

**EFFECT OF EMPLOYEES' PERCEPTION OF PERFORMANCE
APPRAISAL ON WORK OUTCOMES IN IT SECTOR OF NEPAL**

Submitted by

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CERTIFICATION

DECLARATION OF AUTHENTICITY

I, Neha Bista, hereby declare that this GRP is my own original work and that it explicitly and fully acknowledges all sources from which it has been drawn. I am aware that any credits granted to me based on material that I supplied to SOMTU may be cancelled at any time if it is discovered that I materially misrepresented it.

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ABBREVIATIONS

ANOVA	Analysis of Variance
EPPA	Employee's perception of performance appraisal
EV	Eigen Value
ICT	Information Communication and Technology
IT	Information Technology
M	Mean
OC	Organization Commitment
PA	Performance Appraisal
SA	Self-awareness
SD	Standard Deviation
SPSS	Statistical Package for Social Science
TOI	Turnover Intention
WP	Work Performance

CHAPTER I

INTRODUCTION

In this world of technological revolution, businesses and organizations need to develop effective strategies, provide goods and services to customers. Every firm needs to properly adapt to these changes since technology, products, and markets are evolving quickly. According to Armstrong (2006), the goals of performance management strategies are to boost organizational effectiveness, improve individual and team performance, and raise skill, competence, engagement, and motivation levels. The managers and team leaders are responsible for managing performance. The strategies are essential for managing performance since they relate to how the firm should be run to accomplish its goals and they make use of performance indicators like the balanced scorecard (Robert S. Kaplan, 1992).

The performance appraisal system is used to give employees awards, important developmental recommendations, and to gather their opinions and transparent perceptions of their roles in the department, the organization, and overall. So, it is very important for the employees to have a clear perception of performance appraisal. Employee appreciation and satisfaction with performance reviews are greatly influenced by the clear perception. Employees with favorable perceptions will contribute to a positive work environment, while those with negative perceptions will have an impact on the performance of the firm (Ishfaq Ahmed, 2011).

The digital industry is considered one of the “hot sectors” for investment in world (Pawan S. Budhwar, 2006). Both in terms of income and the number of clients on a global scale, the IT service sector has been expanding quickly. Even considering the sector’s growth and creating a number of new jobs, attrition has been a major concern for IT firms. In this context, it is interesting to look at actions and behaviors of employees when they are thinking of quitting an organization. It is conceivable that people will act iniquitously or put less effort into their work when they want to leave a company. The potential effects of turnover intention are discussed in this study.

Managers and researchers are attempting to determine the various reasons why employees leave their current employers. Most managers would agree that keeping the best employees leads to improved quality, greater customer happiness, efficient succession planning, and a significant boost in organizational knowledge and learning. The question is: if managers are so aware of these truths, why do they struggle to keep their best workers?

Nepalese IT sector is developing in the country however the lack of understanding the importance of this sector has led it far behind. Given the growth People are working hard to accelerate this industry's growth in response to changes in information technology. IT is a field where people and machines are given greater weight than in other businesses. They must therefore update and remodel their knowledge, abilities, and behavioral patterns in line with the culture of their workplace. It is crucial that mechanical elements and machines do not have an undue influence. As a result, the management of human resources has been crucial in deciding the course of this business.

1.1 Statement of the problem

Employee impression of any HR activity affects that activity's success in an organization. Employees will work harder to fulfill their tasks in the best way if they are happy with how performance appraisals are implemented, which will increase productivity and success in the firm (Rahman, 2012).

Although there are numerous advantages to implementing a performance appraisal system, such as monitoring job performance, establishing goals, and managing rewards, many researchers have noted that performance appraisal practices often suffer from a variety of concerns regarding the performance evaluation's subjectivity, the relevance of the parameters used to analyze employee's performance, and a lack of skills and understanding of the employee view of the PA system is negatively impacted as a result, and they express dissatisfaction with the way PA practice has been implemented (Dargham, 2011). Such circumstances also considerably lower expected work results in terms of job performance, affective engagement, and intention to quit. They also have a negative impact on employees' total job discontent (Vignaswaran, 2005) . Affective engagement, turnover intention, and work

performance results are all significantly lower under such conditions. They have a detrimental effect on workers' overall job dissatisfaction. Thus, this research has investigated the employee perception towards the PA system and the effect in employee work outcomes.

1.2 Research question

The main research question is:

- How do employees' perceptions of performance reviews affect the results of their work outcomes?

The following questions help to support the core research question:

- Is there a relationship between how an individual feels about their performance review and how well they perform at work?
- Is there an effect of employees' perception of appraisal and affective organizational commitment?
- Is there an effect of employees perceive the performance review and intention to quit?
- What is the moderating role of gender on the relationship between perceptions of performance review on work outcomes?

1.3 Objectives of the Study

General Objective

This study's main objective is to determine how employees' perceptions of performance reviews affect the results of their work in Nepal's IT sector.

Specific Objectives

The following specific objectives are defined based on the study's overall goal.

- To determine how the employee feels about his or her work performance and performance reviews.
- To examine the association between employees' perceptions of appraisal and affective organizational engagement.

- To examine the association between employees' perception of performance reviews and their intention to leave.
- To examine how gender moderates on how employees perceive their performance reviews and how well they perform at work.
- To examine the role that gender plays in the relationship between employees' perceptions of performance reviews and their loyalty to the organization.
- To examine the role that gender plays in the association between employees' perceptions of performance reviews and their intention to leave their jobs.

1.4 Hypothesis of the study

Vignaswaran (2005) had performed research on the relationship between employee results and satisfaction with performance reviews. The study's descriptive findings show that while job performance is higher, affective organizational engagement is lower, turnover intention is likewise lower, and performance evaluation satisfaction is greater than average, there is a low degree of employee satisfaction with their performance reviews. Similar research was conducted by Alwadaei (2010) on Bahrain's power and water authority's employees' perceptions of and satisfaction with performance reviews. It was found that performance appraisal satisfaction is low. This research found that staff members are dissatisfied with their current performance evaluation system. In their study Mathew & Johnson (2015) aimed to explain and analyze the relationship between nurses' job performance, performance evaluations, and motivation in a multi-specialty hospital in Kerala. The questionnaires were used to obtain the data. 100 nurses working in that hospital's workforce make up the sample size. The study's findings indicate that in the hospital industry, there is a positive relationship between work performance and performance evaluations and a negative relationship between job performance and employee motivation. The research came to the conclusion that an effective procedure for employee motivation also serves to enhance the current system of performance evaluation.

H1. There is significant and positive relation between employees' perception of performance appraisal and work performance

Shahbaz (2011) had performed study on how Pakistani workers felt about the value of performance reviews. This study indicated that work performance and affective

organization engagement were high, and that employee perception of performance appraisal was similarly high. Research on the impact of strategic evaluation, career management, and employee involvement on organizational engagement was done by Abdulkadir (2012) at 24 Nigerian banks. According to the study, there is a strong positive association between the organization's engagement and the performance rating system.

H2. There is significant and positive relation between employees' perception of performance appraisal and their affective organizational commitment.

Christian Korunka (2005) studied the IT workforce and discovered a strong inverse association between job satisfaction and plans to leave. Similar findings were made by Harrell, Harrell A. (1986), who investigated the connection between job satisfaction, organizational-professional conflict, and intentions to leave. Researchers polled internal auditors for the study. Work satisfaction and turnover intention are negatively correlated, according to Tser-Yieth Chen's 2004 research on career management, job satisfaction, and turnover intentions. It has been found that job satisfaction is a powerfully negative predictor of intentions to leave a job. (Paula Brough, 2004). According to research by Homma (2001) on Japanese career women, work happiness by itself is insufficient to predict employees' intentions to quit their positions. The authors have suggested adding organizational engagement as a second independent variable to the turnover model. Samad (2006) had expanded similar studies to include organizational engagement and discovered that it was inversely connected with turnover intention. William C. Moncrief (1997) conducted a job stress research survey among salespeople, and their findings show a negative association between organizational engagement and turnover intention. Elangovan (2001) has argued that organizational engagement and turnover intention are inversely correlated, meaning that as engagement declines, so does intention to quit the organization.

H3. There is significant and negative relation between employees' perception of performance appraisal and their turn over intention

Moksh prabha Soni (2021) conducted a research on Gender-Based Study of Private Sector Employees' Performance Appraisal Satisfaction. The research showed that gender determines the satisfaction of performance appraisal. This researched showed

that the female employees find justice in the implementation of the performance evaluation procedure leading to the work performance. Similarly, Patricia Hind (1997) had conducted the research on Gender variations in perceptions of performance appraisal. The study discovered gender differences in the cognitive underpinnings of workers' work-oriented attitudes, and these differences were reflected in measures of how useful and pertinent formal organizational appraisal systems were perceived.

H4. Gender moderates the relationship between employees' perception of performance appraisal and work performance

H5. Gender moderates the relationship between employees' perception of performance appraisal and affective organizational engagement

H6. Gender moderates the relationship between employees' perception of performance appraisal and their turn over intention.

1.5 Significance of the study

The results of this research shall help the researcher and reader understands how employees' perceptions of performance reviews affect the results of their work in Nepal's IT sector. This study focused on three dependent variables—work performance, affective organizational engagement, and intention to leave—and one independent variable—employees' perceptions of performance appraisals. There is little discussion of other factors that influence and are influenced by how employees perceive their performance reviews.

Various past researches have been carried out on service sector of Nepal and very few research has been carried out specifically in IT sector in Nepal. So, future research could be carried out on similar area but on other sectors.

1.6 Limitation of the study

The following are some of the research's limitations:

- The IT sector was the sole focus of this study.

- This study does not focus on other factors other than employee's perception of performance appraisal that can affect job performance.
- This research is conducted on organizations physically located at valley but they operate all over Nepal. The data do not represent that of the organization of a certain geographical areas.
- This study does not contain multiple analysis of components in factor analysis.

CHAPTER II

RELATED LITERATURE AND THEORETICAL FRAMEWORK

2.1 Literature review

In any institution, human resource management includes performance evaluation as a crucial component. It is essential to have employee satisfaction toward the existing performance appraisal system as this helps effects their work performance. The value of performance reviews in maximizing workers' output cannot be overstated. According to Armstrong (2006), performance evaluation is the official assessment and grading of employees by their supervisors in a meeting held yearly for review. Murphy (1995) argued that clear communication, openness, and impartiality should be the main focuses of good performance evaluation.

2.1.1 Performance appraisal

Kevin R. Murphy (1995) described the PA system as a tool for achieving particular objectives, such as improving one's own performance or interpersonal connections. Additionally, PA serves as a benchmark for valuing people in order to reward them both intrinsically and extrinsically, which enhances their performance. "Performance through ongoing dialogue and feedback between the employer and the employee (Charles M. Vance S. R., 1992). By comparing a worker's performance to the supervisor's objectives and identifying areas that require improvement, Deborah F. Boice (1997) observed that PA was "most usually done to let a worker know whether his or her performance will be measured to the supervisor's expectations."

