



EFFECTS OF PERFORMANCE APPRAISAL SYSTEM ON THE JOB EFFECTIVENESS

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Abstract

The basic objective of this research is to highlight the association between job satisfaction of employees and the organisational performance process in information and technology sector of Turkey. The review of literature showed that there is a lack of quantitative and empirical findings to reflect the requirement for change in IT sector of Turkey. This research is meant to find and present such data that help in understanding the linkage between the important drivers of success. This research also offered important insights to facilitate managers in efficient performance management of employees. Given the current significance of information technology sector and the relevance of human resources in SMEs, it is integral to measure the elements of employee management and satisfaction. Limited access to companies' HR data and use of only two companies' comparative analysis was the basic limitation on this research. The results are also limited to the use of secondary data only. Future researches are recommended to use more companies and large sample size to increase the accuracy and generalizability of results. The research is a significant addition in the literature on performance management in IT sector of Turkey.

Keywords: Performance Appraisal, Effectiveness, Performance Management System

INTRODUCTION

With the passage of time, the significance of employee productivity has been increasing towards the overall organisational performance. Employees are considered to be amongst one of the most important assets of companies as their contributions are immense for the achievement of business objectives. Elnaga and Imran (2013) stated that human resources (HR) are highly expensive but are integral to manage as they directly influence the revenues and profit levels of organisations. According to the study of Aktar et al (2012), the perceived job performance is associated with multiple factors including work environment, organisational policies, interpersonal relationships, and training and development. There is a variety of methods to improve performance of employees. It is important to note that increasing competition in the business environments make employees performance a very crucial factor towards success or failure of companies

Due to the given rate of modifications in economic, social and political domains; it has become vital for businesses to stay responsive in the creation of global strategies at operational levels. Major functions of human resource management (HRM) include recruitment and selection, resource planning, designing of jobs, compensation systems, management of performance, and employee relations. Amongst all these functions, the most crucial one is performance evaluation and appraisal. The significance of performance appraisal (PA) evaluation is a way, which is more than the other processes as it depicts the achievements of various aspects of HR like training, placement, adaptation, recruitment, and other activities. Performance improvement is largely dependent on the creation of performance culture and performance management processes (PMP). Reid and Hubbell (2005) added that corporate management must create a culture that facilitates employee engagement towards the business.

Rationale of the study

The significance of keeping employees satisfied is increasing. It has become easier for competitors to offer attractive salaries and packages to talented employees.

The basic objective of this research is to highlight the association between job satisfaction of employees and the organisational Performance Appraisal process and employee engagement prevailing.

This research will offer important insights to facilitate managers in efficient talent management. Given the current significance of IT sector and the relevance of HR in SMEs, it is integral to measure the elements of employee management and satisfaction. A focus on Performance Appraisal process is made in this research to examine the efficiency of the Performance Management for Turkish IT industry.

Aim and objectives of the Study

The major aim of this research is to examine the impact of PAP on job satisfaction and employees performance in IT sector (SMEs in Turkey). Specifically, the research objectives are:

- To investigate the effect of PAP on employees job satisfaction.
- To investigate the extent to which PA influences employees' job satisfaction in IT sector SMEs in Turkey.
- To study the policies of PM in IT sector SMEs and their relationship of job satisfaction and employees engagement (EE).
- To recommend strategies to the policy makers of in IT sector SMEs in Turkey to increase the effectiveness of PAP and the overall PM system of the SMEs.

Research questions of the study

The study will be based on the following research questions:

- How has PAP influenced job satisfaction levels in IT sector SMEs in Turkey
- How has PAP influenced employee engagement in IT sector SMEs in Turkey

LITERATURE REVIEW

There are different standards of performance management (PM) systems that are available to the modern companies. Although Gruman, and Saks, (2011) declare that there is a massive debate on the benefits of different standards, the most commonly used criterion including strategic correspondence, legitimacy, dependability, suitability, and specificity. According to Rubin (2011), the process of performance appraisal is seen as an important managerial tool to keep employees motivated to perform. This process is essentially related to multiple fields including psychology, management and administration. Rubin (2011) further added that majority of the existing literature related to accountability and managing performance has undermined the contributions of appraisals.

