

Performance Appraisal and Performance Productivity of Contract-of-Service Employees

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Abstract. This comparative-correlational study assessed the relationship between performance appraisal and productivity among contract-of-service employees. It examined how employees agreed with various aspects of performance appraisal, such as the clarity of expectations, communication, fairness, and trust in supervisors. The study also measured performance productivity based on work effectiveness, professionalism, and task performance, as rated by employees and their supervisors. Data were collected from 302 employees and 121 supervisors using an online survey and selected through simple random sampling. The findings showed no significant differences between employee and supervisor ratings of productivity, with t-test results showing no meaningful gaps in task performance ($p=0.110$), professionalism ($p=0.720$), and work effectiveness ($p=0.134$). However, a strong positive correlation was found between how employees viewed the performance appraisal process and their productivity levels ($p<0.001$). These results suggest that better communication, fairness, and trust during performance evaluations may improve work outcomes. The study recommends that organizations enhance their appraisal system by involving employees in setting expectations, training supervisors to be fair and consistent, and offering recognition, support, and professional growth opportunities to increase productivity.

Keywords: Performance appraisal; Employee productivity; Contract-of-service.

1.0 Introduction

Organizations aim to boost productivity in today's competitive environment to stay ahead. One meaningful way to support this goal is through effective performance appraisal systems. These systems help companies evaluate employee performance, recognize strengths, and identify areas for growth. When done well, performance appraisals can motivate employees and improve overall output. However, poor appraisal practices may lead to dissatisfaction, a lack of motivation, and lower productivity (Aguinis, 2013). Brown et al. (2010) define performance appraisal as a tool that can impact employee behavior and organizational outcomes. Their study of over 2,000 public sector employees showed that low-quality appraisals were linked to lower job satisfaction, reduced loyalty to the organization, and higher chances of employees leaving. These results highlight the importance of ensuring that appraisals are fair and meaningful. Alinas et al. (2023) explored the role of the Performance Management System (PMS) in government agencies in Cebu. While employees understood organizational goals, the study found a weak connection between PMS and productivity. This suggests that performance evaluations alone may not improve productivity unless supported by strong communication and organizational support.

Recent research supports and builds upon these earlier findings. Al-Jedaia and Mehrez (2020) examined performance appraisal in the governmental sector and found that motivation is a key mediator between appraisal quality and job performance. Their study emphasized that clear, actionable feedback and employee involvement in the appraisal process contribute significantly to performance improvements. Similarly, Akinwumi (2024) highlighted that effective appraisals—including well-defined goals and recognition mechanisms—positively impact staff productivity and institutional performance in academic institutions. In a government setting, Mayaka and Oluoch (2024) explored the performance appraisal mechanisms in public hospitals in Tanzania. They concluded that the success of appraisal systems depends not only on their technical design but also on supportive leadership, transparent communication, and a healthy work environment. These findings reinforce that performance evaluations are only effective when embedded within a broader organizational support and trust system.

While there has been research on performance management and productivity, most studies focus on permanent employees or private sector settings. Little research is done on the contracts of service workers in government research institutes. This gap is essential, as these workers play a key role but often face short-term employment and a lack of benefits. Their performance is still crucial to the success of the organization. This study focused on the contract-of-service employees at PhilRice in Nueva Ecija, Philippines. With over 800 such positions supporting core operations, understanding how appraisal practices affect their productivity is essential. The study compared self-assessments with supervisor evaluations to identify gaps in perception and examine the factors that influence productivity. These include communication, expectations, fairness, and trust in leadership. By investigating how appraisal systems impact the performance of contract-of-service workers, the study provides new insights into performance management in government settings. The findings can help improve evaluation practices, align employee efforts with organizational goals, and support better contract renewal and employee development decision-making.

2.0 Methodology

2.1 Research Design

This study adopted a comparative-correlational research design to explore the relationship between performance appraisal and the productivity of service employees at PhilRice's contract. The comparative aspect of the design allowed for the evaluation of differences between the perceptions of supervisors and contract service employees regarding performance productivity, while the correlational component examined the associations between the variables without manipulating them. This approach enabled the researcher to assess natural interactions between performance appraisal dimensions—clarity of expectations, communication, fairness, and supervisor trust—and performance productivity components, including task performance, professionalism, and job effectiveness. Bhandari (2023) outlined that combining comparative and correlational strategies was ideal for identifying patterns, differences, and associations in real-world settings without altering the environment, making it appropriate for this workplace-focused research.

2.2 Research Participants

The study was conducted at the Philippine Rice Research Institute (PhilRice) in Nueva Ecija, which operates under the Department of Agriculture. PhilRice serves as a national research center for rice and agricultural innovation, with its Nueva Ecija station being selected as the study locale due to its high concentration of contract-of-service employees. The total workforce included 851 contract-of-service employees and 154 supervisors. Using the Raosoft sample size calculator, a representative sample of 302 contract-of-service employees and 121 supervisors was selected, with parameters set at a 95% confidence level and a 5% margin of error. These participants were selected using simple random sampling, giving all eligible individuals an equal opportunity to be included. Contract-of-service employees were chosen based on their direct involvement in operational tasks, while supervisors were included to provide insights into employee productivity and performance assessments.