The accomplishment of organizational goals depends on employee performance in every business organization. Therefore, performance evaluation is responsible for any business organization's success. One of the basic techniques for encouraging employees to be active and effective at work is performance appraisal. This could be evaluated critically to show that an organization has to focus on human relationships, development, and motivation.

One of the most crucial duties of human resource managers is performance review. This is associated with recognizing, estimating, determining, and improving overall work output of employees within the business in light of the aforementioned rules and

requirements for a given period to accomplish several objectives. Employees must show a complete engagement to required specification of work performance and improved job performance in order for the business to continue growing profitably and to create long-term value for customers (V.K. Singh, 2010). This comprises maximizing the knowledge, abilities, and skills of the workforce to increase productivity and give a business a competitive edge. The objective evaluation of employees' performance is the goal of performance reviews. The performance evaluation's findings are utilized to are used to determine the course for personal performance improvement by identifying both performance weaknesses and strengths and then developing an action plan to encourage the desired development.

Performance reviews are increasingly used more as a part of employee evaluation than just to encourage desirable behavior and effective performance among employees. In a sophisticated and well-managed firm, the most effective tool for motivating personnel to achieve strategic goals is performance appraisal (V.K. Singh, 2010). It happens everywhere and is an essential part of productive job performances, which is required for strong employee management and evaluation. It strives to enhance both individual growth and corporate performance. To improve employee performance and monitor the organization's progress toward its objectives, performance reviews are essential.

A well-designed performance appraisal should define expectations for successful performance, offer performance feedback, and allow for a more equitable pay structure. The evaluation of an employee's performance and contribution to the organization's goal is based on performance criteria. It consists of the expected results for workers. Performance standards must to be in line with objectives, pertinent to positions, explicit, measurable, within employees' control, and acknowledged by participants.

Even though PA has a wide range of definitions, they all ultimately have a very similar meaning. In this study, "PA" is referred to as a tool utilized by a business to achieve the following objectives:

Table 2.1

Definition of Performance Appraisal

Authors	Definitions
Cristina Lourenco Ubeda, (2007)	a tool for identifying and tracking employee competencies, as well as taking into account a company's core standard and external requirements
Nureize Arbaiy (2007)	a formal, planned conversation between a supervisor and a subordinate
Edmonstone, (1996)	It must be linked to other processes because it is a centralized management activity, including clinical auditing and business planning, among others
Kumar (2005)	a means of achieving a number of human resource management goals

The importance of PA

As observed by Charles M. Vance S. R. (1992), Since the first decade of the 20th century, PA had been discovered. Over time, the function of the PA and the significance of the process have changed to meet organizational goals. Deborah F. Boice, *Designing effective performance appraisal systems* (1997) noted PA systems required to be specifically designed and managed to match organizational and personnel features and qualities because they are not generic or readily transferred from one company to another. According to Edmonstone (1996), the following are among the program that influence the conduct of PA procedures inside an organization:

- a. Improving communication between the supervisor and the junior by using feedback from each other.
- b. Determining the potential for and the means of performance enhancement.
- c. Determining a person's specific training and development needs.

- d. Assessing a person's strengths for promotion, long term planning, or for retention or termination reasons.
- e. On the basis of performance, as the foundation for compensation and reward.
- f. a strong tool for managerial control that involves defining goals in a hierarchical order and evaluating whether they were met or not.

2.1.2 Employees' perception of Performance Appraisal

To meet organizational objectives, performance appraisal programs aim to systematically improve individual performance. They should be handled in a way that highlights the assistance role of leadership, who are expected to act more like mentors than judges and have an optimistic future, and clearly demonstrates the objectives of all participants. Fowler (1990) argued that Employees are considerably more inclined to cooperate when they perceive these activities as a procedure meant to assist rather than to hold them accountable. The degree of acceptance will depend on how the employees see the value of their job to the company and the level of management assistance they anticipate receiving.

Effective Performance appraisal activities should involve integrating the existing systems with the organizational culture in a way that gives individuals involved in the process a sense of belonging. Their main goal should be to foster an environment where people and groups accept responsibility for their own capabilities and contributions as well as continuously improving business procedures (Philpott, 1992). This must to be apparent even in the system's decision-making procedure. The working atmosphere will improve when staff members feel empowered to take part in decision-making (Lawler, 1994). The level of employee involvement necessary and the points of contacts that will be impacted by the involvement should therefore be taken into consideration during the management process. Effective Performance Appraisal activities have been shown to enhance organizational performance (Stephen Bevan, 1991) can contribute to other crucial results like increased employee loyalty, engagement, and motivation (Paul J. Taylor, 1999)

2.1.3 Work Performance

The concept of work performance, however, is usually ill-defined and misinterpreted (Murray R. Barrick, 2003). Workplace performance is a very wide notion that is simple to simplify. There are two ways to define work performance. According to the first definition, performance at work is an outcome or repercussion of an action. The accomplishment of tasks assigned might be regarded as work performance in this situation (Suliman, 2001). A deed is an act in and of itself, whereas performance can be characterized as acts or conduct that is pertinent to an organization's objectives and that can be graded (evaluated) in term of a person's competence (Suliman, 2001).

Work performance shouldn't be limited to a single individual. It ought to be viewed as the result of organizational and human actions (De Waal, 2002). Honiball (2008) described that Managing performance is the practice of tying organisation objectives to division, both collective and individual objectives. Performance at work is the deed or behavior that is necessary to achieve an organization's objectives (guiding or directing what is to be done). The act of carrying out certain tasks, as well as the execution of or the responsibilities required of a person, are all instances of performances and involve several traits. Performance is an activity and a result, an activity and an output, an activity and a behavior, and it is achievement plus behavior.

Linde (2005) explained that performance is thought to comprise both providing services and the service itself since work performance includes both procedure (carrying out the work) and product (the output). The researcher also mentioned that processes add costs whereas outputs (products or services) bring value in a working environment. "Performance" refers to the activities performed by an organization in carrying out its tasks, responsibilities, and provision of goods and services; a department in carrying out its job and duties; a primary process in carrying out its tasks and duties in the specific production or an individual in carrying out his or her tasks, duties, and provision of all products and services (Linde, 2005). The possibility of performing is assumed by factors outside of the employee (Coetzee, 2003). Matheson (2005) explained that assessing a employees' work environment, as well as their current or upcoming employment, is necessary to assess their job performance. Work performance is defined as the standard and volume of employee production

required to achieve work objectives and the standards necessary to do a particular job. (John M. Ivancevich, 1996).

Three factors, including knowledge and skills, motivation and workload, and tools and climate, can be used to explain how well a job is done (John M. Ivancevich, 1996). Workplace performance is a very wide notion that is simple to simplify. There are two ways to define work performance. According to the first definition, performance at work is an outcome or repercussion of an action. Work performance in this context can be characterized as the completion of assigned duties (Suliman, 2001). The actions or attitude that are pertinent to an company's objectives which could be measured or quantified in relation to an individual's competency or contribution level may be characterized as performance, where performance is the act itself (Suliman, 2001).

2.1.4 Affective organization commitment

Meyer (1990) classified commitment to the organization into three groups: commitment, which is obtained from prior investor and financial consequences of resigning, affective organizational commitment, which would be derived from favorable work experience. Normal commitment is defined as fidelity or a sense of duty to remain with the company. Wasti (2005) All three dimensions, collectively point to a psychological bond with the organization, with affective and normative commitment proven to be closely associated. Moreover, Harold L. Angle (1993) observed that people who have a favorable perception of having dedication to a job have a propensity to internalize the norms of the organization and subsequently acquire affective attachment to it.

This research concentrates on organizational commitment (AOC), wherein loyalty is considered to be an affective or emotional bond to the company, despite the fact that all three elements of organizational commitment are important (Meyer N. J., 1990). The greatest level of commitment, known as AOC, is thought to be the one that organizations seek out the most. High AOC employees are more likely to remain with a company out of choice rather to obligation, making this kind of dedication the most effective.

Employees with an emotional engagement attitude are content to work for their company for the remainder of their careers. They feel like a part of a family at their company and also feel like organizational problems are their own. They experience an intense sense of emotional attachment to their company, as well as a strong sense of personal significance and belonging there. Employees who have a high level of emotional engagement stay on staff with the company because they want to.

According to John P. Meyer's definition of organizational engagement (2001), an employee is more likely to be committed to his or her employer if they feel they can relate to its goals and values. It demonstrates how far an employee will go to assist a company in achieving its objectives.

2.1.5 Turnover intention

Employee churn is a widely researched phenomenon. However, there is no set explanation for why people leave an organization. Employee turnover refers to a worker's move within the industry, between institutions, occupations, and positions, as well as in between employment and unemployment (Sami M. Abbasi, 2000). According to Price (1977), Turnover is defined as "the percentage of the average number of employees for the time being considered refers to the mean number of employees that have departed Employee turnover refers to a worker's move within the industry, between institutions, occupations, and positions, as well as between employment and unemployment under study". Most of the time, when a vacancy needs to be filled, the entire process is referred to as turnover. "Every time a job is vacant, whether willingly or unwillingly, a potential staff should be and trained; otherwise, turnover will happen" (Price, 1977). This phrase is frequently used in efforts to gauge employee relationships inside an organization as they depart, regardless of the cause.

The definition of turnover intention is the reflection of an individual's intention to remain at or resign the company they have worked for owing to unhappiness or the hunt for new employment opportunities. Employee intent to leave and actual departure from an organization are both influenced by the attitude of turnover intention (Belgin Aydintan, 2008).

Intentions to leave the company on their own will are known as turnover intentions (Birgit Schyns, 2007). Turnover intention is a person's own projected (subjective) likelihood that they will eventually leave the company permanently (Robert J. Vandenberg, 1995). Similarly, intentions for turnover are seen as a consciously made conclusion to quit the organization (Meyer R. P., 1993). As we can see, the majority of meanings refer to the same idea: a worker's plans to leave a company. Because turnover intention and turnover are significantly associated, this study chooses turnover intention as one of the dependent variables rather than turnover because adoption of turnover could be subject to a "survival" bias (Hwang, 2006).

Since the very beginning of computing and continuing today, employee turnover has been a significant problem for those working in information technology (IT) (Moore, 2000). IT professionals frequently quit their existing employers to work for other companies. High-skilled staff turnover can be exceedingly costly and disruptive for businesses (Frederick F. Reichheld, 1996). Losing highly talented employees results in significant expenses for hiring and retraining, as well as hidden costs for challenges in completing projects and disruptions in team-based work settings (Fred Niederman, 2003). Intention to leave the job was selected as the best decisional variable in this study as a result.

2.1.6 Review of related studies

Saeed (2011) carried out a research on how Pakistani employees felt with the efficacy of performance reviews. The results showed that the representative employees were content with the current review process, which in turn enhanced job performance and affective organizational engagement while reducing the likelihood of turnover.

A study on the connection between employee outcomes and performance appraisal satisfaction was done by Vignaswaran in 2005. The study's descriptive findings show that while job performance is higher, affective organizational engagement is lower, turnover intention is likewise lower, and performance evaluation satisfaction is greater than average, there is a low degree of employee satisfaction with their performance reviews.

