

## **Diagnosing the Actual Implementation of the Performance Appraisal Fairness in the Jordanian Firms**

**Talal T. Nusair, Ph.D**

Dean of Student affairs

Faculty of Business and Finance

American University of Madaba (AUM)

Jordan

### **Abstract**

*Purpose-The study aimed to diagnose the perception of workers in the Jordanian firms to the importance of implanting performance appraisal fairness, represented it into four different concepts of distributive fairness, procedural fairness, interactional fairness and informational fairness. Furthermore, the study aims at investigating the impact of the following variables: Gender, Marital Status, personal relationship and stereotype thinking on the fairness of performance appraisal in Jordanian firms.*

*Design/methodology/approach-In order to achieve the objectives of the study, a questionnaire was developed and distributed to six Jordanian firms, which was selected according to size criteria.*

*Findings-The study findings indicate that the study sample display high level of awareness toward the importance implementation of performance appraisal fairness. The study also shows (Gender, Marital Status, personal relationship and stereotype thinking on the fairness of performance appraisal) affect the fairness of performance appraisal process in Jordanian Firms directly and indirectly. Consequently, the performance appraisal conductors' should take into consideration the factors mentioned in this study during the performance appraisal process; as it affects the fairness of this process.*

**Keywords**-Performance Appraisal (PA), Performance Appraisal Fairness, Implementation of the Performance Appraisal Fairness.

### **Introduction**

Most of the Jordanian firms in public and private sectors are adopt several performance appraisal systems, in terms of how they could be employed for organizational and systems measurements in reviewing employees' performance. Performance appraisal (PA) "is a formal, structured system of meaning and evaluating an employee's job related behaviors and outcome to discover how and why the employee is presently performing on the job and he the employee can perform more effectively in the future so that the employee, organization and society and all benefit." (Khan, M., F., 2013). Moreover, PA generally conducted between the supervisor and the subordinates in several methods such as interview, filling forms and paper works required for further documentation of the evaluation system (Dargham, N.A.S., 2009).

Basically, performance appraisal has been expected to achieve various objectives in an organizational setting. Appraisal serves to monitor the effort of individual; to integrate and coordinate individual's effort into cooperative endeavor; to provide protection and feedback to the individual; to provide a means of correcting or commending the effort of individuals, and to provide an equitable and consistent basis of distributing rewards and penalties.

Moreover, performance appraisal systems may be used for legal purposes: accurate documentation of performances can be used in a court case to defend painful decisions. It is expected that the use of a good performance appraisal system has several positive effects. Better decisions, higher satisfaction and motivation among the workers, a strong commitment to the organization, and last but not least higher organizational effectiveness is the results expected from using performance appraisal systems.

Naturally, objectives could be classified into individual, organizational and mutual objectives. The organization intend to generate manpower information, develop human resource, retain efficient and effective functioning, harmonize employee relations, control over the overall working system, and devise rational basis of employee compensation.

Individuals however, expect to achieve many objectives through an appraisal system like: culture of justice and fairness, effort linked rewards, objectivity, feedback, about performance career development and their involvement in implementation of the system. Growth and development, harmony, effectiveness, and profitability are some of the mutual goals to be achieved by both the individual and the organization, the success of an Appraisal system would; therefore, depend on how far it is able to meet the organizational as well as individual needs and perhaps the existing dilemma facing appraisal system is their inability to take care of this important fact.

It's extremely obvious that women have come a long way as successful professionals. Life in the workplace has become much more diversified as an increased number of women have made their presence felt in many industries and professions. The female task force has expanded with exponential strength, and thus has its dire importance in the professional world. In the past, women used to be much more "quiet and passive" in the workplace due to the relatively small number of female employees in comparison to males. Women today, on the other hand, have begun assuming their positions by using all their God given powers of intelligence and organization. Thus, it is worth noting that human nature is very complicated and every man perceives "correctness" and "wrong" differently; according to their culture, their background, or their beliefs. Therefore, a sense of discrimination may exist when dealing with people. As a matter of fact, people may take sides of their co-work from the same gender, or feel threatened by their colleagues of the opposite sex, in addition to stereotyped beliefs that somehow affect our perceptions and consequently affect the appraisal.

