

Impact of Performance Evaluation on Managerial Job Performance: Insights from Rubber and Plastic Industries in Sri Lanka

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ABSTRACT

Performance of the employee is one of the crucial factors in the company development perspective. Performance evaluation (PE), also known as performance appraisal or management, plays a crucial role in assessing employee attributes, behaviors, and outcomes to align with these objectives. Performance evaluation aims to offer feedback, identify improvement areas, and guide decisions on promotions, rewards, or training. This systematic approach significantly contributes to both employee development and overall organizational success. This study examines how performance evaluation impact on managerial job performance in rubber and plastic industries in Sri Lanka. Further this study investigates the vital role of employee performance in a company's development, focusing on the impact of performance evaluation. This research is conducted in selected rubber and plastic companies in Sri Lanka. The research gathered data from 150 managerial employees through surveys. The researcher distributed questionnaires and used SPSS version 25 for data analysis. The key findings reveal a significant relationship between performance evaluation and employee performance, indicating that how employees are evaluated influences their job performance. And also results indicate that a transparent and well-structured evaluation system significantly correlates with improved job performance. Findings of the study indicate that there is a significant relationship between performance evaluation and employee performance. At the end of the study, researcher come to a conclusion, according to the regression analysis there is a significant combined relationship between performance evaluation and job performance in the rubber and plastic industry in Sri Lanka. The study provides practical insights for organizations within the rubber and plastic industries in Sri Lanka, emphasizing the need for a transparent and structured performance evaluation system to enhance managerial job performance. By demonstrating the direct impact of performance evaluations on job performance, the research highlights the importance of adopting rigorous appraisal systems to foster employee development and drive organizational success.

Keywords: Job Performance, Managerial Employees, Performance Evaluation, Performance Management.

1. INTRODUCTION

1.1 Background of the Research

Every organization is comprised with human beings and the organization needs to utilize these human resources efficiently and effectively in order to achieve their goals. Managing human resources plays an important role in the organization context in every type of business. According to the (Opatha, 2009) Human Resource Management (HRM) is the efficient and effective utilization of human resources to achieve goals of an organization. To utilize human resources efficiently and effectively, an organization must monitor tasks, duties, responsibilities, behaviour, and outcomes of given tasks of employees closely in a systematic way. Those mentioned things (task, duties, responsibilities, behaviour, and outcomes of given tasks) of employees must be aligned with the goals of the organization. In other words, performances of employees must be aligned with goals of the organization. To identify that, an organization must follow a systematic process. That process is called “performance evaluation”. Performance evaluation (PE) can be identified as a system of measuring, evaluating, and influencing an employee’s job-related attributes, behaviors and outcomes and level of absenteeism to discover at what level the employee is presently performing the job (R.S. Youngblood, 1986). PE can be defined as a process by which organizations evaluate employee job performance (B.W.Davis, 1985). Performance evaluation is known as performance appraisal and performance management as well. Performance appraisal is an essential instrument for human resource management. PE can be viewed in two ways. One is from the organization point of view and the other one is from the employee-point of view. An organization could determine whether performances of employees are related to organizational goals or not and employees can be identified for their deficiencies and potential through performance-evaluation. If there are deficiencies, then can be corrected and if there are potentials, then they can be developed (Ibrahim, 2020). The fundamental objective of performance appraisal as an-organization is to increase the employees’ job performances. Therefore, performance evaluation provides adequate feedback on how employees are performing, by divulging them to knowledge and the result of their work; avenues for participating in the setting of tasks and goals; clear and attainable goals of the organization (Mullins, 1999). On the other hand, performance evaluation links with other several things. Most of the companies base PE for employee’s salary increment, promotions and for training purposes. Some employees are dissatisfied with this (PE), and some employees are really satisfied. When the rates of PE get high, salary increment of employees goes up and promotion possibility increases. On the other hand, when the rates of PE get low, salary increment goes down and promotion possibilities take a long time and training needs arise. As mentioned in the above PE links with other functions in HR. Therefore, PE evaluation must be done in a systematic way. That means an organization should identify the current level of performance of employees realistically. Otherwise, those mentioned functions cannot be done correctly. Ultimately it may affect the job performance of employees.

Therefore, this study is aimed to identify the impact of performance evaluation on job performance of managerial employees in selected rubber and plastic companies in Sri Lanka.