Similar research was conducted by Alwadaei (2010) on Bahrain's energy and water authority employees' perceptions of and satisfaction with performance reviews. The

satisfaction with performance reviews was determined to be low. This research suggests that employees are unhappy with the existing system of performance reviews.

In order to find the relationship between job performance, performance evaluations, and motivation in nurses at a multi-specialty hospital in Kerala, Mathew & Johnson (2015) conducted the study. The questionnaire was used to gather the data. 100 nurses who work in that hospital's workforce make up the sample size. In accordance to the findings, there is a positive relation between job performance and appraisal and a negative association between work performance and employee motivation in the hospital sector. The study came to the conclusion that an effective procedure for employee motivation also serves to enhance the current system of performance evaluation.

Research on the effects of performance appraisal reactions on affective organizational engagement and job performance was conducted by Hussain (2018). It was discovered that there was a positive relation between job performance and performance appraisal.

Similar research was conducted by Biswakarma (2017) in the Nepalese service sector on employees' perceptions of employee appraisals and their work outcomes. The results showed a negative association between perception of appraisal and turnover intention, but a strong favorable association between perception of performance evaluation and job performance, affective work engagement, and employee engagement.

A research in the impact of strategic assessment, career planning, and employee involvement on organizational engagement was done by Danlami Sani Abdulkadir (2012) at 24 Mega banks in Nigeria. The study's findings showed that, with a correlation coefficient of 0.57, the performance appraisal system and organizational engagement are significantly positively correlated.

Khan (2016) carried a study on management position employees' perceptions of the performance evaluation process in a public limited company in Pakistan. Procedural justice, goal-setting, feedback, and pay for performance were the four independent variables in the questionnaire. The employee perception of the performance appraisal

process was the only dependent variable. The outcome demonstrated that the process was carried out in accordance with organizational policies to the general satisfaction of personnel.

Ramous Agyare(2016) research evaluated the effects of performance reviews on workers' work satisfaction and organizational engagement in the context of Ghana's microfinance companies. The study found that fairness in the assessment system, which links evaluations with promotions, clarity in duties, and feedback regarding employees' performance, has a favorable relationship with and impact on employees' job happiness. The research also showed that the relationship between performance reviews and pay, the identification of training requirements, the clarity of the purpose of performance reviews, and employee input into the creation of appraisal tools all have a positive relationship with and impact on employees' engagement.

For clarification of the effects of performance assessment standard, feedback, rewards, and occurrence of appraisals on employee productivity in supermarkets in Nakuru town, Anne Wanjiru Gichuhi (2012) evaluated a study titled Effect of Performance evaluation on Employee Work Effectiveness: A Case Study of marts in Nakuru Town, Kenya. The research discovered that employee productivity was highly impacted by performance standards, feedback, and frequency. According to the survey, feedback should be actionable and include talks of the employee's strengths and faults.

Sandeep K. Krishanan (2010) performed study on the outcomes of Indian IT professionals' intentions to resign. Software experts with less than four years of work experience participated in the study. The findings indicated that intention to quit did influence extra role behavior, organizational deviance, and performance induction. Utilizing structural equation modeling, further investigation revealed that performance orientation modulates the relationships between extra role behavior and desire to quit the firm as well as between organizational commitment and intention to quit the company. The results of this research suggest that businesses must recognize the potential costs associated with hiring workers who have a high intention of leaving.

Christian Korunka (2005) studied the IT workforce and discovered a strong inverse relationship between job satisfaction and plans to leave. Similar findings were made

by Harrell, Harrell A. (1986), who investigated the connection between job satisfaction, organizational-professional conflict, and intentions to leave. Researchers polled internal auditors for the study. Work satisfaction and turnover intentions have a negative association, according to Tser-Yieth Chen (2004) research on career management, job satisfaction, and these topics. It has been demonstrated that job satisfaction is a powerfully negative predictor of intentions to leave a job (Paula Brough, 2004).

According to study by Homma (2001) on Japanese career women, job happiness alone is insufficient to predict employees' intentions to leave their jobs. The author proposed adding organizational commitment as a second independent variable to the turnover model. Organizational commitment was contributed to related study by Samad (2006), who discovered a negative correlation between it and plans to leave. A study on job stress among salespeople was undertaken by William C. Moncrief in 1997, and the findings indicate a bad link between organizational commitment and likelihood to leave one's position. According to Elangovan (2001), there is a positive feedback association between organizational commitment and thought to quit, meaning that lower commitment raises intention to quit, which further decreases commitment.

2.2 Conceptual Framework

In Nepal's IT sector, the researcher intends to look into how employees perceive performance reviews in relation to how well they perform at work. Employee perceptions of performance reviews will be used by the researcher as an independent variable that may have an impact on employee outcomes related to job performance, affective commitment, and willingness to quit, which will be used as a dependent variable. e

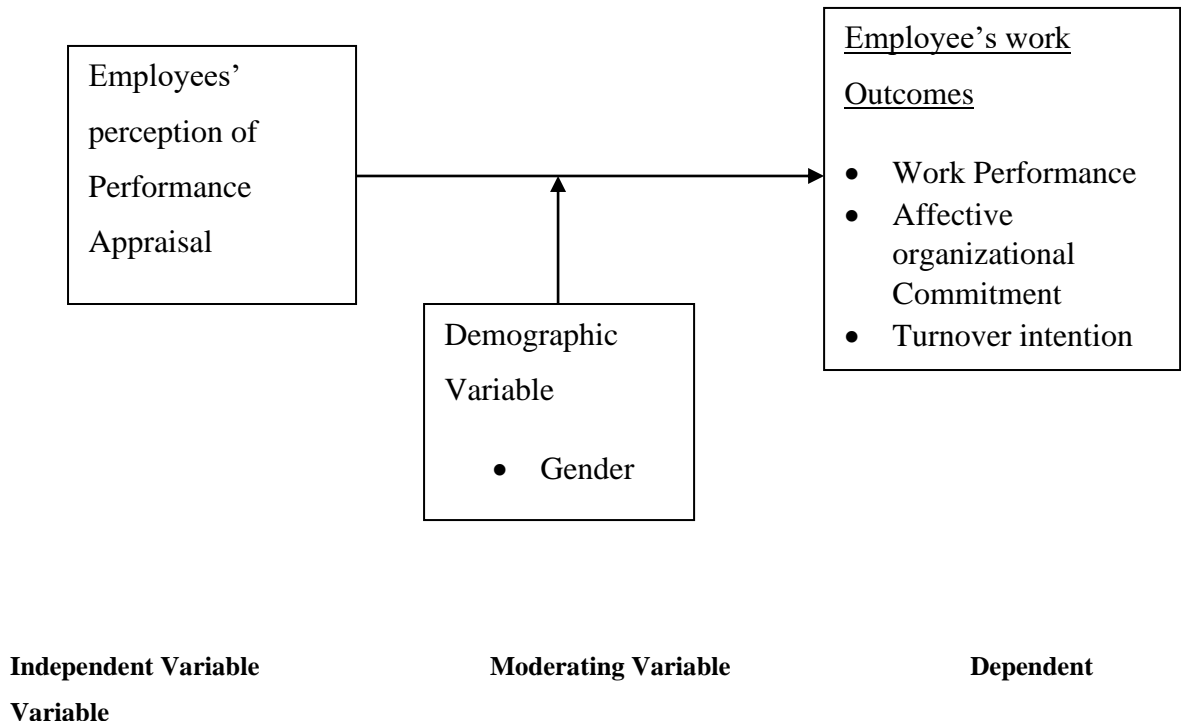


Figure 2.1. Conceptual Framework

Source: International Journal of Management and Commerce Innovations (2014). The Effect of Employees' Perception of Performance Appraisal on Their Work Outcomes

The relationship between the independent and relationship between variables is shown as the proposed research model using the above's creativity studied as a basis:

2.3 Research Gap

Numerous studies on performance evaluation and job performance, affective organization commitment, and intention to quit have been done either separately or by combining two of these variables. Research on the impact of employees' perceptions of performance appraisals on their job outcomes was undertaken by Abraham Zewdie

Bekele in 2014. Employee satisfaction with the performance appraisal system was studied by Frimpomaa (2014), Senad Buatli (2018) investigated the link between employees' perceptions of performance reviews and job outcomes, and Teresa Canet-Giner (2020) established a link between review perception and organizational commitment. R. P. Raya (2019) had studied the effect of performance evaluation on organizational citizenship behavior and intention to stay through affective commitment.

Numerous studies have been done on how performance reviews are seen and how they affect job outcomes in the west. These studies have offered recommendations, but the real challenge is whether these suggestions can be implemented in the Nepalese context. By determining the perceived employees' satisfaction with their present performance appraisal process, Biswakarma (2017) evaluated the Nepalese service sector's existing performance appraisal systems. The study focused on employees' perceptions of performance appraisal and their job outcomes. However, no such study was conducted in Nepal's IT sector. The IT industry has expanded recently. A greater number of young people have joined this sector to make improvements in the information and technical fields. It was required to perform research on their perceptions of the assessment system in order to understand how these modifications might affect work outcomes.

CHAPTER III

RESEARCH METHODS

This chapter describes the research techniques used to achieve the objectives of the study. It demonstrates the specifics of the researcher's overall research plan. This chapter has also included the decision-making process for sample size, sampling methods, study tools, sources of gathering data, and data management. This chapter has thoroughly explained the research design of the study as well as the methods used to collect and analyze the data. Further it has explained how the study was conducted and hypothesis was tested in order to fulfill the study's goals.

3.1 Research Design

The quantitative method had been used to examine how employees' perceptions of performance reviews affect work results. Both exploratory and descriptive research was done for this research. The research is explanatory because it was undertaken to determine the type of possible correlations between the study's variables. It is descriptive because it provides facts and features about the population under study without using any kind of modification. To determine how well employees are functioning at work, this study employed three metrics: job performance, affective commitment, and intention to quit.

3.2 Population and Sample Size

This research was done in the IT industry in the Kathmandu Valley, which has offices there but conducts business online nationwide. The IT sector is expanding, with many startups outnumbering the large corporations. There are total of 234 IT companies registered in Nepal in June 2022. According to a few IT professionals, big organizations experience internal organizational stress more so than client-based stress, while small IT companies are more likely to experience client-based stress. In order to conceal the differences in stress between large and small businesses, IT companies of various sizes are randomly chosen for the study. The population number did not include workers whose jobs and skills are not directly related to information technology.

The populations of this research were IT employees. Since, the number of IT professionals within the valley is not known the researcher has used the sample size of 384 according to the formula presented by Godden.

When the population is unknown Godden (2004), developed a sample size equation for populations larger than 50,000 (infinite population) that is used to select a prototypical sample of responses.

$$n = \frac{Z^2 * p * (1-p)}{M^2}$$

Where,

n = sample size for the population to be infinite

Z = value Z (e.g., 1.96 for 95 percent confidence level)

p = Population proportion (in decimal form) (assumed to be 0.5)

M = Margin of error at 5%

As a result, the method yields a sample size of 384, which is the quantity used in this study. However, only 318 responses were received, yielding an 82.8 percent response rate, which is deemed appropriate for this research.

