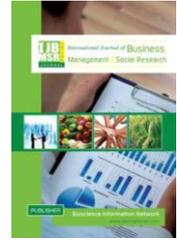


Published with Open Access at **Journal BiNET**

Vol. 07, Issue 01: 383-394

**International
Journal of Business, Management and Social Research**
Journal Home: www.journalbinet.com/ijbmsr-journal.html

Role of performance appraisal on employee development in the SMEs

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Article Received: 13 June 2019; Revised: 13 July 2019 and Published online: 25 August 2019.

ABSTRACT

An organization runs by its work force or worker or employee. If the employee works hard, faithfully with their highest potential power, the organization becomes successful. This hard working approach, potentiality and faithfulness of employee reflect by performance management in the organization. The management can only develop their work force by their proper assessment. This assessment called appraisal process in the organization. The study encompasses how the performance management go through the performance appraisal (PA) process in the organization to develop their employee. The main purpose of the study is about to explore and explain how performance appraisal precedes employee development as organizational goal attainment in terms of 'One Stop shop' and 'Indian Restaurant' in UK. As employee is the heart of the organization, their betterment or development means indirectly or directly development or improvement of organization. This betterment and well-being approach are developed, highlighted and encouraged by the staff of management in organization by the performance appraisal process. Thus the process is determinant factor to management in the organization. PA process identifies and represents about all situation and condition of employees at work to the management. Therefore, the management takes the necessary and required steps to fulfil the objectives of employee and organization. That's how the process works as employee development which directly impacts on organizational success. The research study has conducted on 'Indian Restaurant' and 'One Stop Shop' in UK to understand and justify the research objectives in 2012. It has been used non-probability sampling due to unknown exact figure of research population in Windsor and maidenhead area of UK. There were 75 respondents by the self-administered survey questionnaire and interview. The types of respondents were general employee, shift manager and manager and employer. The study exposed the relevant findings with the primary research. The relevant findings mean the combination of previous study and the output of primary research findings. The findings of the study are that performance appraisal process identify and diagnose the employees performance in the organisation and employee get the motivation to instigate or develop themselves. The findings are supported by other researches as well.

Keywords: Performance Appraisal, Role, Employee Development, Organization and SMEs.

Cite Article: Hussain, S. and Wade, S. (2019). Role of performance appraisal on employee development in the SMEs. *International Journal of Business, Management and Social Research*, 07(01), 383-394.

Crossref: <https://doi.org/10.18801/ijbmsr.070119.41>



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I. Introduction

In the human resource management performance appraisal and employee development are important and integral part of discussion for organizational success. Performance management is not simply managing the performance, it is about their development and this development is not simply for individual, it is for total organization. In the competitive and modern world organisations are taking new techniques, new strategies, and new policies for getting success, more performance and developing innovative idea to develop their own organizations. In this regard Performance management is the vital factor or strategy of human resource management by which way the modern organizations are seeking excellent performance of employees and competitive positions in the market place. The key element of performance management is performance appraisal process which can motivate or instigate the performance of employee in the organization. The motivation works for employee as a part and it effects organisational success as a whole of the process. The process begins with the measuring and improving of individual member of the organization because it directly related with the ability of individual staff in the organization. In this regard, it is assumed that the human resource function like performance management tools enhancing to the new organizations where quality and commitment of staff is the means of survival. It is indicating that performance appraisal in the organization is essential. Performance management is directly related with appraisal and assessment. Appraisal is a process that represents a person's overall capabilities and potentiality; (Bratton and Gold, 2003). According to Nurse (2005) Performance Appraisal (PA) is a process which provides a rational basis for managerial decision making about people's performance. Torrington, Hall & Taylor (2005) also said that performance appraisal system provides formalized process to review employees performance. Performance management normally directs few set of activities which enhance the individual performance and it motivate to employee to perform better. This motivation prompted by the individual and organizational expectation and it advanced by the positive feedback of their progression. The performance management provide the information about employee performance through formal and informal way. On the formal way performance appraisal as the tools of performance management which gives feedback with written or orally at least once in a year. It is important that employee's perception about performance management either they satisfied or not. - Selden and Sowa (2011). The purpose of performance management in the organization is to improve and develop individual performance and hence organizational performance. In this case performance appraisal collects and provides information about employee's ability and capabilities to manager and manager take the initiative to performance improvement and development in the organization. The two main purpose of conducting performance appraisal in the organization are citing developmental feedback to employee and decision making for employee. Performance appraisal is related various core activities of human resource function in the organization, especially performance management and employee development. According to Schraeder et al. (2007), there are some positive aspects of performance appraisal in the organization those indicate the importance of it's in the organization. Largely, performance appraisals enhance the effectiveness of the organization, improved the employee productivity and bring potential benefits for individual in the organization. Besides that, formal performance appraisal associated with some other benefits, like: Facilitate communication, enhance employee focus by promoting trust, Goal setting/ reinforcement of desired behavior/ performance, Performance improvement, Determination of training needs, Performance management helps to develop employee performance by the development of employee skills and knowledge which promote to develop the organizational effectiveness as success.