Although the percentage of women in the labor force has increased from 10.4% in 2004 to 14.5% in 2009 according to the 2010 Employment and Unemployment survey of department of Statistic in Jordan , but the multiple stereotyped thoughts still hunt the minds of managers and employees. In a male concentrated society, women may not have equal chances as men. Therefore, the purpose of this study is to diagnose the perception of workers in the Jordanian firms to the importance of implanting performance appraisal fairness. And this will help us in clarifying the following objectives:

1. Investigate the effect of gender on fairness of performance appraisal through examining the following factors; marital status of the employee and the stereotyped thinking of the rater.
2. Testing the fairness of performance appraisal system in Jordanian companies, through5 studying the effect of bias & discrimination.

## **Literature Review**

This study was aimed to diagnose employee's perceptions of organizational justice in performance appraisal system, further, measuring the impact of gender, personal relationship, marital status, and stereotype of thing for performance appraisal.

### ***Performance appraisal***

Generally, PA is a control system that is used to determine the behavior which employees must perform to achieve organizational objectives, and include of objectives setting, performance assessment and performance feedback. More specifically, PA is performance is not just a management tool which has psychological character, but also is a social process which include of context, cognitive and affective (Levy & Williams, 2004: Yongjun, Zhang, 2013). In most firms, PA results are used to help determine reward outcome, and to identify the better performing employees, bonuses, and promotions. On other hand, PA results are used to identify the poorer performers, or in the extreme cases, demotion dismissal or decreases in pay (Khan, M., F., 2013).

PA is a continuous dialog process between subordinates and supervisors. Supervisor usually set expectations, monitors performance, and provide feedback to subordinates. Thus, it will direct and develop employee performance by identifying training and development needs, correcting problems, determine raises and promotions (Kaleem, M. M., Jabeen, B., & Twana, M. J., 2013). PA can be of two types, subjective and objective, in subjective the appraisers have to record details about the performance of subordinates, while the objective emphasizes on employee performance evaluation in term of quantity (Brown, M., Hyatt, D., & Benson, J., 2010). In subjective PA process there is more room for the appraiser to distort the ratings whereas, the objective type of appraisal has less chances of distortion in the ratings (Arshad et al, 2013; Brown et al., 2010). Kavanagh, Benson & Brown (2007) reported that the nature of the managing organizations can be observed in the system of employees' performance management and appraisal practiced in organizations.

Clearly, an effective PA must measure employee's contribution to their work and commitment in different sections and levels of the organizations are evaluated based on the organizational achievements. Khan, M., F., (2013) recommended five- process for conducting systematic PA: (1) Identify key performance criteria, (2) Develop appraisal measures, (3) Collect performance information from different sources, (4) Conduct an appraisal interview, (5) Evaluate the appraisal process.

### ***Performance Appraisal Fairness***

There are a lot of firms' perceptions on performance appraisal fairness that will affect the organizational performance. The employee's perception of fairness is the ultimate check for the success of the PA. According to the organizational justice theory, the efficacy of the PA depends on the perception of fairness. The components of PA fairness, distributive, procedural, interactional and informational fairness (Kaleem, et al, 2013; Paul, et al, 2010; Warokka, et al, 2012). In the distributive, the fairness of the outcomes of a particular decision is the main consideration. Procedural concerns with the fairness of the processes that lead to the outcome. Interactional: the fairness of the interpersonal treatment that receives from authority figure during enactment of organizational processes and distribution of outcomes (Warokka, et al, 2012). Informational fairness related with all information about PA (Paul, et al, 2010).

### ***Pertinent Issues of Performance Appraisal:***

Performance appraisal represents, in a part, a formalized process of worker monitoring and is intended to be a management tool to improve the performance and productivity of workers generally in terms of quality, quantity, cost and time; and it is a part of career development for both the organization and the worker (Brown, M., & Heywood, 1. S., 2005). Basically, performance appraisals have an interesting dual character: they attempt to introduce an organized status order by means of assessing individuals, for which they require supervisors' judgments to be applied to individuals based on clearly stipulated formal rules.