2.3 Research Instrument

The study utilized a structured online questionnaire developed through Google Forms. The instrument was composed of three parts. The first part collected demographic information from contract-of-service employees, including age, gender, and length of service at PhilRice. The second part measured perceptions of performance appraisal and was adapted from Brown et al. (2010), focusing on key dimensions such as communication, fairness,

clarity of expectations, and supervisor trust. A four-point Likert scale (ranging from "strongly disagree" to "strongly agree") was used to capture the intensity of respondents' agreement. The third part, adapted from Alinas et al. (2023), assessed productivity through task performance, professionalism, and job effectiveness indicators. This section employed a five-point Likert scale, ranging from "very poor" to "extremely high." The questionnaire was designed to allow for meaningful comparison between the perspectives of employees and supervisors and to ensure consistent and quantifiable responses across all items.

Before its implementation, the research instrument underwent a two-phase validation process to establish content validity and usability. In the first phase, expert validation was conducted by a panel of professionals with expertise in human resource management and research methodology. They evaluated the questionnaire for clarity, relevance, and alignment with the study's objectives. Their feedback guided revisions to improve the structure and phrasing of the items. In the second phase, a pilot test was administered to a sample of 30 contract-of-service employees who were not part of the actual study population. The pilot test aimed to assess the clarity of instructions, coherence of questions, and appropriateness of the Likert scales. Minor revisions were made based on the pilot results to enhance respondents' understanding and accuracy of responses.

2.4 Data Gathering Procedure

Before data collection, formal approval was secured from PhilRice to ensure the study complied with institutional protocols. Participants were informed of the study's objectives and assured that their participation was voluntary and confidential. Only individuals who met the inclusion criteria were invited to participate. The questionnaires were distributed online, which allowed for convenience and broader reach among respondents. Sufficient time was allocated for completing the survey, and follow-ups were made to ensure a high response rate. Once the responses were collected, the data were downloaded, cleaned, and organized for statistical analysis. This systematic process ensured the accuracy and integrity of the data collected.

2.5 Data Analysis

The data were analyzed using both descriptive and inferential statistical techniques. Frequency distribution and percentage were used to describe the demographic profiles of respondents. Mean values were calculated to evaluate the central tendencies in responses to performance appraisal and productivity items. A T-test was conducted to identify significant differences in the perceptions of productivity between employees and supervisors. Additionally, Pearson's Correlation Coefficient was used to determine the strength and direction of the relationship between performance appraisal and employee productivity. All analyses were conducted using a 95% confidence level and a 5% margin of error. The findings were presented in tabular form to enhance clarity and support interpretation.

2.6 Ethical Considerations

The study strictly adhered to the ethical standards outlined in the "Data Privacy Act of 2012." Informed consent was obtained from all participants, and their identities were anonymized using coded responses to ensure confidentiality. The researcher ensured transparency by fully disclosing the study's purpose, methods, and limitations. Ethical integrity was maintained by avoiding plagiarism, fabrication, or misrepresentation of data. The researcher was credited as the study's primary author, while the contributions of the thesis committee and support staff were acknowledged separately. The final manuscript was also screened using Turnitin software at Tarlac State University to ensure originality and uphold academic standards.

3.0 Results and Discussion

3.1 Profile of Respondents

Table 1 displays the distribution of responses across different age groups. The data showed that 71.9% of employees and 8.26% of supervisors were aged 30 years old and below, 21.5% of employees and 37.19% of supervisors fell within the 31-45 age bracket, 5.0% of employees and 51.24% of supervisors belonged to the 46-60 age range and 1.7% of employees and 3.31% of supervisors were above 60 years old. Table 2 displays the survey respondents' gender breakdown. Results revealed that 187 employees and 68 supervisors, constituting 61.9% and 56.20% of the total, identified as female, while 113 employees and 52 supervisors, comprising 37.4% and 42.97% of the total, identified as male. Among the responses, only two employees and one supervisor, accounting for 0.7% and 0.83%, respectively, expressed a preference to retain their sex. Table 3 displays the respondents' distribution in terms of years in service. The data showed that 73 employees (24.2%) and one supervisor (0.83%) had served

for one year and below, 106 employees (35.1%) and five supervisors (4.13%) fell within the range of one year and 1 month to 5 years, 81 employees (26.8%) and 76 supervisors (62.81%) had served between 5 years and 1 month to 10 years, 17 employees (5.6%) and 35 supervisors (28.92%) had a tenure of 10 years and 1 month to 15 years, and 25 employees (8.3%) and four supervisors (3.31%) had served 15 years and 1 month or more.

Table 1. *Frequencies of Age Group*

Age Group	Employees	Percentage	Supervisors	Percentage
30 years old and below	217	71.90	10	8.26
31-45 years old	65	21.50	45	37.19
46-60 years old	15	5.00	62	51.24
above 60 years old	5	1.70	4	3.31
Total	302	100.00	121	100.00

Table 2. *Frequencies of Sex Group*

Age Group	Employees	Percentage	Supervisors	Percentage
Female	187	61.90	68	56.20
Male	113	37.40	52	42.97
I prefer not to say	2	0.70	1	0.83
Total	302	100.00	121	100.00

Table 3. *Frequencies of Years in Service Group*

Age Group	Employees	Percentage	Supervisors	Percentage
1 year and below	73	24.20	1	0.83
1 year and 1 month to 5 years	106	35.10	5	4.13
5 years and 1 month to 10 years	81	26.80	76	62.81
10 years and 1 month to 15 years	17	5.60	35	28.92
15 years and 1 month and above	25	8.30	4	3.31
Total	302	100.00	121	100.00

3.2 Performance Appraisal

This study's performance appraisal framework discussed clear performance expectations, communication style, fairness of appraisal, and supervisor trust. Table 4 shows the responses of the contract of service employees concerning the clarity of performance expectations in their appraisal evaluation.

