

“A study on the Impact of Ethical Issues on Performance Appraisal with special reference to Mysore Varnish And Paints Pvt Ltd, Mysore.”

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ABSTRACT:

Ethics enjoying surge in its popularity in the contemporary world and has become an integral part of any institution especially in the matter of human resource. Therefore, the present study is aims to analyze the impact of ethics and ethical issues on appraisal of employees and to examine the impact of ethical issues on productivity of the employees.

INTRODUCTION:

In this current scenario of dynamic business environment companies need to focus on its human resource and its performance, as it plays a vital role in strategic success of a company. One of the major aspects to improve level of performance of employees is to use performance appraisal. Among various HR practices performance appraisal is one of the most crucial terms used to measure employee performance and appears to be an indispensable part of HRM system, But if not used or carried out in appropriate manner it can be harmful instead of being useful. Thus, the organization should follow a set of rules from starting known as ethical system. Therefore, there is a need to shows the integration of ethics with the performance appraisal and the issues arises during the evaluation of performance of employees. This also provides the view on the reason behind the unethical practices.

Mostly organizations used different method for performance evaluation, rating and metrics which shows strength and weakness, measures work contribution, determines the training needs, identify poor performances. The methods used in performance appraisal supposed to be documented in Personnel Appraisal Manual ail description that how the performance of employees evaluated and why the certain rating method is used. This documentation helps the

organization for any legal issue arise in the future related to the performance appraisal of employees in that very organization.

OBJECTIVES OF THE STUDY:

1. To study the impact of ethical issues on performance appraisal.
2. To study the impact of ethical issues on the employee productivity of the organization.
3. To study the impact of ethical issues on the profitability of the organization.

HYPOTHEISIS OF THE STUDY:

1. There exists a negative impact of ethical issues on the performance appraisal.
2. There exists a negative impact of ethical issues on the productivity.
3. There exists a negative impact of ethical issues on the profitability of the organization.

RESEARCH METHODOLOGY:

A study on the ethical issues in HRM is based on the primary data which is collected through on-probability convenience sampling method by using a structured questionnaire and the sample of the study is 50 respondents. The study intends to use:

1. Factor analysis
2. Descriptive statistics
3. ANOVA
4. Regression analysis

REVIEW OF LITERATURE:

Sandra Misiak (2010) Appraisal is one of the most important tools in the management of human resources. However, made in an inappropriate way, it can be harmful rather than useful. Therefore, one should, from the very beginning, follow a set of rules thanks to which employees will perceive the system as ethical. The article is aimed at defining ethical aspects of staff appraisal and regulations governing the creation of moral or ethical appraisal system in a given firm. However, the main goal is not to describe and characterize the system, chosen criteria and methods, but to identify ethical aspects of particular elements in the entire process.

Banner and Cooke (1984) as the interest in 'the quality of work life' grow; it becomes increasingly apparent that certain practices within this arena require critical scrutiny. This paper is an examination of one such area, performance appraisal (PA). We examine some of the main conceptual issues in PA, and we sketch some key, practical dilemmas that may arise in the use of PA. We conclude that one can morally justify the use of PA under certain condition, and they suggest possible solutions to key ethical dilemmas that are faced by the manager and the employee.

Longenecker and Ludwig (1990) managers' dynamic, real-world environments, they often feel it is necessary to exercise some creative discretion over employee ratings. Most managers do not describe their ratings of subordinates in performance appraisals as completely honest or accurate. The inaccuracy is often in the form of inflated ratings. They justify the inaccuracy by sighting, among other things, the need to avoid confrontation with subordinates, damaging working relationships, and creating permanent written documents which may later harm a subordinate's career. Many of these motives are not only well intentioned, but are designed to enhance individual, unit, and organizational performance (some of the ultimate objectives of performance appraisal systems. This paper examines the ethics of this sort of deliberate manipulation of performance appraisal systems. It suggests that at the organizational level, performance appraisal is usually seen as an end in itself, and a formalist ethical critique is applied. At the managerial level, performance appraisal is usually seen as a means to an end, and a utilitarian critique is applied.

Selvarajan and Cloninger (2008) stated that the improving the day-to-day ethical judgments of employees within an organization remains a challenge. This study examined how employees' job performance outcomes influence how others judge the employees' ethical performance. The research found that respondents judged employees with successful job performance outcomes to have exhibited more ethical behaviors than employees with unsuccessful job performance outcomes. This pattern of results was consistent regardless of the respondent's ethical beliefs. they discuss implications of these results for research and for practice, particularly in terms of improving judgments of ethical behavior in organizations.