3.3 Instrumentation

Questionnaire Design

The objective of this research was to assess and look into how employees perceived their performance reviews and how it affected the work outcomes. For this structured questionnaire has been used by the researcher. At first, few questionnaires were sent to respondents through online Google form and while remaining were distributed by the researcher herself according to the ease of distribution.

With reference to the present studies, the questionnaire had been adopted from Vignaswaran (2005), Meyer N. J (1990) and Bekele (2014) which every study in this one reported that the instrument's validity and reliability were adequate.

Questionnaire had been divided into three parts. The first part included different label to collect data on demographic variables. The purpose of the second section's 12 closed-ended questions was to gauge how the employees felt about performance reviews. The questionnaire's final section, which comprised 26 closed-ended questions, was designed to gauge how well individuals are performing at work, affective organization commitment and turnover intention.

Pilot Study/ testing

A pilot test was carried to assess the construct's statements' efficacy as well as the reliability and validity of the research instruments used to gauge how performance reviews were perceived and how they affected work outcomes. A pilot test was conducted with 50 respondents prior to the distribution of the final questionnaire to gauge the reliability of the instrument. Cronbach Alpha (Cronbach, 1951) has been used to evaluate the context's dependability. Based on the assumption that there has been no problem understanding the claims made by the construct, it was discovered that the Cronbach alphas for every variable were greater than 0.70. With this outcome, the construct has not changed, and neither have any questions on the Likert scale been added or removed. Final survey forms were delivered to additional IT workers without modification.

3.4 Sources and Methods of Data Collection

The primary data used for this research was gathered by researcher using a standardized questionnaire. A survey was given to the IT workers in the valley's various large and small IT firms.

All of the questions had definite answers, which made it simpler for the respondent to react. The questionnaire was personally handed by the researcher to IT company personnel. Because respondents had completed the questionnaire on their own and given it to the researcher, there was no direct interaction between them throughout the first phase of the survey's form-filling. Some surveys were issued on paper and then collected by researchers, while others were distributed online and sent through mail. 398 surveys in total were sent out via paper and the postal service. Among these, 348 useful responses with a success rate of 87.43 percent were gathered.

3.5 Data Management and Analysis

MS Excel was used to evaluate the data along with the Statistical Package for Social Science (SPSS). Tools for descriptive and inferential analysis include simple regression analysis, factor analysis, factor reliability analysis, correlation analysis, and descriptive statistics. Descriptive statistics is used to measure response frequency, reliability analysis checks the Checks for the instrument's internal consistency and factor analyses the instrument's validity, and factor analysis checks the sampling adequacy of the study. The definition of the linear regression model is

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where,

Y = Dependent variable

β_0 = Y- intercept

β_1 = Slope of independent variable

X1 = Independent variable

ϵ = Random error

Model 1: Regression of level of employee's perception of performance appraisal and effect on work outcome

$$P = \beta_0 + \beta_1 \text{ work outcome [P= perception of performance appraisal]}$$

3.6 Reliability and Validity of Instrument

3.6.1 Reliability Test

The instrument's capacity to provide accurate measurements over time and across a range of variables was evaluated using a reliability test. (Robert Y. Cavana, 2001). According to Cavana et al., (2001) for multiple scaled items, the Cronbach's coefficient alpha is the most popular inter-item consistency dependability test.

Table 3.1

Cronbach Alpha

Variables	Number of items	Cronbach Alpha
Perception of performance appraisal	12	0.938
Work Performance	10	0.835
Affective Commitment	8	0.756
Turnover Intention	8	0.850

The range of Cronbach alpha is 0 to 1, with 1 denoting great reliability of the variables utilized and 0 denoting poor reliability of the variables. Cronbach alpha is thought to be reliable if it is at least 0.6. Cronbach's alpha values for the four separate variables used in this study are represented in Table 3.1. All four variables have Cronbach alphas that are higher than 0.6. As a result, the scales are thought to be accurate and dependable for measuring the relevant factors.

3.6.2 Validity Test

Validity is a measurement used to determine whether the collection of indications used to assess the notion accurately captures it. Numerous factors, such as construct, content, methods of data collection, data analysis, and others, affect how valid a study is.

3.6.2.1 Construct Validity

Table 3.2

Varimax rotation test

No.	Variable of the study	Items	Factor Analysis		
			Component	Eigen Value	Factor Loading
1	Employee's Perception of PA	12	3	1.093	57.31%
2	Work Performance	10	3	1.012	65.48%
3	Affective Commitment	8	2	1.334	60.51%
4	Turnover Intention	8	2	1.061	66.45%

According to table 3.2 above, three components had an Eigen-value (EV) larger than one and a factor loading of 57.31 percent between the 12 items pertaining to employees' perceptions of performance review. Out of the 10 elements related to work performance, three components had an $EV > 1$ and a factor loading of 65.48 percent.

Similar results were found for the eight items of organizational commitment, where two components had $EV > 1$, factor loading > 60.51 , and the eight items of TOI, where two components had $EV > 1$, factor loading > 66.45 .

3.6.2.2 Content Validity

Table 3.3

KMO and Bartlett's test

No.	Variables of the study	KMO (Measure of sampling adequacy)	Approx Chi Square	Degree of freedom	Sig
1	Employee perception of PA	.891	1691.274	66	.000
2	Work Performance	.818	906.045	45	.000
3	Affective Commitment	.768	691.165	28	.000
4	Turnover Intention	.817	923.639	28	.000

In Table 3.3, KMO (Kaiser-Meyer-Olkin) and Bartlett's test are used to denote, respectively, the significant level of an instrument's measurement and the study's sample adequacy. All of the variables in the study had KMO values above the level (KMO >.50), and the bartlett's test results for all variables are.000, which is highly significant at P .001. As a result, the study's sample is regarded as legitimate.

3.7 Ethical Consideration

Both when conducting the survey and when drafting the report, ethics and standards are upheld. To assure nobody is hurt or suffers as a result of this research work, care has been taken to adhere to the moral norms of conduct that guide moral decisions.

The norms and standards have been adhered to in accordance with the standards established by the university, and no unethical actions have been taken during the survey or the writing process. The correct handling of the respondents was confirmed throughout the study through a complete and succinct description of the purpose of the data gathering and how responders would be beneficial for this research. No respondent was purposely coerced into filling out the questionnaire; instead, they were given the option to do so or not.

The confidentiality of the information that respondents submitted to the researcher were assured to them, and they were informed that none of their information would be shared with anybody else. Additionally, they had been assured that the information they submitted would only be used for scholarly purposes.

Additionally, the investigator guarantees that all references and citations were used correctly and that there was no possibility of plagiarism. To honor the original writers of the ideas and concepts that have been expressed in this study, the sources have been cited clearly.

CHAPTER IV

ANALYSIS AND RESULTS

This chapter includes an examination of the information gathered from a survey of those employed in the Kathmandu Valley's IT sector. With the use of SPSS, the main hypotheses for this research project were evaluated and assessed. As a result, the goals established at the start of the study are being pursued in this chapter.

4.1 Demographic profile of the respondents

The participants' descriptive statistics in relation to the IT industry is shown in Table 4.1. Participants have been parted into groups based on a variety of demographic characteristics, such as gender, age, formal education, number of years working for the company, including the number of years in the current position.

Among 348 respondents, 199 were males and 149 were females that contribute the percentage of 57.7 and 42.8 respectively. This demonstrates that male respondents made up more than half of the sample. Even after sending the questionnaire, it was discovered that there were more men than women working in many IT firms. It could be that more men than women are really interested in the subject of information technology. The majority of the respondents, as indicated in the table, fall between the 25–34-year age range. More than 90% of respondents are in the specified age range of Under 25 and 25-34 years of age. Between these two 25-34 age bar have larger responses with 215 responses out of 348 that adds to 61.8 percent of total responses while there were 25 responses from the age limit of 35-44 with 7.2 percent. The rest of 0.6% of responses in the samples were between the ages of 45 - 54.

Similarly, among 348 respondents, the highest percentages of completion of formal education were completion of bachelor's degree. This includes 211 respondents out of 348. While looking at the table it can be seen that 54 respondents had completes grade 12 that contributes to 15.5 percent of total respondents. Also, respondents completing master's degree were 81 that contribute to 23.3 and respondents completing doctorate degree were 2 out of 348 respondents contributing to 0.6 of total responses.

Table 4.1*Respondent's profile*

Demographic variables		No. of respondents	Percentage
Gender	Male	199	63.41
	Female	149	36.59
Age Group	Under 25	106	42.37
	25-34	215	44.20
	35-44	25	9.75
	45-54	2	3.65
	55 and above	0	0
Highest Level of formal education	Grade 12 Completed	54	17.68
	Bachelor's Degree	211	60.67
	Master's Degree	81	23.47
	Doctorate Degree	2	0.6
Work tenure in your organization	Less than a year	116	32.31
	1-5 year	208	59.45
	6-9 year	20	6.09
	10-14 year	2	0.6
	More than 15 years	1	0
Tenure at your current position	Less than a year	253	73.17
	1-5 year	89	25
	Greater than 5 years	6	1.82

Similarly, 116 respondents have had experience of less than a year in the current organization. 208 respondents have worked for 1-5 years whereas 20 respondents have been working for 6-9 years. Likewise, the 2 respondents have been working in the organization for 10-14 years whereas there are 1 respondent working for more than 15 years.

Likewise, when examining the respondents' years of professional experience in the same position it is found that 72.7 percent of the sample are working in the organization for less than a year, followed by 25.6 percent of sample working for 1-5 years. Respondents who had been working in the same position for greater than 5 years were 1.7 percent of total percentage.

4.2 Descriptive Statistics

Table 4.2

Descriptive Statistics of perception of performance appraisal

Perception	N	Mini mum	Maxi mum	Mea n	Std. Devi ation
I am happy with how my performance is assessed and rated using the performance appraisal method.	348	1	5	3.22	1.393
The evaluation of performance as of now is impartial and fair.	348	1	5	2.95	1.360
My boss takes the conversation about my performance evaluation seriously.	348	1	5	2.90	1.364
The method of performance evaluation helps me determine my level of performance.	348	1	5	3.04	1.302
I am pleased with the comments my company gives me.	348	1	5	2.87	1.275
The criticism I get about how I perform my duties is quite pertinent.	348	1	5	2.98	1.319
There is an appeals mechanism if the performance evaluation result is not acceptable.	348	1	5	2.84	1.301
The criticism I get is in line with what I've actually accomplished.	348	1	5	2.90	1.297
My company is good at recognizing exceptional performance.	348	1	5	2.92	1.334
I believe that my company makes every effort to conduct performance reviews in the most effective manner.	348	1	5	2.98	1.369
My company appears more committed to complimenting excellent employees than to penalizing subpar ones.	348	1	5	2.97	1.392
The value of performance evaluation to my organization and to me	348	1	5	3.07	1.330

The mean distribution of the respondents' various performance rating perceptions is displayed in Table 4.2. When examining the table, it is clear that majority of the respondents don't appear to exhibit positive actions like Satisfied with current performance appraisal M=3.22, Help to know my level of performance M=3.04, Valuable to employee and organization M=3.07 have more than average mean. While statements like Fair and unbiased M=2.95, Serious consideration of performance appraisal M=2.9, Satisfied with the feedback process M=2.87, Feedback is relevant M=2.98, Feedback is same as actual achieved M=2.84, Presence of appeal process M=2.90, Recognition for good performers M=2.92 and lauds successful performers rather than berates unsuccessful ones M=2.97 have mean scores below 3. This signifies that employee have low level of perception towards performance appraisal i.e., the average mean score is 2.97.

