Factors affecting the flight attendant's performance appraisal in Vietnam Airlines flights

Phan Thanh Trung[1,#] and Vu Phuong Thao[2]

1 Faculty of Foundation, Vietnam Aviation Academy, Vietnam.
2 Department of Air Transport Economics, Vietnam Aviation Academy, Viet Nam
Corresponding Author / E-mail: trungpt@vaa.edu.vn

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The study was conducted to determine the factors affecting the flight attendant's performance appraisal on Vietnam Airlines flights. The Cronbach's alpha, Exploratory Factor Analysis (EFA) and multivariate linear regression analysis is used to analyze survey data of 253 the flight attendants. The research results show that there are 9 factors affecting the flight attendants' performance appraisal on Vietnam Airlines flights: (1) Implementation process, (2) Interpersonal relationships, (3) Rater accuracy, (4) Employee attitudes, (5) Employee training, (6) Linking performance appraisal to pay/reward, (7) Performance feedback, (8) Organizational Culture, (9) Job characteristics. In which, Implementation Process factor has the strongest impact on the performance appraisal of flight attendants. Based on this study's findings, some implications are presented in order to increase the flight attendant's performance appraisal for Vietnam Airlines Cabin crew.

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1. Introduction

Performance appraisal (PA) is the systematic evaluation of a specific function on the basis of indicators and clarify the issues that need to be improved and developed in the future of each employee (Armstrong, 2009; Stone 2010). PA has two important aspects; one is employee evaluation and the other is organizational development. Performance-based assessment represents a measurement of employee outcomes over a specific time period (Gergely & Kovacs 2009). PA is a systematic and formal assessment of employee performance (or group of people) in relation to comparison with established standards and an upon agreement with employees. it with workers. This is essentially a comparison of the job performance with the organization's objectives. "Performance Management: systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements" (Armstrong and Baron 1998).

Performance appraisal methods are now being increasingly adopted by legion concern corporations, including cabin crews. The success of an airline depends very much on the efforts of airline employees, including ground and air service staffs, in which the flight attendant has the highest responsibility for passengers and help them have a comfortable, satisfy and enjoyable flight. The performance efficiency, capacity and attitude of crew attendants are very important for passenger satisfaction. Those contribute to customer retention and have a strong influence on the airline's image and revenue. Therefore, maximizing flight attendant performance is the airline's top goal. Flight attendants are carefully selected and professionally trained in professional skills so that they can perform their jobs in the best way. The evaluation of flight attendants' performance is also carried out regularly and allows managers to identify aspects of their knowledge, skills, and attitudes. The PA results are the basis for promotion and reward review, as well as appropriate criticism and discipline policies. Therefore, PA is planned and implemented in a reasonably, clear and certain way, which will certainly create motivation and confidence for flight attendants to improve their performance (Baker & Dismukes 2002).

The topic of this survey is Vietnam Airlines. it is very important for the airline to build a team of professional flight attendants, mastering professional skills, work, passenger service skills, being friendly, hospitable, and ensuring both quantity and quality. Therefore, the management of human resources for flight attendants must be effective. The success of a flight, the highest level of passenger satisfaction, is an important factor to meet the airline's operational goals. The cabin crew's Human resource management also includes a full range of characteristics, processes, and methods such as human resource management of other professions and subjects. VNA flight attendant's performance appraisal is the systematic evaluation of the performance of cabin attendants and to understand the abilities of a person for further growth and development. The main objectives of PA is to maintain records in order to determine compensation packages, wage structure, salaries raise, etc. and to identify the strengths and weaknesses of employees to place right person on right job. It is said that performance appraisal is an investment for the company that can be justified by following advantages: promotion, compensation, employees development, selection validation, communication and motivation. In the present, VNA is applying 360 Degree Method for VNA flight attendant's performance appraisal. However, the flight attendant's performance appraisal is poor not only due to working environment factors but also due to lack of an effective PA system.

In general, number of studies has been made on the problems and current situation of PA. However, the research on the factors affecting the PA for the aviation industry in general or of flight attendants is still limited. As for the topics on factors affecting PA, they

often only apply system theory, or Porter's Five Forces Model to determine factors through analyzing organizational environments. Therefore, up to now, there has not been any research on the factors affecting the flight attendant's PA on Vietnam Airlines flights. Therefore, this study aims to build theoretical models and research hypotheses to explain the relationship between factors and PA and test the research model with flight attendants on Vietnam Airlines flights.

Research question

The purpose of the present study is to explore three research questions:

(1) What factors affect the PA of flight attendants on Vietnam Airlines flights?

(2) How much influence do these factors have on the PA of flight attendants on Vietnam Airlines flights?

(3) What are the managerial implications to improve the effectiveness of flight attendant's PA in the coming time; from it to improve the quality of human resource management, create the cohesion of employees for Vietnam Airlines?

In order to explore the above stated research questions, the study is structured as follows: In the following section, a comprehensive review of literature is performed to identify the factors affecting the flight attendant's PA on Vietnam Airlines flights; Section 3 describes the approach and methodology used; Section 4 presents the findings and the results; Section 5 then discusses the findings; Section 6 closes with a conclusion and recommendations.

2. Literature Review and Hypotheses

2.1 Literature Review

Human resources experts believe that the performance appraisal will contribute to the development of the organization as well as to the evaluation of the employee's performance and working attitude. Internal communication of evaluation results to employees contributes to improving employee performance and is a tool to motivate employees to work better. The development of plans to improve employee productivity, in addition to improving management tools and models, contributes to improving the efficiency of human resource management such as selection and recruitment, standardization work. equipment and direction as well as communicating the evaluation to all employees is very important (Lazenby 2008).

