ĐÁNH GIÁ THÀNH TÍCH VÀ SỰ HÀI LÒNG CỦA NGƯỜI LAO ĐỘNG: NGHIÊN CỨU TRƯỜNG HỢP CỦA CÔNG TY FPT SOFTWARE

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Tóm tắt

Đánh giá thành tích trong phát triển sự nghiệp của nhân viên là một nhân tố quan trọng nhằm nâng cao sự hài lòng của người lao động, từ đó họ sẽ gắn bó và cống hiến nhiều hơn cho tổ chức. Nghiên cứu này tìm hiểu mối quan hệ giữa đánh giá thành tích nhân viên và sự hài lòng của người lao động tại Công ty Cổ phần FPT Software, một trong những doanh nghiệp công nghệ lớn của Việt Nam. Tham gia khảo sát là 201 cán bộ nhân viên ở các cấp độ và phòng ban khác nhau của công ty. Nghiên cứu này sử dụng phương pháp định lượng, các dữ liệu được phân tích hồi quy để tìm ra mối tương quan giữa các biến độc lập thuộc đánh giá thành tích và biến phụ thuộc là sự hài lòng của người lao động. Kết quả nghiên cứu đã cho thấy sự gắn kết với cơ hội thăng tiến, sự rõ ràng về vai trò và sự phản hồi trong đánh giá thành tích có ảnh hưởng tích cực đến sự hài lòng của người lao động. Từ các kết quả nghiên cứu này, các nhà quản trị nguồn nhân lực có thể hoàn thiện hoạt động đánh giá thành tích để qua đó nâng cao sự hài lòng của nhân viên.

Từ khóa: *đánh giá thành tích, sự hài lòng của người lao động, sự gắn kết với cơ hội thăng tiến, sự rõ ràng về vai trò, sự phản hồi.*

EMPLOYEE PERFORMANCE APPRAISAL AND JOB SATISFACTION: A CASE OF FPT SOFTWARE
Abstract

Performance appraisal in employee career development is one of the important factors to enhance job satisfaction of workers, which can make them more engaged and contribute to the growth of the organization. This study conducted research on the relationship between employee performance appraisal and job satisfaction at FPT Software Joint Stock Company, one of the most well-known information technology firms in Vietnam. The research's respondents were staff of FPT Software, with the sample size of 201 employees at different levels and departments. The study was conducted with quantitative methods. Regression analysis was used to find out the relationship between performance appraisal and employee satisfaction. The results show that job satisfaction is positively impacted by promotion link, clarity of roles and feedback activities in the appraisal system. Through these key findings, human resource managers can strategically plan to innovate performance appraisal, thus improve employees' job satisfaction

Keywords: *performance appraisal, job satisfaction, promotion link, role clarity, feedback*

JEL classification: M; M12; M14.

1. Introduction

Investing human development as core competencies to gain competitive advantage, profitability and efficiency is valued by human resources managers in organizations. Among that, performance appraisal is an important factor which encourage employees in various methods, thus positively enhance job satisfaction. Therefore, this study identifies the impacts of performance appraisal on employees' job satisfaction. Specifically, the main research methods used in the study are qualitative and quantitative research with the aim to reveal valuable findings.

Previous research also stated that employees' evaluations about the justice and fairness of the performance appraisal system are also important characteristics (Cheng et al., 2014). This can be explained by a positive relationship between justice and fairness perceptions and job satisfaction (Colquitt, 2012). In the research of job satisfaction, Kulkarni & Sommer (2014) demonstrated that providing constructive feedback to employees is a positive way to impact on job satisfaction. Additionally, employee participation in the performance appraisal process and the quality of received feedback is positively related to their satisfaction with performance appraisal system, perceived fairness, and acceptance (Selvarajan & Cloninger, 2012). Finally, according to Agyare et al. (2016), performance appraisal directly influences job satisfaction. A stratified random sampling, questionnaires, regression analysis and correlations were used to sample 200 respondents and analyze the data collected. The study revealed that employees' job satisfaction is positively related to and impacted by the following variables in performance appraisal system: (1) fairness, (2) promotion link, (3) clarity of roles and (4)

feedback about their performance. In another research on Organizational Justice in Performance Appraisal System and Work Performance of Warokka et al. (2012), fairness has no significant impact on satisfaction.