In light of this dual character, one may speculate that gender differences may occur because supervisors may carry cognitive biases against women, having differences in ratings is a result of the discrimination that originates in individuals' perceptions and calculations. Theoretically, supervisors have to follow rules and use fixed criteria when assessing an employee's performance, thus decreasing the ability of gender biases to affect ratings outcomes. Simultaneously, performance appraisals imply discretion, as subjective judgments necessarily enter in evaluating performance. In fact, these two contradictory forces play out for the ratings of women. (Ana L. Rodriguez 2004).

Furthermore, speaking of performance appraisal and the effect of dual character roles, different explanations also account for the differences in male and female employment experiences as a function of differences in individual variables and career choices made by men and women. It is suggested that differences in outcomes are results of these disparities, as opposed to discrimination against either sex.

Conversely, proponents of discrimination explanations suggest that men and women experience differential outcomes, not only as related to job -related individual differences, but also because their abilities and contributions are differentially evaluated and rewarded by the organizations and society. Difference explanations described by

Morrison and Von Glinow (2000) are used to assert that men and women experience varied outcomes as a function of differences in their behavior, traits, attitudes, socialization, and human capital variables. These explanations to assert that women are presently lagging behind men on various variables, such as education and experience, and that these differences account for gender inequality in pay, promotion, and job type. The underlying assumption is that if women held the same capital as men, this inequality ceases to exist. (Forbes, Piercy & Hayes, 2008). These theories are used to suggest that as more time passes and more "qualified" women enter organizations, inequalities, will diminish.

Several investigations reveal that sex-typing stereotypes also impact the way in which women are perceived in leadership roles.

Among the first to study the phenomenon, Schein (1997, 1999) investigated perceptions of male and female managers. Both male and female middle managers perceived that the characteristic associated with managerial success were more likely to be held by men than by women. The findings resulted in the coining of the "think manager-think male" sex stereotype (Schein 2001).

Schein has studied his theory and applied it in US, UK, Germany, China, and Japan. The results varied across sample, but overall, they indicated less evidence of female subjects attributing manager characteristics to men. However, the male sample results did not change as significantly over time. These studies provide evidence that in addition to general sex typing stereotypes that prevent women from gaining access to jobs, managerial and leadership positions are sex typed as male, whereby men are deemed appropriate for such roles.

Moreover, decision-makers utilize the tasks/skills of male job classes as a reference point to evaluate employees in all job classes. Those subordinates who display most of the attributes associated with this factor (ie., mostly men), should score higher than incumbents in other job categories, simply because they actually perform tasks/skills included in the factor. Raters infer cultural images of male work in using the attributes that characterize the work of men to assess the performance of women, therefore leading to the devaluation of women's work because they simply do "not fit" with the dominant view built upon men's work; that they do not fit simply because female employees are in jobs with different requirements. Previous research has established that when one of the genders conducts a job or a task, this becomes seen as "feminine" or "masculine", and intruders are usually penalized, although female intruders in masculine realms are most penalized (Reskin and Padavic 1988).

In addition, the absence of executing a task, since it is not a job requirement, can be easily interpreted as lack of ability to do it, making incumbents of female job classes (i.e., mostly women) vulnerable in the ratings process. Most notably, raters may consciously adjudicate women lower scores on those tasks that they do not do. In part, supervisors may not accept assigning equal scores to tasks that are well-established as male and actually executed in male jobs.