Based on the system approach, according to Do Vu Phuong Anh (2016), the factors affecting the performance appraisal are determined based on the elements constituting the business environment of enterprises. Thereby, these studies have identified the factors affecting the human resource assessment into groups of objective factors: Business environment and industry characteristics, Political - legal factors, Socio-cultural factors, Scientific - technical - technological factors, Competitors, Customers. Subjective factors include: Mission and goals of enterprises, Market development orientation of enterprises, The will of business leaders, Corporate culture, Personnel policy and remuneration based-on capacity, Employee's motivation, Employee involvement, Competency of raters and ratees. According to the author, this approach, although comprehensively assesses issues related to performance appraisal, is more suitable for assessing functional activities such as human resource management or performance of organizations rather than applying to one aspect of human resource management, which is the employee's performance appraisal. However, two factors: corporate culture and the capacity of rater and ratee are also used by the author to include in the research model.

According to Do Bich Ngoc (2019), the factors that ensure the effectiveness of the performance appraisal include: Performance appraisal objective, Performance criteria; Period of performance appraisal, Fairness of performance appraisal, Linking performance appraisal to compensation and reward, Rater accuracy, The performance feedback of the system.

According to Park (2017), the job characteristics of performance appraisal as a task of a supervisor can be designed to provide incentives for raters to evaluate their subordinates more accurately. Hackman and Oldham (1976) developed the Job Characteristics theory, the idea of intrinsic motivation by determining the psychological state that must be present for employees to be motivated. Operational employees perceived management of objectives as more effective for performance than others. Taken together, the present evidence suggests that the effectiveness of a management system may differ depending on job characteristics. The theory was originally intended to evaluate jobs and to see how they should affect employee motivation. Job characteristics management to the performance appraisal context to reveal new perspectives on improving PA effectiveness. Research shows that, job characteristics have a relationship with employee performance appraisal and work motivation. Although in the studies on job characteristics, it only mentioned its influence on performance management, but no studies mentioned the influence on PA. However, the authors used this factor to include in the research model.

Although the research object of most of the topics is the employee's PA, the authors believe that due to the specificity of job characteristics (shifts, tight procedures, working time, relationships, etc.) between raters and flight attendants in just one flight. Job characteristics will have a positive relationship with PA. According to Toong & Lee (2019), four factors: Rewards-rating linkages, Training, Management Process, and Organizational culture have a positive relationship with PA system.

The study by Ochoti et al (2012) aimed to determine the factors affecting PA system. The research results show 5 factors: Implementation process, Interpersonal relationships, Rater accuracy, Informational factors, and Employee attitudes have a positive relationship with PA system.

Research by Mansor et al. (2012) on organizational factors affecting PA system has shown 3 factors: Employee Involvement, Performance Oriented Culture, Management Commitment. In which, the element of Employee Participation has the same meaning as that of other studies that to ensure employees participate in the work of PA, it must focus on "employees training". The cultural factor that orients PA is also an additional component, similar to the element "Organizational culture" of the research model.

Through the research literature reviews, it was found that there are many factors affecting PA. The quantity and content of these factors depends on the time, context, research object and research objective of each author. On the basis of combining the theories of systematic approach, job characteristics and related studies on PA, considering Vietnam's cultural and social conditions along with the characteristics of research subjects, and through expert survey, the model of factors affecting the flight attendant's PA on Vietnam Airlines flights includes 9 factors: (1) Implementation process, (2) Elements of interpersonal relationships, (3) Relevant factors of the evaluator's accuracy, (4) Elements of feedback, (5) Staff training elements, (6) Employee attitude factors, (7) Factors related to the relationship between reward, remuneration and administrative performance, (8) Elements of

organizational culture, (9) and Factors on job characteristics.

2.2 Hypothesis

Implementation process

According to Kondrasuk et al. (2002), the process and format of evaluation have a significant influence on PA. The performance appraisal process is the activities to collect, analyze, process, and evaluate the information related to the employee performance. Usually, the PA's implementation process is when employees know themselves well, are aware of how they are doing, and employees learn about "management values" (Beer 1981). The implementation process is usually developed and implemented in four main steps: Planning, organizing, leading, and supervise/controlling the performance appraisal process. The content of hypothesis H1 is proposed as follows:

H1: Implementation process has a positive (+) impact on the PA of flight attendants on Vietnam airlines flights.

Interpersonal relationships

According to Borzaga and Tortia (2006), Greenberg (1993), Thurston & McNall (2010), Korsgaard & Robertson (1995), the relationship between employees has a significant influence on job satisfaction and employee's performance. The Research of Peterson et al. (2003) shows that the friendliness in management and the relationship between people and people at work are the factors determining work motivation and performance. In addition, according to the study of Edward et al. (2008), the support of upper management is closely related to employees' performance. However, these relationships over time cause many effects with different levels of support (Kanat-Maymon and Reizer 2017). Thus, interpersonal relationships are supposed to positively correlate with PA.

H2: Interpersonal relationships factor has a positive (+) impact on the effectiveness of the flight attendant PA on Vietnam airlines flights.

Rater accuracy

In order to develop an effective PA system, individuals participating as raters must undergo training (Goff & Longenecker 1990). They need to be trained on the PA appraisal process, employee motivation to ensure the accuracy of the evaluation process. The system should not be seen as a simple "quick fix" solution. Evaluators should view it in the broader context (Boice & Kleiner 1997). Hence, there is a positive relationship between Rater accuracy and PA.

H3: Rater accuracy has a positive (+) impact on the effectiveness of flight attendants' PA on Vietnam airlines flights.

Employee attitudes

There has been much debate among researchers on the topic of employee attitudes. According to Rynes et al. (2002), there are three knowledge gaps related to employee attitudes. Specifically: Causes of employee attitudes, results of positive or negative job satisfaction, how to measure the and influence employee attitudes. According to Boswell and Boudreau (2000); Cardy & Dobbins (1994); Murphy & Cleveland (1995), the perception of fairness in the evaluation system is an important aspect that contributes to the effectiveness of the evaluation process. Therefore, it is important to understand employee attitudes towards PA in organizations as they can determine its effectiveness (McDowall & Fletcher 2004). These research findings show that Employee attitude is supposed to be a critical variable in this research m model.