Christopher et.al., (2012) This paper has become imperative in view of the on-going Federal Government's initiative in charting an ethical roadmap for Nigeria. Ethics permeates all aspects of our national life and human resource management profession is no exception.

Ethics refers to the principle of conduct governing an individual or a group. This paper examines ethical HRM practices in work organisations in Nigeria and the roles of HR professionals in promoting ethical practices with a view to achieving employee well-being, satisfaction at work and organisational performance. Based on theoretical and practical insights, the authors x-ray an array of unethical human resource management practices in work organisations in Nigeria. To combat unethical HR practices in the workplace, the authors enjoin HR professionals in line with top management to put in place ethical policies and codes and to constantly embark on ethical training of workers at all level as well as the institutionalization of whistle blowing policy in their organizations.

Gogoi and Baruah (2016) Performance Appraisal (PA) has become an important tool to measure the performance of employees in organizations today. The evaluation made by the Performance Appraisers should be effective as a number of crucial decisions are being made based on the rating given by the Appraisers. As such the appraisal should be perceived as fair and ethical if they are to bring about organizational commitment and employee satisfaction. This paper provides insight about performance appraisal in the context of Ethical practices. The paper uses review of literature to explore a range of theoretical frameworks to identify the Optimal Performance Appraisal System that is critical to the success of the organizations. A case study based on primary data in a leading Pvt. Sector bank is done to evaluate the current appraisal system of the organization and its outcomes in order to examine how ethical standards are being maintained in the process.

Murage Sarah N et.al., (2018), Ethics plays a crucial role in recruitment and selection because human resource is the key source of competitive advantage for an organization if properly hired and managed. It is therefore important to put in place ethical consideration to ensure that candidates are reviewed according to their merit, fairness and equity and to also ensure that they possess the right knowledge, skills and abilities for the job. The main objective of the study was to examine how ethical issues in recruitment and selection affect employee performance in two public universities in Nyeri County. The study adopted descriptive research design in order to gather the required information. The study used stratified random sampling as its sampling design. The finding of the study revealed that ethical issues in recruitment and selection had positive and statistically significant effect on employee

performance with discrimination being ranked the most unethical practice in recruitment and selection.

Kulshrestha and Nangia (2019) Performance appraisal has now become the most important part of any organization which in general used to measure and improves the performance of employees and ultimately the performance of the organization. But, if not used or carried out in appropriate manner it can be harmful instead of being useful. Thus, the organization should follow a set of rules from starting known as ethical system. Therefore, this research paper shows the integration of ethics with the performance appraisal and the issues arises during the evaluation of performance of employees. This paper also provides the view on the reason behind the unethical practices. Moreover, this study also dealt with the legal aspects involved in performance appraisal and again different issues related to it. However, this study does not provide information of ethical system practices in any particular organization or legal practices.

Ombanda and K'Obonyo (2019) analyzed Current corporate dynamics have led to the growing interest in business ethics, both in academia and in the professional practice. However, moral lapses continue to happen in human resource management activities, leading HR academics and professionals to rethink what to do to reinvent new strategies to successfully manage ethics in HRM functions. The broad objective of this critical literature review therefore is to establish the role ethics can play in human resource management to improve organizational performance. The methodology used was critical review of relevant literature with the scope of the study encompassing qualitative research of theories and comparative nature of ethics in HRM. The role of ethics in human resource management appeared to be relegated to compliance with business principles perspective. The finding from the critical literature review was that ethics in HRM is significant in improving employee performance. Studies strongly suggested a need for the application of ethical principles in HRM.

DATA ANALYSIS AND INTERPRETATION:

The data analysis is based on primary data hence forth an administered structured questionnaire is run to meet the objectives of the project. Firstly 8 questions pertinent to demographic details are framed and the balance 63 questions have been framed to get desired project objectives data, where this 67 questions are sub divided into ethics in HRM

Q1-Q25, Ehtics And Performance Appraisal 26-Q35, Ethics and Productivity Q36-Q48 and Ethics and Profitability Q48-Q63. The data analysis is done as firstly descriptive statistics, secondly ANOVA, thirdly correlation and finally regression analysis is carried on to answer to the project intended hypothesis.

Reliability test of a questionnaire

Table 1. Reliability test of a questionnaire

Reliability Statistics	
Cronbach's Alpha	N of Items
.718	66

Interpretation:

The cronbach’s alpha 0.718 shows that the questionnaire is reliable for the further research data collection and further data analysis to arrive at accurate results.