Performance evaluation (PE) is a crucial tool in aligning individual contributions with organizational objectives by recognizing employee achievements and linking performance with rewards such as salary increments and promotions. It plays a vital role in clarifying organizational goals, setting expectations, and fostering open communication, ultimately leading to improved employee performance. However, in the rubber and plastic industries in Sri Lanka, the effectiveness of the PE system appears to be compromised by several challenges. These include a lack of employee participation in goal setting, negative perceptions of the PE process, and limited understanding of performance evaluation among employees.

The issues identified in the PE systems of these industries are significant because they undermine the primary purpose of performance evaluations, which is to motivate and improve employee performance. According to Aguinis (2013), an effective performance management system should involve employees in the goal-setting process to enhance their commitment and alignment with organizational objectives. Furthermore, research by Locke and Latham (2002) emphasizes that clear and participatory goal setting is critical for achieving high performance. When employees are excluded from this process, it can lead to disengagement and a lack of motivation, as they may not see how their efforts contribute to the organization's success. Negative perceptions of the PE process are also detrimental, as noted by Murphy and Cleveland (1995), who argue that the effectiveness of performance appraisals is heavily dependent on employees' perceptions of fairness and transparency. If employees view the PE process as biased or unclear, they are less likely to accept feedback or strive to improve, which can result in suboptimal performance. Additionally, the limited understanding of performance evaluation among employees, as highlighted by Pulakos (2009), can prevent them from fully benefiting from the process. Without proper knowledge of how evaluations work and what is expected of them, employees may struggle to meet performance standards, leading to frustration and reduced productivity. Given these issues, this study aims to investigate the effects of performance evaluation on employee performance in selected rubber and plastic companies in Sri Lanka. By addressing the identified gaps in the current PE system, this research seeks to provide actionable insights that can help these industries enhance their performance management practices, thereby improving both employee satisfaction and organizational outcomes. Considering the above facts and research problems, following research questions: What is the relationship between performance evaluation and managerial employees' job performances in the selected rubber and plastic industry in Sri Lanka?

How performance evaluation impact on managerial employee job performance in selected rubber and plastic industry in Sri Lanka?

Research objectives

This study attempts to achieve following objectives

1. To investigate the relationship with performance evaluation and performances of managerial employees in selected rubber and plastic industry in Sri Lanka.
2. To analyze impact of performance evaluation and performances of managerial employees in selected rubber and plastic industry in Sri Lanka.

2. LITERATURE REVIEW

Performance Management (PM) and Performance Evaluation (PE)

Performance Management means a process where supervisors and managers ensure that performance of the employee and assigned work are aligned with the objectives of the organization. According to James (2008), This process should be clear and meaningful on what the tasks and output are and make sure that being achieved-finally, the feedback needs to give employees hence it will help to meet the requirement. Therefore, not only managers but also employees need to find possible performance issues and to overcome them with best solutions. Hence, Organizations use various techniques such as MBO, 360 Degree appraisal method, Graphic rating Scale and Ranking method etc. Performance evaluation is not Performance management. Performance Evaluation (PE) and Performance appraisal (PA) are equal. Performance Evaluation can be considered as a systematic way of evaluating employees' performance. Furthermore, it can be defined as a reliable tool which is used to fill right people at the right-position in the organization (Iqbal et al.2014). Performance Evaluation is used to identify employees' weaknesses and strengths. It helps to develop the processes and to maintain the adequate workforce. According to Deep (2014), Performance Evaluation provides information to the management and based on that management provides necessary training programs to employees to overcome their weaknesses and take accurate actions when-giving rewards. As mentioned earlier Performance Management and Performance Evaluation are two different meaningful words but Performance Evaluation is a part of Performance Management. Next paragraph will give a thorough understanding about what Performance Evaluation is.

Performance Evaluation

Performance evaluation can be regarded as the process of recording and assessing employee's performance for the purpose of drawing conclusions about employees that lead to decisions (Cook & Crossman, 2004). Performance evaluation is an analysis of an employee's recent failures and successes, individual strengths and weaknesses and the suitability for promotion or advance training and time to time evaluation of employee's performance measured against the job's requirements or stated (Mani, 2002; Terry & Franklin, 2003). Performance appraisal refers to the assessment of