H4: The attitude of flight attendants has a positive (+) impact on the flight attendants' PA on Vietnam airlines flights.

Employee training

Employee awareness is very important when it comes to the process of PA (Rowland & Hall 2013; Longenecker & Goff 1992). Saleh Sinawi et al. (2015) using multiple regression analysis to examine the valid predictors of employees' service performance. The authors suggested that training and performance appraisal have a significant influence on improving employee performance. Employee training helps identify training gaps and improve employee performance. In addition, according to Dessler (2005), raters and ratees have a common goal for PA. If they are not fully aware of them, confusion and resistance will arise. This leads to the possibility of break the PA system. The content of hypothesis H5 is proposed as follows:

H5 Flight attendant training has a positive (+) impact on the effectiveness of flight attendants' performance appraisal on Vietnam airlines flights.

Linking performance appraisal to pay/reward

Mayer and Davis (1999) suggest that a PA system clarifies and increases the connection between performance and reward/ pay can enhance organizational beliefs. Moreover, the relationship between PA and reward/pay, personal development (promotion, rotation, bonus, learning opportunities, salary increase) has a positive relationship (Evans et al. 2011). This is the foundation of employee commitment and loyalty. Egalitarian evaluations that lead to equal rewards can leave competent employees feeling unfair and frustrated (Lawler 2003).

H6: Linking performance appraisal to pay/reward has a positive (+) impact on the flight attendants PA on Vietnam airlines flights.

Performance feedback

The study of DeNisi and Pritchard (2006) confirms that employee evaluation plays an important role for employees in organizations by providing feedback (including positive and negative information) to guide employees to two goals: orientation of employee learning and leading to improve outcomes in the future. Feedback is an important role of the informational elements of the PA system. According to Longenecker (2017), employees need to be re-informed about their performance and PA process in the organization. Feedback needs to be specific, timely, and should be based on predefined expectations from performance. Every employee has the right to know how they are progressing and performing their assigned tasks. The content of hypothesis H7 is proposed as follows:

H7: Feedback has a positive (+) impact on the flight attendants' PA on Vietnam airlines flights.

Organizational Culture

The studies of Meyer and Allen's (1997), Boyatzis (2008) mentioned organizational culture as an important factor in human

resource management in general, and its impact on PA in particular. Organizational culture will encourage employees to share values, beliefs, work motivation, etc. These factors can be seen as the direction for the development of standards and procedures for VA. The content of hypothesis H8 is proposed as follows:

H8: Organizational culture has a positive (+) impact on the effectiveness of flight attendants' performance appraisal on Vietnam airlines flights.

Job characteristics

Various studies conclude that there is a relationship between job characteristics and performance (Marshallecck 1996; Millette and Valerie 2005). According to Hackman and Oldham (1976), the authors identified three important psychological states as follows: Task Significance, the autonomy in performance, and the level of feedback. According to Park (2017) in the study on the influence of the rater's motivation on PA, job characteristics have a significant influence on the PA. The content of hypothesis H9 is proposed as follows:

H9: Job characteristics factor has a positive (+) impact on the flight attendants' PA on Vietnam Airlines flights.

From there, the author proposes a model to determine the factor affecting the VA of flight attendants on Vietnam Airlines flights as follows (Figure 1):

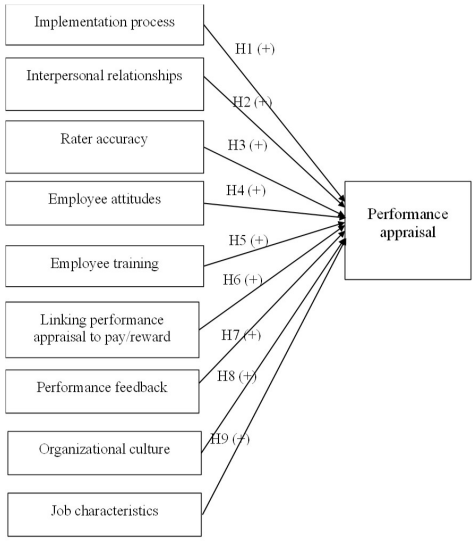

Fig. 1 Research model

3. Research Method

3.1 Research Design

The research uses the combination of qualitative and quantitative methodology with the Cronbach's alpha reliability analysis, Exploratory Factor Analysis (EFA) method through SPSS 20.0 data analysis software. The study was conducted in two steps: preliminary research and primary research. Preliminary research was conducted by qualitative research. Through qualitative method of interviews with experts, the research model is evaluated to standardize theoretical models, appear new factors and adjust/supplement the scale for clarity and relevance in research context. This study is carried by face-to-face interview with experts (Pursers, Flight attendant's' trainers, Human resource Managers).

In the quantitative research, to collect research data, we used a questionnaire developed in Vietnamese. The questionnaire was designed with questions such as 'personal information', 'performance' and the 'performance appraisal factors. The questionnaire (see Table 1) used to measure the factors in the proposed model was referenced from previous studies (Watuma, 2015; Toroitich, 2012; Ochoti et al., 2012; Mujeeb et al., 2011; Woinshet Taye, 2013). The time during which the survey was conducted was from 10/2018 to 1/2019. The observed variables are measured by the five-point Likert multivariate scales, with the convention: 1 = "strongly disagree", 2 = "disagree", 3 = "medium", 4 = "agree" and 5 = "strongly agree".

3.2 Sample and Data

The research sample was identified as flight attendants on flights of Vietnam Airlines. Convenient sampling methods was then applied to collect data. Research on sample size by Roger (2006) shows that practice studies have a minimum sample size of 150-200. However, in practice, the choice of sample size depends on the financial capacity and time that the research can have. In the author's study, there are a total of 39 measurement variables, i.e. the minimum number of sample elements is 195, the authors use a sample size of 250 for the study.