Table 4. *Performance Appraisal: Clarity of Performance Expectations*

No.	Indicators	Mean	Interpretation
1	The objectives and process of Performance Appraisal were described clearly to you.	3.25	Agree
2	Employees take part in the formulation of the Performance Appraisal.	3.18	Agree
3	Your supervisor sets targets more clearly.	3.46	Agree
4	When I took up my current position, I knew my performance would be periodically evaluated.	3.40	Agree
Composite Mean		3.32	Agree

The results reveal that the contract of service employees agreed that the objectives and process of performance appraisal were described clearly to them (3.25), reflecting employees' favorable perception of the performance appraisal and its effectiveness, aligned well with the institute's goal of optimizing human resources for efficient rice research and development. This was highlighted in a study by Park and Choi (2020). Furthermore, the contract of service employees also agreed that they would take part in formulating the performance appraisal (3.18). By valuing clear communication and involvement in the appraisal process, employees demonstrated a commitment to organizational objectives, echoing the institute's efforts to align individual performance with overall goals highlighted by Kim and Cho (2023). Additionally, the contract of service employees agreed that their supervisor would set targets more clearly (3.46). The emphasis on supervisors' role in setting performance targets resonated with the focus on enhancing workforce management strategies to achieve productivity and innovation in research, aligned with the findings of Vidè et al. (2022) and Vidya and Chandana (2023). Moreover, the contract of service employees agreed that they knew how their performance would be periodically evaluated when they took up their current positions (3.40). This underscored the importance of employees' understanding of how their performance would be assessed, as highlighted by Al-Saadi et al. (2023). With a composite mean score of 3.32, contract of service employees agreed that there was clarity of performance expectation on the performance appraisal of the institute, which gave importance to transparency, communication, supervisor support, and employee engagement in performance appraisal processes for achieving organizational goals.

Table 5 shows the contract of service employee responses regarding the level of communication in their performance evaluation.

Table 5. Performance Appraisal: Communications

No.	Indicators	Mean	Interpretation
1	Your supervisor communicates with you frequently about your performance.	3.31	Agree
2	The evaluation results are openly explained and discussed with the employee concerned.	3.21	Agree
3	When your performance has not met minimum standards, your supervisor discusses the reasons.	3.24	Agree
4	Can you express your feelings when your performance is evaluated?	3.17	Agree
5	Do you get feedback on your evaluation to enhance your performance?	3.20	Agree
Composite Mean		3.23	Agree

Based on the findings, the contract of service employees agreed that their supervisors communicated with them frequently about their performance (3.31), and the results of their evaluation were openly explained and discussed with them (3.21). This finding aligned well with the practices observed at the institute, where supervisors frequently engaged in discussions about performance and were transparent in explaining appraisal outcomes. Such practices fostered constructive dialogue and contributed to professional development, reflecting the performance management principles advocated by Imam et al. (2022). Moreover, the contract of service employees agreed that their supervisors discussed why their performance had not met minimum standards (3.24); this suggests that the institute had adopted a comprehensive approach to addressing employee performance, as evidenced by openly discussing performance shortcomings. This approach consistently created a feedback-rich environment, essential for continuous improvement, as Rathnakara and Arachchige (2020) and Guo et al. (2023) emphasized.

Furthermore, contract of service employees agreed that they had the opportunity to express their feelings when their performance was evaluated (3.17) and received feedback on their evaluation to enhance their performance (3.20). Employees' perception of having the opportunity to express their feelings during evaluations underscored the importance of fostering an environment that supported the exchange of ideas and enhancing employee satisfaction and engagement, which were critical for achieving organizational objectives. Additionally, providing feedback for performance improvement was highlighted as a key aspect of performance management within the institute. These findings emphasized the role of feedback mechanisms in promoting employee development, aligning with the insights of Abdullahi et al. (2021) and Straßhöfer (2024). With the composite mean score of 3.23, effective communication and feedback mechanisms played a crucial role in managing the performance of contract service employees. The emphasis on transparent communication between supervisors and employees was particularly significant, aligning with the insights of Lyu et al. (2023).

Employees have a favorable opinion of how fair the appraisal process is, as Table 6 demonstrates.

Table 6. Performance Appraisal: Fairness

No.	Indicators	Mean	Interpretation
1	The performance appraisal recognizes employee achievement and performance objectively.	3.26	Agree
2	The performance appraisal is fair and objective.	3.21	Agree
3	Appraisers treat you fairly during the performance appraisal process.	3.25	Agree
4	My last performance appraisal was fair.	3.33	Agree
Composite Mean		3.26	Agree

The research findings indicated that the contract of service employees agreed that the performance appraisal recognized their achievements and performance objectively (3.26). A positive perception among contract service employees regarding the fairness and effectiveness of the performance appraisal system at the institute aligned with the works of Lyu et al. (2023), which emphasized the importance of fair evaluation processes in promoting employee motivation and job performance. Additionally, the contract of service employees agreed that the performance appraisal was fair and objective (3.21). The perception of unbiased and fair appraisal procedures echoed the institute's emphasis on fairness and transparency, highlighted by Lyu et al. (2023). Furthermore, the contract of service employees agreed that their appraisers would treat them fairly during the performance appraisal process (3.25). Employees' perceptions of fair treatment by their supervisors during the performance review process reflected the importance of respectful and equitable treatment. Consistent with the findings of Shah et al. (2024). Moreover, the contract of service employees agreed that their last performance appraisal was fair (3.33). The consistent perception of fairness and satisfaction with recent evaluations underscored the

significance of fair and transparent evaluation processes in enhancing employee engagement, as Rufino (2022) and Botha (2024) noted. The composite mean score of 3.26 suggested that perceptions of fairness significantly affected employees' appraisal experiences and their reactions and behaviors.