employee's productivity in a systematic manner, the productivity being measured against factors such as initiative, job knowledge, supervision, leadership abilities, quality and quantity of output, judgment, cooperation, versatility, health and the like (De Waal, 2004). Performance appraisal is a formal and organized interaction between a subordinate and supervisor, that regularly takes the method of a periodic interview which can be annually or semi-annually, in which the work performance of the employee is well examined and discussed with a sight of recognizing strengths and weaknesses as well as threats and opportunities for skills development and improvement (Gabris & Ihrke, 2000). Stalz (1966) explains that organizations should look at the content of the performance evaluation system first and satisfy itself that the evaluation system is well understandable and in order not only to the appraiser but also to the appraisee. He suggests that the evaluation system should be given to appraisees, and he/she must rate the appraisal by self and return it to the appraiser, who then rates the appraisee and returns the form to the appraisee to go through and sign off if he/she agrees with the rating. But when the employee does not agree with the ratings of the supervisor, He/she can write their own remark and sign off the appraisal. Then the appraisal goes to the next senior person of the department or to the head of the department. Then those persons rate the performance of the employee. Sometimes they may add ratings or deduct ratings. But always the result of the performance appraisal is communicated by the immediate supervisor to the employee.

Method of Performance Evaluation

Ranking Method

According to Opatha (2012) in rank order method the evaluator is required to rate employees from the best to the worst on some given criteria. This is comparing one person to another person based on criteria, but this doesn't consider work standards. Not only that but also this is not easy to implement in large organizations where employees are large in number.

Graphic Rating Scale

This method can be recognized as one of the oldest methods of PE and most widely used in PE. Under this method, the appraiser is supposed to provide a subjective evaluation of an employee's performance along a scale from very poor to excellent or very low to very high (Opatha,2012). This method is very easy to understand for all including appraisee and appraiser. But the problem is this is not based on objectives. Very subjective and consider only traits.

Management By Objectives (MBO)

Management by objectives is a method that deals with determining objectives to be accomplished by the employee within a certain period of time and assessing the degree of success in accomplishing those objectives (Opatha, 2012). This method was introduced by Peter Drucker in 1954. This is not a reactive method, a proactive method. There are some steps that should be taken. MBO is probably the best and fairest way to plan for and create effectively performing employees (Drucker, 1954)

- Study the job: first both subordinate and supervisor get together and should study the job of the subordinate
- Agreement of duties: Then both of them should identify the duties and responsibilities of Establishment of objectives: this is about establishment of objectives that should be achieved by the subordinate within the given period of time
- PE criteria and standards: There should be measuring methods to identify the level of the established objectives.
- Ongoing discussion: subordinate and the superior must get together and review the progress of achieving objectives. If there anything to be corrected, subordinate can do that
- Evaluation: Actual evaluation of subordinate performance at the end of the period
- Feedback: give necessary comments on performance and accomplishment of objectives

360-Degree Feedback Method

The traditional performance evaluation methods where the managers alone appraise employees has become insufficient for organizations. Therefore, most organizations have extended the appraise team. That method is called the 360-feedback method. One's performance is evaluated by many parties such as managers, peers, supervisors, and customers. This method is more realistic and more effective. According to Luecke & Hall (2006) states that the participation of employees in appraisal brings a feeling of involvement which is associated with organizational commitment and reduces appraisal mistakes as it is not from one source.

Job Performance

Job performance is not a singular word. It consists of several outcomes of an individual. That means job performance is multidimensional. Psychologists define job performance as the behaviour of an individual. According to Murphy et al 2018, Job performance is defined as the set of behaviours at the workplace which are relevant to the legitimate and ethical goals of an individual, work department and the organization. In simple job performance is the effort that is given by the employees for the job. There are four factors that can be measured of an individual job performance (Murphy et al 2018). Namely, 1. Task performance 2. Contextual Performance 3. Adaptive Performance 4. Counterproductive Performance.

Task Performance

This refers to what are the tasks and duties of a job that an individual has to perform. On the other hand, it can be defined as the technical proficiency (Borman et al, 2010). Subjective and objective wise task performance can be identified. Objective criteria are the criteria which can be measured quantitatively while subjective criteria are qualitative. Different jobs have different tasks but somewhat similar to each job. Task performance can be measured as communicating and interacting, task proficiency, persistence and effort, problem solving and organizing and planning.

Contextual Performance

In addition to task performance, job performance includes a broader range of behaviours such as personal support, organizational support and conscientiousness initiative (Borman et al, 2001). Employees engage with activities that hold up the wider work environment. These activities are known as contextual performance. Citizenship behaviour is a synonym for contextual performance. While these dimensions may not be crucial for individual tasks, they are important for teamwork and company operations as they help to facilitate smoother relationships. Summarize evidence showing the contextual performance is—interrelated with organizational outcomes. This is also important for proper job performance because this gives a big support for organizational success.