Data collection method: the questionnaire was sent directly to the flight attendants at the Vietnam Airlines flight attendants. From the 280 questionnaires that were distributed, 272 were returned (responses rate of 97%). Due to outliers and missing data, the total number of usable questionnaires was 253 resulting in a response rate of 93%.

Table 2 Description of sample characteristics

Age	18-28 years	109	43,6%
	29-40 years	114	45,6%
	41-50 years	26	10,4%
	51-55 years	1	0,4%
	> 55 years	0	0
Education background	High school	15	6%
	Vocational/college	98	39,2%
	Bachelor	133	53,2%
	Master	4	1,6%
Position	Purser	64	25,6%
	Business class (C)	86	34,4%
	Economy class (Y)	100	40%
Seniority	<1 year	38	15,2%
	1-5 years	84	33,6%
	5-10 years	79	31,6%
	>10 years	49	19,6%
Total sample: N = 253			

Statistical sampling included 153 females, accounting for 61.2%; 97 males accounted for 38.8%. The number of respondents aged 18-40 is the majority, 223 people make up 89.1%; Next is the group of people aged over 40 with 27 people, accounting for 10.8%. Most of them have college degrees 235 (94%). In terms of position, flight attendants are Purser, 64 people make up 25.6%; Next is C class flight attendants, 86

people make up 34.4%; flight attendants are Y class, 100 people make up 40%. The Seniority factor was also surveyed in all flight attendants from those with less than 1 year of service experience and those with 10 or more years of working experience.

3.3 Data Analysis

Research data was analyzed using multivariate analysis methods. The process of data analysis is conducted through 5 steps in quantitative research:

Step 1 - Data Processing: Data coding, data entry, data cleaning and general descriptive statistical analysis of the research object.

Step 2 - Evaluate reliability of the scale with Cronbach alpha: Using Cronbach's Alpha reliability coefficient to test the reliability of the scale, how closely the relationship between variables in a concept.

Step 3 - Evaluate the scale value by EFA analysis: Using EFA model to measure the influencing factors and identify the factors that are suitable for the factors affecting the PA. EFA is used to test the value of the scale, remove variables in the data set, and group variables that are closely correlated with each other into representative factors.

Step 4 - Analyze the correlation: The authors use the simple correlation coefficient r (Pearson Correlation Coefficient) to measure the linear relationship between the variables. The closer the value is to 1 or –1, the stronger the linear correlation.

Step 5 - Regression Analysis: Multivariable linear regression model is used to determine the factors affecting the flight attendants PA on Vietnam Airlines flights. Multivariable regression analysis tells us the degree of influence of each independent variable on the dependent variables (Hoang Trong and Chu Nguyen Mong Ngoc, 2008). In this step, the authors evaluate the fit of the regression model by using R2 (R-square). Besides, the assessment of the impact of the independent variables on the dependent variable: Determine the degree of influence of the factors affecting the independent variables looking at the regression coefficient. β (regression coefficient). The larger the factor β, the more influential that factor can be compared to other factors in the research model.

Table 1 Questionnaire

Factors	Variable name	Items	Reference
Implementation process (IP) Beer (1981); Kondrasuk et al. (2002); Ochoti et al. (2012); Watuma (2015)	IP1	The evaluation methods used are fair in measuring my performance.	Watuma (2015)
	IP2	Periodic performance rating has an impact on the performance of the flight attendants.	Watuma (2015)
	IP3	The frequency of the evaluation process should be increased.	Watuma (2015)
	IP4	There are guidelines provided which guide the appraisal process.	Watuma (2015)
	IP5	The evaluation methods used are designed with inputs from the flight attendants and their organization.	Watuma (2015)
	IP6	The flight attendants clearly understand the objectives of the performance appraisal process.	Recommended by the author
Interpersonal relationships (IR) Greenberg (1993); Korsgaard & Robertson (1995); Peterson et al. (2003);; Borzaga and Tortia (2006), Edward et al. (2008); Thurston & McNall (2010); Ochoti et al. (2012); Toroitich (2012); Kanat-Maymon and Reizer (2017)	IR1	The purser takes my performance throughout the evaluation period rather based on the relationship I have with him/her.	Toroitich (2012)
	IR2	The purser completes the performance appraisals reflecting his/she personal like or dislike towards me.	Toroitich (2012)
	IR3	Measuring employee's contribution to the job rather than employee's behavior/relationship will be more effective in the improvement of flight attendant's performance.	Toroitich (2012)
	IR4	The purser treats me with kindness and shows concern about my rights as well as being able to suppress personal biases during the performance evaluation process.	Toroitich (2012)
	IR5	The appraisal system exists in the organization is fair enough in terms of procedures, outcome received on the basis of performance and treatment of top management with the flight attendants.	Toroitich (2012)
Rater accuracy (RA) Goff & Longenecker (1990); Boice & Kleiner (1997); Ochoti et al. (2012); Do Vu Phuong Anh (2016)	RA1	My organization makes sure that I am assigned a rater who understands the requirements & difficulties of my work.	Ochoti et al. (2012)
	RA2	My rating is treated with dignity and without subjectivity which strives me to perform more.	Ochoti et al. (2012)
	RA3	I feel that the manager takes into consideration my performance throughout the rating rather than looking at the short term achievement or failure.	Ochoti et al. (2012)
	RA4	My last performance appraisal represented my past year's performance which strives me to perform more in future.	Ochoti et al. (2012)
	RA5	The Perceived fairness & accuracy of the performance appraisal rating have an overall effect on my performance.	Ochoti et al. (2012)
Employee attitudes (EA)	EA1	Flight attendants have a poor attitude towards implementation of performance appraisal	Watuma (2015)