The tool of performance appraisal is defined as a regular and official assessment of employees' performance in order to make decisions regarding career progression. Bhattacharyya (2011) emphasised over the importance of performance appraisal by suggesting that it is integral in reinforcing key decisions related to employees like organisational development, transfer, compensation, promotion, development, reward, and human resource planning. As mentioned by Aguinis (2009), the activity of performance appraisal is meant to contribute to the improvement in attitude, behaviours and productivity of employees. The process helps in encouraging employees to bring positive changes in their behaviour. Stone

(2005) also offered performance appraisal programs relevant for organisational needs. According to Stone (2005), it is needed that businesses must focus over establishing objectives, performance feedback, and performance improvement in the overall performance appraisal system. Essentially, the performance appraisal initiatives are meant to include objectives creation, performance appraisal, discussion on performance reviews, rewards, and training and development.

According to the perspectives of Kondrasuk (2011), productivity measures the performance surrounding both effectiveness and efficiency. Labour productivity refers to the output of employees per unit of time. It is the most widely used productivity measure. The growth rate of labour productivity is approximately equal to the difference between the growth rate of output and the growth rate of the number of hours worked in the economy (Gust & Marquez, 2004).

Daft and Marcic (2013) define job satisfaction as "a positive attitude toward one's job" and according to Schermerhon et al. (2012), job satisfaction refers to "an attitude reflecting a person's feelings toward his or her job or job setting at a particular point in time". These two are the most commonly used definitions of the term 'job satisfaction' in literature. Thus, job satisfaction is a reaction of an individual to his or her job. Singh (2009) claims that it is a composite of an individual's expectations about the job and that the person gets. According to the research work of Abiyev et al. (2016), satisfied employees create a high level of quality of the service, productivity, and retention. According to the research work of Sattar et al. (2015), the three major criteria of HR to improve the performance quality include training, reward, and empowerment. For achieving the organizational objectives and goals, providing good work conditions with flexible hours of working, less load of work, a supportive top management, and an approach of teamwork can increase the level of job satisfaction. A traditional appraisal typically happens once or twice a year. Between the period of establishing the firm's goals and reviewing them, there would be prolonged gaps of months, and goals that the firm sets in the start of the year are normally dragged out during the time of appraisal (Afriyie, 2009). Although performance appraisal offers the opportunities for staff and managers for having a one-on-one conversation, it is unluckily open to biased and unfair ratings.

To conclude the literature review, presently the process of managing the performance to ensure that workers focus on their job efforts for contributing towards achieving the company's mission is vital for any organization. On the other hand, the system of managing performance is clearly influencing the performance of workers. Furthermore, every stage within the system of performance management also affects the performance of workers respectively. Organizational plan and goals could bring improvements in initiatives of employees and commitment towards a

job. Performance review delivers the feedback of performances of employees that could reveal the matters during the production and benefits for staff members. Organizations require solving those matters. In a system of managing performance, training and communication can play a significant part to improve performance. The constant communication between employees and managers and among employees would provide benefit in terms of updating the individual and organizational objectives, solving and improving the deficiencies in the process of production to improve and guarantee the quality.

RESEARCH METHODS

The systemic mode of data collection was used in this research. In the first stage, secondary data about the PM and its characteristics and strategies was collected from the academic sources and internet sites. The theoretical framework formed from the secondary data from journal articles and online database about internationalization theories (Dawson, 2013). The textual analysis techniques of content and document analysis are used for the collected secondary data from credible sources. On the other hand, the qualitative data assessment is done through thematic analysis. The inductive approaches of research mainly deal with the collection and analysis of qualitative data, therefore, detailed interpretation will lead to the designing of desired frameworks of PM in telecommunication sector. The themes of the questionnaire related to the three broad areas of PM, PA, and the job satisfaction of the employees of selected companies Etiya and CMC. There are structured answers designed to these questions on the basis of the literature review findings discussed in chapter two already. The sources to find the answers for this questionnaire were the websites of Etiya and CMC, PrimeApp website and case study of Etiya. Moreover, Glassdoor.com pages of Etiya and CMC to access employees comments, salary structure, and the benefits of the job at the mentioned companies. The content available on websites of three companies and the employees' comments on the Glassdoor website are used to answer the structured questionnaire.