Another group of theories are situation -centered in that they examine the organizations' environment and consider structural barriers to advancement, rather than the individual characteristics or actions of the employee or employer. Structural perspective emphasize that the sex ratio of groups within organizations and women's lack of opportunity and power inhibit their success (Morrison & Von Glinow 2000). For example, male dominant work groups make women's gender more salient and draw more attention to stereotypically feminine, job-irrelevant attributes (dress, appearance, etc) than to performance related behavior. Consequently, women's behavior is more likely to be interpreted in terms of gender stereotypes (Kanter, 1977). Moreover, in organizational settings work is frequently done in the context of work teams as opposed to individually, and because of the higher proportion of men in traditionally male domains, women aspiring to nontraditional roles are more likely to be working together with men rather than with other women. Research suggests that unless feedback is given on individual contributions in a successful group outcome, women's performance is more likely to be devalued and they are more likely to be considered as less competent, influential, and less likely to have played leadership role in the task (Heilman & Haynes 2005). This study indicated that women's contribution to success of the team is discounted unless negative expectations about their performance are kept from dominating the evaluative process. Under these conditions, attribution rationalization appears to be a default cognitive process that ultimately maintains the congruence between expectations and outcomes.

### **Research Hypotheses**

- Hypotheses 1: Employees in the Jordanian firms do not realize the importance of implementing PA fairness which includes (distributive fairness, procedural fairness, interactional fairness and informational fairness).
- Hypotheses 2: The gender has an effect on the fairness of performance appraisal
- Hypotheses 3: Married women score low in performance appraisal
- Hypotheses 4: Personal relationship increase the effect of gender on performance appraisal
- Hypotheses 5: Stereotyping in organization increases the effect of gender on the fairness of performance appraisal
- Hypotheses 6: Personal relationship, marital status, and stereotyping all increase the effect of gender on the fairness of performance appraisal.

### **Research Design and Methodology**

To achieve the purposes of this study, the researcher adopted descriptive approach to diagnosing the actual implementation of the performance appraisal fairness, and in line with the nature and objectives for present study, questions, methods and generally accepted statistical tests have been used, which serve this study in qualitative analysis.

### Data collection method

The current study is based on both primary and secondary data. Primary data sources used based on questionnaire, while secondary data sources are various related work and literature review, journals and research papers, books of the renowned authors and related internet sites

### Study population:

Study population consisted of all Jordanian firms located in the capital, Amman. To achieve the purpose of this study, the researcher has been selected (6) of these firms from various industries, according to the standard size, has been determined size based on the number of employees, and the following table (1) show the details.