Cardy & Dobbins (1994); Murphy & Cleveland (1995); Boswell & Boudreau (2000); Rynes et al. (2002); McDowall & Fletcher (2004); Ochoti et al. (2012); Watuma (2015)	EA2	Unwillingness of the flight attendants to accept positive criticism affects implementation of performance appraisal	Watuma (2015)
	EA3	The performance of the appraisal process results in a clear and unbiased appraisal.	Watuma (2015)
	EA4	Lack of trust in raters leads to distress, dissatisfaction and poor attitudes towards the appraisal process.	Watuma (2015)
	EA5	Perceptions of unfairness and inequality in the ratings leads to the failure of performance appraisal	Watuma (2015)
Employee training (ET) Evans (1991); Longenecker & Goff (1992); Dessler (2005); Mansor et al. (2012); Rowland & Hall (2013); Saleh AL-Sinawi et al. (2015); Toong & Lee (2018);	ET1	Flight attendants feel involved during the development of Performance management system	Mansor et al. (2012)
	ET2	Flight attendants are informed about development of during the development of Performance	Mansor et al. (2012)
	ET3	Flight attendants are made accountable to their own development	Mansor et al. (2012)
	ET4	There is sufficient training provided on during the development of Performance	Mansor et al. (2012)
Linking performance appraisal to pay/reward (PAPR) Evans (1991); Mayer and Davis (1999); Lawler (2003); Evans et al. (2011); Toroitich (2012); Toong & Lee (2018); Do Bich Ngoc (2020)	PAPR1	Highly Competent and excellent performing staff should be rewarded more than less competent and poorly performing flight attendants	Toroitich (2012)
	PAPR2	The current reward system encourages better performance	Toroitich (2012)
	PAPR3	flight attendants are satisfied by the newly reviewed reward systems.	Toroitich (2012)
Performance feedback (PF) Evans (1991); DeNisi and Pritchard (2006); Toroitich (2012); Harrington and Lee (2015); Longenecker (2017); Do Bich Ngoc (2020);	PF1	The performance feedback I receive helps me to improve my job performance and attain my goals	Toroitich (2012)
	PF2	The feedback I get helps me to gain an insight about my strengths and weaknesses	Toroitich (2012)
	PF3	The information provided by the raters during my performance feedback is accurate	Toroitich (2012)
	PF4	I am given opinions regarding my evaluation results	Recommended by the author
Organizational Culture (OC) Meyer and Allen (1997); Boyatzis (2008); Mujeeb et al. (2011); Mansor et al. (2012); Do Vu Phuong Anh (2016); Toong and Lee (2018);	OC2	Work motivation is primarily the result of people wanting to help others and maintain satisfying working relationships	Mujeeb et al. (2011)
	OC3	Flight attendants are expected to be good team workers, supportive, and co-operative, who get along well with others	Mujeeb et al. (2011)
	OC4	Assignments of tasks or jobs to individuals are based on the personal judgments, values and wishes of those in positions of power.	Mujeeb et al. (2011)
	OC5	Flight attendants always aim for safety culture	Recommended by the author
Job characteristics (JC) Hackman and Oldham (1976); Marshallecck (1996); Millette and Valerie (2005); Woinshet Taye (2013)	JC1	The job requires me to do many different things at work, using a number of different skills and talents.	Woinshet Taye (2013)
	JC2	The outcome of my work can significantly affect the work, lives, or well-being of other people.	Woinshet Taye (2013)
	JC3	The job gives me a chance to use my personal initiative and judgment in carrying out the work.	Woinshet Taye (2013)
Performance appraisal (PA)	PA1	The performance appraisal process is suitable for measuring my performance	Recommended by the author
	PA2	The performance appraisal helps me improve my job outcome	
	PA3	The performance appraisal system needs to be adjusted and supplemented	

4. Results

4.1 Cronbach's Alpha

The scale reliability of the constructs in the research model was assessed through Cronbach's alpha coefficient. According to Hoang Trong & Chu Hoang Mong Ngoc, (2008), the value of which was required to be greater than 0.6 and the item-total correlation greater than 0.3 (see Table 3).

The results of Cronbach's Alpha test showed 9 different variables that have more than 3 determinants, which are IP, EA, ET, PAPR, PF, IR, JC, RA, and OC. In the analysis of all variables, the test results showed that the observed 7/9 variables (IP, EA, ET, PAPR, PF, IR, JC) have a total correlation coefficient of (≥0.3). Cronbach's Alpha coefficient = ≥ 0.8, so the variables (IP1, IP2, IP3, IP4, IP5; EA1, EA2, EA3, EA4, EA5; ET1, ET2, ET3, ET4; PAPR1, PAPR2, PAPR3; PF1, PF2, PF3, PF4; IR1, IR2, IR3 and JC1, JC2, JC3) meet the requirements of reliability and are very good measuring scales representing the variable IP. For RA and OC variables, the test results demonstrated that the observed RA and OC variables had a total correlation coefficient of (≥0.3). Cronbach's Alpha coefficient = 0.894 ≥ 0.6, so the variables (RA1, RA2, RA3 and OC1, OC2, OC3) meet the reliability requirements and are good measurement scales representing these variables.

Table 3 Reliability test

No	Variables	Number of Determinants	Cronbach's Alpha
1	IP	5	0.941
2	EA	5	0.894
3	ET	4	0.86
4	PAPR	4	0.897
5	PF	4	0.832
6	IR	3	0.818
7	JC	3	0.847
8	RA	5	0.772
9	OC	5	0.785
10	PA	3	

In the results of the reliability test, the above scales have a high Cronbach Alpha coefficient (> 0.6), the item total correlation was greater than 0.3 (Table 3), so it was used for the next EFA.

4.2 Exploratory factor analysis

Exploratory factor analysis (EFA) was performed with the Principal Components method of factor extraction with Varimax rotation to detect the structure and evaluate the degree of convergence of observed variables according to the components. Bartlett's test in factor analysis showed that sig = 0.000. According to Hair et.al (1998), items having more than 0.5 factors loading are acceptable and below than 0.5 are inadequate. Factor analysis was conducted for the performance appraisal factors. The factor analysis revealed Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy indicated a KMO value of 0.818 and specified that the required satisfactory sample size was achieved as KMO is > 0.05, patterns of correlation are compact and distinct and reliable factors were deferred. Bartlett's test is found to be very significant ($p < 0.05$). Therefore, there is a relationship between the observed variables, showing that factor analysis was appropriate.