It can be seen that previous researches used some similar variables to conduct the research on performance appraisal and job satisfaction such as fairness and feedback. However, those researches were conducted in different contexts and had different results. In addition, Colquitt (2012), Warokka et al. (2012) and Cheng et al. (2014) focused on justice and fairness while Selvarajan & Cloninger (2012) studied more factors of performance appraisal including feedback and purposes. Only Agyare et al. (2016) used 4 dimensions of performance appraisal to examine the impact of them on employee satisfaction, but only one measurement was used for each dimension. Therefore, it is possible to add more measurements for these dimensions to study.

In Vietnam, Nguyen (2017) researched the effects of performance appraisal on employee retention, not job satisfaction and qualitative methods were applied, not quantitative. Hoang et al. (2019) studied factors affecting the job satisfaction of officers who are working at the Vietnam State Bank with different factors, not specific examined performance appraisal. Therefore, there is a shortage of specific researches on the impact of performance appraisal on job satisfaction in a technological enterprise like FPT software that use qualitative methods and multiple measurements for each variable. The company is facing the issue of competitors attracting their human resources, thus leading to unstable workforce, which is an urgent loss, especially with the cases of talented and experienced executives leaving the organization. As a result, the authors decided to conduct research on the impact of employee performance appraisal on job satisfaction at FPT Software, with the view to find the variables of performance appraisal system that affect job satisfaction, thus suggest the solution to solve the current problem and make employees feel satisfied and contribute more effectively to the company.

2. Literature review
2.1. Performance appraisal

Performance appraisal is one essential form in Human Resource Management which is also known as different names such as employee evaluation, merit rating, staff assessment, thus has various definition. Generally, performance

appraisal measures the performance while giving feedback to employees, improving the performance of both individuals and teams (Armstrong, 2009). Martin (2000) stated that performance appraisal is a method of employee enhancement, training and development as it provides information about the strength and weakness in their performance, creating the concern and work on improving performance of workers. Furthermore, according to Waal & Kourtit (2013), performance appraisal ensures that employees have an awareness of how organizations expect them to perform in relation to organizational goals after their performances are evaluated. Therefore, performance appraisal is concerned with the clarification of employees' work expectations, which is also helpful in designing the corporate pay structure based on performance (Waal, 2013). Gabris et al. (2000) stated that the main aim of performance appraisal is the provision of periodic and formal feedback to staff members. Therefore, in this study the definition of Amstrong (2009) was used because it mentions the keys of performance appraisal including measuring performance and giving feedback to employees._Performance appraisal plays an important role in management objectives and directly affects both employees and organizations in general within human resources management. The goals of performance appraisal can be attributed to two basic objectives, regarding improving the quality of task completion among workers and helping HR managers make the right personnel decisions such as training and development, remuneration and promotion (Waal, 2013).

Regarding variables of performance appraisal, as mentioned in the introduction, previous researches used some similar ones; however, more variables were included in the research of Agyare et al. (2016) which are (1) fairness, (2) promotion link, (3) clarity of roles and (4) feedback about their performance. About fairness, what they and other colleagues get in return from the organization, are related to what they think about how much each individual contribute, which are deserved with what organization gives in return or not. For instance, what the worker put into his job (inputs) are effort, time, ability, loyalty, integrity, sacrifice and so forth, would lead to what they get from the job (outputs), namely praise, development, pay, bonus, reputation and recognition (Selvarajan et al., 2018). For promotion link, workers have a