Adaptive Performance

Nowadays jobs are more complex, and the environment is more unpredictable. Therefore, job performance will be varied from time to time (Pulakos et al, 2000). According to a researcher Adaptive Performance can be identified in 8 terms namely solving problems, handling emergencies, handling work stress, creativity, dealing with uncertain work situations, learning work tasks, technologies and procedures, demonstrating interpersonal adaptability, demonstrating cultural adaptability and demonstrating physically oriented adaptability. Previous researchers have used the term attitudes and beliefs instead of adaptive performance. A comprehensive definition of adaptive performance should include several components: 1. Adaptive performance occurs in response to external events; 2. It should be noted how performance levels are maintained without disruption; 3. It involves both anticipatory and reactive elements; 4. It encompasses both cognitive and interpersonal aspects (Jundt et al., 2015).

Counterproductive Performance

Workplace activities that are meant to hurt the company and its stakeholders are known as counterproductive work behaviours (CWB) (Spector and Fox, 2005). The most popular is CWB classification. Contrasts between CWB directed at the organization and CWB directed at individuals. Individuals are the focus of CWB (Robinson and Bennett, 1995). Spector et al. (2006) proposed a more precise taxonomy comprising five dimensions: abuse, sabotage, production deviance, theft, and withdrawal. These dimensions reflect various forms of counterproductive work behavior (CWB), which are often carried out discreetly, away from the view of observers. Consequently, self-reports are the most common method for evaluating CWB, although co-worker reports are also considered (Fox et al., 2007).

Effect of Performance evaluation on employee performance

According to Rudman (2003), PE is a significant aspect in improving employee performance in an organization. Furthermore, there is a direct link between how businesses manage their personnel and the outcomes they achieve. Benson and

Boswell (2000) argue that human nature seems to be in constant need of acknowledgement, and that when it is given, it is transformed.

It motivates individuals to accomplish more when they are recognized, whether positively or adversely. One of them, it is claimed, is the usage of an effective motivational tool is one of the tools that managers use to motivate their personnel PEP (Performance Evaluation Policy).

Frequently, people become defensive when an employee's performance is rated as less than the best or worse, than the level at which the employee. Cook and Crossman (2004) points out that when an employee's performance is being evaluated, they often get defensive. When an employee's performance is evaluated below average or below the level at which the individual subjectively feels his or her contribution, the management is held accountable. As a result, it is thought to be biased. Conflicts over contributions and performance assessments can arise produce a setting rife with strife that lingers for months (Mani, 2002). According to Nurse (2005), PEP's negative feedback not only fails to encourage the average employee, but it can also lead to burnout. Employees' performance deteriorates. Only employees with a high level of self-esteem appear to be motivated to improve their performance by criticism (Anderson, 2002). It's generally used to discuss what may be done better and how the employee should improve their performance in the future. Employees are more likely to see the PEP as accurate and fair if the appraiser is well- informed and reliable, according to Boswell and Benson (2000). Employees are more likely to be satisfied with their PE results if they are able to freely debate and discuss their work. Employees can more successfully contribute to the overall organization, according to Tyson & York (2000), when they grasp how their various functions function within the structure of a team. The choice of performance evaluation technique is critical for the remainder of the process. The MBO or work- standards strategy appears to be a good choice for motivating employees by giving them feedback-on how they are doing. They are more likely to result in an inner commitment to improved performance if they involve genuine participation. On the one hand, the MBO technique of performance evaluation may alleviate some of the issues that arise when presuming that the employee attributes required for job success can be accurately recognized and quantified. The MBO technique focuses on actual outcomes rather than assumed qualities. These performance evaluation strategies can provide employees with a pleasant sense of autonomy and accomplishment. They can, however, lead to unreasonable expectations about what can and cannot be completed in a reasonable amount of time. Numerous research (Locke, et al.) have shown that goal setting is a significant factor in employee motivation. Employees can be motivated by goals, which can help them focus their attention, persevere, and create new and better ways to operate. Traditional performance evaluation, from the standpoint of Total quality management (TQM), may harm quality and teamwork by forcing employees to compete against one another. Rating teams rather than individuals could be a solution. People need to know how well they are performing at work and where they may improve. It's crucial to remember that evaluations aren't the same as criticism. It may be required to convey the value

of meeting deadlines or modifying the way a task is completed. Unfortunately, many performance reviews just serve to annoy employees by adding more chores to an already overburdened schedule (Armstrong, 1999).