Table 4.3

Descriptive Statistics of level of work performance

Level of work performance	N	Minimum	Maximum	Mean	Std. Deviation
I virtually always outperform what would be considered acceptable performance.	348	1	5	3.03	1.308
I frequently accomplish better than what is reasonable.	348	1	5	3.14	1.306
I consistently meet my performance goals.	348	1	5	3.40	1.284
I believe I perform better than the majority of the employees in this company.	348	1	5	3.48	1.175
I believe that my performance is an accurate reflection of my skills.	348	1	5	3.47	1.155
I am a really strong performer overall.	348	1	5	3.45	1.284
In order to complete my work, I frequently go above and beyond.	348	1	5	3.39	1.232
I make an effort to work as hard as I can	348	1	5	3.52	1.218
My work is of a high caliber.	348	1	5	3.50	1.211
I deliberately put in a lot of effort to carry out my work.	348	1	5	3.45	1.186

Table 4.3 displays the average distribution of various work performance levels. When examining the table, it can be noticed that majority of the respondents exhibit positive behaviors, such as Performance above Acceptable Performance M=3.03, Performance

better than expectation M=3.14, Reach performance target M=3.40, Performance better than average employee M= 3.48, Good Performer M=3.47, Performance reflective of abilities M = 3.45, Extra effort in performing job M =3.39, Work hard as possible M=3.39, Superior quality of work M=3.50, Great effort in carrying out job M = 3.45 have more than average mean. This signifies that employee are performing well i.e., the average mean score is 3.496.

Table 4.4

Descriptive Statistics of level of affective organization commitment

Level of affective organization Commitment	N	Minimum	Maximum	Mean	Std. Deviation
I would be delighted to continue working for this company for the remainder of my career.	348	1	5	2.69	1.278
I like talking to individuals outside my organization about it.	348	1	5	2.99	1.393
I truly believe that I am responsible for the issues with this company.	348	1	5	3.05	1.319
I believe that I could easily attach myself to another organization the same way that I have to this one.	348	1	5	3.13	1.250
At my workplace, I don't feel like "part of the family."	348	1	5	3.10	1.287
I do not consider myself to be "emotionally attached" to this company.	348	1	5	2.91	1.290
For me, this organization holds a lot of personal significance.	348	1	5	3.17	1.267
I don't get a "strong" sense of belonging to my company	348	1	5	3.08	1.277

The mean distribution of the various degrees of affective organization commitment is displayed in Table 4.4. It has been found that the respondents seem to be providing usual responses from those around them to activities such Feeling organization difficulties as their own M=3.05, Feel as part of the family in the organization M=3.10, Emotionally attached to the organization M=2.91, feel like a valuable member of the organization M= 3.08 have more than average mean. This signifies

employees have average affective organization commitment i.e. the average means score is 3.035.

Table 4.5

Descriptive Statistics of level of turnover intentions

Level of Turnover Intention	N	Minimu m	Maxi mum	Mean	Std. Deviatio n
Over the upcoming months, I intend to genuinely try to locate a new career.	348	1	5	3.00	1.320
I want to leave the company.	348	1	5	3.18	1.312
In the upcoming year, I'll probably hunt for a new employment.	348	1	5	3.30	1.353
I may leave my current position next year.	348	1	5	3.28	1.260
Within the next three years, I'll probably start looking for a new employment.	348	1	5	3.46	1.246
I often consider leaving my current position.	348	1	5	3.20	1.270
I don't think this company has a lot of future prospects.	348	1	5	3.06	1.336
I have a bright future in this company.	348	1	5	3.12	1.253

Table 4.5 presents the average distribution of various levels of turnover intention. As mentioned at the table, it has been found that the respondents appear to be experiencing positive feedback on their plan to leave as demonstrated by activities like making a real effort to hunt for new job over the coming few months M=3.00, Intention to leave the organization M=3.18, Probably search for future employment M=3.30, Quit present job for next year M= 3.28, actively seek a new position within the next three years. M= 3.46, Sometimes consider leaving current position M=3.20, Do not see future in the company M= 3.06 have more than average mean. This

signifies that employee have high turnover intentions i.e., the average mean score is 3.23.

4.3 Skewness and Kurtosis

Table: 4.6

Descriptive Statistics

	N	Minim um	Maxim um	Std. Deviation
Sum of Perception of Performance Appraisal	348	12	56	35.68 10.873
Sum of Work Performance	348	12	47	33.81 7.579
Sum of Affective Organization Commitment	348	13	38	24.10 4.211
Sum of Turnover Intention	348	11	40	25.57 6.985

Table 4.6 shows the descriptive statistics of the sum of the dependent and independent variables.

Table: 4.7

Skewness and Kurtosis

Statistic	N	Skewness		Kurtosis	
		Statisti	Std.	Statistic	Std.
Perception of Performance Appraisal	348	.010	.131	-1.105	.261
Work Performance	348	-.516	.131	-.170	.261
Affective Organization Commitment	348	.073	.131	-.129	.261
Turnover Intention	348	-.179	.131	-.881	.261

The data is regarded as normal if the skewness is between -0.5 and +0.5 and the kurtosis is between -2 and +2. The skewness for each one of the four variables in table 4.6 is somewhat outside the acceptable range of skewness, which is 0.5 to +0.5, but

not by much. Similar to this, every variable falls within the range when we check at the kurtosis.

4.4 Normality Curve

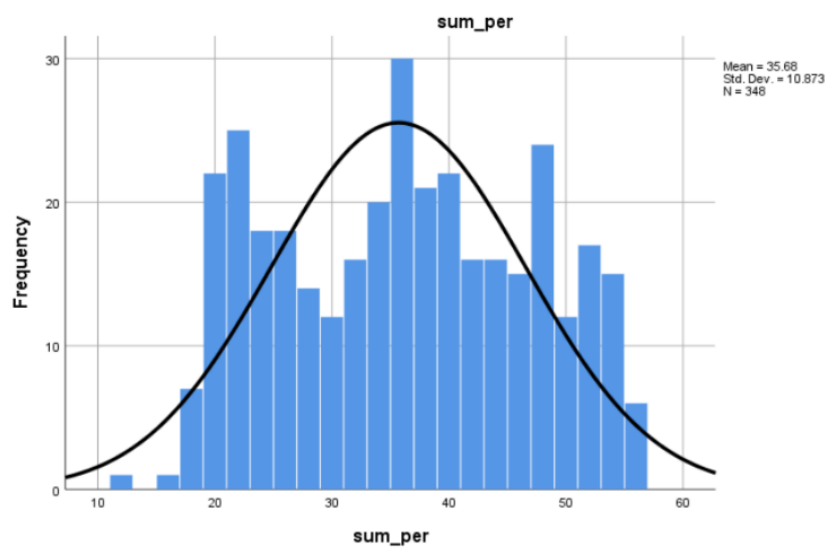


Figure4.1 Histogram of Perception of Performance Appraisal

Figure 4.1 of the histogram demonstrates the data's symmetrical distribution. It is almost bell-shaped, indicating that the Performance Appraisal data distribution is regularly distributed.

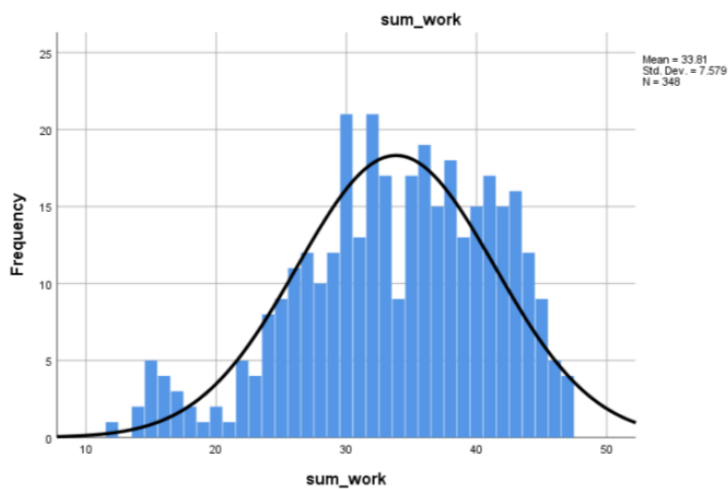


Figure4.2 Histogram of Work Performance

The employee work performance histogram is nearly bell-shaped, indicating that

the employee performance data is regularly distributed. As a result, the data are symmetrical and normal.

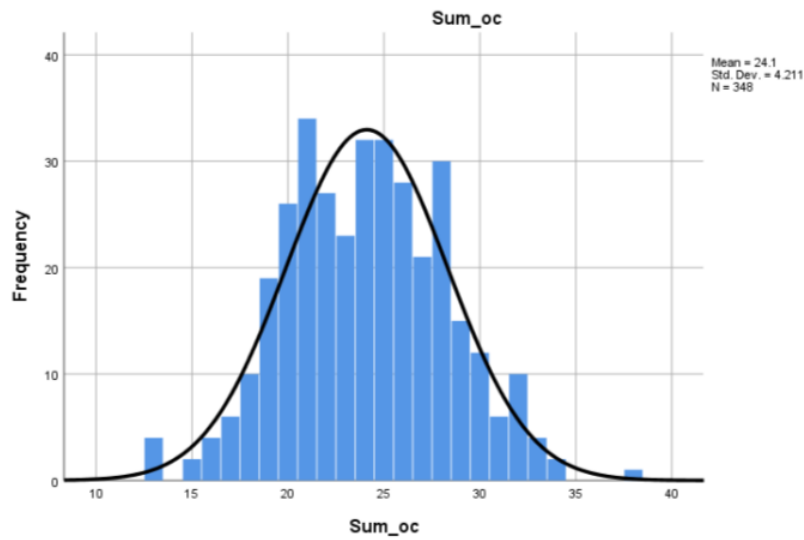


Figure4.3 Histogram of Organization Commitment

The Affective Organization Commitment Histogram resembles a bell, indicating that the data on affective organization commitment are regularly distributed. As a result, the data are symmetrical and normal.