Employee development is the result of performance appraisal process in the organization. Performance appraisal is important for Human Resource Development because it directs the management to take the decision about how to develop, motivate, rewarding and training to the

employees in the organization. Employee development means develop the abilities of an individual employee and organization as a whole. It indicates that if employee is developed, the whole organization would be developed and increased the performance of the employees and as well as the whole organizations. [William et al. \(2011\)](#), also discussed four quadrants for employee development. These are mentoring, sharpening, perfecting and partnering.

Employee development is the vital factor for developing and enhancing the skills, knowledge and abilities of individual employee and as well the whole organization. The social exchange theory indicates that when organization invest on employee, employee tend to reciprocate positively to the organization. That means if organization invest to its employee, employee is obliged to feedback to organization by their working hard. [Kuvaak and Dysvik \(2009\)](#) represented these findings on their research. They also found that the positive relation between investment in employee development and work performance in the organization. They showed some major research findings to their research those reflect directly the necessity of employee development in the organization. The performance appraisal and employee development is interrelated each other. According to 100% of organization studied where staff received annual performance evaluation and 95% of organizations developed training plans as the process of performance review or performance appraisal. The findings clearly indicate the relation between performance appraisal and employee development. It is more approved by the study of [Youngcourt et al. \(2007\)](#). They found out that the purpose of performance appraisal is to increase managerial understanding which leads to develop the individual potentiality and HRD. Here Human Resource Development (HRD) directly indicates the employee development. In their study revealed that there is a strong correlation among performance appraisal, administrative purpose and developmental purpose. Modern organization are using more and more technological equipment's for better performance and output of organization, but it is undeniable that the Employee is the greatest resource in the organisation. Organization creates and makes the employee by their own way. This creation and making is indicating the development of employee which is essential to organizational success and individual success.

The significant economic backup comes from SMEs to national economy. Thus SMEs are the focusing area for researcher. Even though it is not known to us about human resource management in small and medium firms, human resource issues are big concern for SMEs manager and owner. The HRM issues are formal training, coaching, and feedback, in totally performance management in SMEs. According to BIS statistical release of Business Population Estimates for the UK and Region 2011, it was estimated that 4.5 million private sector businesses started their business from the beginning of 2011 which was 2.1% more than previous year. It was also estimated that 23.4 million people work in these businesses. Among these business enterprises 99.9 percent were small and medium enterprises and they accounted for 58.8 percent private employment sector and 48.8% turnover of private sector. According to [Osman et al. \(2011\)](#), the measurement of small and medium enterprises is in manufacturing and manufacturing related services, the employees between 5 and 50 is a small enterprise and 51-151 is medium enterprise. On the other hand, if the enterprise is service sector related then 5-19 employees is a small and medium will be consist of 20-50 employees. As small and medium enterprises the researcher selected the Indian restaurants. The Indian curry industry is one of the large food industries in the UK. There are around 8000 Indian restaurants in the UK, where near about two million Briton eats every week. In this curry industry, more than 80,000 thousand people working and day by day the business is expanding in the UK. One stop shop is a private retail business sector in England and Wales. It is trying to become the best neighborhood store to the customer. There are 500 one stop shops in England and Wales where near about 7000 people work.

The study is firstly describing the relevant previous findings and theory of performance appraisal, employee development. The data in this part are based on secondary resource. Secondly, it represents the methodology part where the description available about the process of this primary research. This process has taken by justification of various research process, strategy, methods and techniques. Thirdly, the study presents the findings based on the primary research on SMEs like 'Indian Restaurant' and 'One stop Shop'. Fourthly, it showed the discussion and critical analysis part based on primary research findings and findings of previous study and theory. Here researcher tries to compare and contrast the research findings with previous study. Finally, the study provides the relevant and rational conclusion and recommendation.