tendency to weigh the probability of attaining a desired reward by performing different tasks and strive for more success and positive attitudes, thus increase job satisfaction and efforts (Montana & Charnov, 2008). Regarding clarity of roles, it is the perception towards worker's clear understanding about the content of requirements, with the view to carry out the work processes for which he or she is responsible for (Montgomery et al., 2011). It has been proved by Diala & Nemani (2011) that role clarity, the dimension which is found in performance appraisal adds positivity to job satisfaction and vice versa, job satisfaction in turn produces positive effect towards one's roles and responsibilities. Therefore, since those have a significant relation, high role clarity which focuses on providing workers with clear goals, priorities and boundaries can enhance job satisfaction, which is of paramount important in every organization. About feedback, in performance appraisal, giving and receiving feedback, regarding peers to peers, superior to inferior and vice versa, creates job satisfaction of employees. If it is not done properly or without feedback, employees will be unmotivated, lack of orientation at work and even suffer a frustrating uncertainty, decreasing job satisfaction (Agyare et al., 2016).

2.2. Job satisfaction

Job satisfaction has many different definitions from researchers. Generally, job satisfaction reflects how employees feels about their job, including the feelings towards working conditions, thus influences attitudes towards work. This study provides some common concepts of job satisfaction which is relevant to the objectives of the study. Schwepker (2001) defines job satisfaction as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating job values. In this study, following this definition, job satisfaction will be examined to find how employees feel about their job.

According to 2-factor theory, some job factors that result in satisfaction while there are other job factors lead to dissatisfaction at work. These are motivators (pay and benefits, recognition and achievement) and hygiene factors (company policies and structure, job security), which do not encourage employees to work harder but they cause them to become unmotivated if they are not present. In general, studies have shown that job satisfaction will make workers more loyal, find joy at work and less likely to quit their jobs (Saari & Judge, 2004). Leaders bring satisfaction to employees through the fairness interest among subordinates, and also show the clear vision and ability to manage and support employees in their work; therefore, create the trust from workers, which indirectly make they feel satisfied in their job (Robbins et al., 2019).

2.3. Research hypotheses

After reviewing literature, the following hypotheses were proposed to analyze the relationship between performance appraisal and job satisfaction.

Hypothesis 1 (H1): Fairness in the appraisal system is positively related to the job satisfaction of employees.

Hypothesis 2 (H2): Linking performance appraisal with promotion is positively related to the job satisfaction of employees.

Hypothesis 3 (H3): Clarity of roles is positively related to the job satisfaction of employees.

Hypothesis 4 (H4): Feedback after appraisals is positively related to the job satisfaction of employees.

3. Research methodology

3.1. Research Method

After preliminary study, the authors then determine the research concept and select the scale for each variable to create a questionnaire, used in collecting respondents' insights of workers and applying the aforementioned model to FPT Software to find the relationship between performance appraisal and job satisfaction. In order to conduct quantitative research, a questionnaire has been developed by the authors to do research on the targeted sample. The total process to develop the questionnaire follows the main steps: Step 1: Based on the theory and precedent studies, determine the content of the research concepts and select the scale for each. Afterwards, build up the initial Draft questionnaire; Step 2: Conduct in-depth interviews with HR experts, managers at the company, with the aim to adjust the scale to become more suitable with the research context at FPT Software, therefore build up a Preliminary questionnaire version; Step 3: Test the survey towards some people in the targeted sample to check and make sure the preciseness of terms in the scale, adjust or remove the inappropriate content, standardize the wording to build up the official questionnaire.

The content of the questionnaire includes the following sections: Introduction: Brief

introduction about the purpose of the study and related information to help respondents get a general understanding of the research; Part 1: The collection of surveyors' demographic information; Part 2: Information collection about the employees' perceptions of corporate performance appraisal system including (1) fairness: FAI1, FAI2, FAI 3, FAI4, (2) promotion link: PRO1, PRO2, PRO3, PRO4, (3) clarity of roles: CLA1, CLA2, CLA3, CLA4 and (4) feedback: FEE1, FEE2, FEE3 with measurements following Diala & Nemani (2011), Selvarajan & Cloninger (2012), Agyare et al. (2016), Nguyen (2017); Part 3: Design collects information related to employees' satisfaction feelings towards the organization: JOS1, JOS2, JOS3, JOS4 following Saari & Judge (2004). The following questionnaire uses the 5-point likert scale on surveying that ranges from one extreme attitude to another, including a neutral midpoint, specifically: 1- Totally disagree; 2- Disagree; 3- Neutral; 4- Agree; 5- Extremely agree.