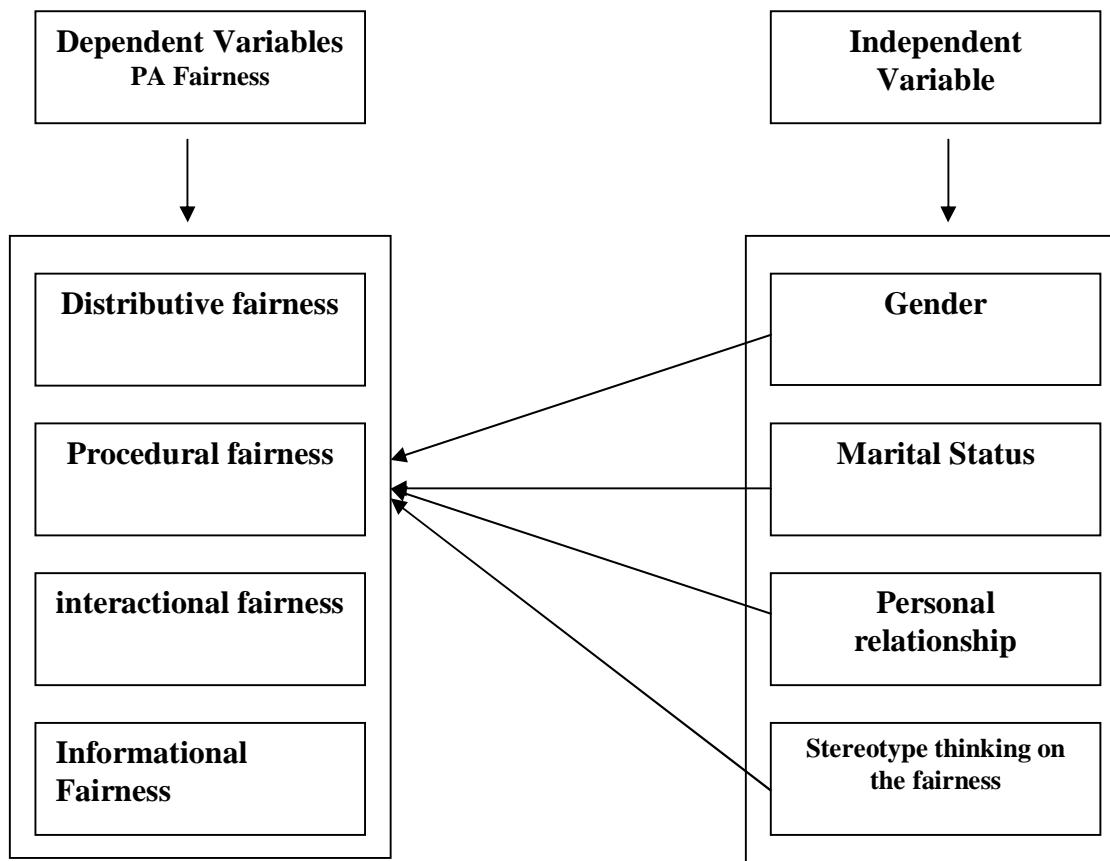
Table (1) the study sample

Firms	Industry	Number of Employee	Questionnaires distributed	Questionnaires received	%	Questionnaires excluded	Questionnaires were subject to analysis
Firm 1	ICT	940	45	42	%93	1	41
Firm 2	Utility	1355	40	39	%97.50	-	39
Firm 3	Airline	684	35	32	%91	-	32
Firm 4	Pharmaceutical	538	35	34	%97	1	33
Firm 5	Manufacture	500	30	28	%93	-	28
Firm 6	Service	380	25	25	%100	-	25
<b>Total</b>		<b>210</b>		<b>200</b>	<b>%95</b>	<b>2</b>	<b>198</b>

### Research Model

In the review and perusal of the theoretical literature and previous studies, the researcher developed a special model to achieve purpose of this study as it is illustrates below:

Figure (1): Research Model



### **Description of the personal characteristics of the study sample**

It's observed from table (2) that the gender of population study indicates male as ( 63.6 % ) , while females (36.4%) , which means the low proportion of female -occupied managerial positions in the Jordanian firms this may be the proportion of natural and although the difference is not great . With regard to the variable age is observed that a high percentage tend to age group (less than 30 years old) with ( 107 ), which is representing ( 54.0 % ) , but with respect to the number of years of experience results indicate that the majority of the study sample are those who have experience ( 5) years or less , have been numbered (97) as any of ( 49.0 % ) , as can be seen from the table that the majority of members of the same sample are with bachelor degrees where numbered ( 113 ), which accounted for ( 57.1% ) , and the results of the study indicate that most of the members of the study sample are those who occupy the position of head of department , where numbered ( 102 ), which accounted for 51.5% , while in relation to variable -sized , it is noted that the high rate tend to category ( 90-150 ) with ( 90 ) which accounted for 45.5% .

**Table (2) Description of the personal characteristics of the study sample**

<b>Variable</b>		<b>frequency</b>	<b>%</b>
Gender	Male	126	64
	Female	72	36
Age	Less than 30 Years	107	54
	40 - 31	73	37
	50 -41	16	8.1
	More than 51	2	1
Experience	less than 5 Years	97	49
	from 6 to 10	32	16
	from 11to 15	62	31
	more than 16	7	3.5
Education Level	High School	8	4
	Diploma	61	31
	Bachelor	113	57
	Post Graduate	16	8.1
Position	General Manager	4	2
	Vice General Manager	4	2
	senior	88	44
	Head ofdepartment	102	52

### **Hypotheses Testing Results and Analysis:**

#### **The first hypothesis:**

Ho1: "Employees in the Jordanian firms do not realize the importance of implementing PA fairness which includes (distributive fairness, procedural fairness, interactional fairness and informational fairness).

Ha: Employees in the Jordanian firms are realize the importance of implementing PA fairness which includes (distributive fairness, procedural fairness, interactional fairness and informational fairness).