RESULTS

This study follows both qualitative and approach and discusses behaviour with respect to the Performance Appraisal Process, Performance Management System, and job satisfaction of employees in target companies CMC and Etiya. Also, in this section explains the company's features and the Performance Management strategies and the relationship to the PAP and employees job satisfaction. The survey was taken after interview from the employees of the company CMC and Etiya. In the interview from managers of these two companies, questions were asked about the prevalence of PA and the methods of PMS prevailing in these two

companies. In short this chapter considers the analysis of the PMS and PA techniques through interviews with companies CMC and Etiya and business - the services of these companies in the social media.

Analysis of theme 1: Performance Management Process

- Does the technology/ telecom company have formal PMS in Turkey?

CM has its in-house PMS managed through 360-degree appraisal system and managed through ERP system (CMC, 2019). In contrast, Etiya is using the PMS provided by PrimeApp.

- How long your company using formal PMS?

The management of Etiya is using PMS in a formal structure for 2-5 years duration (PrimeApp, 2018), whereas, CMC is a large organization and using PMS for 5 years and above period (CMC, 2019).

- How important is PMS for the growth of your company?

In view of information available on CMC (2019), the PMS is 'Quite more important since their core job is to administer larger set of employees of other organizations, whereas, Etiya information on Etiya (2019) and PrimeApp (2018) declared that PMS is 'extremely important' for their organization since it depends on the professional and technical skills of employees

Which PMS is operational in your company?

The information available on CMC website (2019) shows that in the beginning, company used the customised versions of AssessTEAM and Lattice for some period, but now the company is using in-house PMS due to increase in the scale of operations and complexity of HR management.

Moreover, Etiya PMS system discussed in PrimeApp (2018) showed that for some time, Etiya used Performance Prop system, but later developed solutions for PrimeApp technologies. This system now customised to the need of the organization.

Analysis of theme 2: Performance Management Methods

- Why PAMs used in your organization?

In view of the responses of the two managers, CMC manager added that their main motive of using PAMs is to monitor employees' performance and to justify rewards and termination decisions at the end of financial year. However, Etiya manager added that PAS in their

company for One-to-one performance analysis in order to improve employees' performance and to raise healthy Competition among employees for upgradation.

- What PAM are used for employees in selected companies?

The CMC information collected from CMC.com verified that General ongoing communication in management and employees is always present in their company. Moreover, as a formal PAM, they are using 360-Degree PA, which is a Technology based PA that is supported by ERP present in their organization (CMC.com)

Moreover, Etiya information collected from PrimeApp (2018) and Etiya.com suggested that Managers are normally performed Appraisal for employees Performance in Etiya, but as formal PA system, 360-Degree PA is used in the organization. The appraisal not only done for sales staff but it is mandatory for all employees.

- How often performance appraisal is conducted?

In view of the comments in Glassdor.com from both companies' employees, the annual PAS normally followed. Employees are not very satisfied with the rewards and bonuses received at Etiya because of PA, however, CMC employees expressed more positive comments (Glassdoor, 2019).

- What measures are important in performance appraisal?

As far as important measures of PA are concerned, CMC website informed that Achievement of assigned targets, Leadership quality, Coordination and communication, and Team work are important in criteria of PA (CMC, 2019)

However, the Etiya PMS system information available on PrimeApp (2018) asserted nearly similar measures that PA is decided on Achievement of assigned targets, Leadership quality, Coordination and communication in Team work, and Attendance/ Punctuality of employees are important.

- ModernPAM are more effective as compared to traditional methods:

The information available on CMC and Etiya website in PMS system description, both companies are using 360 degree appraisal method with completely computerised system of PMS. Therefore, modern PAM are found more effective in both companies as compared to traditional methods since technology and techniques are enhanced in both technology-based companies. Moreover, PrimeApp (2018) added that Etiya is a technology firm; therefore, the dependence on latest technology use in PMS is also very high.