3.2. Sampling and Data collection

Because the population method is not favored since there is a large number of employees in FPT Software, stratified random sampling method was chosen, which refers to separate group dividend, also called strata. Then, a probability random sample is drawn from each group (stratum), which are various job titles in each department. The result of questionnaire at FPT Software shows the appropriate rate for research is 75%, which means after spreading out 100 surveys, the authors get 75 qualified responses, which are then accepted. The other 25 responses neither are on their internship nor irrelevant data, which are rejected. Therefore, in applying the 95% confidence interval, consisting all values less than 1.96 standard errors away from the sample value, then test against any population value in this interval will lead to p > 0.05, and 6% margin of error, according to the study of Dinh et al. (2017), thus require the sample size needs to be collected is:

$$n = \frac{Z^2 q\,(1-q)}{D^2} = \frac{1.96^2 * 0.75\,(1-0.75)}{0.06^2} = 200.08 \approx 201$$

In this study, there are two data collection methods to receive information, namely directly send the questionnaire to a number of targeted employees and indirectly conduct survey in Google form and send to surveyors with the support of Human Resource Management Department.

Table 1: Demographic profile of respondents (n = 201)

Variables	Characteristics	Frequency	Percentage (%)
Gender	Male	121	60.2
	Female	80	39.8
Age	18-25	119	59.2
	26-35	49	24.5
	66-50	31	15.3
	over 50	2	1
Educational level	Undergraduate	6	3.2
	Intermediate College	18	9.1
	Bachelor	144	71.4
	Master/ PhD	33	16.3
Seniority	Less than 3 years	74	36.8
	3 - 5 years	92	45.9
	More than 5 years	35	17.3
	Total	**201**	**100**

Source: Conducted by authors, 2021

4. Data findings and analysis

4.1. Sampling description

As described in the sampling method, the sample size of 201 employees at all position levels from all departments at FPT Software were surveyed for the research analysis. The sampling description is Table 1. Remarkably, only 2 person who were older than 50 conducted the survey, showing the tendency of maintaining young employee age at the company. The survey results also revealed that most of workers had their Bachelor's degree (71.4%). Notably, the number of people who have high academic level such as Master and PhD was 33 (16.3%), mostly are managers or employees with high salary. The other main degree among the surveyors was Intermediate College (18 employees, accounted for 9.1%), focusing on workers who had specific IT technique which was trained and taught effectively at FPT Intermediate College. Moreover, the questionnaire result revealed that most employees had the job experience from 3 to 5 years (45.9%) and less than 3 years (36.8%) while the minority have had a long time working for the organization.

Table 2: Cronbach alpha coefficients

Variables	Encoded	Cronbach alpha
Fairness	FAI	0.84
Promotion	PRO	0.894
Clarity of roles	CLA	0.9
Feedback	FEE	0.888

Source: Conducted by authors, 2021

4.2. Reliability

As can be seen in Table 2, Cronbach's Alpha scale reliability statistics of 4 variables are greater than 0.8. In addition, Corrected Item-Total Correlations of all dimensions for each variable are also greater than 0.3. Therefore, all dimensions will be taken to the next EFA phase.