**Table (3) Test Results (K-S) levels of implementing PA fairness**

<b>Variable</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>K-S</b>	<b>.Sig</b>	<b>Implementation level</b>
			(Value (Z)		
Distributive fairness	4.58	0.63	2.573	0	High
Procedural fairness	4.51	0.54	3.356	0	High
Interactional fairness	4.6	0.47	2.651	0	High
Informational fairness	4.46	0.64	1.958	0	High

Test was used (K-S) to ensure that the study data normally distributed, and are shown in table (3) that the data follow a normal distribution for all the variables of the study, and the answers respondents are statistically significant at the level of significance ( $P \leq 0.05$ ), also the researcher used the descriptive statistics (mean, standard deviation) to determine the level of the perception of workers in the Jordanian firms to the importance of implanting performance appraisal fairness in accordance with the values that have been identified in the methodology as the mean, which is located between (3.5-4.5) value is high, and less than (2.5) be value is low. This means that there is high level of perception of workers in the Jordanian firms to the importance of implanting PA fairness.

#### **The Second hypothesis:**

HO2: The gender does not have an effect on the fairness of performance appraisal.

Ha: The gender has an effect on the fairness of performance appraisal.

Table (4)  
Test of hypothesis

T-Calculated	T-Tabulated	T-Sig	Result of Ho
16.163	1.9842	.000	Rejected

One sample T-test has been used to test our hypothesis and we found that calculated T ( $T= 16.163$ ) is greater than tabulated T, according to our decision rule; we accept Ho if the calculated value is less than the tabulated value and we reject Ho if the calculated value is greater than the tabulated value. So, we will reject Ho and accept Ha; which means that there is an effect of gender on the fairness on performance appraisal.

#### **The Third hypothesis:**

HO3: married women do not score low in performance appraisal.

Ha: married women score low in performance appraisal.

Table (5)

T-Calculated	T-Tabulated	T-Sig	Result of Ho
16.987	1.9842	.000	Rejected

One sample test has been used to test our hypothesis and we found that calculated T= 16.987 is greater than tabulated T, and according to our decision rule; we accept Ho if the calculated value is less than the tabulated value and we reject Ho if the calculated value is greater than the tabulated value. So, we will reject Ho and accept Ha; which means that there is an effect of marital status on the fairness of performance appraisal.

#### **The Fourth hypothesis:**

HO4: personal relationships do not increase the effect of gender on the fairness of performance appraisal.

Ha: personal relationships increase the affect of gender on fairness of performance appraisal.

Table (6)

T-Calculated	T-Tabulated	T-Sig	Result of Ho
13.225	1.9842	.000	Rejected

One sample T test was used to test our hypothesis and we found that (calculated T= 13.225) is greater than tabulated T, and according to our decision rule; we accept Ho if the calculated value is less than the tabulated value and we reject HO if the calculated value is greater than the tabulated value. So, we will reject HO and accept Ha; which means that personal relationships increase the effect of gender on the fairness of performance appraisal.

#### **The Fifth hypothesis:**

HO5: availability of stereotyping in an organization does not increase the effect of gender on the fairness of performance appraisal

Ha: availability of stereotyping in organization increases the effect of gender on the fairness of performance appraisal.

Table (4)

T-Calculated	T-Tabulated	T-Sig	Result of Ho
13.169	1.9842	.000	Rejected

One sample T test has been used to test our hypothesis and we found that (calculated T = 13.169) is greater than tabulated T and according to our decision rule; we accept Ho if the calculated value is less than the tabulated value and we reject HO if the calculated value is greater than the tabulated value. So, we will reject HO and accept Ha; which means that stereotyping increases the effect of gender on the fairness of performance appraisal.

#### **The Sixth hypothesis:**

HO6: personal relationship, marital status and stereotyping do not increase the effect of gender on the fairness of performance appraisal.

Ha: personal relationship, marital status and stereotyping increase the effect of gender on the fairness of performance appraisal.