Objectives :

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

- Find out the relevant literature of performance appraisal and employee development.
- Assess the relation between performance appraisal and employee development.
- Justify the effectiveness of the role of performance appraisal on employee development in SMEs.

II. Methodology

Research Questions

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

- Does performance appraisal provide the opportunity to develop employee in the organization?
- Does this factor relevant to SMEs in UK?
- Does employee development represent whole organizational success?

Research Philosophy and Approach

The research study conducted the deductive approach by which way the different kind of data and concepts of performance appraisal and employee development collected through the previous study. These also analyzed and generalized as the effectiveness to the employee development. The study is conducted by the existing theory and research of performance appraisal and employee development those are reviewed in the part of introduction. On this study, data are collected by survey and interview for find out the cause and effect relation between performance appraisal and employee development in the organization. So it clearly denotes the deductive research approach because it is going to compare and contrast the existing findings and theory as well as find out the new causal relationship between performance appraisal and employee development.

Research Design & Strategy

The study is following quantitative research design where all steps structured with sequence and interrelated way by the researcher. According to [Saunders et al. \(2009\)](#) research design is a general plan of researcher how he or she will go about answer the research questions. Research design could be quantitative and qualitative. The existing research study is conducting by explanatory research where it is going to explain the causal relation between performance appraisal and employee development and it will also explore the effectiveness of this relation leads the organizational success. Survey is the research strategy of this study. It is quite popular and common strategy in business and management research. It is usually associated with deductive approach. This strategy leads a questionnaire to sample and collected data are standardized for easy comparison. Survey allows the quantitative data and can analyze by quantitatively using descriptive and inferential statistics as well.

Data & Data Collection Method and technique

Data is an essential raw-material for research. Two different types of data used in a social and business management research. These are primary data and secondary data. The study used secondary and primary both data. Secondary data uses in the introduction part where previous or existing performance appraisal, employee development related theory and research data discussed. This discussion instructed to the researcher to make research question about the research objectives which way researcher collects new data or primary data.

The study has used mixed method technique and procedure for collecting and analyzing primary data. As mixed method quantitative technique, the study has used survey 'questionnaire' to the employee and 'interview' to manager of small and medium enterprises. The interview conducted semi-structured way where qualitative and quantitative both type of data can be used.

Designing the Questionnaire

To conduct this study researchers uses preceded and open ended questions by which way it get the qualitative and quantitative both types of data for analyzing tools. The entire research questionnaire

distributed to owner, manager and employee of one stop shop and Indian restaurant. The answers were collected by self hand of researcher himself with the presence. The researcher conducted a pilot survey after constructing the questionnaire to 10 employees and 4 managers of one stop shop and Indian restaurant. With the result of pilot survey, researcher restructured and modified the questionnaire with the discussion of research supervisor. Hence, the study adopted and constructed a suitable questionnaire by the pilot survey to get the answer of research questions.

Relevance of the questionnaire

The conducted questionnaires were relevant in the research study because each question represented and directed to the certain research topic. The questionnaires have two parts. The first part represented the role of performance appraisal in the organization and the second part represents effects of PA to employee development.

Sampling and Sample size

The research study uses sampling for collecting data from large population. The reason is to save time, money and conduct accurate and quick result from collected data. The research conducted non-probability sampling, as researcher does not know the quantity of survey population. The research study conducted quota sampling because the target population of this research is SMEs which is unknown to researcher. The study is going to use the survey and interview method for collecting data from different two SMEs. I selected two different SMEs like *one stop shop* and *Indian Restaurant*. These two SMEs are different from each other where one is retail service related and another is related with service sector. The selection of quota sampling is relevant in this study because researcher selected the respondents from two different groups of organization to get the real answer of research questions. To get the real understanding of performance appraisal, employee development and the effective of these two on organizational success, employees and managers were selected.

Using quota sampling there were distributed 86 survey questionnaire and interviewed to general employee and manager of one stop shop and Indian Restaurants. Finally, the 75 survey questionnaire and interview were completed and returned to the researcher. The employees were surveyed by structured questionnaire and the managers were surveyed and interviewed. There were 20 manager and owner surveyed and interviewed among 75 respondents. The Indian Restaurants and One stop shops were selected in the Berkshire, Royal Borough of Windsor and Maidenhead Council in UK which was easier to researcher.

