

# Exploring the Effectiveness of Employee Job Performance Evaluations in Connection with Job Satisfaction

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## Problem of Practice

The problem addressed by this study is that a connection between employee job performance evaluations for hourly employees and the influence of the leadership feedback provided to the employee may have a negative impact on their job satisfaction. Performance appraisal is defined as the process of identifying, evaluating, and developing the work performance of the employee in the organization, so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance (Islam & Rasad, 2018).



## Introduction

As an organizational leader, leading by example is the key to employees' success in many ways. When I am confident in my roles and responsibilities that energy will reflect to the hourly workforce at the plant. In my many years of leading people, I have concluded that employees job satisfaction is a priority. Within job satisfaction, a key element is training and development. Setting up employees for success in their new and current role could determine their level of job satisfaction.

*"If you want to improve the organization, you have to improve yourself and the organization gets pulled up with you". – Indra Nooyi (Pepsi Co.)*

## Methodology

Two methodological rationales were identified in this pilot study. **Interpretive Framework of pragmatism** portrays the reality of the universal hourly probationary evaluation is that it's useful and it "works" because there is no other documentation regarding a designated employee job evaluation for each department in the plant to compare it to. Pragmatism from an **Ontological Beliefs** standpoint is defined as reality is what is useful, is practical, and "works" (Creswell, et al., 2018). A content analysis was performed on this current universal performance evaluation.

### Qualitative Data

- This source was used to verify implementation of training employees and conducting employee job performance evaluations.
- In-person interviews were conducted based of a 16 open-ended survey regarding the universal job evaluation and the interviewee's perspective on job satisfaction overall.
- Question 16 and 17 was dedicated to the respective interviewees which were an hourly training coordinator and a member of salary leadership.

### Content Analysis

Qualitative Theme:	
Employee Evaluation	Job Satisfaction
General Feedback	Employee Commitment
Lack of detail of job task	Performance Appraisal
No attendance expectations	

R1: If I conduct a content analysis on a universally designed Hourly Probationary Evaluation document, in what ways, if any, will the information help me to understand how training retention and job satisfaction are determined and represented?

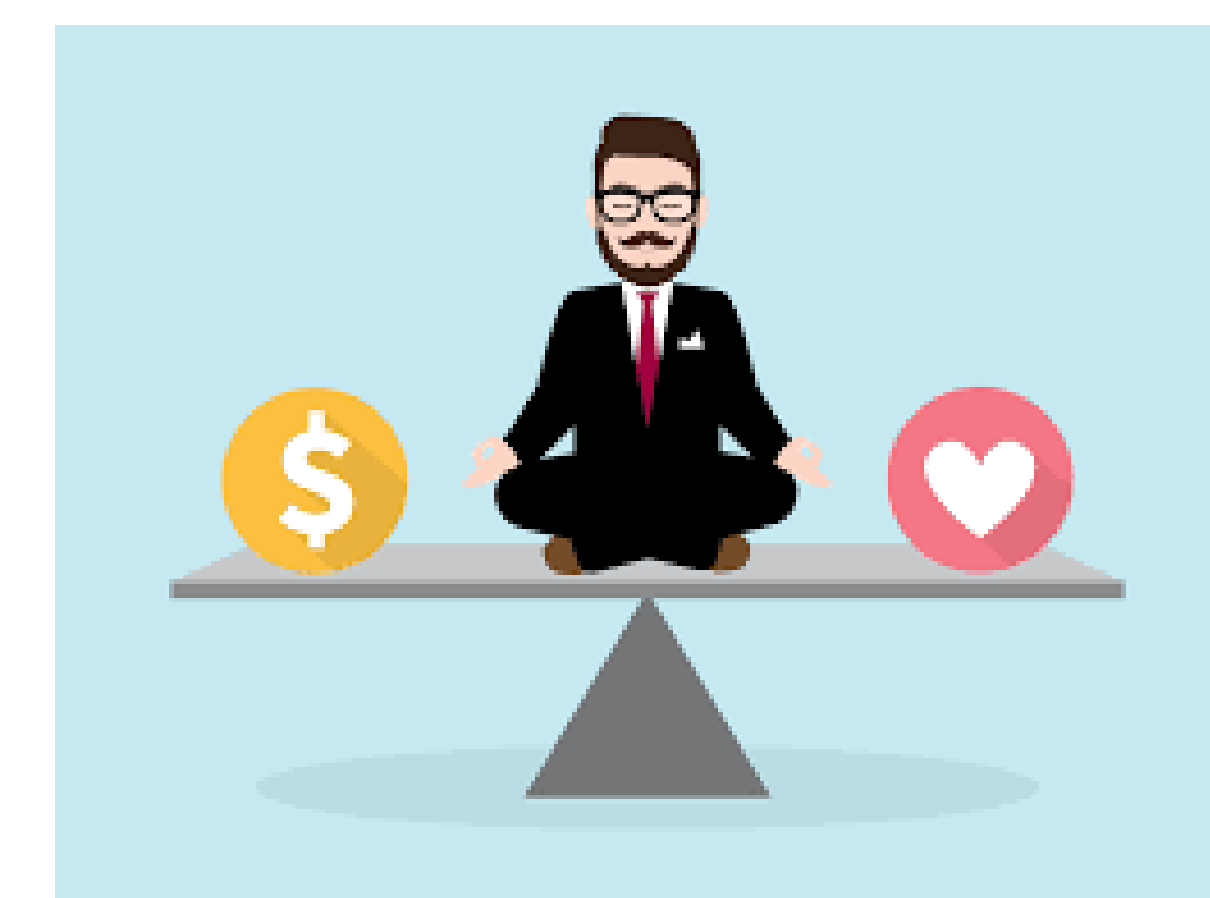
## Quantitative Data Results

R2: If I interview one training coordinator and one organizational leader about their perceptions of the universal job performance evaluation and its connection between employee retention and job satisfaction, in what ways, if any, will the information help me to validate my questionnaire designed to collect data on how utilizing a universal employee performance evaluation may impact effective training, employee retention and job satisfaction?

Both participants had similar POV's regarding the utilization of the universal employee performance evaluation and the effects it may have on training, retention, and job satisfaction of an employee. Both participants agreed that this form provides general feedback that explains the significant metrics of the plant including safety, quality, performance, and attendance. There are opportunities regarding effective training. The org. leader mentioned that this evaluation form needs to be detailed and significant to each department to produce an effective training program. When it came to employee retention both recommended a performance appraisal attached to their evals.

## Conclusion

This action driven pilot study revealed that a universal employee job performance evaluation can affect an employee's overall job satisfaction. It also explains that training resources and leadership believe that making a designated evaluation form for each department could be beneficial as well as attaching some form of incentive to their performance rating to ensure employee commitment.



## Contact and Website Information



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