- Is employees are satisfied with the performance appraisal methods in your company?

The reviews available on glassdoor.com (2019) showed that the employees are mostly in affirmative that their employees are satisfied with the PAMs in their companies. The selection from the comments of Etiya and CMC employees available on Glassdoor.com showed that employees feel normally satisfied with the PAS available in the two companies.

- Are you keeping employees suggestions/ complaints in consideration while deciding performance appraisal?

The comments on Glassdoor (2018a) listed above showed that teams have no say in decision making as to management decides and instruct all teams in Etiya. The comments are found affirmative for CMC management in Glassdoor (2019b) that sometimes they keep employees suggestions/ complaints in consideration while deciding PA, especially in the decisions that concern employees' benefits or HR policies.

- Performance appraisal is an unbiased process in my company.

The case study of Etiya available on PrimeApp (2018) strongly agree with the assumption that PA is totally unbiased process in Etiya, since this assessment is done randomly and annually in a year, and mostly based technological tools of appraisal with least human involvement to manipulate the results. High levels of unbiased PA is guaranteed to employees.

However, there was no information available about biasness of PA on CMC website, but few comments on Glassdoor (2019b) addressed that some exceptions are there in the company. Human errors and subjective appraisals generic qualities in many instances did not prove totally unbiased in CMC.

Analysis of theme 3: Employees Job Satisfaction

- Employees feel very positive and favourable about their job?

On the basis of the employees' comments available on Glassdoor (2019a) for Etiya and Glassdoor (2019b) for CMC, it is perceived that CMC employees are in agreement with first option of 'generally' that employs are normally find motivated in this company. However, The Etiya employees' comments also mentioned satisfaction from working environment and people to work with. The following comparison of comments show that the overall Employees feeling very positive and favourable about their job. Therefore, researcher use the comments available on Glassdoor (2019) for both companies, and made following comparison opted for this option in absence of accurate knowledge of employees' perceptions.

Table 1: Comparison of Employees Comments for Etiya and CMC

Components of Job satisfaction	Etiya		CMC	
	Pros	Cons	Pros	Cons
Working environment	Good teams, nice people, low politics	Crowded offices, small workspaces	Great place to work, nice people, good work-life balance	Government political culture, fixed rules
Salaries	On time, constantly paid	Low as compared to competitors	Paid well, above industry	No 401k pension system, no growth for contractual employees
Working hours	Flexible, long overtime	High disturbing circulation of work hours	Fixed shift based work	Long 60 plus hours work week
Rewards/ bonuses	No positive view collected	Poor food choices, no regular bonuses No support of courses/ certificates	Performance based bonuses on achieving targets	Short vacations,
Leadership	Management support	Top management take decisions, less performing mid management	Top management is helpful and good monitoring	All decisions made by top management
Equipment, devices support	Wide availability of shared systems	Obsolete computers	Food facilities, latest equipment	Need more workspace
Turnover	Hiring is open always	Very high	Periodic hiring, mostly fresh graduates	High

Source: Adapted from Glassdoor (2019a); Glassdoor (2019b)

- Majority employees in your company will leave if they can find a better job?

The industry if IT in Turkey is very competitive and the companies have high turnover of employees. New opportunities always welcome talented and qualified employees (. The CMC and Etiya employees comments available in previous question clearly answered in yes, May be majority employees in his company will leave if they can find a better job, since the employees can leave anytime of better opportunities are available. Etiya employees argued that the hiring

process is on in the company for the full year since the turnover rate is very high in Etiya (Galssdoor 2019). Therefore, both managers said that companies are ready and continuously look for new talent to induct in the departments.

The comparison of the salaries scales of employees in both companies also prove the above assumption of high turnover.