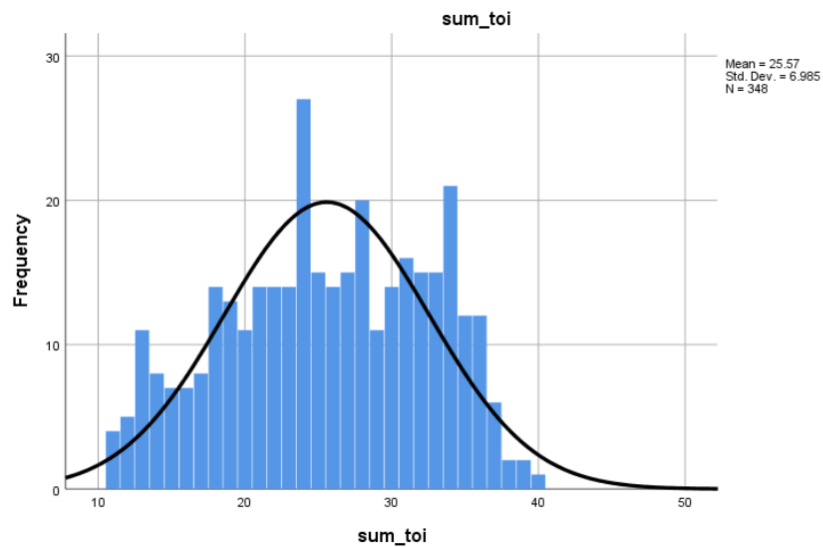


Figure4.4 Histogram of Turnover Intention

The data on turnover intention is bell-shaped but slightly right-skewed, which can be regarded as inconsequential, according to histogram figure 4.4. So, it is possible to classify the data as regularly distributed.

4.5 Normal Probability Plot

One method for determining whether a dataset is normal is to utilize a normal probability plot. If all of the data are dispersed from around normal probability plot, the dataset is said to be normally distributed.

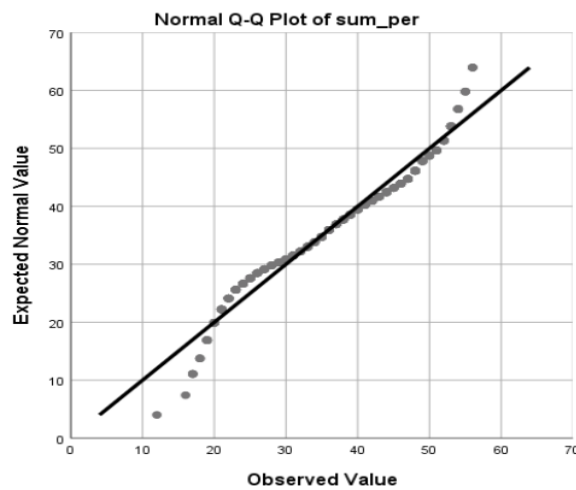


Figure4.5. Normal Probability Plot of Perception of Performance Appraisal

Figure 4.5 shows that the normal probability plot of perception of performance appraisal is normally distributed.

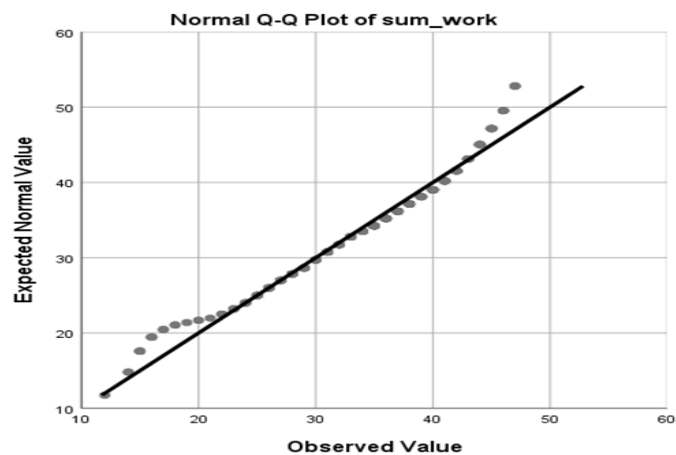


Figure4.6. Normal Probability Plot of Work Performance

Figure 4.6 shows that the normal probability plot of work performance is normally distributed.

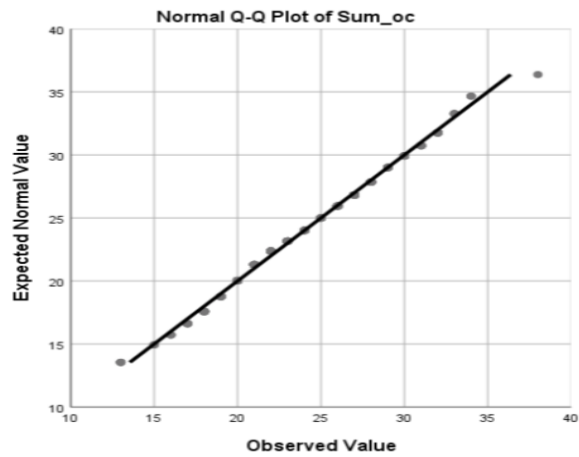


Figure4.7. Normal Probability Plot of Affective Organization Commitment

Figure 4.7 shows that the normal probability plot of organization commitment is normally distributed.

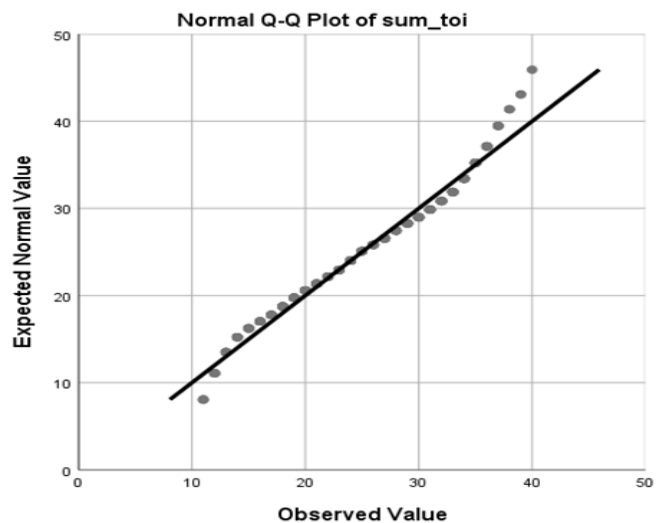


Figure4.8. Normal Probability Plot of Turnover Intention

Figure 4.8 shows that the normal probability plot of turnover intention is normally distributed.

4.6 Correlation Analysis

In this study, Pearson's correlation is utilized for demonstrating the relationship between five numerical variables: perception of performance evaluation, job performance, affective organization commitment, intention to quit and moderating variable i.e., gender. The variables of the sets of data used in this study's data sets are shown to be mutually related through correlation.

Table 4.7 found that the correlation between five variables used in this study i.e., Perception of performance evaluation, job Performance, Affective Organization Commitment, Intention to quit, Gender. The association between these variables was examined using a Pearson correlation matrix by the researchers.

Table 4.8

Correlation Matrix

	Perception of performance Appraisal	Work Performance	Affective Organization Commitment	Turnover Intention
Perception of Performance Appraisal	1	-.441	-.255	-.587
Work Performance	-.441	1	.100	.477
Organization Commitment	-.255	.100	1	-.182
Turnover Intention	-.587	.477	-.182	1

Correlation between Perception of performance appraisal and Work Performance Pearson correlation of ($r=-0.441$, $p<0.01$) shows that there is a negative association between how people perceive their appraisal and work performance.

Correlation between Perception of appraisal and Affective Work Commitment

Pearson correlation of ($r=.255$, $p>0.01$) indicates that the perception of appraisal and work dedication are unrelated.

Correlation between Perception of performance evaluation and Turnover Intention

Pearson correlation of ($r= -0.587$, $p<0.01$) indicates that the perception of appraisal and intention to leave is negatively correlated.

4.7 Linear Regression between Employee Perception of Performance Appraisal, Work Performance, Affective Organization Commitment and Turnover Intention

EPPA=Employee Perception of Performance Appraisal

WP= Work Performance

AOC= Affective Organization Commitment

TOI= Turnover Intention

Multiply= Moderation effect of gender on employee perception of appraisal, work performance, affective organization commitment and intention to quit.

Table 4.9

Model Summary of Dependent and Independent Variable

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
	.441 ^a	0.195	0.192		6.811

For the study hypothesis H1, Table 4.9 sum up the outcomes of multiple regression analysis using an F-ratio test. Here, the R square of 0.195 indicates that the independent variable, or job performance and employee impression of performance appraisal, jointly explain 19.2 percent of variance in the dependent variable.

Table 4.10*ANOVA Table of Dependent and Independent Variable*

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	9873.113	1	3879.113	83.612	.000 ^b
Residual	16052.370	346	46.394		
Total	19931.483	347			

a. Dependent Variable: WP

b. Predictors: (Constant), EPPA

The model is significant at $F(1, 346) = 83.612$, $p = 0.000$ because the ANOVA table 4.10 has a significant value of 0.000, which is below the threshold of 0.05. A high value of F indicates that the regression equation explains the majority of the variation in the dependent variable, as well as the model being helpful. The ANOVA table shows that it is a great deal of evidence to conclude that the model is accurate and, therefore, significant at $F(1, 346) = 83.612$, $p = 0.000$, since the confidence level of 0.000 is less than that of 0.05.

Table 4.11*Coefficient Table of Dependent and Independent Variable*

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	44.781	1.254		35.707	0.000
EPPA	-0.370	0.034	-.441	-9.144	0.000

a. Dependent Variable: WP

When examining the coefficient and p-value of the perceptions of employees of performance evaluation ($b = -0.370$, $s.e. = 0.034$, $p = 0.000$), it was seen that the p value is below the threshold of significance of 0.05 and the slope is negative, indicating that the effect of Employee perception of appraisal on job performance is both negative and significant. As a result, the first hypothesis (H1), according to

which there is a strong and positive relationship between employees' perceptions of appraisal and job performance, is not accepted.

Table 4.12

Model Summary of Dependent and Independent Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.255 ^a	0.065	0.062	4.078

For the study hypothesis H2, Table 4.12 presents the findings of multiple regression analysis with an F-ratio test. Here, the R square of 0.065 indicates that 6.2 percent of the independent variable explains the difference in the dependent variable, i.e., employee perception of appraisal and affective organization commitment taken together.

Table 4.13

ANOVA Table of Dependent and Independent Variable

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	400.516	1	400.516	24.085	.000 ^b
Residual	5753.760	346	16.629		
Total	6154.276	347			

a. Dependent Variable: AOC

b. Predictors: (Constant), EPPA

The model is significant at $F(1, 346) = 24.085$, $p = 0.000$ because the ANOVA table 4.12 reveals a confidence value of 0.000, which is low than the level of significance 0.05. A high value of F implies that the regression equation adequately captures the majority of variation in the dependent variable and that the model is practical and vice versa. The $F(1, 346) = 24.085$, $p = 0.000$ value for the model's significance is based on

a large amount of evidence, according to the ANOVA table, and is less significant than the level of confidence of 0.05.