Performance evaluation (PE) is an essential aspect of human resource management, playing a critical role in aligning individual employee contributions with organizational goals. However, while extensive research exists on PE systems in various contexts, significant gaps remain, particularly in the theoretical, empirical, and contextual understanding of these systems within the rubber and plastic industries in Sri Lanka. Theoretical frameworks such as Goal Setting Theory (Locke & Latham, 1990) and Expectancy Theory (Vroom, 1964) are widely used to understand employee motivation in the context of PE. These theories emphasize the importance of clear goals, feedback, and the relationship between effort, performance, and rewards. However, they often assume a uniform application across different industries, which overlooks the specific challenges faced by sectors like rubber and plastic manufacturing. These industries are characterized by repetitive, labor-intensive tasks and hierarchical structures, which may not align well with traditional PE models that are more applicable to environments with higher autonomy and creativity. The gap lies in adapting these theories to better fit the context of manufacturing sectors, where job roles are more rigid and employee involvement in decision-making is often limited. Empirical studies on PE systems have predominantly focused on sectors such as IT, finance, and service industries, where employee roles involve a high degree of autonomy and innovation. However, there is a notable lack of empirical research on how PE systems function in manufacturing sectors, particularly in the rubber and plastic industries in Sri Lanka. The few existing studies, such as those by De Silva et al. (2020), have pointed out general challenges in Sri Lankan industries but have not provided a deep dive into the specific needs and outcomes of PE in the rubber and plastic sectors. This gap highlights the need for focused research that considers the structured nature of these industries, where the traditional approaches to PE might not be as effective.

3. METHODOLOGY

Conceptual Framework

Some researchers compared the conceptual framework to a "Plane." This includes the intertwining of concepts in order to provide a complete account of a certain phenomenon or phenomenon. It was discussed how a conceptual framework can help to articulate specific study phenomena and construct a framework in a given philosophy. The researcher states in this study, independent variables are supporting system, childcare and working hours and dependent variable is work life balance. The conceptual framework related to this study is illustrated in figure.

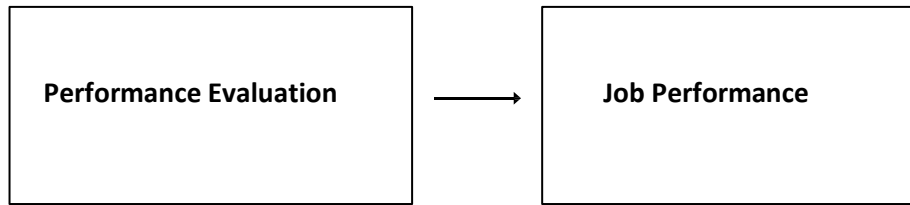


Figure 1: Conceptual Framework
Source: Researcher Constructed, 2023

Hypotheses Development

- **H1:** *There is a significant relationship between performance evaluation and performances of managerial employees at selected rubber and plastic industries in Sri Lanka.*
- **H2:** *Performance evaluation method will significantly impact on job performance of managerial employees in selected Rubber and plastic industry in Sri Lanka.*

The main objective of the study is to determine how performance evaluation affects job performance among employees in the Rubber and Plastic industry in Sri Lanka. It describes the research methodology, data collecting, population, sample size, sampling method, unit of analysis, and data analysis techniques that were employed. Due to the nature of this exploratory study, quantitative methods will be used. To collect qualitative data for the current study, a structured questionnaire will be used. The research strategy can be categorized into three major categories, such as mono method, mixed method and multi method. The current study will utilize the mono method, by representing the quantitative research approach during the current study. The research operates within a time horizon that collected data within a specific period, constituting a cross-sectional study design. The study's sample consists of 150 managerial employees from selected rubber and plastic companies in Sri Lanka, chosen through Simple Random Sampling to ensure equal representation. The sample includes a diverse demographic, covering a range of age groups from younger managers in their 20s and 30s to more experienced individuals in their 40s and 50s. Both male and female managers are represented to reflect gender diversity within the industry. The educational backgrounds of the participants vary, including those with technical diplomas as well as advanced degrees in fields such as engineering and business management. The sample also captures a wide range of work experience, from managers with less than 5 years of experience to those with over 20 years in the industry. Additionally, managers from various job functions, including production, quality control, supply chain management, human resources, and finance, are included to ensure a comprehensive understanding of performance evaluation practices across different functional areas within the companies. Data collection utilized a structured questionnaire to gather primary data from the chosen sample. This data collection method aimed to measure the variables of Performance Evaluation and Job Performance. The