Table 7 presents the employees' perception of their trust in their supervisors.

Table 7. Performance Appraisal: Trust in Supervisor

No.	Indicators	Mean	Interpretation
1	I have confidence and trust in my supervisor regarding his/her general fairness.	3.45	Agree
2	All the information obtained from the performance appraisal is confidential.	3.43	Agree
3	Do you feel your supervisor is competent to evaluate your job?	3.53	Strongly Agree
Composite Mean		3.47	Agree

The findings highlighted that the employees agreed they had confidence and trust in their supervisors regarding their general fairness (3.45). The positive rapport between supervisors and staff underscored the significance of interpersonal relationships in fostering a conducive work environment. This aligned with studies by Ryu and Hong (2019) and Lyu et al. (2023), emphasizing the connection between fairness in performance evaluation, employee motivation, and job performance. Furthermore, the employees agreed that all the information obtained from the performance appraisal was confidential (3.43). As indicated by employees' agreement, the emphasis on confidentiality in the performance appraisal process resonated with the importance of trust and transparency within the institute, highlighted by Sumayya and Raziq (2019) and Vidya and Chandana (2023).

Maintaining confidentiality contributed to employees' comfort and openness during performance evaluations, enhancing the effectiveness of performance management practices. Moreover, the contract of service employees agreed that they felt that their supervisors were competent to evaluate their job (3.53). The high level of trust in supervisors' ability to assess work output suggested that employees perceived their supervisors as capable of providing fair and accurate assessments. As unveiled by McClendon et al. (2020) and Shah et al. (2024), how the performance appraisal system was executed significantly influenced employees' intention to improve, and how supervisors implemented the appraisal process could yield tangible benefits and foster a culture of continuous improvement. The composite mean score of 3.47 suggested that employees' confidence in their supervisors' ability to evaluate their job performance positively influenced their perceptions of the appraisal process.

3.3 Performance Productivity

Work Effectiveness

Table 8 shows employees' productivity levels as assessed by both them and their supervisors, which focuses on the employees' work effectiveness.

Table 8. Performance Productivity: Work Effectiveness

No.	Indicators	Employees		Supervisors	
		Mean	Interpretation	Mean	Interpretation
1	Skill and proficiency in conducting assignments.	4.35	Highly Productive	3.53	Highly Productive
2	Possesses skills and knowledge to perform the job competently.	4.40	Highly Productive	4.20	Highly Productive
3	Skill at planning, organizing, and prioritizing workload.	4.11	Highly Productive	4.26	Highly Productive
4	Holds self-accountable for assigned responsibilities; sees tasks through to completion promptly.	4.17	Highly Productive	4.24	Highly Productive
5	Proficiency at improving work methods and procedures as a means toward greater efficiency.	4.18	Highly Productive	4.38	Highly Productive
6	Communicates effectively with supervisor, peers, and customers.	4.26	Highly Productive	4.27	Highly Productive
Composite Mean		4.24	Highly Productive	4.15	Highly Productive

The employees were perceived to display a high productivity level, as evidenced by evaluations from both employees (4.53) and supervisors (3.53), indicating a strong skill set and efficiency in task execution, as emphasized by Alinas (2023) and Rufino (2022). Similarly, it underlines that performance appraisal and a conducive work environment directly influence employee performance in healthcare institutions, as Ebenezer et al. (2022) discussed. Contract of service employees often completed their tasks within or ahead of deadlines, such as preparing reports, processing paperwork, and organizing data. Both employees and supervisors tended to rate the output highly, suggesting they handled their duties efficiently to support the institute's operations.

While supervisors perceived productivity slightly lower than employees, assessments from both parties (employees: 4.40, supervisors: 4.20) suggested employees possessed high proficiency and capability in task execution, along with a solid grasp of necessary skills and knowledge. This observation aligns with the findings of Ebegetale et al. (2023), who reported that performance appraisal feedback significantly affects employees' work performance and motivation. Additionally, Chahar (2020) found that performance appraisal systems directly impact employee job performance, moderated by the employee's motivation. Contract of service employees demonstrated their proficiency when assigned to organize a large-scale event by coordinating logistics, managing schedules, and ensuring all necessary materials were prepared. Supervisors typically recognized their ability to handle complex tasks competently, contributing to the success of important projects.

Moreover, employees excelled in effectively planning, organizing, prioritizing tasks, and managing workloads efficiently, with consistent assessments across self-evaluations (4.11) and supervisor evaluations (4.26). This emphasized the significance of practical task management skills, as Rathnakara and Arachchige (2020) discussed. Contracted service employees often manage their tasks using project management software to create schedules, prioritize assignments, and track progress. This allowed them to juggle multiple responsibilities, such as responding to emails, scheduling meetings, and updating databases, without compromising quality or timeliness.

Additionally, employees (4.17) and supervisors (4.24) perceived a high degree of self-accountability among employees, reflecting ownership of responsibilities and commitment to timely task completion. Selvarajan et al. (2018) and Ali et al. (2019) discussed this emphasis on employee commitment and ownership of responsibilities. This could be viewed when contract service employees took the initiative to resolve issues without constant supervision, such as troubleshooting technical problems and addressing record discrepancies. Their sense of responsibility ensured that operations ran smoothly, even in challenging situations.