Table 2. Consolidated groups descriptive Statistics

Descriptive Statistics

	N	Minimu m	Maximu m	Mean	Std. Deviation	Varianc e
ETHICSHRM1	30	3.92	4.56	4.2280	.15372	.024
PRODUCTIVITY1	30	3.77	4.62	4.2128	.19966	.040
PROFITABILITY1	30	3.87	4.73	4.2044	.21437	.046
PERFORMANCEAPP RAISAL1	30	3.80	4.90	4.2500	.22245	.049
Valid N (listwise)	30					

Table 3. Interpretation of Consolidated groups descriptive Statistics ranks

PARTICULARS	RANKS				
	Minimum	Maximum	Mean	Std. Deviation	Variance
ETHICS IN HRM	1	4	2	4	4
ETHICS-PRODUCTIVITY	4	3	3	3	3
ETHICS- PROFITABILITY	2	2	4	2	2

ETHICS - PERFORMANCE APPRAISAL	3	1	1	1	1
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The consolidated descriptive statistics interpretations are as follows that the ethics and productivity is having highest and the ethics in HRM is having the least minimum scores. The ethics in HRM is having highest and the ethics and performance appraisal is having the least maximum scores. The ethics and profitability is having highest and the ethics and performance appraisal is having the least mean scores. The ethics in HRM is having highest and the ethics and performance appraisal is having the least standard deviation scores. The ethics in HRM is having highest and the ethics and performance appraisal is having the least variance scores.

Table 4. One-way ANOVA between the ethics in HRM and Ethics and productivity

ANOVA					
PRODUCTIVITY1					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.723	12	.060	2.366	.051
Within Groups	.433	17	.025		
Total	1.156	29			

Interpretation:

The one way ANOVA shows that there exist a significant difference between the ethics in HRM and Ethics and productivity at 5% level of significance.

Table 5. One way ANOVA between the ethics in HRM and Ethics and profitability

ANOVA					
PROFITABILITY1					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.818	12	.068	2.248	.062
Within Groups	.515	17	.030		
Total	1.333	29			

Interpretation:

The one way ANOVA shows that there exist a significant difference between the ethics in HRM and Ethics and profitability at 10% level of significance.

Table 6. One way ANOVA between the ethics in HRM and Ethics and performance appraisal

ANOVA					
PERFORMANCEAPPRAISAL1					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.093	12	.091	4.519	.003
Within Groups	.343	17	.020		
Total	1.435	29			

Interpretation:

The one way ANOVA shows that there exist a significant difference between the ethics in HRM and Ethics and performance appraisal at 5% level of significance.

Table 7. Correlations between ethics in HRM and performance appraisal

Correlations between ethics in HRM and performance appraisal			
		ETHICSHRM1	PERFORMANCEAPPRAISAL1
ETHICSHRM1	Pearson Correlation	1	.559**
	Sig. (2-tailed)		.001
	N	30	30
PERFORMANCE APPRAISAL1	Pearson Correlation	.559**	1
	Sig. (2-tailed)	.001	
	N	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

Inferences:

The correlation results indicate a significant positive moderate correlation of 0.559 between ethics in HRM and performance appraisal at 5% level of significance.

Table 8. Correlations between ethics in HRM and productivity

Correlations			
		ETHICSHRM1	PRODUCTIVITY1
ETHICSHRM1	Pearson Correlation	1	.525**
	Sig. (2-tailed)		.003
	N	30	30
PRODUCTIVITY1	Pearson Correlation	.525**	1
	Sig. (2-tailed)	.003	
	N	30	30
**. Correlation is significant at the 0.01 level (2-tailed).			

Inferences:

The correlation results indicate a significant positive moderate correlation of 0.525 between ethics in HRM and productivity at 5% level of significance.

Table 9. Correlations between ethics in HRM and profitability

Correlations			
		ETHICSHRM1	PROFITABILITY1
ETHICSHRM1	Pearson Correlation	1	.604**
	Sig. (2-tailed)		.000
	N	30	30
PROFITABILITY1	Pearson Correlation	.604**	1
	Sig. (2-tailed)	.000	
	N	30	30
**. Correlation is significant at the 0.01 level (2-tailed).			

Inferences:

The correlation results indicate a significant positive high correlation of 0.604 between ethics in HRM and profitability at 5% level of significance.