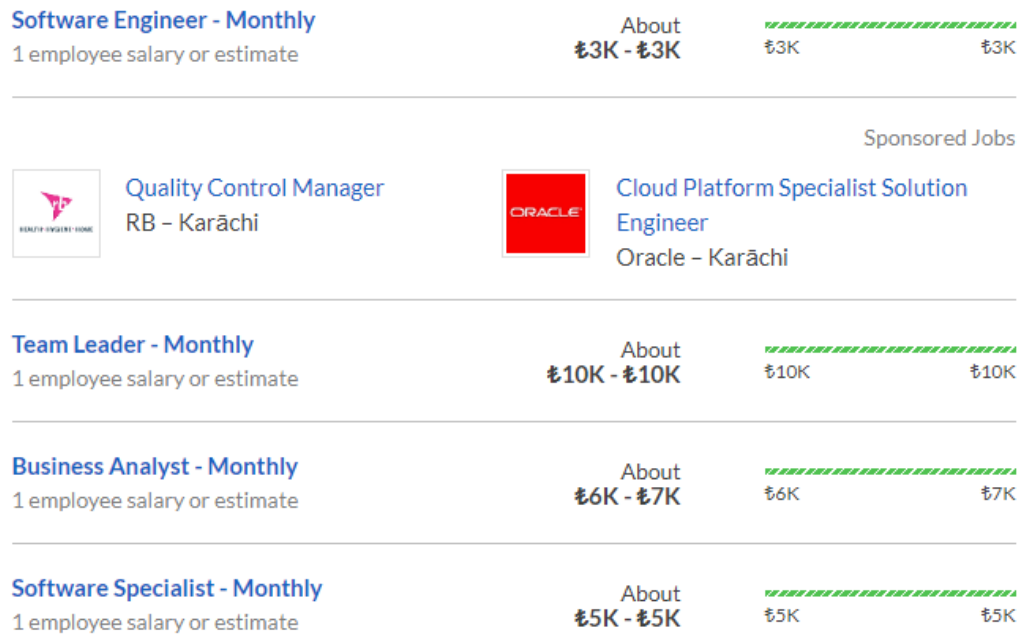


Figure 4.3: Salary ranges for Etiya

Source: Glassdoor, 2019c

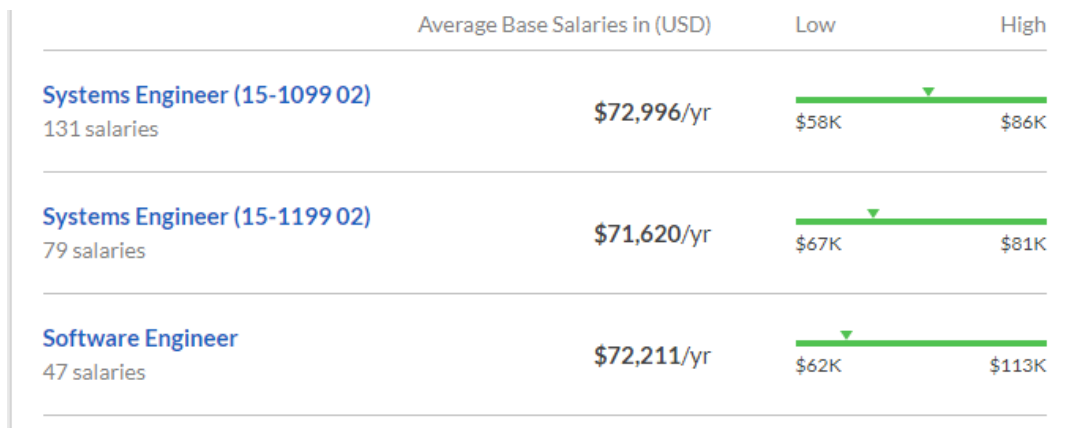


Figure 4.4: Salary ranges for CMC International

Source: Glassdoor, 2019d

- Employees are generally satisfied with the kind of work they do on job in this company?

The response of this question was also affirmative from CMC manager that 'Yes, surely', employees are generally satisfied with the kind of work they do on job in this company. Moreover, the Etiya manager exclaimed that 'Yes, may be', employees can be generally satisfied with the kind of work they do on job in Etiya. Therefore, more assessments and evaluations of employees' perceptions are needed in Etiya.

- Employees are free to take decisions on the performance of their job role?