Also, as evaluated by supervisors (4.38) and employees (4.18), workers had a great capacity to drive efficiency through these improvements and a high degree of expertise in recognizing and executing work methods and procedure modifications to increase efficiency, as highlighted by Chukwuma (2019). Contracted service employees often proactively identified inefficiencies in procedures and proposed solutions to streamline workflows. For instance, they might have suggested implementing digital document management systems to reduce paper waste and improve document retrieval processes, potentially leading to time and cost savings for the institute.

Lastly, evaluations from both employees (4.26) and supervisors (4.27) indicated a high level of effectiveness in communication with supervisors, peers, and customers, suggesting employees excelled in conveying information and ideas clearly and efficiently, fostering positive interactions within and outside the institute, as discussed by Lyu et al. (2023). In office meetings, contract service employees communicated ideas and updates clearly and concisely, ensuring everyone was informed and aligned on tasks and objectives. They also usually maintained open lines of communication with colleagues and external stakeholders, promptly addressing inquiries and helping as needed to facilitate collaboration and smooth office operations.

Considering the composite mean score from both employees (4.24) and supervisors (4.15), A high degree of satisfaction and efficiency was indicated by the perception of productivity and job effectiveness as favorable performance assessments by both employees (4.24) and supervisors (4.15) at PhilRice. The employees' perspective suggested substantial personal accomplishment and task engagement. This indicated that employees felt they had contributed meaningfully to their roles and effectively achieved their objectives. On the other hand, a slightly lower rating from supervisors stated a level of agreement and recognition of the employee's performance. Supervisors typically had a broader perspective, encompassing not only individual contributions but also team dynamics, task outcomes, and the overall goals of the institute. Therefore, their assessment suggested that employees met expectations individually, and their collective efforts contributed significantly to the success. The slight variance between the ratings of employees and supervisors indicated a general alignment in perceptions regarding productivity and work effectiveness.

Professionalism

Table 9 shows the productivity levels of PhilRice employees as assessed by the employees and their supervisors,

who focus on the employees' professionalism. The productivity and professionalism of PhilRice employees are notably high, as indicated by the assessments from the employees and their supervisors across all statements.

Table 9. *Performance Productivity: Professionalism*

No.	Indicators	Employees		Supervisors	
		Mean	Interpretation	Mean	Interpretation
1	Behaves consistently with the institute's mission, vision, and values.	4.44	Highly Productive	4.28	Highly Productive
2	Has an attitude of helpfulness toward co-workers.	4.42	Highly Productive	4.38	Highly Productive
3	Compliance with company policies and procedures.	4.47	Highly Productive	4.48	Highly Productive
4	Represents the company positively when interacting with customers.	4.50	Highly Productive	4.40	Highly Productive
5	Follow through with tasks and responsibilities in an appropriate and timely manner.	4.27	Highly Productive	4.49	Highly Productive
6	Demonstrates respect for the work and ideas of others.	4.45	Highly Productive	4.37	Highly Productive
	Composite Mean	4.43	Highly Productive	4.40	Highly Productive

Employees perceived themselves (4.44) and supervisors (4.28) as strongly aligned with the institute's mission, vision, and values, which suggested a dedication to embodying PhilRice's values in all aspects of their work. This aligned with the emphasis on organizational mission and values discussed by Alinas (2023) and Rufino (2022). They highlighted the significance of job satisfaction and organizational values in driving employee performance and engagement. Employees integrated PhilRice's mission, vision, and values into their tasks. They actively participated in research projects to improve rice production methods, aligning their work with the institute's goal of enhancing agricultural productivity.

Also, they were viewed as commendable, especially concerning their attitude of helpfulness towards co-workers. Both self-assessment (4.42) and supervisor evaluations (4.38) indicated a consistently high level of supportiveness and collaboration within their offices, suggesting that they prioritized their tasks and responsibilities and actively sought opportunities to assist their colleagues. This mirrored the importance of supportive work environments and positive supervisor-worker relationships emphasized by Chih et al. (2017) and Laude et al. (2018). This stressed the role of supervisor-worker relationships in enhancing emotional well-being, job embeddedness, and performance. Employees demonstrated their helpful attitude by assisting colleagues in completing projects or resolving issues. When a team member encountered challenges in data analysis for a research report, others readily offered guidance and support, ensuring the project's timely completion.

In addition, employees were perceived as exceptional in their compliance with PhilRice's policies and procedures. Both self-assessment (4.47) and supervisor evaluations (4.48) highlighted remarkable adherence to the institute's guidelines and regulations, suggesting that employees demonstrated a strong commitment to upholding standards and protocols established by the institute. This reflected the importance of adherence to organizational protocols discussed by Elazegui et al. (2022) and Cabrera and Estacio (2022). They highlighted how attitude, including policy adherence, influenced employee performance and organizational effectiveness. Employees adhered to PhilRice's policies and procedures in their daily tasks. They consistently followed data management protocols when handling research findings or complied with safety regulations when operating laboratory equipment.

Furthermore, employees were perceived as exceptional representatives of PhilRice when interacting with customers. Self-assessment (4.50) and supervisor evaluations (4.40) indicated a consistently high level of positive representation and customer engagement, suggesting that employees exceeded expectations in their interactions with customers. This echoed the emphasis on customer-oriented perspectives discussed by Rufino (2022), underscoring the importance of job satisfaction and practical performance evaluation in fostering positive customer interactions. Employees who engaged with stakeholders or customers upheld PhilRice's reputation by providing excellent service and support. During outreach events or field visits, employees effectively communicated research findings to farmers or policymakers, demonstrating a deep understanding of their needs and concerns.