Regression analysis of performance appraisal and ethics in HRM

$$\text{ETHICS IN HRM} = \beta_0 + \beta_1 \text{PERFORMANCE APPRAISAL} + U_t$$

Where

β_0 = Constant

β_1 = Slope parameter

U_t = Error term

ETHICS IN HRM = 838.082 + 2.802 PERFORMANCE APPRAISAL

t = (0.867) (3.564)

Sig =0.393 0.001

$R_2 = 0.312$

Table 10. Regression analysis of performance appraisal and ethics in HRM Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559 ^a	.312	.288	.18776
a. Predictors: (Constant), ETHICSHRM1				

Table 11. Regression analysis of performance appraisal and ethics in HRM ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.448	1	.448	12.704	.001 ^b
	Residual	.987	28	.035		
	Total	1.435	29			
a. Dependent Variable: PERFORMANCEAPPRAISAL1						
b. Predictors: (Constant), ETHICSHRM1						

Table 12. Regression analysis of performance appraisal and ethics in HRM Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.832	.960		.867	.393
	ETHICSHRM1	.808	.227	.559	3.564	.001
a. Dependent Variable: PERFORMANCEAPPRAISAL1						

Inferences:

It is found from the results that the model is good fitted. The impact of ETHICS IN HRM is positive, if ETHICS IN HRM increases by one time the PERFORMANCE APPRAISAL will increase by 0.808 times. Since the β_1 is significant, the impact of ETHICS IN HRM on PERFORMANCE APPRAISAL is significant.

Regression analysis of productivity and ethics in HRM

$$\text{ETHICS IN HRM} = \beta_0 + \beta_1 \text{PRODUCTIVITY} + U_t$$

Where

β_0 = Constant

β_1 = Slope parameter

U_t = Error term

$$\text{ETHICS IN HRM} = 838.082 + 2.802 \text{PRODUCTIVITY}$$

$$t = (1.504) \quad (3.265)$$

$$\text{Sig} = 0.144 \quad 0.003$$

$$R_2 = 0.276$$

Table 13. Regression analysis of productivity and ethics in HRM Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525 ^a	.276	.250	.17292
a. Predictors: (Constant), ETHICSHRM1				

Table 14. Regression analysis of productivity and ethics in HRM ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.319	1	.319	10.661	.003 ^b
	Residual	.837	28	.030		
	Total	1.156	29			
a. Dependent Variable: PRODUCTIVITY1						
b. Predictors: (Constant), ETHICSHRM1						

Table 15. Regression analysis of productivity and ethics in HRM Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.329	.884		1.504	.144
	ETHICSHRM1	.682	.209	.525	3.265	.003

a. Dependent Variable: PRODUCTIVITY1

Inferences:

It is found from the results that the model is good fitted. The impact of ETHICS IN HRM is positive, if ETHICS IN HRM increases by one time the PRODUCTIVITY will increase by 0.682 times. Since the β_1 is significant, the impact of ETHICS IN HRM on PRODUCTIVITY is significant.

Regression analysis of profitability and ethics in HRM

$$\text{ETHICS IN HRM} = \beta_0 + \beta_1 \text{PRODUCTIVITY} + U_t$$

Where

β_0 = Constant

β_1 = Slope parameter

U_t = Error term

$$\text{ETHICS IN HRM} = 838.082 + 2.802 \text{PROFITABILITY}$$

$$t = (0.721) \quad (4.014)$$

$$\text{Sig} = 0.477 \quad 0.000$$

$$R_2 = 0.365$$

Table 16. Regression analysis of profitability and ethics in HRM Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.604 ^a	.365	.343	.17381

a. Predictors: (Constant), ETHICSHRM1

Table 17. Regression analysis of profitability and ethics in HRM ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.487	1	.487	16.115	.000 ^b
	Residual	.846	28	.030		
	Total	1.333	29			
a. Dependent Variable: PROFITABILITY1						
b. Predictors: (Constant), ETHICSHRM1						

Table 18. Regression analysis of profitability and ethics in HRM Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.641	.888		.721	.477
	ETHICSHRM1	.843	.210	.604	4.014	.000
a. Dependent Variable: PROFITABILITY1						

Inferences:

It is found from the results that the model is good fitted. The impact of ETHICS IN HRM is positive, if ETHICS IN HRM increases by one time the PROFITABILITY will increase by 0.843 times. Since the β_1 is significant, the impact of ETHICS IN HRM on PROFITABILITY is significant.

FINDINGS:

1. The cronbach's alpha 0.718 shows that the questionnaire is reliable for the further research data collection and further data analysis to arrive at accurate results.
2. The consolidated descriptive statistics interpretations are as follows that the ethics and productivity is having highest and the ethics in HRM is having the least minimum scores. The ethics in HRM is having highest and the ethics and performance appraisal is having the least maximum scores. The ethics and profitability is having highest and the ethics and performance appraisal is having the least mean scores. The ethics in HRM is having highest and the ethics and performance appraisal is having the least

standard deviation scores. The ethics in HRM is having highest and the ethics and performance appraisal is having the least variance scores.