According to employee's comments on Glassdoor (2019a) and Glassdoor (2019b) generally employees are free to take decisions on the performance of their job role but conditions are applied. The top management decide about the role of employees to play in decision making. The routine decisions give employees less liberty for making small level decisions in both organizations. On the other hand, Etiya employees also expressed that sometimes project teams are not free to take decisions on the performance of their job role, since team leaders and department heads are responsible for assigning the job roles.

SWOT analysis

SWOT analysis is a structural planning method. This analysis used to give the strengths, weaknesses, opportunities an evaluation and threats involved in a project or in a business. In other words, it determines the purposes of business or project. About this method, a lot said and investigated. In this topic, we turn right to the analysis of companies CMC and Etiya. Specifically discusses strengths and weaknesses, opportunities and threats of these companies cause of the use of social media and advertising. Through this analysis we learn factors which may affect their ability to introduce a new product through social media and advertising.

In view of the below listed strengths and opportunities of CMC and Etiya, some important success factors discussed below:

Both companies are strong in their main area of expertise, i.e. CMC has a strong market presence in call centre services and social media services for local and overseas business. In contrast, Etiya has a large market share in software development and enterprise service applications. The companies has qualified and trained staff in the range of 600-700 employees. Moreover, the companies are striving to gain high market share in their respective business areas. Highly competent HR and standardized PMS found in both companies.

On the other hand, weaknesses of both organizations lie in their limited scope of working and concentration on diverse areas. However, the companies managed good relationship with customers but limited to the specialised areas only. The companies failed to stay a head of competition and showing a proactive behaviour.

Opportunities of both companies lie in the rapid expansion of IT and social media networks in local Turkish industries. The cloud computing provides opportunities for remote working and providing software and social media integration services to global companies. The increase in technology facilitation opening up new venues for growth in internet based business for both companies. ‘

On the other hand, negative impacts of threats are found in the areas of strong competition and rising new start-ups in the IT software and social media services sectors. The theft of brand identity through copycat products and the complaints of customers in Technology base services can affect the businesses of CMC and Etiya.

Table 2: SWOT Analysis Comparison

SWOT Factors	CMC	Etiya
Strengths	<ul style="list-style-type: none"> • The company upgraded call centre and increased call centre agents to 4800. • A strong technical infrastructure and support to key clients • Strong overseas control on business operations • Good client relationships in IT outsourcing facilities • Understand the needs of client in multiple industries. • Top 20 in Informatics 500 companies since 2016. 	<ul style="list-style-type: none"> • Diversified portfolio of IT services and products • Market capitalization of 4.4 million dollars • Software and services for Catalogue-Driven BSS/OSS • Pool of 600 expert software developers
Weaknesses	<ul style="list-style-type: none"> • Failing to respond due to large employees' base of call centre operators. • Cannot deal with customers directly while representing companies 	<ul style="list-style-type: none"> • Lack of focus and specialization due to involvement in multiple areas • Still unable to capitalise the strengths of employees on a large global scale

			Table 2...
	<ul style="list-style-type: none"> • The network of IT services is not strong in local market. • Customer complaints in call centres spoil the CMC image as well. 	<ul style="list-style-type: none"> • Involvement in large number of projects raise clients and employees dissatisfaction issues 	
Opportunities	<ul style="list-style-type: none"> • Rise in social media and internet integration in Turkish business expand business clientele. • Consumer from overseas location can handled in local call centre facilities. • Increase in products portfolio to software and application development • Expansion in training and development in digital technologies for local industries 	<ul style="list-style-type: none"> • Increased computerization and enterprise solutions clientele in Turkish progressive economy • Expansion to other countries through cloud computing and Big Data Solutions • Expands employees and company size to meet rising clients' demands 	
Threats	<ul style="list-style-type: none"> • Increase in competition in call centre industry • High employees turnover costs in IT sector in Turkey • Privacy and cybersecurity expenses increased for companies in IT sector 	<ul style="list-style-type: none"> • Increase in competition in software and IT service industry • High employees turnover costs in IT sector in Turkey • Privacy and cybersecurity expenses increased for companies in IT sector 	

Findings from Rank Order Analysis

The performance criteria discussed in literati review in chapter two is important parameter to compare the two companies' criteria of PA. This comparison is done on the scale of 1 to 5, in which one stands for very bad and 5 stands for very good.