Table 4.14

Coefficient Table of Dependent and Independent Variable

Model	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	20.578	.751		27.407	0.000
EPPA	.099	.020	.255	4.908	0.000

a. Dependent Variable: AOC

The slope is upward, and the p value is less than 0.05, which is the threshold for significance, indicating that the effect of employee perception of appraisal on affective organization commitment is both positive and significant, when considering the coefficient value and the significant value (p value) of employee perception of performance appraisal (b =.099, s.e. =.020, and p = 0.000). The second hypothesis (H2), according to which there is a significant and favorable relationship between employees' perceptions of performance reviews and their affective organizational commitment, is therefore accepted.

Table 4.15*Model Summary of Dependent and Independent Variable*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.587 ^a	0.344	0.342	5.664

For the study hypothesis H3, Table 4.15 presents the findings of multiple regression analysis with an F-ratio test. Here, the R square of 0.344 indicates that the independent variable—*affective organization commitment*—and the employee perception of performance evaluation together—explain 34.2 percent of the variance in the dependent variable.

Table 4.16*ANOVA Table of Dependent and Independent Variable*

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	5829.598	1	5829.598	181.689	.000 ^b
Residual	11101.616	346	32.086		
Total	16931.204	347			

a. Dependent Variable: TOI

b. Predictors: (Constant), EPPA

The model is significant at $F(1, 346) = 181.689, p = 0.000$, which is less than the threshold of significance of 0.05 in the ANOVA table 4.16. A high value of F implies that the regression equation adequately captures the majority of variation in the dependent variable and that the model is useful. The ANOVA table shows that the model is significant at $F(1, 346) = 181.689, p = 0.000$ because there is a lot of evidence to support its utility, as the significance threshold of 0.000 is less than that of 0.05.

Table 4.17*Coefficient Table of Dependent and Independent Variable*

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	39.021	1.043		37.414	0.000
EPPA	-.377	.028	-.587	-13.479	0.000

a. Dependent Variable: TOI

According to the coefficient value and significant value (p value) of employee perception of performance appraisal ($b = -.377$, $s.e. = .028$, $p = 0.000$), the effect of employee perception of performance evaluation on intention to quit is significant and has a negative direction. The third hypothesis (H3), which states that the perception of performance reviews among employees and their intent to depart are significantly and adversely correlated, is therefore accepted.

4.8 Linear Regression with Moderating Effect

Table 4.18*Model Summary with Moderating Effect*

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
	.464 ^a	0.215	0.208	6.745

a. Predictors:(Constant), Multiply, EPPA

The independent variable and the moderating variable together account for 21.5 percent of the difference in the dependent variable, according to the R square of 0.215.

Table 4.19*ANOVA Table with Moderating Effect*

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4282.288	3	1427.429	31.378	.000 ^b
Residual	15649.195	344	45.492		
Total	19931.483	347			

Dependent Variable: WP

Predictors:(Constant), Multiply, EPPA

The model is significant at $F(3, 344) = 45.492$, $p = 0.000$, and the ANOVA table displays a confidence value of 0.000, which is low than the level of significance 0.05. Similar to these, a high value of $F(45.492)$ shows the model is effective and can explain the difference of the variation in the predicted variable. As a result, the fact that the confidence value of 0.000 is lower than the level of confidence of 0.05 indicates that there is a lot of evidence to suggest that the model is useful and hence important.

Table 4.20*Coefficients Table with Moderating Effect*

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	37.542	3.779		9.933	0.000
EPPA	-0.63	.101	-.090	-.625	.532
Gender	5.407	2.558	0.353	2.114	0.035
Multiply	-.183	.070	-.540	-2.626	0.009

a. Dependent Variable: WP

Looking at the moderating variable's coefficient value and p-value for significance ($b = 37.542$, $s.e. = 3.779$, $p = 0.000$), As can be seen, the slope is upward and the p value is below the threshold of 0.05 significance, indicating that there is a significant moderating effect of gender on employee perception of appraisal and job performance. Thus, the fourth hypothesis (H4), according to which gender moderates

the association between employees' perceptions of performance reviews and job performance, is accepted.

Table 4.21

Model Summary with Moderating Effect

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
	.283 ^a	0.080	0.072	4.057

a. Predictors:(Constant), Multiply, EPPA

The R square of 0.080 indicates that the independent variable and the moderating variable jointly explain 8.0 % of the variance in dependent variable.

Table 4.22

ANOVA Table with Moderating Effect

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	492.698	3	164.233	9.979	.000 ^b
Residual	5661.578	344	16.458		
Total	6154.276	347			

Dependent Variable: AOC

Predictors:(Constant), Multiply, EPPA

The model is significant at $F(3, 344) = 16.458$, $p = 0.000$, and the ANOVA table displays a significant value of 0.000, which is below the criterion of confidence of 0.05. Similar, to the last example, a high value of F (16.458) shows the model is effective and can explain the majority of the difference in the predicted variable. As a result, the fact that the confident value of 0.000 is lower than the level of confidence of 0.05 indicates that there is a lot of evidence to suggest that the model is useful and hence important.

Table 4.23*Coefficients Table with Moderating Effect*

Model	Unstandardized		Standardized		
	B	Std.Error	Beta	T	Sig.
(Constant)	23.001	2.273		10.118	0.000
EPPA	0.72	.060	.186	1.192	.234
Gender	.016	.042	.087	.391	.696
Multiply	-1.606	1.538	-.189	-1.044	.297

a. Dependent Variable: AOC

There is a significant moderating effect of gender on employees' perceptions of performance review and affective organizational commitment, according to the coefficient value and confident value (p value) of the moderating variable ($b = 23.001$, $s.e. = 2.273$, $p = 0.000$). The slope is positive and the p value is below the level of confidence of 0.05. The fifth hypothesis (H5), according to which gender moderates the association between employees' perceptions of performance reviews and organizational commitment, is therefore accepted.

Table 4.24*Model Summary with Moderating Effect*

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
	.509 ^a	0.348	0.342	5.666

a. Predictors:(Constant), Multiply, EPPA

The independent variable and the moderating variable together account for 34.8% of the variation in the predicted variable, according to the R square of 0.348.

Table 4.25*ANOVA Table with Moderating Effect*

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	5886.191	3	1962.064	61.109	.000 ^b
Residual	11045.013	344	32.108		
Total	16931.204	347			

Dependent Variable: TOI

Predictors:(Constant), Multiply, EPPA

The ANOVA table shows a confidence value of 0.000, which is low than the level of confidence 0.05, and the model is significant at $F(3, 344) = 32.108$, $p = 0.000$. In a manner similar to this, a high value of $F(32.108)$ indicates that the representation is successful and can account for the bulk of the variation in the predicted variable. It follows that there is a lot of evidence to imply that the model is beneficial and hence relevant because the confidence value of 0.000 is lower than the level of confidence of 0.05.

Table 4.26*Coefficients Table with Moderating Effect*

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
(Constant)	35.676	3.175		11.236	0.000
EPPA	-.275	.084	-.458	-3.257	.001
Gender	2.457	2.149	-.242	-1.289	.198
Multiply	-.075	.058	.174	1.143	.254

a. Dependent Variable: TOI

According to the coefficient value and the moderating variable's confidence value (p value) ($b = 35.67$, $s.e. = 3.175$, $p = 0.000$), the slope is positive and the p value is less than the level of confidence of 0.05, indicating that there is a significant moderating effect of gender on employee perception of performance evaluation and turnover intention. The sixth hypothesis (H6), according to which gender moderates the relationship between perceptions of performance reviews and their intention to quit the current position, is therefore accepted.

4.9 Hypothesis Testing–results

Table 4.27

Hypothesis testing Result

Hypothesis	Coefficient	S.E.	P	Result
There is significant and positive relation between employees' perception of performance appraisal and work performance	-0.370	0.034	0.000	Accepted
There is significant and positive relation between employees' perception of performance appraisal and their affective organizational commitment	0.099	.020	0.000	Accepted
There is significant and negative relation between employees' perception of performance appraisal and their turn over intention	-0.377	0.28	0.000	Accepted
Gender moderates the relationship between employees' perception of performance appraisal and work performance	37.54	3.779	0.000	Accepted

Gender moderates the relationship between employees' perception of performance appraisal and affective organizational commitment	23.001	2.273	0.000	Accepted
Gender moderates the relationship between employees' perception of performance appraisal and their turn over intention.	35.676	3.175	0.000	Accepted

4.10 Major Findings

The following paragraphs discuss the study's key findings:

- The survey was administered to workers in the Kathmandu Valley's private service industry. The majorities of respondents were male with 63.41 percent and the rest 36.59 were female. The responders were primarily from the age group of 25-34 with 44.2 percent of total population. Similarly, 106 respondents were under age group of less than 25 years with a percentage of 42.37 of total population. Similarly, most of the respondents had completed their bachelor's degree with a percentage of 60.67 of total population. Majority of the respondents with 59.45 percent were found working for 1-5 years whereas 0.6 percent were working for 10-14 years. Similarly, 73.17 percent were working for less than a year in the position whereas 1.82 were working for more than 5 years in the same position.
- Employees had a less degree of perception of performance evaluation, as evidenced by the average mean score of 2.97 in the mean distribution of the different levels of perception of respondents.
- The mean distribution of different levels of work performance of respondents had an average mean score of 3.496 which proves employees had a good work performance.

- The mean distribution of different levels of affective organization commitment of respondents had an average mean score of 3.035 which proves employees had average affective organization commitment.
- The mean distribution of different levels of turnover intentions of respondents had an average mean score of 3.23 which proves employees had high turnover intention.
- The Pearson coefficient of $r = -.270$ and $p < 0.01$ shows a negative link between how employees perceive their appraisal reviews and how well they perform at work.
- The Pearson coefficient of $r = -.076$ and $p > 0.01$ indicates that there is no correlation between how employees perceive their performance reviews and commitment to work.
- The Pearson coefficient of $r = -.436$ and $p < 0.01$ indicates that there is negative correlation between how employees perceive their appraisal reviews and turnover intention.
- There is no correlation between affective organizational commitment and the effect of gender on perception of appraisal, according to the Pearson coefficient of $r = -.031$ and $p > 0.01$.
- The Pearson coefficient of $r = -.297$ and $p < 0.01$ indicates that there is negative confidence between effect of gender on perception of appraisal and job commitment
- The first hypothesis is supported by the coefficient value and significant (p value) of employee perception of appraisal ($b = -0.370$, $s.e. = 0.034$, $p = 0.0000$), both of which indicate that the effect of employee perception of appraisal on job performance is both negative and significant.
- The second hypothesis is supported by the coefficient value and significant (p value) of employee perception of appraisal ($b = 0.099$, $s.e. = 0.020$, $p = 0.0000$), which indicate a positive and significant relationship between employee perception of appraisal and affective organization commitment.
- The third hypothesis is supported by the coefficient value and significant (p value) of employee perception of appraisal ($b = -.377$, $s.e. = 0.028$, $p = 0.0000$), which show a negative and significant relationship between employee perception of appraisal and intention to quit.