3. The one way ANOVA expresses that there exist a significant difference between the ethics in HRM and Ethics and productivity at 5% level of significance.
4. The one way ANOVA shows that there exist a significant difference between the ethics in HRM and Ethics and profitability at 10% level of significance.
5. The one way ANOVA shows that there exist a significant difference between the ethics in HRM and Ethics and performance appraisal at 5% level of significance.
6. The correlation results indicate a significant positive moderate correlation of 0.559 between ethics in HRM and performance appraisal at 5% level of significance.
7. The correlation results indicate a significant positive moderate correlation of 0.525 between ethics in HRM and HR productivity at 5% level of significance.
8. The correlation results indicate a significant positive high correlation of 0.604 between ethics in HRM and profitability at 5% level of significance.
9. The regression results show that the model is good fitted. The impact of ETHICS IN HRM is positive, if ETHICS IN HRM increases by one time the PERFORMANCE APPRAISAL will increase by 0.808 times. Since the β_1 is significant, the impact of ETHICS IN HRM on PERFORMANCE APPRAISAL is significant.
10. The regression results show that the model is good fitted. The impact of ETHICS IN HRM is positive, if ETHICS IN HRM increases by one time the PRODUCTIVITY will increase by 0.682 times. Since the β_1 is significant, the impact of ETHICS IN HRM on PRODUCTIVITY is significant.
11. The regression results show that the model is good fitted. The impact of ETHICS IN HRM is positive, if ETHICS IN HRM increases by one time the PROFITABILITY will increase by 0.843 times. Since the β_1 is significant, the impact of ETHICS IN HRM on PROFITABILITY is significant.

SUGGESTIONS:

1. The concern is advised to maintain a good average representation and an apt deviation between each identity of ethics in HRM in case of performance appraisal, productivity and profitability.

2. Design a tool to mitigate the variance between the ethics in HRM and productivity so as to reap the maximum benefits to the organization productivity and achieve the organizational set objectives.
3. Mitigate the variance between the ethics in HRM and profitability so as to reap the maximum benefits to the organizational profitability and achieve the corporate goals.
4. Mitigate the variance between the ethics in HRM and performance appraisal so as to reap the maximum benefits to the organizational performance and achieve the corporate excellence.
5. The concern should aim at increasing the ethics in HRM efficiently so that the performance appraisal shall be boost.
6. The concern is advised to boost up the ethics in HRM so that the HR productivity is at the peak.
7. The organization is advised to increase the ethics in HRM so that it yields more profitability.
8. Channelize the ethics in HRM up to the peak of success so as to have high positive impact on the performance appraisal and be a competitive performer in the cut throat competition.
9. Raise the ethics in HRM up to the peak of success so as to have high positive impact on the productivity and achieve economies of scale.
10. Channelize the ethics in HRM up to the peak of success so as to have high positive impact on the profitability and maximizes the wealth of stakeholders.

CONCLUSION:

Organization with quality products and services, enjoy superlative position compared to their competitors. An organization which is perceived by public as honest, considerate and ethically responsive receives greater patronage from public. To attain this status, organizations prefer to follow set ethics, therefore the need for ethics in HRM was an indeed a need of the day. The study intended to study the ethical issues in HRM, impact of ethical issues on performance appraisal, impact of ethical issues on the employee productivity of the organization and impact of ethical issues on the

profitability of the organization. The data was collected through an administered structured questionnaire and for the data analysis it employed descriptive statistics, ANOVA, Correlation and Regression analysis. The analysis revealed that there exist a positive impact of ethics in HRM on performance appraisal, productivity and profitability. The organization is advised to firstly channelize the ethics in HRM up to the peak of success so as to have high positive impact on the performance appraisal and be a competitive performer in the cut throat competition. Secondly raise the ethics in HRM up to the peak of success so as to have high positive impact on the productivity and achieve economies of scale. Finally channelize the ethics in HRM up to the peak of success so as to have high positive impact on the profitability and maximizes the wealth of stakeholders. Thus the ethical Values are symbols of acknowledgement. When employees feel and accept that management is value-driven and value-oriented, they start respecting it. The credibility of management is raised to a highest degree. The employees understand management's desire and whole heartedly cooperate in creating common goals, values and language. The lacuna between management and employees is shortened to minimum.

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