Their commitment to completing duties and obligations suitably and punctually was also perceived. While the self-assessment (4.27) indicated a strong performance, the supervisor evaluations (4.49) reflected an even higher

level of proficiency and consistency. This aligned with the focus on job commitment and motivation highlighted by Cabrera and Estacio (2022) and Elazegui et al. (2022). They emphasized the positive impact of employee attitude and commitment on organizational performance. Employees exhibited a strong sense of responsibility by consistently meeting deadlines and delivering high-quality work. They diligently prepared reports or presentations, ensuring accuracy and relevance to the institute's objectives.

Lastly, staff members constantly respected other people's ideas and craftsmanship. With self-assessment (4.45) and supervisor evaluations (4.37), these employees showed commendable regard for their colleagues' contributions and perspectives. This suggested that employees valued collaboration and recognized the importance of an inclusive and supportive work environment at PhilRice. This corresponded to the extent of collaboration and teamwork discussed by Laude et al. (2018), which emphasized the role of positive workplace relationships in enhancing employee engagement and performance. Employees value diversity of thought and recognize the contributions of their colleagues in tasks. During brainstorming sessions or project meetings, they actively listened to different perspectives and offered constructive feedback, fostering innovation and creativity.

Productivity, along with the professionalism of employees, was viewed to be a high level of performance and conduct within the institute, as assessed by both employees (4.43) and supervisors (4.40). The employees' perspective suggested a strong sense of dedication, competence, and adherence to professional standards within their roles. Employees excelled in their assigned tasks and conducted themselves professionally towards their colleagues, clients, and the institute. A slightly lower mean from supervisors underscored a consistent acknowledgment and affirmation of the employees' productivity and professionalism. Supervisors, with their broader oversight and responsibility, recognized the significant contributions made by employees in terms of output and maintaining a high level of professionalism in their interactions and conduct. This suggested that employees were meeting and exceeding expectations, demonstrating a commitment to excellence and professionalism that was reflected positively in the institute. The minimal difference between the mean of employees and supervisors indicated a high degree of alignment in perceptions regarding productivity and professionalism, suggesting a harmonious and cohesive work environment where expectations were communicated, understood, and met.

Task Performance

Table 10 shows the perception of employees' productivity levels, which focuses on task performance.

Table 10. Performance Productivity: Task Performance

No.	Indicators	Employees		Supervisors	
		Mean	Interpretation	Mean	Interpretation
1	Managed to plan work and submit it on time.	4.21	Highly Productive	4.48	Highly Productive
2	Able to conduct work efficiently.	4.26	Highly Productive	4.31	Highly Productive
3	Keeping skills up to date.	4.16	Highly Productive	4.37	Highly Productive
4	Continually sought new challenges in work.	4.07	Highly Productive	4.28	Highly Productive
5	Actively participated in meetings and/or consultations.	4.31	Highly Productive	4.26	Highly Productive
6	I always kept in mind the work result I needed to achieve.	4.36	Highly Productive	4.33	Highly Productive
	Composite Mean	4.23	Highly Productive	4.34	Highly Productive

The employees' productivity, related to planning work and meeting deadlines as assessed by themselves (4.21) and supervisors (4.48), was notably high, implying a high competency level in planning and submitting work on time. This suggested that these employees were proficient in managing tasks within the given period. While they may have occasionally encountered minor delays, they consistently met deadlines and fulfilled their responsibilities, aligning with Rufino's (2022) and Terefe et al. (2023) discussions. Contract of service employees at PhilRice demonstrated high competency in planning work and meeting deadlines through various methods. They efficiently organized their tasks using project management tools or established daily to-do lists to prioritize tasks. Employees consistently completed reports before schedule, potentially using time-blocking techniques to ensure focused work periods.

Additionally, regarding efficient work conduct, both self-assessment (4.26) and supervisor assessment (4.31) indicated high productivity. This suggested high efficiency in conducting work among employees, indicating they were skilled at managing their tasks effectively, utilizing resources efficiently, and completing assignments promptly. However, there may still have been occasional room for improvement, as discussed by Ambrož (2021)

and Rufino (2022). Employees may have exhibited high efficiency in completing tasks by utilizing available resources effectively. They could have adopted streamlined processes for routine tasks, potentially leveraging automation tools or templates to save time. An example could have been an employee efficiently managing their workload by setting specific time limits for tasks and minimizing distractions during work periods.

Moreover, assessments by employees (4.16) and supervisors (4.37) on keeping skills up to date indicated their dedication to maintaining and enhancing their professional competencies, suggesting that they generally exhibited commendable effort in keeping their skills up to date and were proactive in seeking out opportunities for learning and development. However, there was room for improvement, as discussed by Panda et al. (2018) and Dixit and Sharma (2019). Contract of service employees might have shown dedication to professional development by seeking out opportunities to enhance their skills relevant to their tasks. This could have involved attending training sessions, participating in online courses, or seeking mentorship opportunities. Employees could have voluntarily attended workshops on new software applications to improve their efficiency in data analysis tasks, potentially leading to more accurate and timely reports.

Also, evaluations of employees' propensity to continuously seek out new challenges at work (4.07) and supervisors' (4.28) observations highlighted their proactive nature and adaptability, indicating that they made a commendable effort to look for new challenges within PhilRice and were prepared to venture outside of their comfort zones and take on tasks that challenged them, as discussed by Selvarajan et al. (2018) and Lyu et al. (2023). Employees may have actively sought new challenges within their tasks to foster personal and professional growth. This could have involved volunteering for projects outside their usual scope of work or proposing innovative solutions to existing problems. Employees could have volunteered to lead a cross-functional team for a new project, expanding their leadership skills and contributing to the organization's success.