Table (5)

T-Calculated	T-Tabulated	T-Sig	Result of Ho
17.197	1.9842	.000	Rejected

One sample test has been used to test our hypothesis and we found that calculated T= 17.197) is greater than tabulated T and according to our decision rule we accept Ho if the calculated value is less than the tabulated value and we reject Ho if the calculated value is greater than the tabulated value. So, we will reject Ho and accept Ha; which means that personal relationship, marital status. And stereotyping increases the effect of gender on the fairness of performance appraisal.

#### **Conclusion**

It is not surprising that workplace is becoming a more diversified environment where men and women are becoming partners, colleagues, subordinates, and managers to each other. Thus, such diversification has created disrupt in the professional relationship between the employees of different gender. As a matter of fact, we have found out through our study that the concept of "FAIRNESS" is proportional. Though mere concepts like fairness are hard to define and measure, but through our questionnaire we have investigated men and women's perception of fairness in their workplace; whether they are being promoted equally, trained and paid fairly, in addition we have studied intervening and moderating variables that act as factors affecting the relationship between the gender and the fairness of performance appraisal in the workplace.

Although, our sample consists of 66% males and 34% female, we have reached the conclusion that women are discriminated against in the performance appraisal process, and that they feel they are not being paid fairly as their men colleagues. Furthermore, the questionnaire has revealed that women are struggling to get promoted into senior positions compared to their men counterparts. Moreover, one of the main obstacles that stand in the way of achieving a fair performance appraisal is the stereotype thinking; that hunts the managers' minds and it really causes women to lose some of their rights in the workplace, such as getting promoted or trained.

Basically, we have noted that stereotype thinking has to do with living in a male society; which causes some men to believe that women are incapable of achieving success and produce high quality outcomes as much as men. In addition, they believe that women are more suitable to easy jobs and men perform better in complex jobs. This causes women to be left out of certain fields. Furthermore, one of the biggest issues that women face discrimination in the workplace is being married. As a matter of fact, our results revealed that married women score lower than men in the performance appraisal. Moreover, the research revealed that personal relationships increase the effect of gender on the fairness of performance appraisal.

In sum, gender discrimination between men and women is prevalent in the Jordanian companies and bias occurs in the performance appraisal process. Our results match the results of the study. 2006, "Understanding Gender Inequality in Employment"); which states that women were less expected to receive less compensation, have a lower career of promotion, and to experience high levels of burnout than their male counterparts.

### **Recommendations**

Human resources studies reveal that performance evaluation helps management make general human resource decision about promotion, transfers & terminations, evaluations also identify training and development needs, they pinpoint employee skills & competencies for which they provide feedback to employees on how the organization view their performance and are often the basis for reward allocations including merit pay increased,

Conducting a fair performance evaluation means a great employees satisfaction, motivation, and productivity, more engagement in organizational citizenship behavior, loyalty, and retention

In sum, we would like to recommend Jordanian companies of paying higher attention to the Performance Appraisal process, since it highly affects the Human Resource

Management decisions; who are responsible for retaining their human asset.

This can be done by implementing the following suggestions:

- Performance appraisal to be conducted more than once a year, to enhance the relationships between managers and their subordinates, it enables subordinated to express their concerns and improve their performance; which increases motivation and productivity.
- Increasing the number of evaluators increases the probability of attaining more accurate and reliable information thus, minimizing the existence of bias; i.e. using multiple assessors as in 360-degree appraisals.
- Appraisers should evaluate only where they have some expertise, they should be as close as possible, in organizational level, to the individual being evaluated which enables them observe the individuals behavior more closely.
- Training evaluators in the organization; all raters should use the same criteria when assessing (to define good performance in the same way), encourage rates to describe employee's behavior in as much details as possible, which encourage raters to remember more about the employee's performance.
- Increasing employees positive reaction to the appraisal process by applying the due process concept in terms of:
- Individuals are provided with adequate notice of what is expected of them
- All evidence relevant to a proposed violation is aired in a fair hearing so that individuals affected can respond
- The final decision is based on the evidence and free of bias.
- Conducting constructive feedback sessions, preferably on specific areas, performance reviews should be a counseling activity more than a judgment process, best accomplished by allowing it to evolve from the employee's own self -evaluation.