Data Analysis

The data were processed and analyzed by the researcher with descriptive statistics, like as percentage, frequency distribution, and pie chart. Although the research question indicates the uses of inferential statistics such as correlation and bi-variate analysis, for the time being it did not applied. The qualitative data were represented by word description like similarity and dissimilarity in the research study.

Research Ethics

Ethical consideration is a significant fact of research study which comply the researchers behaviour (to respondents right and confidentiality) to the research study. This study is conducted appropriate way where every part of research maintained by methodological and rational way. It maintained and took account the privacy of actual participants, consent of participants, confidentiality, reaction of participants, discomfort, pain and harm of participant. The study collected data from the employee, manager and owner of SMEs who were aware of the purpose of research and they were responded willingly. So, it indicates that the study didn't breach the ethics of deontology and teleology.

III. Results

Performance Appraisal

The respondents position in the organization: There were four types of respondents surveyed and interviewed in this research conduct. like general employee, line manager or shift manager, manager and owner of the business. In terms of respondent's position in the organization, there were approximately 64% general employee, about 20% were manager and owner level ([Table 01](#)).

Table 01. Respondents position in the organization

Types of Respondent	Frequency	Percentage
Owner	8	10.67
Manager	12	16
Line manager /Shift manager	7	9.33
General employee	48	64
Total	75	100

The types of Appraisal systems in the SMEs: Performance appraisal is the tool for the performance management of employee in the SMEs. There are two types of performance appraisals in the SMEs: formal and informal appraisal. The primary data indicate that 56% SMEs have formal appraisal system and rest of 44% have informal appraisal system (Table 02).

Table 02. Types of Appraisal systems in the organization

Types of appraisal system	Frequency	Percentage
Formal	42	56
Informal	33	44
Total	75	100

The times (frequency) of performance review in the organization: It is important that the frequency of performance review in the organization to assess employee performance at work. According to collected data, 12% of employee think performance review conducts in organization twice in a year, about 57% employee think every week, 24% respondents think four times in a year and about 7% peoples believe once in a year (Table 03).

Table 03. The frequency of performance review

Review times	Frequency	Percentage
Once in a year	5	6.67
twice in a year	9	12
four times in a year	18	24
Every week in a year	43	57.33
Total	75	100

The conductor of performance review in SMEs: In the appraisal system, the performance review conducts by owner, manager or line manager, peers or 360 degree appraisal (peers, subordinates and management). The 60% of respondents in SMEs think that the performance review conducts by owner and manager, about 21% people believes the performance reviewed by 360 degree appraisal and 16% employee think that it is reviewed by line manager or shift manager (Table 04).

Table 04. who conduct review in the organization like SMEs?

Types of Respondent	Frequency	Percentage
Owner	15	20
Manager	30	40
Line manager /Shift manager	12	16
Peers	2	2.67
360 degree appraisal	16	21.33
Total	75	100

Does appraisal system biased in the organization?

There are about 93% of respondent believe that the conducting performance appraisal system in the SMEs is not biased. Conversely, nearly 7% of respondents believe, the system of appraisal is biased. (Table 05).

Table 05. Does appraisal system biased in the organization?

Types of Respondent	Frequency	Percentage
Yes	5	6.67
No	70	93.33
Total	75	100

Employee development

Performance appraisal is base for employee's training and development: The 92% of the employees in the SMEs believe that performance appraisal is base for taking the decision about employee training and development. In contrast, 8% of employees do not believe as PA is base for taking decision about training and development of employee (Table 06).

Table 06. Is performance appraisal base for employees training and development?

Types of Respondent	Frequency	Percentage
Yes	69	92
No	6	8
Total	75	100

Management sets the positional role and directs to employee: In the organization, how employee get used to or cope up with the positional role and their performance guideline, we will understand with this segment. The research data represented that 100% of respondent believe and think management set and direct to employee in the small and medium organization those are very crucial to employee's better performance (Table 07).

Table 07. Does top management set and direct properly positional role to employee in the organization?

Types of Respondent	Frequency	Percentage
Yes	75	100
No	0	0
Total	75	100

Giving feedback to employees from top management: The 100% of respondents in the SMEs think that employees are getting positive feedback from their boss regarding their working performance. (Table 08).

Table 08. Does higher authority give feedback to employees to let them understand their positional role up to certain period?

Types of Respondent	Frequency	Percentage
Yes	75	100
No	0	0
Total	75	100

Management discuss and monitor one to one employee's performance: The conducted research data represented that in the SMEs 92% management discuss and monitor to employee about their strength and weakness point in the work place by which way an employee can develop himself or herself with organizational demand (Table 09).