Moreover, assessments from employees (4.31) and supervisors (4.26) regarding employees' active participation in meetings and consultations provided insight into their engagement and collaborative abilities within PhilRice, suggesting that employees consistently demonstrated a high level of engagement and participation in conferences and consultations, actively contributing ideas, insights, and feedback during such sessions, as discussed by Vidya and Chandana (2023). Employees could actively engage in office meetings and consultations, contributing valuable insights and ideas to discussions. This might have involved preparing beforehand, asking questions, or offering suggestions for improvement. Employees could have actively participated in brainstorming sessions during team meetings, potentially proposing creative solutions to challenges and collaborating effectively with colleagues to implement them.

Evaluations by supervisors (4.33) and employees (4.36) concerning the ability of workers to consistently remember the work results they needed to attain revealed a strong emphasis on goal-oriented task performance and productivity, implying that workers continuously showed a high degree of awareness and dedication to reaching the intended work results, keeping a clear grasp of the goals and outcomes expected from their tasks, as noted by Ali et al. (2019) and Hajar et al. (2023). Employees might have emphasized purposeful task performance by setting clear objectives and regularly monitoring progress toward them. This could have involved establishing goals for tasks and adjusting strategies as needed. Employees could have regularly reviewed their progress towards achieving project milestones, adapting their approach to ensure alignment with organizational objectives and priorities.

Employees' efficiency and effectiveness in accomplishing their jobs were evaluated by employees (4.23) and supervisors (4.34), who assessed productivity and task performance. As seen from the employees' perspective, this demonstrated a high degree of confidence in their capacity to produce high-quality work and live up to expectations; it also implied that workers believed they were efficiently managing their workload, completing assignments on time, and generating results that were in line with goals. Conversely, the slightly higher mean from supervisors implied a more cautious assessment of employees' task performance. Supervisors may have considered factors beyond individual task completion, such as overall performance management, collaboration, and adherence to PhilRice's standards. While still positive, this suggested that supervisors may have identified areas where improvements or refinements could enhance the efficiency or quality of task execution. The variance between the assessment of employees and supervisors suggested a potential disparity in perceptions regarding productivity and task performance. This misalignment could have stemmed from differences in expectations,

communication gaps, or interpretations of what constituted practical task completion.

Overall Productivity

Table 11 shows the performance productivity indicators – work effectiveness, professionalism, and task performance - and the overall productivity means, focusing on the contract of service employees of PhilRice.

Table 11. Overall Performance Productivity

Variables	Employees		Supervisors	
	Mean	SD	Mean	SD
Work Effectiveness	4.24	0.590	4.15	0.599
Professionalism	4.43	0.588	4.40	0.676
Task Performance	4.23	0.620	4.34	0.657
Productivity (Overall)	4.30	0.569	4.30	0.614

Employees and supervisors expressed satisfaction and efficiency, evident from favorable performance assessments. Both assessments highlighted high productivity and job effectiveness, indicating a mutual sense of accomplishment and engagement with tasks. Employees felt their contributions were meaningful, while supervisors acknowledged individual and collective efforts, suggesting alignment in perceptions. Productivity and professionalism consistently emerged as top-tier performance indicators. Employees demonstrated dedication, competence, and adherence to professional standards, exceeding expectations in tasks and interactions. Supervisors affirmed these qualities, recognizing their impact on the institute's success. The minimal variance in ratings underscored a harmonious work environment and shared expectations. While there was a slight difference in efficiency and effectiveness assessments between employees and supervisors, both acknowledged the capacity for high-quality work and timely task completion. Supervisors could pinpoint areas for improvement, reflecting a cautious approach to evaluations stemming from differing views on practical task completion or communication gaps.

Alinas (2023) highlighted consistency in performance evaluation, with identical means reported by employees and supervisors. The overall productivity and all employee performance indicators, with similar means from employees and supervisors at 4.30, provided a compelling narrative about consistency and alignment within PhilRice. This shared rating signified unanimous agreement between employees and supervisors regarding the performance of employees, suggesting a harmonious understanding and evaluation of collective output, effectiveness, professionalism, and task execution capabilities. Unlike the challenges Brown et al. (2010) discussed regarding potential biases in performance evaluation, the findings suggested high consistency and agreement between employees and supervisors at PhilRice. With a mean of 4.30, the performance criterion was consistently high across various productivity metrics. From their point of view, it gave the impression that they had a great sense of achievement and that their contributions were valuable in helping them carry out their duties. This suggested that the workers were highly engaged and driven to do well in their positions and be productive. Similarly, supervisors underscored their confidence in the employees' ability to deliver results while upholding professional standards, recognizing and appreciating their team's efforts in meeting objectives and adhering to established procedures. The workforce at PhilRice was determined to be proficient in task execution and to exhibit professionalism in their conduct. This contributed to the organization's overall effectiveness and success. The uniform assessment across all evaluated indicators—productivity, work effectiveness, professionalism, and task performance—implied a comprehensive approach to performance evaluation within PhilRice. This equal distribution of resources also implied a robust corporate culture marked by openness, respect for one another, and unambiguous communication.