Exploratory factor analysis (EFA)

The KMO (Kaiser-Meyer-Olkin) measure of sampling adequacy is 0.843, which is qualified to do EFA analysis, stated by the research by Hair et al. (2006) that 0.5 < KMO < 1. Furthermore, the Bartlett's Test of Sphericity has a value of sig = 0.000 < 0.05, thus the authors concluded that the observed variables are correlated with each other.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.843
Bartlett's Test of Sphericity	Approx. Chi-Square	1741.271
	df	105
	Sig.	0.000

Source: Conducted by authors, 2021

Table 4: Rotated Component Matrix

	Component			
	1	2	3	4
CLA2	0.881			
CLA3	0.871			
CLA1	0.861			
CLA4	0.844			
PRO1		0.882		
PRO3		0.866		
PRO2		0.829		
PRO4		0.825		
FAI4			0.857	
FAI3			0.806	
FAI1			0.787	
FAI2			0.784	
FEE1				0.882
FEE3				0.86
FEE2				0.858

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization

Source: Conducted by authors, 2021

After testing variance extract of factors affecting job satisfaction, in the analytical table of results, the cumulative percentage of variance of the total components number in line 4 is 75.883%, which is greater than 50%, along with the total or eigenvalue greater than 1, satisfy the standard of variance acceptance stated by Anderson and Gerbing (1988). Since the sample size of this research is 201, it therefore requires the factor loading of greater than 0.55. Therefore, in the next step, when testing factor loading factors, the results of EFA analysis for the independent variables of the rotation matrix reveals that the factor of observed variables satisfies the condition when factor loading factor is greater than 0.55.

EFA analysis for the dependent variable

Job satisfaction is the endogenous variable, which four dimensions are conducted Exploratory Factor Analysis separately and then merge with Pattern Matrix in the second run. The KMO (Kaiser-Meyer-Olkin) measure of sampling adequacy is 0.811, which is qualified to do EFA analysis, stated by the research by Hair et al. (2006) that 0.5 < KMO < 1. Furthermore, the Bartlett's Test of Sphericity has a value of sig = 0.000 < 0.05, thus the author concluded that the observed variables are correlated with each other.

After testing variance extract of factors affecting job satisfaction, in the analytical table of results, the cumulative percentage of variance of the

total components number is 70.54%, which is greater than 50%, along with the total or eigenvalue greater than 1, satisfy the standard of variance acceptance stated by Anderson & Gerbing (1988). Therefore, it can be concluded that the factors extracted explain 70.54% change in variables.

Table 5: Total Variance Explanation

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**	
1	2.822	70.54	70.54	2.822	70.54	70.54
2	0.521	13.023	83.563			
3	0.399	9.967	93.53			
4	0.259	6.47	100			

Extraction Method: Principal Component Analysis

Research testing
Descriptive statistics

In quantitative research of this study, the numbers were taken into the inspection model after the phase of verifying scale reliability and value. In testing, the Pearson's control system was used to test the level of the computer's ability to hold dependent and independent variables before forming the modeling decision. The output showed the correlation below.

Based on the data from the correlation coefficient matrix in the above table, most values of correlation coefficients between independent variables and dependent variables work by feedbacks at 98% (sig <0.05). The value r between the variable depends on the job satisfaction with independent variables running from 0.242 to 0.424. Therefore, the appropriate independent variables explain the variable depending on job satisfaction.

Table 6: Correlation matrix

		FAI	PRO	CLA	FEE	JOS
FAI	Pearson Correlation	1	.167*	.293**	.196**	.242**
	Sig. (2-tailed)		0.018	0	0.005	0.001
	N	201	201	201	201	201
PRO	Pearson Correlation	.167*	1	.143*	.435**	.424**
	Sig. (2-tailed)	0.018		0.044	0	0
	N	201	201	201	201	201
CLA	Pearson Correlation	.293**	.143*	1	.216**	.264**
	Sig. (2-tailed)	0	0.044		0.002	0
	N	201	201	201	201	201
FEE	Pearson Correlation	.196**	.435**	.216**	1	.396**
	Sig. (2-tailed)	0.005	0.000	0.002		0
	N	201	201	201	201	201
JOS	Pearson Correlation	.242**	.424**	.264**	.396**	1
	Sig. (2-tailed)	0.001	0	0	0	
	N	201	201	201	201	201

*. Correlation is significant at the 0.05 level (2-tailed)
**. Correlation is significant at the 0.01 level (2-tailed)

Adjusted R square

The predictors are variables, namely (Constant), FEE, FAI, CLA and PRO. The meaning of $R^2 = 0.501$ (sig <0.001) means that 50.1% of the variation of job satisfaction dependent variable can be explained by regression model with 4 independent variables, and R^2 is greater than the standard of 0.5 so it is acceptable.