Table 09. Does top management monitor and discuss with employees one to one regarding their strong and weak point of performance?

Types of Respondent	Frequency	Percentage
Yes	69	92
No	6	8
Total	75	100

Communication between employee and management: The 96% of the respondents think and believe that performance appraisal give the opportunity to communicate between employee and their bosses (manager and line manager). On the other hand, 4% respondents do not think and believe PA enhances the valuable communication (Table 10).

Table 10. Is there any flexibility to communicate between employee and top management in the organization?

Types of Respondent	Frequency	Percentage
Yes	72	96
No	3	4
Total	75	100

PA is the extra pressure for employee: The almost 87% of respondents are thinking that the employees are getting pressure from the manager or line manager to understand their duties and responsibilities at work. whereas, about 13% respondents believe that PA is not giving pressure for the employee (Table 11).

Table 11. PA gives extra pressure to employee at work

Types of Respondent	Frequency	Percentage
Yes	65	86.67
No	10	13.33
Total	75	100

Employees are getting training inside the work place: About 89% of respondents believe that employees are getting job related training at their work or inside the work whereas only about 11% of respondents do not think that employees in the SMEs are getting job related training at work (Table 12).

Table 12. Are employee getting training inside the work place?

Types of Respondent	Frequency	Percentage
Yes	67	89.33
No	8	10.67
Total	75	100

Employees are getting training outside the work place: The only 56% people believe at SMEs that employees are getting job related training outside the work. In contrast, 44% of people believe that employees are not getting any training from outside the work (Table 13).

Table 13. Are employee getting training from outside the work place?

Types of Respondent	Frequency	Percentage
Yes	42	56
No	33	44
Total	75	100

PA creates learning environment: In the SMEs, all respondents believe that there is a learning environment create by PA from where every employee is learning and achieving knowledge and skills about their work (Table 14).

Table 14. PA creates learning environment for achieving knowledge and skills to employee

Types of Respondent	Frequency	Percentage
Yes	75	100
No	0	0
Total	75	100

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

How does PA monitor in the organization?

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

How does individual ability power increase?

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

How does PA lead Employee Development?

Ans. Regarding this question, the summary of the answer from manager were like as PA diagnose the weakness and incapability's of employees. According to the diagnosis management try to mitigate the weaknesses of employee and motivate them to better performance. So PA directs to or alert to management to take the initiative for employee development. The summary of respondent's evaluation is that PA is crucial factor for running and functioning any kind SMEs business. PA find out the appropriate work force by this process and it gives a proper platform for employees development.

IV. Discussion

The types of respondents is quite important fact in this research study because the data are collected from the respondents for understanding the performance appraisal and employee development and its effectiveness. Only the people who are working long time and associated with the SMEs as general employee and management staff, they can understand PA and ED. Moreover, their perception is important in the context of PA and ED as [Anderson \(2011\)](#) showed in their study that it is important the employees perception about PA in the organization. In this study, the perceptions are taking from manager, line manager and general employee. The 36% of respondent were owner and managerial level in this study and 64% were general employee ([Table 01](#)).

The study represented the frequency of performance review in the One stop shop and Indian restaurant. The 12% of the respondents think that performance reviewed in the organization twice in a year where as about 57% data represents every week review system in the organization ([Table 03](#)) The frequency rate performance review in the organization indicates that the organization and management are more concern about their employees performance.

An appraisal process can be effective, if it works efficient and practical way. The efficiency and proper practical uses depends on who take part or conduct of this process. The 60% respondents believed that the appraisal conducts in the organization by owner and manager where as 16% to line manager and the 24% of respondents think that performance appraisal conducts with peers and 360-degree appraisal process. It is undoubtedly important fact 360-degree appraisal in the SMEs which denotes the democratic and practical performance management in the small and medium organizations. It is also important that the existing appraisal process is bias or not. If it is bias than some employee will be more benefited and other will be discriminated. There about 93% respondents think that PA process is not biased in the organization ([Table 04 & 05](#)).

In the modern period, organization are emphasising on their employees activities and their communication regarding work skill and efficiency. it is necessary to improve communication between subordinates and senior management. The performance appraisal usually does this work in the organization. According to [Schraeder et al. \(2007\)](#), PA increases the communication between supervisor and subordinate, leader or manager and general employee. In this study, the statistics also provide that 96% of respondents believe PA enhance the communication in the organization. This communication occurred all the levels of employee from top to bottom. This communication is fruitful

because it always gives opportunity to employee to develop their working skills and experiences through the sharing knowledge and helping others at work place (Table 10).