Table 3: Rating of performance criteria

Criteria of Performance appraisal	Specificity				
	Very good	Good	Normal	Bad	Very bad
Congruence	5	4	3	2	1
Validity					
Reliability					
Acceptability					
Specificity					

Criteria of Performance appraisal in Etiya and CMC

The criteria of performance are divided in five factors with equal weightage of each factor. The equal importance of these factors is depicted in literature review already. According to the weightage given to these factors, the distribution can be depicted as:

Table 4: Measuring the criteria

Notation	Variable	Importance Level
C1	Congruence	0.2
C2	Validity	0.2
C3	Reliability	0.2
C4	Acceptability	0.2
C5	Specificity	0.2

The discussion in the previous sections about the employees' perceptions and the PMS available in both companies Etiya and CMC, the above listed five factors for both companies are analysed with help of ranking order analysis.

Table 5: Performance Appraisal Criteria Effectiveness

Notation	Variable	Importance Level	Etiya		CMC	
			Rank	Score	Rank	Score
C1	Congruence	0.2	4	.8	5	1
C2	Validity	0.2	4	.8	5	1
C3	Reliability	0.2	3	.6	3	.6
C4	Acceptability	0.2	4	.8	4	.8
C5	Specificity	0.2	4	.8	3	.6
	Total Score		3.8		4.0	

The score of CMC is slightly higher than that of the Etiya due to its more positive reviews and long term experience in the technology sector in Turkey. Moreover, the international brand reputation and the corporate standing of CMC is found more evident with a structured and well managed PMS system (CMC, 2019).

Rank Order scale for Performance Management system

Moreover, the features of PMS and the findings from the above comparison of the two companies are also analysed on the rank order scale with the outlined factors of PMS.

Table 6: Rand Order comparison of Etiya and CMC

Components of PMS	Importance Level	Etiya		CMC	
		Rank	Score	Rank	Score
360 ⁰ Performance appraisal system	0.4	4	1.6	5	2.0
Size of the organization	0.05	4	.20	5	.25
Use of technology	0.2	5	1.0	5	1.0
Employees satisfaction	0.1	4	.4	4	.4
Salaries and increments	0.2	3	.6	3	.6
Benefits/ rewards	0.05	3	.15	4	.20
Working environment	0.1	5	.5	5	.5
Participation in decision making	0.05	3	.15	3	.15
Turnover/ Job retention	0.05	3	.15	4	.20
Total Score			4.75		5.3

The above analysis on the ranking scale shows that the score of CMC is higher than that of Etiya due to better performance in PAS, large size of the organization, and more benefits and rewards for employees as compared to Etiya. Moreover, CMC employees reported less turnover intention and periodic hiring process in the organization. Therefore, score of Etiya found less on the turnover and retention of employees as well due to round the year hiring and high turnover of employees.

In conclusion, the main motive behind these interviews of two companies is to compete and understand the role of PMS and PA in increasing the employees' satisfaction of IT companies in Turkey. However, the selection of only two companies has limited the generalizability of scope of this research,

In view of the responses of two managers expressed above, it is concluded that both companies have formally designed and customised PMS and they apply PAMs on regular basis. The basic selection of PMS depends on the need of companies to monitor the employees'

performance and find the possible means to motivate these employees. In view of the technically advanced PASs found in both companies, the 360 degree performance evaluation from peers and managers and self-reviews were found prevailing in both companies. However, in view of the satisfaction of employees from the existing modes of PM, the CMC manager found more confident and certain about the satisfaction of employees' from these systems. In contrast, the general application of these processes to the job satisfaction of employees is not found in the case of Etiya employees. The manager argued that he could not decide about the satisfaction of employees from existing jobs and their job roles.

In short, there are certain number of opportunities and challenges in management of PMS and creating Job satisfaction in employees I IT sector due to high turnover and switching behaviour of employees. Nowadays, companies like CMC and Etiya are trying to sustain performing employees but also stay ready for losing more employees in competition. Hence, Etiya manager expressed that the company always hire and train new talent to overcome the gap of employees' turnover.