collected data underwent analysis using the software SPSS (Statistical Package for Social Sciences). The current situation is then computed using descriptive analysis, and the relationship between variables is computed using Pearson's correlation coefficient, and regression analysis. Evaluation of Job Performance of Employees at Rubber and Plastic Company in Sri Lanka, methods such as mean, mode, median, and standard deviation are used. Descriptive analysis transformed raw data into an understandable format, offering concise summaries and demographic insights through graphs and tables. Pearson's correlation coefficient was used for correlation analysis to determine the strength and direction of relationships between variables. Regression analysis, specifically linear regression, assessed the impact of Performance Evaluation on Job Performance, establishing the relationship's strength between the independent and dependent variables. This comprehensive methodology ensures a meticulous examination of the impact of performance evaluation on employee job performance in the Rubber and Plastic industry in Sri Lanka.

4. RESULTS AND DISCUSION

In this chapter, the Researcher analyzes the data that was gathered from the questionnaire-by using the SPSS version 25 software. Through this research, first the researcher discussed the response rate. Then researcher analyzed the screening process. After the screen process, using frequency tables the researcher has analyzed about demographic factors. Finally, the researcher has analyzed the data to check the validity of the hypothesis.

Response rate

Response rate means, how many responded questionnaires received in the distributed research questionnaires. Under the below table, it shows the response rate of the questionnaires.

Table 1: Response Rate

No. of Questionnaire Distributed	Responded Questionnaires	Rejected Questionnaires	Response Rate
155	150	5	96.7%

Source: Authors Calculations Based on Survey data

According to table 1, there were 155 of questionnaires distributed. Through that, 150 were received and 5-questionnaires were rejected. The response rate was 96.7%.

Missing Values

Table 2: Missing Values

	N	Missing values
Gender	150	0
Age	150	0
Position	150	0
Qualifications	150	0
Tenure	150	0

Source: Authors Calculations

Under this section, which includes analysis of respondents' details, Through the questioner, which collects details about the respondents' gender, age, position, qualifications, tenure, performance evaluation, and employee performance.

Frequency Distribution Analysis of Demographic Characteristics

In this table, the researcher has discussed the characteristics of the respondents of the research.

Table 3: Demographic Characteristics

Category	Characteristic	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Gender	Female	84	56.0	56.0	56.0
	Male	66	44.0	44.0	100
Age	18-25 years	44	29.3	29.3	29.3
	26-30 years	47	31.3	31.3	60.7
	31-40 years	35	23.3	23.3	84.0
	40-50 years	17	11.3	11.3	95.3
	Over 50 years	7	4.7	4.7	100.0
Position	Assistant Manager	19	12.7	12.7	12.7
	Director	6	4.0	4.0	16.7
	Executive	51	34.0	34.0	50.7
	Junior Executive	48	32.0	32.0	82.7
	Manager	26	17.3	17.3	100.0
Qualifications	Degree	21	14.0	14.0	14.0
	Diploma	56	37.3	37.3	51.3
	HNDA	24	16.0	16.0	67.3
	Postgraduate	49	32.7	32.7	100
Tenure	Less than 02 years	35	23.3	23.3	23.3
	3-5 years	52	34.7	34.7	58.0
	6-10 years	52	34.7	34.7	92.7
	Above 10 years	11	7.3	7.3	100

Source: Authors Calculations Based on Survey data

The demographic analysis of the 150 respondents from selected rubber and plastic companies in Sri Lanka provides a comprehensive overview of their gender, age, position, educational qualifications, and tenure. A slight majority of the respondents are female (56.0%), with 84 participants, while males account for 44.0% (66 participants). The age distribution shows that most respondents are relatively young, with 29.3% aged 18-25 years and 31.3% aged 26-30 years, making these the most represented age groups. Those aged 31-40 years make up 23.3% of the sample, while only 16.0% are aged 40 and above, including just 4.7% over 50 years old. This suggests a predominantly young managerial workforce in the industry. Regarding job positions, 34.0% (51 respondents) are in executive roles, making it the most common position, followed closely by junior executives at 32.0% (48 respondents). Managers comprise 17.3% (26 respondents), assistant managers 12.7% (19 respondents), and directors represent the smallest group at 4.0% (6 respondents). This indicates that the sample includes a significant number of mid-level managers, with fewer respondents in senior leadership positions. In terms of educational qualifications, 37.3% (56 respondents) hold a diploma, making it the most prevalent qualification, while 32.7% (49 respondents) have postgraduate qualifications. Those with degrees account for 14.0% (21 respondents), and 16.0% (24 respondents) hold an HNDA qualification. This reflects a diverse educational background among the managerial employees, with a strong representation of both technical and advanced academic qualifications. Finally, the tenure distribution reveals that 34.7% of respondents have 3-5 years of experience, and another 34.7% have 6-10 years of experience, highlighting that most participants are relatively experienced. Only 7.3% (11 respondents) have over 10 years of experience, while 23.3% (35 respondents) have less than 2 years of tenure. Overall, the data portrays a predominantly young, mid-level managerial workforce with diverse educational backgrounds and moderate to high levels of experience in the industry.