Table 7: Model summary on dependent variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.708	0.501	0.473	0.621	0.501	18.503	4	196	0	2.162

ANOVA

In the ANOVA variance analysis, the dependent variable is Job Satisfaction (JOS) and predictors are (Constant), FAI, PRO, CLA and FEE. The result revealed that Sig. = 0.000 ≤0.001, proving 99% reliability demonstrated theoretical models that are relevant to reality. Therefore, the independent variables are linearly correlated with the dependent variable in the model.

***Table 8:** ANOVA on dependent variable*

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.541	4	7.135	18.503	.000
	Residual	75.584	196	0.386		
	Total	104.126	200			

Source: Conducted by authors, 2021

Multinational regression

In table 9, the values of Tolerance are >0.1 and VIF are all <10. It comes to the conclusion that there is no multinational phenomenon in the model.

***Table 9:** Coefficient on dependent variable (JOS)*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)		0.296		1.192	0.235		
FAI	0.096	0.057	0.108	1.678	0.095	0.89	1.124
1 PRO	0.267	0.062	0.291	4.29	0	0.803	1.245
CLA	0.138	0.062	0.144	2.233	0.027	0.887	1.127
FEE	0.232	0.074	0.217	3.15	0.002	0.779	1.283

Source: Conducted by authors, 2021

4.3. Regression results

The results show that the four independent variables in the model affect the job satisfaction of employees at FPT Software and this effect is statistically significant. Since the p-value (Sig.) of (Constant) and FAI are greater than 0.05, those two are unaccepted to the regression model, while the others (PRO, CLA, FEE) are accepted. As the result, based on the standardized coefficient β, the relationship between the dependent variable job satisfaction and independent variables is shown in the following linear regression equation:

JOS = 0.291*PRO + 0.144*CLA + 0.217*FEE

The regression equation shows a linear relationship between Job Satisfaction (JOS) with independent variables Promotion link (PRO), Clarity of roles (CLA) and Feedback (FEE). The results of this estimation also shows that the influence of each performance appraisal factor to job satisfaction is different. Specifically, Promotion link has the greatest impact on job satisfaction ($\beta_{Standardized}$ =0.291), followed by Feedback ($\beta_{Standardized}$ =0.217) and Clarity of roles ($\beta_{Standardized}$ =0.144). The regression results show that three factors in employee performance appraisal including Promotion, Clarity of roles and Feedback have positive impact on job satisfaction, thus those three among four hypotheses (H2, H3, H4) are accepted, except for the Fairness factor (H1 is rejected). Among those, the variables Promotion link has the highest impact on job satisfaction.

4.4. Discussion

As mentioned above, Promotion link, Clarity of roles and Feedback have positive impact on job satisfaction. This is also in line with the results of Agyare et al. (2016). In fact, the company's promotion proves to be a positive factor in enhancing job satisfaction of employees because of the main reasons. The transparent promotion process comes through phases of evaluation, including rewards and recognition are judged based on the quality of work, which is built specifically and systematically, and receive opinion of not only managers but also colleague teams, after a specific time on board. In addition, the clarity of roles for workers in FPT Software are mostly description for workers' tasks orientation and the clear position for each individual in every project. Therefore, it helps present the need for training and development for the employees taking on new roles and tasks, leading to objectives formulation in order to evaluate the performance. It also creates employee engagement by associated responsibility and thereby brings about accountability. That information significantly reduces confusion of employees about the tasks and projects they involve, ensuring the roles, teams, and workflows (Montgomery et al., 2011). Next, feedback is highly recommended in human resources management strategies of FPT Software. Providing effective feedback offers great benefits for employee performance, especially in a respectful, positive and constructive way at FPT Software, which is the key to individual and organizational success. Consequently, by making employees aware of the areas that need improvement in feedback activities, it is more quickly for them to align with the company business objectives and strategies.