SUMMARY

The findings of the research in above pages showed that the telecom and IT sector of Turkey is progressing and the companies are using latest technologies and employees management systems to manage and appraise performance of employees,. The selected companies are showing high progress due to their talented and qualified staff since he IT sector is highly HR based industry. Moreover, the findings from the interviews interpreted that the companies are using latest state-of-the-art PASs based on 360-degree appraisal. Moreover, the participation of employees in the decision-making and PM is also found satisfactory but the employees in Etiya are not empowered to the level of CMC employees. Mostly top management is responsible for decisions related to PMS.

Moreover, the access to the interval information of the PMS was not possible since he managers denied to share any financial details of the communication and any other bonus or perks details of their employees. However, the employees were found generally satisfied with the analysis and appraisal of performance in the companies. Most responses of the two companies employees on the survey were found nearly similarly accept some dissimilarities as discussed above. The criteria of PA analysed in above pages also found to be acceptable by the employees and generally all four criteria congruence, acceptability, specificity, and validity, were found satisfactory. Wherever the reliability of criteria of PA did not get the high agreement proportion.

CONCLUSION AND RECOMMENDATIONS

In conclusion, the findings of the research from the secondary and primary research showed that there is a significant association between job satisfaction of employees and the organisational PAPs in IT companies of Turkey. The findings of scholarly researches in literature reviews reported challenges of PAPs in many industries and suggested alternate methods to the process.

Based on above discussed research findings and conclusion. Following recommendations are given:

- The satisfaction of employees from the existing modes of PMS can be increased by increasing participation of employees in decision making system. The findings from the two companies showed a limited involvement of employees in decision related to PMS. Therefore, if empowerment of employees increased with more participation and their suggestions acceptance or even consideration, it will have a positive impact in the satisfaction of employees from PMS.
- The communication barriers of management and employees need to lower down so that management can understand the point of views and opinions if employees as well. Though both companies Etiya and CMS are using a comprehensive 360 degree PAP, but the Etiya manager was little known about the satisfaction of the employees from this appraisal process. Therefore, more input and opinions from the employees bad exports involved in 360 degree appraisal should be collected so that viability of the system for the needs of the organization should be found.
- The reliability of the PA criteria was found low from the survey of employees. Therefore, the criteria reliability should be increased from more transparent and unbiased standards and measures of performance. The trust of the employees on the effectiveness and accuracy of the measurement and standards should be established. The reliability will be increased once employees trust the accuracy and applicability of the PA instruments.

LIMITATIONS OF THE RESEARCH

Similar to other researches, this research also faced certain limitations of time and resources. The access to the vast literature on PA, PM, and job satisfaction was limited due to the limited scope of the research for IT sector in Turkey only. The results of this research cannot be generalised since only two companies from the IOT sector are used, therefore the results are case specific nod cannot be applied to the whole IT sector. Moreover, the limitation to the access of the financial and internal information about the employees pay and other performance based rewards limit the analyses of the research findings. The small sample size for the survey

and interviews from only two managers are also limitations of this research. Future research should consider more companies and a large sample to get more accurate and generalizable result.

IMPLICATIONS FOR THE FUTURE RESEARCH

The cross-sectional nature of the current study implies that the results can be changed if more organizations and large sample size will be considered in a longitudinal research. However, the present research findings are an important addition in the literature on the PM in IT and telecom sector of Turkey. In view of the scarce researches on this area in Turkey. The findings of the current research will assist academia in making frameworks of their future researches. The important consideration of PMS found in this research will help future researches to broaden the scope of the research to other areas as well.

Moreover, in future researches the involvement of more factors of the PMS and the holistic approach of PA that can change the EE and job satisfaction can be investigated. The policy makers of the IT sector HR policies in Turkey can also use the findings of this research to increase the employees' participation in decision making. The enhancement of reliability of the PA instruments prevailing in the industry is also important. The managers will use the research finding to remove communication barriers and can have better discussions with employee to increase the effectiveness of PMS in IT sector companies in Turkey.

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