The sharing knowledge and helping hand comes true when owner or manager, line manager or shift manager discuss and monitor one to one employee's weaknesses of work. If it is happened in the organization, it really become great force to way of employee development in the all level. It is noted that the main purpose of PA is to improve performance of employee and organizations {See literature review part about approved by the study of Youngcourt et al. (2007)}. They found out that the purpose of performance appraisal is to increase managerial understanding which leads to develop the individual potentiality and HRD. According to primary data of this study (Table 09), 92% of the respondents believe that their management discusses and monitor about their weakness area of work. Conversely, only 8% of respondents think that employees are not getting the opportunity to discuss their weakness points of work to the upper management. The collected data represented that One stop shop and Indian restaurant's employees are getting this opportunity to develop their employees.

When employees have good communication, discussion one to one monitoring, employees need positive feedback about their work, their performance. The positive feedback is crucial for employees development through psychology, better performance and motivation of work. According to (Brown and Heywood, 2005) in their workforce characteristics part of PA, the feedback is import for employee and organizational success. It enhances the greater productivity of employee in the organization. The study also proves that in the SMEs management are aware of this matter. The 100% of respondents in the SMEs are getting positive feedback from the manager or line manager or shift manager (Table 08).

PA is the base for employee training and development (Brown & Heywood, 2005; Schraeder et al. 2007) The research study also proves that PA process is such kind of focal tools which directs the management to train and develop their employees to increase the ability of work efficiency, knowledge and skills of work and enrich experience. In the competitive market, organizations are running their businesses with an extensive competition where management are always looking for cost reduction the best way is to give employees training and development. Thus, PA is leading a great role to diagnose and select among employees who are getting or who is suitable for what kind of training, coaching and development. The study exposed that the 92% of respondents in the SMEs believe PA is the base for training and development of employee (Table 06). It is also creating an environment for learning, achieving knowledge and skills to employee. Besides that employees are getting training inside and outside of the organization. The data represented that about 89% and 56% of respondents believe that employees are getting training from inside and outside of the organization, respectively (Tables 12, 13 & 14).

PA is the way to develop employee's carrier and relevant knowledge and skills. The PA instigates to or motivate to employee development in the organization (Nurse, 2005) The study also proved that PA is the way to develop employee in the SMEs. The employees are getting training from inside the work place and outside of the work place as well. Near about 90% of respondents think that PA is the way to train up from inside the work place and 56% respondents believe employee also get the chance outside of the work place to train themselves (Table 12 & 13).

So it can be easily seen that performance appraisal process making a great role to develop its employees in the organization. It is creating an environment in the organization where employees are learning about their necessary role and develop their career (Table 14). Creating learning environment in the organization for the purpose of develop employee by training, it goes with the view of Kuvaas and Dysvik (2009).

V. Conclusion

Hence, it is clearly found that in this research, the role of performance appraisal is to lead employee development and their performance in the organization as the need and demand of organizational goal attainment. PA is such kind of fact and crucial issues, an organization like SMEs cannot ignore it. It is a process which is the big tool for assessing the individual employee and their performance. If it is

conduct appropriately, it gives highest potentiality of employees' performance in the one stop shop and Indian restaurant. By this process management can take the decision about their employee, how they will manage them. Many of the small and medium enterprises conducts weekly review of employees' performance and management take the action accordingly with this process to develop their employee. I believe with my research data, This is the trend of all SMEs in the UK and other part of the world.

Acknowledgement

The author is acknowledged to all of line manager and manager of 'one stop' shop and 'Indian restaurant' at Windsor and Berkshire area in UK for their assistance. Besides them thanks to University of Wales: trinity Saint David for funding of this research work.

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HOW TO CITE THIS ARTICLE?

Crossref: <https://doi.org/10.18801/ijbmsr.070119.41>

MLA

Hussain and Wade. "Role of performance appraisal on employee development in the SMEs" International Journal of Business, Management and Social Research 07(01) (2019): 383-394.

APA

Hussain, S. and Wade, S. (2019). Role of performance appraisal on employee development in the SMEs. International Journal of Business, Management and Social Research, 07(01), 383-394.

Chicago

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