Statistical Analysis to Answer Research Questions.

Correlation Analysis

From the correlation analysis, the researcher would be testing the relationship among the variables. Using Pearson correlation, the researcher has tested the relationship among the variables.

Table 4: Correlation Analysis

Performance evaluation	Pearson Correlation	1	.884**
	Sig. (2-tailed)		.000
	N	150	150
EP	Pearson Correlation	.884**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

Source: Authors Calculations Based on Survey data

According to the above table, the researcher has shown the relationship among the variables as 0.884%. Accordingly, there is 88.4% of relationships among the variables. In addition, sig. value is 0.000 and the research model relationship is significant.

Coefficient

In the below, the researcher has tested the impact of the independent variable on the dependent variable. Accordingly, the researcher has tested hypothesis 2 here.

R and R Square Value

In the below table, the researcher has discussed the impact of the independent variable on the dependent variable

Table 5: R and R Square Model

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1 .884 ^a	.782	.781	.26988

a. Predictors: (Constant), Performance evaluation

Source: Authors Calculations Based on Survey data

According to the above table, the R value of the research is 0.884. Due to that reason, when the performance evaluation has impacted to change employee performance by 88.4%. The rest of the 11.6% change in employee performance is caused by other factors.

ANOVA Test

Table 6: ANOVA

Dependent Variable: EP

Model		Sum Squares	df	Mean Square	F	Sig.
1	Regression	38.741	1	38.741	531.894	.000 ^b
	Residual	10.780	148	.073		
	Total	49.521	149			

Predictors: (Constant), Performance evaluation

According to the above table, the significance of the research is 0.000 and it is lower than 0.05. Due to that reason, the impact of the independent variable on the dependent variable is significant.

Coefficient

Table 7: Coefficient

Unstandardized Coefficients		Std. Error	Standardized Coefficients	T	Sig.
Model	B		Beta		
1	(Constant)	.176		.903	.368
	.159				
	Performance evaluation.957	.041	.884	23.063	.000

Dependent Variable: E

Source: Authors Calculations Based on Survey data

using a two-tailed t-test with a significance threshold of 5%, the path coefficients of the inner model will be significant if the T-statistics value is greater than 0.176 (T-value > 0.903). To determine if hypotheses are supported or not, the P value of the hypothesis must be less than 0.05 (p value 0.05) at the 95% confidence level.

Accordingly, the alternative hypotheses are supported.

H2: There is an impact performance evaluation on the job performance of managerial employees in the selected rubber and plastic company in Sri Lanka.

5. CONCLUSION

The overarching purpose of this study is to analyze the relationship between performance evaluation on job performance of managerial employees in selected Rubber and Plastic companies-in Sri Lanka. As per the gathered data for the study used to assess two major hypotheses. According to the data analysis, the study found that there is a significant relationship between performance evaluation and performances of managerial employees at selected Rubber and Plastic industries-in Sri Lanka. This finding is consistent with the related empirical literature available in this context. Orpan, (1997), concluded that performance evaluation is more effective when assessing the performance of employees. The scholar emphasized that it would be most probably applicable with the Manufacturing industry which are located in a production setting as cited in (Debrincat, 2013). With reference to the argument presented by Orpan, (1997), this study also conducted aiming at one of the major manufacturing industries. Therefore, this study will be a significant study to prove the past empirical literature as well.

Robert, (2002), found that the production ability of a manufacturing industry also can be measured through the performance evaluation conducted in an organization. Further, the scholar denoted that, performance evaluation will motivate the performances of employees. Current study also consisted with those findings proven from the past literature. Boswell and Boudreau (2002) found that the ultimate objective of performance evaluation is to increase the performances of employees. Therefore, it is possible to prove that the current study also presented similar findings which are consistent-with the historical evidence.

Muthugamgoda, (2016) has conducted-a similar study to assess the impact of performance evaluation on performance of employees at software engineering companies. This study also found that there is a significant impact of performance evaluation on job performance of employees in Sri Lankan context. Therefore, current study would be a significant study to emphasize past research findings as well. Al-Jedaia and Mehrez, (2020) also found that there is a significant correlation between performance evaluation and job performance of employees. As per the research findings, the study accepted the first hypothesis by proving there is an impact of performance evaluation on performance of managerial employees at selected Rubber and Plastic industry in Sri Lanka.

