# Performance Appraisal: Tool For Administrative and Development Decisions

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#### Abstract

This study focused on reviewing the findings of previous studies to explore the administrative and development uses of performance appraisal. The study applied descriptive research design and collected the data from the Human Resource Management Books as well as the research articles on the various journals published in representational journals in dedicated Human resource management, applied psychology, and management journals. A systematic literature review was conducted to identify the uses of performance appraisal including administrative and development uses. The study found that Performance appraisal outcomes are used for administrative decisions such as promotions, demotions, terminations, layoffs, and transfer decisions as well as for development decisions including performance improvement personance and development decisions. The study recommends that Organizations should set and develop a clear and systematic performance appraisal system as well as clear, realistic, and achievable performance goals and communicate performance expectations to the employees. The organizations should also make the Performance appraisal manuals available to the employees in the organizations for guidance about the performance appraisal process. Finally, the study recommends that Performance Appraisers should be trained in conducting performance appraisals since the performance appraisal results are used for administrative and development decisions.

Keywords: Performance Appraisal, Administrative Decisions, Development Decisions.

#### Introduction

Performance appraisal is considered an important function of human resource management and it is used as a managerial decision tool to provide accurate data on employee performance (Poon, 2004). This study emphasizes performance appraisal's two primary uses; administrative and development decisions. Mathis & Jackson, (2008) defined Performance appraisal as the process of determining how well employees do their jobs relative to the standards and communicating that information to the employees. They also noted that the outcomes of performance management are used for pay increases, incentive rewards, promotions, career planning, employee disciplinary actions, and training and development, Mathis & Jackson, (2008) consider Performance appraisals as a tool for administering wages and salaries, giving performance feedback to the employees, and identifying individual employee strengths and weaknesses. Mathis & Jackson, (2008) mentioned some administrative uses of the appraisal including pay adjustments, making job placement decisions on promotions, transfers, and demotions, and employee disciplinary actions including termination of employment.

Byars&Rue, (2011) defined performance appraisal as the process of evaluating and communicating to an employee how he or she is performing the job and establishing a plan of improvement. They also stated that performance appraisals are used for making administrative decisions relating to promotions, firing benefits,

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