In the factor analysis process, KMO is approximately 0.818 (> 0.5) with statistical significance (sig = .000) and each Total Varian Explained was over 70.636% (> 50%) which proved the appropriateness of factor analysis. Eigenvalues of all factors are higher than 1 and factor 9 has Eigenvalues of 1,247 > 1 (See Table 4).

Table 4 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.818
Bartlett's Test of Sphericity	Approx. Chi-Square	6117.636
	df	741
	Sig.	0

The results of factor analysis showed that the variables were divided into 9 main groups. However, the new factor is different from the original hypothesis scale. Therefore, we renamed the scale. Thus, the IP Group included variables IP5, IP2, IP3, IP4, IP1, OC5, OC4. For accuracy, we need to check the reliability of the new IP group, then proceed to confirm the EFA results.

According to the hypothesis, the observed variables IP1, IP2, IP3, IP4, IP5 belong to the IP scale; Observed variables OC5, OC4 belong to the OC scale. However, in survey practice, the flight attendants believe that they must be on the same scale. So, 2 variables OC5, OC4 were removed to keep the IP scale. Similarly, observed variables PAPR1, PAPR2, PAPR3 belong to the PAPR scale; Observed variables RA4, RA5 belong to the RA scale. However, in survey practice, flight attendants believe that they must be on the same scale. So, 2 variables RA4, RA5 also were removed to keep the PAPR scale (See Table 5)

Table 5 Rotated Component Matrix

	Factor loading								
Items	1	2	3	4	5	6	7	8	9
IP5	.897								
IP2	.879								
IP3	.876								
IP4	.870								
IP1	.854								
OC5	.598								
OC4	.580								
EA5		.832							
EA2		.830							
EA4		.826							
EA1		.821							
EA3		.749							
ET3			.853						
ET4			.809						
ET1			.789						
ET2			.674						
PA-PR2				.880					
PA-PR1				.857					
PA-PR3				.796					
RA4				.717					

RA5				.710					
PF2					.862				
PF4					.815				
PF1					.771				
PF3					.729				
IR2						.807			
IR3						.750			
IR1						.659			
IR5						.590			
IR4						.542			
JC2							.865		
JC1							.832		
JC3							.821		
RA1								.753	
RA3								.700	
RA2								.650	
OC1									.842
OC2									.825
OC3									.757

Thus, 9 forming factors were identified as follows: IP includes 5 observed variables; EA consists of 5 observed variables; ET includes 4 observed variables; PAPR consists of 3 observed variables; PF includes 4 observed variables; IR includes 3 observed variables; Job characteristics JC include 3 observed variables; RA consists of 3 observed variables; OC consists of 3 observed variables. Therefore, the items in these constructs would be included in analysis in the next steps (See Table 6).

After the reliable measurement of the independent variables using Cronbach's Alpha test and EFA discovery factor analysis, it showed that the extracted factors were consistent with the number and names of variables of the proposed research model.

4.3 Correlation Analysis

The correlation matrix in Table 7 shows the Pearson (r) correlation coefficients between study variables and the significance level of each factor. The correlation coefficient between the independent variables IP, EA, ET, PAPR, PF, IR, JC, RA, OC with the dependent variable PA all have values less than 0.05. However, question whether multicollinearity occurs between pairs of independent variables, we need to perform regression analysis, check VIF coefficients to check for multicollinearity between independent variables.

Table 6 Remaining Variables

No	Variables	Determinants	Meaning
1	IP	IP5,IP2,IP3,IP4,IP1	Independent variable
2	EA	EA5,EA2,EA4,EA1,EA3	Independent variable
3	ET	ET3, ET4,ET1,ET2	Independent variable
4	PAPR	PAPR2,PAPR1,PAPR3	Independent variable
5	PF	PF2,PF4,PF1,PF3	Independent variable
6	IR	IR2,IR3,IR1	Independent variable
7	JC	JC2,JC1,JC3	Independent variable
8	RA	RA1,RA3,RA2	Independent variable
9	OC	OC1,OC2,OC3	Independent variable

4.4 Regression results

Based on the research results obtained in Table 8, Sig test t regression coefficients of the independent variables are all < 0.05, so these independent variables are significant to explain the dependent variable PA. No variables are excluded from the model. At the same time, the VIF coefficients of the independent variables are all < 2, so there is no multicollinearity phenomenon. The results show that all 9 assumptions of the regression model are not violated. Therefore, with this dataset we can build a regression model.

Independent variables were included in factor analysis, 38 observed variables were measured for 9 different factors. Then put these 9 factors to perform regression analysis. The results of all 9 factors test explained the dependent variable PA with 100% confidence. The 9 factors include: Process of execution (IP); Attitude of flight attendants (EA); Employee training; The relationship between reward, compensation and performance appraisal (PAPR); Review Feedback (PF); Interpersonal Relationships (IR); Job Characteristics (JC); Reviewer Accuracy (RA); Organizational culture (OC). The nine factors that have a positive impact on the PA in order of decreasing strength from strong to weak are as follows: IP(0.314) > OC(0.291) > PF(0.258) > PAPR(0.257) > EA(0.243) > ET(0.234) > RA (211) > IR(0.191) > JC(0.185F) (See Table 7).

Regression model: PA = 0.314IP + 0.244EA + 0.234ET + 0.257PAPR + 0.258PF + 0.191IR + 0.185JC + 0.211RA + 0

The results show that the scales are reliable Cronbach Alpha; The results of EFA factor analysis of variables OC4, OC5 and RA4, RA5, other variables included in the correlation and regression analysis, determined the influence coefficients of the independent variables, accepting all 9 hypotheses. With the analyzed research data, it is shown that, according to the flight attendants, these components have a linear relationship with the flight attendants PA on flights.