As per the second hypothesis of the current study, the study found that, Performance evaluation method will significantly impact the job performance of employees in selected Rubber and Plastic industries in Sri Lanka. Jafari et al, (2009) presented that, the effectiveness of the performance evaluation is

highly determined based on the method that an organization has been selected to evaluate the performance of employees who are working in an organization.

Keating, (1997), also presented that there is a significant impact of the performance evaluation method on performance of employees. With references to the available past empirical evidence in this scenario, there is a remarkable absence of research studies to assess the separate impact of performance evaluation method on job performance of employees. However, this current study would be a significant study to show a new direction in relation to the performance evaluation research context.

Islami et al., (2018) found that the MBO (Management by Objectives) method has a significant impact on both job performance and employee motivation. According to that scholar, when an employee knows the expectation of his / her job, he / she will work towards that objective with a huge encouragement. Therefore, automatically, the job performance and motivation of employees. (Islamia, et al., 2018). Further, George, (2021), found that, MBO method has a significant impact to generate employee motivation, satisfaction, performance and loyalty towards the organization.

Du and Shou, (2011), found that there is a significant impact of ranking method on performance of employees. Current study accepted the second hypothesis of the research study by proving there is an impact of the performance evaluation method on job performance of managerial employees at the Rubber and Plastic industry in Sri Lanka. The current study was significantly involved to prove the available research findings as well. These are the summaries of research findings of the current study.

The current study was carried out to investigate the relationship between performance evaluation on job performances of managerial employees at selected Rubber and Plastic company in Sri Lanka. Performance evaluation was considered as the independent variable and job performance was selected as the dependent variable of the current study.

The managerial employees who are working in the selected Rubber and Plastic company in Sri Lanka was the target population of the current study while 150 managerial employees were selected from the Rubber and Plastic company as the sample size of the study. Data for the study were collected by using structured questionnaires by utilizing the primary data collection method. Also, gathered data was analyzed by using SPSS. Both the correlation analysis and regression analysis were conducted to assess the research hypotheses.

As per the gathered data for the current study, both considered hypotheses were accepted. Findings of the study proved that there is a significant relationship between performance evaluation and job performance of selected Rubber and Plastic Company in Sri Lanka. The findings were consistent with the extant literature as well. As a conclusion, it is possible to indicate that, current study will be significant research to adding new findings to the existing literature as a whole.

Managerial Implications

The outcomes of this study will have a significant impact on prior theoretical explanations as well as practical evidence discovered through empirical evidence. However, it is feasible to provide such recommendations based on the findings of this study in order to improve the applicability of performance evaluation on job performance of employees. The feedback of the performance evaluation should be communicated to the employee. Several parties should be involved in performance evaluation. Prior objectives should be implemented before doing a performance evaluation. Every aspect of the job should be covered within the performance evaluation. The effective decisions should be taken based on the results of the performance evaluation. The best performers should be appreciated while motivating poor performers as well. Combination of performance evaluation methods would be more effective. Biasness should be eradicated within the performance evaluation process. Continuously; it is important to have a direction to change the inefficiencies of the performance evaluation process.

Limitations of the Study

There are some limitations to the current study. When it comes to hypotheses, the current study has tested only two hypotheses. Although, the current researcher can select wide range of variables since performance evaluation is somewhat wide range of area which can be analyzed. The current research has utilized only one data collection method. It will be a restriction to assess the transparency of the research findings. On the other hand, the respondents are given their opinions through structured questionnaire. Therefore, respondent's biasness can be happened. It will be directly effect on the quality of the last conclusion made by the current study. And also, research study has been limited to Rubber and Plastic industry. As well as the researcher has selected only one company operated in the industry. Final limitation is the time.

Direction for the Future Studies

Future research scholars will be able to select more variables which are available in the current research context. As well as future studies can measure the impact of Performance Evaluation on other factors except job performance since there are lots of variables in the available literature. And also, future research scholars can use more than one data collection method as data collection methods since it will be effective to enhance the transparency of the research findings. It is possible to use both interviews and questionnaires in this scenario. It will be effective to reduce respondent biases. On the other hand, future research scholars will be able to conduct research in different industries other than the Rubber and Plastic industry. It will cause more favorable outcomes towards the expansion of the extant literature.

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