3.4 Comparison of Productivity Responses of Employees and Supervisors

Together with the job effectiveness, professionalism, and task performance of PhilRice employees, Table 12 displays the results of the t-test of difference focused on productivity, revealing no statistically significant difference. The findings revealed that there was no statistically significant difference in performance appraisal ratings between the contract of service employees and their supervisors, as indicated by the t-statistic values for task performance (-1.6006), professionalism (0.359), and work effectiveness (1.5018). Any observed difference resulted from random variation rather than a meaningful distinction. This suggests that differences did not influence variations in productivity among these employees in work effectiveness, professionalism, and task performance. Both employees and supervisors are closely aligned in their performance evaluation, indicating a

consensus on performance assessment, echoing findings from Elazegui et al. (2022) and Laude et al. (2018). Contrary to previous studies, such as Alinas (2023) and Postrado and Matildo (2023).

Table 12. Differences in Responses between Employees and Supervisors for Performance Productivity

Variables	t-value	df	P-value	Interpretation
Work Effectiveness	1.50	423	0.13	Not Significant
Professionalism	0.35	423	0.72	Not Significant
Task Performance	-1.60	423	0.11	Not Significant
Overall Performance Productivity	0.05	423	0.96	Not Significant

Note: $H_0: \mu_1 = \mu_2$

With p-values higher than the traditional significance level of 0.05 for task performance (0.110), professionalism (0.720), and job effectiveness (0.134), these results further supported this interpretation. In the context of PhilRice, where maximizing productivity and efficiency is crucial for achieving the institute's objectives, these findings hold significant value. They suggest that the current performance appraisal system effectively evaluates the performance of service employees' contracts, accurately assessing their contributions to rice research and development. Additionally, this disproves the hypothesis that contracts of service employees and supervisors respond to performance in significantly different ways in terms of productivity.

This indicated that differences do not significantly influence variations in employee productivity in work effectiveness, professionalism, and task performance between employees and supervisors. According to these findings, the ratings provided by employees and their supervisors do not differ significantly, suggesting little to no difference in their mean ratings.

3.5 Relationship between Appraisal and Productivity

Table 13 displays the results of Pearson's correlation between the performance appraisal of PhilRice's contract service personnel and productivity.

Table 13. Performance Appraisal and Performance Productivity: Correlation Matrix

Performance Appraisal		
Performance Productivity	Pearson's r	0.394
	p-value	< .001

Note: r is low but significant since $p < 0.001$

A predetermined margin of error and confidence level were applied to the correlation matrix between the contract of service employees and their productivity ratings. The analysis implied a high level of confidence in the findings and a 5% margin of error in the accuracy of the observed association, which was estimated to have a 95% confidence level and a 5% margin of error. When assessing the importance of the connection between performance productivity and performance appraisal, the p-value was essential. Indicator significance was reached when the p-value was less than 0.05, or a 95% confidence level. With a 95% confidence level, the study indicated that the observed link could not have resulted from chance.

Contract of service employees' productivity and performance were correlated, with a p-value of less than 0.05 supporting the hypothesis. Thus, given the statistical significance and the parameters selected for the analysis, it is possible to conclude that there was a substantial relationship between performance productivity and performance appraisal. These connections underscore the importance of performance appraisal in evaluating and potentially enhancing contract of service employees' productivity, as highlighted by Laude et al. (2018), Rufino (2022), and Elazegui et al. (2022).

Furthermore, as the correlation was significant and the parameters chosen for the analysis were appropriate, this implied that when the contract of service employees was more productive, their performance tended to be higher. This relationship could be reliably assessed through performance appraisals. This suggested that organizations could improve performance by increasing productivity among contract of service employees and using performance appraisals to measure and monitor their effectiveness.

PhilRice established clear and measurable performance metrics aligned with organizational goals and job responsibilities. These metrics included quantitative measures such as project completion rates, output quality,

client satisfaction scores, and deadline adherence. The institute designed an incentive structure tied directly to productivity and performance outcomes. Employees who consistently met or exceeded performance targets were eligible for monetary bonuses, additional paid time off, or recognition awards. Supervisors communicated performance expectations to employees and collaboratively set achievable, challenging productivity goals. Regular feedback sessions were scheduled to review progress, address obstacles, and guide employees on improving their productivity. PhilRice invested in targeted training and development programs to enhance the skills and competencies directly contributing to productivity. Employees received training on time management techniques, software proficiency, and effective communication strategies to help them work more efficiently. The institute established an open feedback culture where supervisors provided constructive feedback to employees on their productivity levels. Regular performance reviews were conducted to evaluate progress, celebrate successes, and identify areas for improvement. Employees were encouraged to share their insights and suggestions for enhancing productivity. PhilRice acknowledged and rewarded employees who demonstrated exceptional productivity and performance. This included publicly recognizing top performers during team meetings, featuring their achievements in internal newsletters or on the company intranet, and presenting them with tangible rewards as a token of appreciation. The institute continuously monitored the effectiveness of the incentive program and adjusted it as needed based on feedback and performance data. Regular performance evaluations and data analysis helped identify trends, areas for improvement, and opportunities to refine the incentive structure to better align with organizational objectives.

4.0 Conclusion

This study revealed a notable age and gender gap in PhilRice's workforce, with younger female employees, older female supervisors, and differences in tenure. The performance appraisal system was transparent, communicative, and supportive, contributing positively to employee morale. Contract of service employees consistently demonstrated high productivity, professionalism, and alignment with organizational values, supported by consistent evaluations between employees and supervisors. The findings underscore a strong connection between a well-implemented performance appraisal process and employee productivity, highlighting the value of clear communication, mutual trust, and structured feedback in enhancing workplace effectiveness.

5.0 Contribution of Authors

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7.0 Conflict of Interest

The author declares no conflicts of interest about the publication of this paper.

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