- The fourth hypothesis is supported by the moderating influence of gender on employee perception of appraisal on job performance, which is positive and significant according to the coefficient value and significant (p value) of the moderating variable (b=37.542, s.e. = 3.779, p=0.0000).
- The moderating effect of gender on employee perception of appraisal and affective organization commitment is positive and significant, supporting the fifth hypothesis, according to the coefficient value and the significant (p value) of the moderating variable (b=23.001, s.e. = 2.273, p=0.0000).
- The moderating effect of gender on employee perception of appraisal on intention to leave the company is supported by the sixth hypothesis because the coefficient value and significant (p value) of the moderating variable (b=35.67, s.e. = 3.175, p=0.0000) slope is positive and p value is less than the level of significance of 0.05.

CHAPTER V

DISCUSSION, CONCLUSION AND IMPLICATIONS

The discussion, conclusion, and implications of the study are covered in this chapter. Here, the entire study is succinctly presented and the main finding is drawn. Based on the proof shown by previous researchers in the research's corresponding factors, prospective implications for employees' perceptions of performance reviews on employee work outcomes have been suggested.

5.1 Discussion

The primary objective of this research is to find how employees' perceptions of employee reviews affect the results of their work in Nepal's IT sector. Altogether from IT sector employees as a respondent result has been derived.

A procedure known as performance appraisal involves assessing how well individuals execute in their roles in accordance with established expectations and criteria. These are a set of criteria used to evaluate employee performance and the requirements that employees must satisfy for a company (Dessler, 2000). There are numerous IT businesses functioning in the Nepalese environment, and the level of competition in this market is rising daily. A well-thought-out performance appraisal system creates benchmarks for effective performance, provides performance feedback, and makes it possible for a more equitable compensation scheme. The evaluation of an employee's performance and contribution to the organization's goal is based on performance criteria.

(Kuvaas, 2006) had discussed that work performance and organizational commitment are positively correlated with the perceived effectiveness of performance appraisal. Effective Performance Appraisal activities have been shown to enhance organizational performance Stephen Bevan (1991) and can contribute to other crucial results like increased employee loyalty, engagement, and motivation (Paul J. Taylor, 1999). The correlation analysis's findings indicate that the slope is negative and that the impact of employees' perceptions of performance reviews on job performance is adverse.

The greatest level of commitment, known as AOC, is thought to be the one that organizations seek out the most. Staff with high AOC stay in a company because of their willingness, not because they need to, making this type of commitment the most powerful. Danlami Sani Abdulkadir (2012) conducted research on 24 mega banks in Nigeria to determine the impact of strategic assessment, career planning, and employee involvement on organizational commitment. With a correlation coefficient of 0.58, the study's findings showed a substantial positive association between the performance rating system and organizational commitment. Likewise, the correlation result demonstrates a positive slope and a favorable impact of employees' perceptions of performance reviews on affective organizational commitment. Therefore, the impact of an employee's perception on their performance review has a favorable impact on the organization's commitment.

The correlation finding also indicates that the slope is positive and that the impact of employees' perceptions of employee reviews on affective organizational commitment is favorable. As a result, employee perceptions of performance reviews have a favorable impact on organizational commitment. (Belgin Aydıntan, 2008). The PA evaluation process' perceived impartiality is one element that influences PA satisfaction. Using evidence-based judgment, employees must be shown to consider performance criteria consistently to all employees without being influenced by outside pressure, dishonesty, or personal bias. Subsequently, Vigoda (2000) found that when workers realize they have been used unfairly, they are more likely to change their attitudes toward their jobs at first, and then, over time, they may take more retaliatory actions, like quitting. The correlation analysis's findings indicate that the slope is negative and that employees' perceptions of performance reviews have a negative impact on their intentions to leave their jobs.

Though no research was found on the moderating effect of gender on the variables, it was found that gender has a moderating effect of the perception of employee appraisal on job performance, affective organization commitment and intentions to quit. It generally implies that the effect between of perception of employee appraisal has different effect on male and females in basis of job performance, organization commitment and intention to quit.

5.2 Conclusion

With its lasting repercussions on an employee's job outcome in shape of job performance, affective organization commitment, and intention to quit that shall impede the organization's performance, performance appraisal was a cause for concern. The main goal of this research is to find how employees' perceptions of performance reviews affect their work outcomes.

Organizations should create a fair and efficient appraisal system because performance appraisal programs aim to systematically enhance individual performance in order to meet organizational goals. From the viewpoint of the employee, the results are quite positive because the majority of the respondents have come to the conclusion that a performance appraisal system that is implemented effectively can be advantageous to them in a variety of ways. However, there is still work to be done to reduce the effects on performance management systems' effectiveness.

The employees need be informed of the developmental plans in order to maintain proper coordination because doing so will lessen the "irritation" employees experience when their performance is evaluated on a regular basis. This implies that there must be effective performance management system communication so that staff members can more clearly comprehend their significance.

Vivian (2016) had performed a study on the relation between organizational commitment and employee perception of performance evaluation: The case of a Namibian meat firm. The findings suggest that in order to gain employee engagement, a company must make sure that its system of performance evaluation is fair, well-understood, and openly disclosed to all employees. Additionally, Nepalese managers need to foster a culture within the company that will improve workers' impressions of the performance review process.

Vignaswaran (2008) had performed a study on the connection between performance appraisal and intention to leave, which looked at the connection between performance evaluation satisfaction and employee outcomes and found that it negatively influenced employee intention to leave. Amin (2013) suggested that employees believe their appraisals are not handled properly when they believe there to be a significant amount of performance appraisal politics inside an organization. Low performance appraisal

satisfaction leads to a higher level of turnover intention as a result. The appraisal process must be made transparent by the organization in order to build a transparent system free of appraisal politics.

Also, it has been found that the gender has moderating effect between the dependent and independent variables. i.e., the relationship between the two variables is affected by the gender. Male employees believe that favoritism in organization occurs for female employees in case of appraisal. This affects the commitment level of male employees and increases the turnover intention in male.

5.3 Implication

To ensure that employees are putting up their best efforts in achieving the organization's objectives and goals, a reliable performance appraisal system must be implemented. This study demonstrates the impact of employees' perceptions of performance reviews on their job output in Nepal's IT sectors. In contrast, implication has been split into two categories: immediate implications and long-term implications.

5.3.1 Practical Implication

Employee acceptance and satisfaction with performance appraisal have been shown to be significantly influenced by their opinion of the fairness of the process. It is crucial to understand how appraiser and appraise commonly view the performance evaluation process while discussing the performance appraisal process inside any firm. Wendy R. Boswell (1997) contended that the use of the PA had an impact on rating procedures and results, and they hypothesized that employee attitudes could change based on how the PA is perceived to be used.

Because the respondents' perceptions of the factors vary, it generally is shown that a sound performance appraisal should be put into practice so that the employees can maximize their efforts towards the accomplishment of organizational objectives and goals. The tasks that employees are expected to complete and the repercussions that will result from those tasks must be made plain to them. The company can anticipate improved job performance, increased organizational commitment, and less turnover intention if this is made known.

5.3.2 Implication for Future Research

The study primarily examines the impact of employees' perceptions of performance reviews on job outcomes in Nepal's IT sector. To contextualize the data, more study might be done on a variety of other Nepali industries. Larger amounts of data must be included in the sample size for the study to be more accurate and reliable. Future study might be conducted in a similar manner by concentrating on additional job outcomes influenced by perceptions of employee performance reviews. Additionally, since this study did not address them, future research can be done to access other characteristics that are influenced by how employees perceive their performance reviews. This study does not use multiple factor analysis component analyses. Consequently, more in-depth study may be done in future.

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Appendix 1:

Questionnaire

Dear respondents

I am a student of School Of Management- Tribhuvan University. I'm conducting study on how employees' perceptions of performance reviews affect the results of their work in Nepal's IT sector. Your information will be useful for scholarly purposes. Your sincere, truthful, and timely response is a crucial component of the research's quality and successful conclusion. Your information will only be used for academic purposes and will remain private.

General Instructions

- You do not need to write your name.
- Please check the relevant box () in every situation where there are answer options available.

1. Sex

- Male
- Female

2. How old are you right now?

- Under25
- 35-44
- 25-34
- 45-54
- 55 and above

3. At what level of formal education do you currently reside?

- Ph.D Degree
- Master's Degree
- Bachelor's Degree

Grade 12 completed

4. How long have you been employed by your company?

Less than a year

1-5 year

6-9 year

10-14 year

More than 15 years

5. Since when have you held your present position?

Less than one year

1-5 year

Greater than 5 years

6. The set of statements that follow sums up how you generally feel about the appraisal procedure in your present workplace. Please rate each statement according to how much you agree or disagree with it.

Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am happy with how my performance is assessed and rated using the performance appraisal method.					
The evaluation of performance as of now is impartial and fair.					
My boss takes the conversation about my performance evaluation seriously.					
The method of performance evaluation helps me determine my level of performance.					

I am pleased with the comments my company gives me.					
The criticism I get about how I perform my duties is quite pertinent.					
There is an appeals mechanism if the performance evaluation result is not acceptable.					
The criticism I get is in line with what I've actually accomplished.					
My company is good at recognizing exceptional performance.					
I believe that my company makes every effort to conduct performance reviews in the most effective manner.					
My company appears more committed to complimenting excellent employees than to penalizing subpar ones.					
The value of performance evaluation to my organization and to me					

7. The series of sentences that follow best represents how you feel about how well you are doing in your current position. Please rate each statement according to how much you agree or disagree with it.

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I virtually always outperform					

what would be considered acceptable performance.					
I frequently accomplish better than what is reasonable.					
I consistently meet my performance goals.					
I believe I perform better than the majority of the employees in this company.					
I believe that my performance is an accurate reflection of my skills.					
I am a really strong performer overall.					
In order to complete my work, I frequently go above and beyond.					
I make an effort to work as hard as I can					
My work is of a high caliber.					
I deliberately put in a lot of effort to carry out my work.					

8. Your feelings about your current job are expressed in the set of statements below. Please rate each statement according to how much you agree or disagree with it.

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I would be delighted to continue working for this company for the remainder of my career.					
I like talking to individuals					

outside my organization about it.					
I truly believe that I am responsible for the issues with this company.					
I believe that I could easily attach myself to another organization the same way that I have to this one.					
At my workplace, I don't feel like "part of the family."					
I do not consider myself to be "emotionally attached" to this company.					
For me, this organization holds a lot of personal significance.					
I don't get a "strong" sense of belonging to my company					

9. The following list of statements sums up your short-term career goals. Please rate each statement according to how much you agree or disagree with it.

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Over the upcoming months, I intend to genuinely try to locate a new career.					
I want to leave the company.					
In the upcoming year, I'll probably hunt for a new employment.					
I may leave my current position next year.					

Within the next three years, I'll probably start looking for a new employment.					
I often consider leaving my current position.					
I don't think this company has a lot of future prospects.					
I have a bright future in this company.					

I sincerely appreciate your help in completing this questionnaire.

It will undoubtedly be really helpful to me.

I wish you success in the future.