Hence, it has the positive impact on job satisfaction, resulting in the data above.

Besides, it is reported in the data that Fairness in performance appraisal is not the factor that has significant relationship with job satisfaction at FPT Software. Although this result is contradicted to studies of Colquitt (2012) and Agyare et al. (2016), it was supported by Warokka et al. (2012) and Nguyen (2017). Especially, in the study of Vietnamese enterprises, Nguyen (2017) pointed out that equality or inequality to everyone is difficult to perceived by some employees. For them, fairness does not affect their work and leaving intention. In fact, employees' comments that their benefits package, regarding bonuses, medical, insurance, paid vacations, company holidays, free meals, pensions, stock options, childcare, personal days, sick leave, other time off from work or pension plan is marked unfair both in their expectation and comparing with that of others. According to Hostede (2014), Vietnamese culture is more collectivism, so managers tend to rate good results for all members even their performance may be poor as it cannot affect their financial benefits (Nguyen, 2017). Therefore, the fairness is stated as ineffective according to respondents who perceived the performance appraisal system critically.

5. Recommendation and Conclusion

For recommendation, as promotion link has the greatest effect on job satisfaction, the authors suggest that the company use more method of competitive model in promotion, namely Merit-based promotion and Merit-cum-seniority, in which workers have to prove their worth, taking into account main factors such as knowledge, performance, skill, productivity and experience in order to be promoted to a higher rank (Pergamit & Veum, 1999). Next, to improve feedback within the workplace, the important strategy recommended by the authors is encouraging the involvement of employees' coordination among departments in evaluation procedures, using the 360 Degree Feedback. This method provides well-rounded feedback from peers, colleagues and supervisors other than only individuals. Secondly, personal and organizational performance development is what the company can gain using this improvement in feedback. This approach helps team members learn to work and communicate more effectively together so that multi-raters can make each of their colleague' evaluation more accountable and valuable (Greguras & Robie, 1998). Therefore, FPT Software human resources

strategic managers can plan for further training classes, make cross-functional responsibilities within the organization to enhance employees job satisfaction. In terms of developing clarity of role, the authors suggest that there would be openness to increase information flow within working environment at FPT Software. For instance, clarity of the appraisal purpose can be done by applying the following criteria to every individual and department in the company.

In conclusion, the research model of this study based on the model of Agyare et al. (2016) and was added some measurements for each variable to find the impacts of performance appraisal on employees' job satisfaction at FPT Software Joint Stock Company. By using descriptive statistics analysis, Cronbach's alpha reliability, exploratory factor analysis (EFA), correlation and regression analysis from 201 survey respondents, the study provides practical evidence and suggestion to improve the relationship between employee performance appraisal and job satisfaction at the case of the company. The research thus has achieved the following results. After conducting research, it was revealed that three among four variables including Promotion link, Clarity of roles and Feedback have positive influence on job satisfaction in the case of this company. The factor Promotion link revealed to show the most positive and powerful influence on job satisfaction of employees with a standardized beta coefficient of 0.291. The others are Feedback and Clarity of roles also has a positive effect on job satisfaction. From the research results, the study provides strategy suggestions for human resources managers of FPT Software to improve job satisfaction of workers by enhancing three aspects of employee performance appraisal that positively affect job satisfaction. Consequently, managers can innovate the organization by making employees feel valued and belonged to help the business develop sustainably. However, the limitation of study is only done within the case of FPT Software Joint Stock Company, thus it does not generalize as the representative of the whole industry or region in showing the relation between performance appraisals and job satisfaction; the survey was conducted by the stratified sampling method, thus the randomness might make it hard to give a general conclusion. Therefore, in order to make the research results more representative, further studies should expand the scope on a larger sample size and conducted not only on the organizations' departments, but also on various enterprises as well as different regions nationwide.

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