5. Discussion

The author has developed a theoretical model based on the factors affecting on PA. The research results support all 9 hypotheses show the role of Implementation process, Interpersonal relationships, Rater accuracy, Employee attitudes, Employee training, Linking performance appraisal to pay/reward, Performance feedback, Organizational Culture, Job characteristics in improving employee performance appraisal. The results of the analysis reveal positive relationships between these 9 factors and PA.

First, Implementation process - the factor has the strongest impact on the model. The results of the study support the findings of Beer (1981); Kondrasuk et al. (2002); Ochoti et al. (2012); Watuma (2015): Implementation process has a positive impact on the PA of flight attendants on Vietnam airlines flights. Implementation process will increase PA. Second, the results of this study confirm that Interpersonal relationships positively effects PA and demonstrates that Interpersonal

Table 7 Pearson Correlations

Correlations											
		PA	IP	EA	ET	PA PR	PF	IR	JC	RA	OC
PA	Pearson Correlation	1	.445**	.494**	.592**	.534**	.271**	.493**	.346**	.525**	.429**
	Sig. (2-tailed)		0	0	0	0	0	0	0	0	0
	N	250	250	250	250	250	250	250	250	250	250
IP	Pearson Correlation	.445**	1	.217**	-0.049	-.165**	.194**	0.055	-0.007	.171**	.126*
	Sig. (2-tailed)	0		0.001	0.444	0.009	0.002	0.39	0.917	0.007	0.047
	N	250	250	250	250	250	250	250	250	250	250
EA	Pearson Correlation	.494**	.217**	1	.137*	0.079	-0.042	.397**	.221**	0.071	0.034
	Sig. (2-tailed)	0	0.001		0.03	0.214	0.509	0	0	0.264	0.592
	N	250	250	250	250	250	250	250	250	250	250
ET	Pearson Correlation	.592**	-0.049	.137*	1	.519**	.147*	.221**	0.117	.304**	.137*
	Sig. (2-tailed)	0	0.444	0.03		0	0.02	0	0.065	0	0.03
	N	250	250	250	250	250	250	250	250	250	250
PAPR	Pearson Correlation	.534**	-.165**	0.079	.519**	1	0.023	.175**	0.092	.306**	.232**
	Sig. (2-tailed)	0	0.009	0.214	0		0.714	0.006	0.145	0	0
	N	250	250	250	250	250	250	250	250	250	250
PF	Pearson Correlation	.271**	.194**	-0.042	.147*	0.023	1	-0.014	-0.009	0.019	-.269**
	Sig. (2-tailed)	0	0.002	0.509	0.02	0.714		0.821	0.889	0.765	0
	N	250	250	250	250	250	250	250	250	250	250
IR	Pearson Correlation	.493**	0.055	.397**	.221**	.175**	-0.014	1	.384**	0.013	0.074
	Sig. (2-tailed)	0	0.39	0	0	0.006	0.821		0	0.844	0.245
	N	250	250	250	250	250	250	250	250	250	250
JC	Pearson Correlation	.346**	-0.007	.221**	0.117	0.092	-0.009	.384**	1	0.003	-0.045
	Sig. (2-tailed)	0	0.917	0	0.065	0.145	0.889	0		0.963	0.481
	N	250	250	250	250	250	250	250	250	250	250
RA	Pearson Correlation	.525**	.171**	0.071	.304**	.306**	0.019	0.013	0.003	1	.295**
	Sig. (2-tailed)	0	0.007	0.264	0	0	0.765	0.844	0.963		0
	N	250	250	250	250	250	250	250	250	250	250
OC	Pearson Correlation	.429**	.126*	0.034	.137*	.232**	-.269**	0.074	-0.045	.295**	1
	Sig. (2-tailed)	0	0.047	0.592	0.03	0	0	0.245	0.481	0	
	N	250	250	250	250	250	250	250	250	250	250

Table 8 Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound		Upper Bound	Tolerance	VIF
(Constant)	2.78E-15	0		0	1	0	0			
IP	0.111	0	0.314	144234165.5	0	0.111	0.111	0.791		1.265
EA	0.111	0	0.243	110796788.5	0	0.111	0.111	0.782		1.278
ET	0.111	0	0.234	98242498.65	0	0.111	0.111	0.664		1.507
PAPR	0.111	0	0.257	106694531.5	0	0.111	0.111	0.648		1.543
PF	0.111	0	0.258	120570767.6	0	0.111	0.111	0.818		1.222
IR	0.111	0	0.191	83646697.29	0	0.111	0.111	0.718		1.393
JC	0.111	0	0.185	87352619.9	0	0.111	0.111	0.838		1.193
RA	0.111	0	0.211	96588048.63	0	0.111	0.111	0.785		1.274
OC	0.111	0	0.291	131898765.7	0	0.111	0.111	0.772		1.295

relationships is an important issue that managers must address (Greenberg, 1993; Korsgaard & Robertson, 1995; Peterson et al., 2003; Borzaga & Tortia, 2006, Edward et al.,2008; Thurston & McNall, 2010; Ochoti et al., 2012; Toroitich, 2012; Kanat-Maymon & Reizer , 2017). Thirth, the positive linkages between Rater accuracy and PA were confirmed in this study, which is in line with the research of Goff & Longenecker (1990); Boice & Kleiner (1997); Ochoti et al. (2012); and Do Vu Phuong Anh (2016). Consequently, the more Rater accuracy, the more effectiveness of PA. Fourth, the results showed that employee attitude towards the evaluation process had positive effects on PA, which is in accordance with the studies of Cardy & Dobbins (1994); Murphy & Cleveland (1995); Boswell & Boudreau (2000); Rynes et al. (2002); McDowall & Fletcher (2004); Ochoti et al. (2012); and Watuma (2015). Fifth, the findings suggest that Employee training is positively associated with PA, which is in accordance with the work of Evans (1991); Longenecker & Goff (1992); Dessler (2005); Mansor et al. (2012); Rowland & Hall (2013); Saleh AL-Sinawi et al. (2015); and Toong & Lee (2018); Hence, the more training the flight attendants perceived when implementing performance evaluation, the more

