testing-**

**H01:** There is significant difference between male and female employee based on their SMART objective setting process satisfaction score

TABLE 12

**Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
s	Male	181	21.0166	3.38374	.25151
	Female	112	20.4643	3.17912	.30040

With regards to SMART objective setting process satisfaction score, the mean for male employees is 21.01. The mean for Female employees is 20.46. whereas The standard deviation for male employees is 3.38 and for female employees, 3.17 .

Indicates female employees has comparatively less mean value though the difference is miner.

TABLE 12

**Independent Samples t- Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
SMART Objective setting Process Satisfaction Score	Equal variances assumed	1.404	.237	1.389	291	.166	.55229	.39760	-.23024	1.33482
	Equal variances not assumed			1.410	246.478	.160	.55229	.39179	-.21939	1.32397

The Table, above shows the application of Independent sample t-test on the data for the purpose of testing the hypothesis captioned as “H01: There is significant difference between male and female employee based on their SMART objective setting process satisfaction score”. Since the significance value of Levene’s test .237 is more than 0.05, the researcher assumes equal variance and rejects the null hypothesis and also the



calculated p-value (1.389) is less than 0.05. Thus, there is significant difference between the male and female employee on the basis of their perceived value about SMART objective setting process.

**H02:** There is no significant difference between male and female employee based on their appraisal review discussion satisfaction score

TABLE 13  
Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Appraisal Review Discussion Satisfaction Score	Male	181	10.0552	1.98529	.14757
	Female	112	10.1786	1.86583	.17630

In the case of appraisal review discussion satisfaction score, the mean for male employees is 10.05. The mean for Female employees is 10.17. Whereas the standard deviation for male employees is 1.98 and for female employees, 1.86.

TABLE 14

		Independent Samples t-Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
Appraisal Review Discussion Satisfaction Score	Equal variances assumed	.497	.481	-.529	291	.597	-.12332	.23330	-.58250	.33585	
	Equal variances not assumed			-.536	246.421	.592	-.12332	.22991	-.57616	.32952	

The Table, above shows the application of Independent sample t-test on the data for the purpose of testing the hypothesis captioned as “H02: There is no significant difference between male and female employee based on their appraisal review discussion satisfaction score”. Since the significance value of Levene’s test .481 is more than 0.05, the researcher assumes equal variance and rejects the null hypothesis and since the calculated p-value (-.529) is less than 0.05. Thus, there is significant difference between the male and female employee on the basis of their perception about fairness in appraisal review discussion.

**H03:** There is significant difference between male and female employee based on their motivation Score

TABLE 15

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Pay award as a Motivation Score	Male	181	7.4420	1.49562	.11117
	Female	112	7.3304	1.52096	.14372

In the case of Motivation score, the mean for male employees is 7.44. The mean for Female employees is 7.33. Whereas The standard deviation for male employees is 1.49 and for female employees, 1.52. Indicates female employees has comparatively less mean value though the difference is minor.

TABLE 16

		Independent Samples t- Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
Pay award as a Motivation	Equal variances assumed	.151	.698	.617	291	.538	.11163	.18098	-.24455	.46782	

Score	Equal variances not assumed			.614	232.289	.540	.11163	.18169	-.24635	.46961
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The Table, above shows the application of Independent sample t-test on the data for the purpose of testing the hypothesis captioned as “H03: There is significant difference between male and female employee based on their motivation Score”. Since the significance value of Levene’s test .698 is more than 0.05, the researcher assumes equal variance and rejects the null hypothesis and also the calculated p-value (.617) is more than 0.05. Thus, there is no significant difference between the male and female employee on the basis of their perception of consideration of pay awards as motivation from appraisal review process.

**H04:** There is no significant difference between male and female employee based on their overall appraisal review outcome satisfaction score.

TABLE 17

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Appraisal Review Satisfaction Score	Male	181	34.6133	5.14076	.38211
	Female	112	35.2768	4.79529	.45311

With regards to appraisal review satisfaction score, the mean for male employees is 34.61. The mean for Female employees is 35.27. Whereas the standard deviation for male employees is 5.14 and for female employees, 4.79. Indicates female employees those are satisfied with the appraisal review outcome are relatively higher in compare to male employees.

TABLE 18

Independent Samples t- Test											
		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
Appraisal Review Satisfaction Score	Equal variances assumed	.329	.567	-1.101	291	.272	-.66353	.60253	-1.84939	.52234	
	Equal variances not assumed			-1.119	247.748	.264	-.66353	.59272	-1.83094	.50389	

The Table, above shows the application of Independent sample t-test on the data for the purpose of testing the hypothesis captioned as “H04: There is no significant difference between male and female employee based on their overall appraisal review outcome satisfaction score”. Since the significance value of Levene’s test .567 is more than 0.05, the researcher assumes equal variance and rejects the null hypothesis and since the calculated p-value (-1.101) is less than 0.05. Thus, there is significant difference between the male and female employees on the basis of their perception of appraisal review satisfaction.

### X. Findings & Conclusion

The model derived from the literature review for this study was presented in Figure 1. The satisfaction level with the performance appraisal review system was measured by adding all scores in the four sections of statements in the questionnaire.

The key findings are-

1. A comparatively higher percentage of female employees than male employees believes and satisfied with the SMART objective setting process system which further gets used in performance appraisal review discussion and that clearly indicates that they find fairness in the adoption of the process used for performance review.
2. Results also indicate that female employees have the considerable feeling that they receive less time for appraisal review discussion and also assumes that their manager who supposes to rate them during performance appraisal doesn’t know enough about their work and competencies which is not at all fair. And the statistical tests also confirm that male and female employees perceive different satisfaction values about the appraisal review discussion process.

3. Study also concludes that there is no significant difference between the male and female employee on the basis of their perception of consideration of pay awards as motivation from appraisal review process it clearly means both the gender sees pay awards as the greatest motivation as an outcome of the appraisal review process.
4. The results also reveals that satisfaction with performance appraisal directly results in an increase in affective commitment to the organization This effect, on improving motivation, affective commitment to the organization, reduction in willingness to quit the job, and increase in work performances positive and is significant.

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