Moreover, firms should try to suspend the stereotype thinking and avoid judging women based on their appearance, or based on their marital status or personal relationship.

There should be better assessment tools that differentiate and evaluate women considering their skills and productivity.

The study recommend educating the raters to acquire the fact that women can be as successful as men by conducting seminars and providing examples and roles models from around the world for women leaders and achievers.

## **References**

- Arshad, M., MASOOD, M., & Amin, G., (2013) Effects of Performance Appraisal Politics on Job Satisfaction, Turnover Intention and Loyalty to Supervisor, *International Review of Management and Business Research*, 2(3), 653-673.
- Ana L. Rodriguez-Gusta (2004), *Evaluative ratings and gender: the Dynamics of Assessing Employee Performance in Three Organizations in The Uruguay's Public sector*, Dissertation Submitted to the Graduate School of the University of Notre Dame in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy, University of Notre Dame.
- Barbara Reskin and Irene Padavic, "Supervisors as Gatekeepers: Male Supervisors' Response to Women integration in plant job." *Social Problems*, 35(40), 1-15.
- Brown, M., and Heywood, I. S. (2005), Performance Appraisal System: Determinants and Change. *British Journal of Industrial Relations*, 1080(7), 659-679.
- Brown, M., Hyatt, D., & Benson, J. (2010). Consequences of performance appraisal experience. *Personnel Review*, 39(3), 375-396.
- Dargham, N.A.S., (2009) *Effective management of the performance appraisal process in Lebanon: An exploratory study*, Maître de Conférences à la FGM.
- Department of Statistic in Jordan 2014 release.
- Heilman, M.E, & Haynes, M.C. (2005),"Attributional rationalization of women's success in mixed-sex teams: No credit where credit is due", *Journal of Applied*, 90(5):905-1016.
- J. Benjamin Forbes, James E. Piercy and Thomas L. Hayes (1988), "women executives: Breaking down barriers?" *Business Horizons*, 31(6), 6-9.
- Kaleem, M. M., Jabeen, B., & Twana, M. J., (2013) ORGANIZATIONAL JUSTICE IN PERFORMANCE APPRAISAL SYSTEM: IMPACT ON EMPLOYEES SATISFACTION AND WORK PERFORMANCE, *International Journal of Management Organizational Studies*, 2(2), 28-37.
- Kanter, Rosabeth M. ,(1977), *Men and Women of the Corporation*. New York : Basic Books.
- Kavanagh, P., J. Benson, M. Brown, (2007). Understanding performance appraisal fairness. *Asia Pacific Journal of Human Resource*, 45(2): 89-99.
- khan , M., F., (2013) Role of Performance Appraisal System on Employees Motivation, *IOSR Journal of Business and Management (IOSR-JBM)* , 8(4), 66-83.
- Levy, P. E., & Williams, J. R., (2004) The Social Context of Performance Appraisal: A Review and Framework for the Future. *Journal of Management*, 30, 881-905.
- Morrison, Ann M., and Von Glinow (1990), "Women and Minorities in Management", *American Psychologist*, 45(2), 200-208.
- Paul W. Thurston Jr, Laurel McNall, (2010) "Justice perceptions of performance appraisal practices", *Journal of Managerial Psychology*, 25(3), 201 - 228
- Psychology, 90, 905- 916
- Schein, E. (1997), *Organizational Culture and Leadership*, 2nd Edition, San Francisco, JosseyBass.
- Schein, E. H. (1999), *Process consultation revisited: Building the helping relationship*, New York : Prentice Hall
- Warokka, A., Gallato, C., & Moorthy, T. (2012) Organizational Justice in Performance Appraisal System and Work Performance: Evidence from an Emerging Market, *Journal of Human Resources Management Research*, 2012(2012).
- Yongjun, Zhang, (2013) A Study on the Interactive Relationship between Performance Appraisal and Trust and Management Tactics, *2nd International Conference on Science and Social Research (ICSSR 2013)*, 568-571.