effectiveness have towards PA. Sixth, the study shows that Linking performance appraisal to pay/reward has a positive impact on the PA of flight attendants on Vietnam airlines flights. The results support the findings of Evans (1991); Mayer & Davis (1999); Lawler (2003); Evans et al. (2011); Toroitich (2012); Toong & Lee (2018); Do Bich Ngoc (2020). Seventh, the findings suggest that Performance feedback is positively associated with PA, which is in accordance with the work of Evans (1991); DeNisi & Pritchard (2006); Toroitich (2012); Harrington and Lee (2015); Longenecker (2017); Do Bich Ngoc (2020). Communication between the rater and ratee is crucial as is understanding the employee attitudes towards the PA. Eighth, the positive linkages between Organizational Culture were confirmed in this study, which is in line with the research of Meyer & Allen (1997); Boyatzis (2008); Mujeeb et al. (2011); Mansor et al. (2012); Do Vu Phuong Anh (2016); Toong & Lee (2018). Finally, the positive linkages between Job characteristics and PA were confirmed in this study, which is in line with the theory of Job characteristics of Hackman and Oldham (1976); Marshallecck (1996); Millette & Valerie (2005); and Woinshet Taye (2013).

6. Conclusion and recommendation

6.1 Contributions

The PA theory has been interested by many researchers in the past. This study performs study on PA in the context of the airline's human resource management in Vietnam. Therefore, the results of the study contribute to PA theory in transitional economies. The research has made several contributions in understanding the factors that affect the PA of flight attendant on the Vietnam Airlines flights. The results have solved the research objectives: (1) Determining factors affecting the PA of flight attendants on Vietnam Airlines flights (2) Measuring the influence of factors having on the PA of flight attendants on Vietnam Airlines flights (3) Providing the managerial implications to help VNA improve the effectiveness of flight attendant's PA in the coming time.

The research has found evidence of the factors that affect the PA, which helps the managers and the leaders of the cabin crew of Vietnam Airlines to refer to, and to have more options in deciding on solutions to make investment decisions and issue policy decisions rationally implementing the flight attendant's performance appraisal on the flight.

6.2 Managerial implications

The research has practical implications for management levels of Vietnam Airlines as follows:

Implementation process: To ensure the effectiveness of PA, to limit errors in the evaluation process; Raters need to develop plans to check, review, edit and update the PA system, to avoid the situation where the sentiments, according to the majority, do not achieve the final purpose of the CG assessment.

Interpersonal relationships: Every individual is not separate from each other, but closely related to the performance of others in the operations chain. Therefore, the cohesion between the parts is very important, Vietnam Airlines Cabin Crew should consider issues such as: Encouraging flight attendants to freely exchange ideas between all of them; Enhancing the effectiveness of flight attendant Briefing before each flight; Organizing community activities to develop skills of group and team activities.

Rater accuracy: To contribute to the success of the evaluation process, Vietnam Airlines Cabin Crew need to focus on recruiting and training raters in the most appropriate and effective way. Raters need to improve their assessment skills through training. They need to be trained carefully to understand the PA, understand the processes, be familiar with the evaluation forms…

Employee attitudes: Vietnam Airlines Cabin Crew need to make decisions that motivate employees, help them understand the purpose of the PA, help them see that they are on the right path to their professional development, and when it is clear. direction. In addition, it is necessary to timely encourage and reward all flight attendants with good performance, pay attention to fostering them to strive for higher outcomes.

Employee training: The results of the PA help managers make personnel decisions, plan staff training and development, and help flight attendants plan the right development direction at work. For that reason, the objectives and content of the PA should be communicated clearly and in detail to flight attendants; as well as organize meetings, classes to disseminate and update on the in-flight assessment process for flight attendants, to avoid unnecessary errors and misunderstandings in the PA process.

Linking performance appraisal to pay/reward: Vietnam Airlines Cabin Crew also need to have more policies and regulations on how to calculate bonuses and salary allowances to Vietnam Airlines Cabin Crew in a timely manner to encourage them to successfully complete their jobs according to their titles, to help flight attendants understand how to calculate wages and salaries. wage disparities between job positions. This contributes to limiting discontent, conflicts of interest and negative emotions of flight attendants.

Performance feedback: Raters should communicate to ratees that feedback on the results of PA is a formal conversation to find the best solution to outstanding problems and set specific goals for the next stage to overcome the shortcomings as well as promote flight attendants' strengths.

Organizational Culture: Building a safety culture in the organization is very important for an airline. An atmosphere of trust in which people are encouraged, even rewarded, for providing essential safety-related information - but in which they are also clear about where the line must be drawn between acceptable and unacceptable behaviors.

Job characteristics: Flight Attendants with high job characteristics will lead to increased levels of work as well as to have difficulty in implementing PA process. Therefore, Vietnam Airlines Cabin Crew should complete the task description (Task Card) to ensure the diversity of skills and improve the delegation of authority and personal responsibilities of flight attendants in performing in-flight duties as assigned by Pursers.

6.3 Limitations and further research

Although there are many efforts, the research still has the following limitations and suggestions for future study: Firstly, the research is only conducted for Vietnam Airlines. Future researchers may empirically test this conceptual framework and propositions in different aviation organizational settings to study how human resource analytics impact performance appraisal systems. The second limitation is that, only targeting at one aviation career i.e., for flight attendants of one airline only, so the generalizability of the results is low as the sample size is taken very small. In the future, regarding the theoretical basis and research model, the author needs to refer to more empirical studies, the research models that have been implemented and the practical results related to the meaning when studying PA, especially in the aviation

industry. Finally, this study focuses on the PA of the Vietnam Airlines' Flight Attendants without taking into the other job positions. Further studies need to be conducted to investigate other factors affecting the effectiveness of human resource management system.

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