

# Legal Termination and Performance Appraisal at Private Firms in Kurdistan

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**Abstract**— *The key aim of this study is to examine the relationship between performance appraisal at private firms and legal termination in Kurdistan; the research intended whether staffs are terminated according to their poor performance after being assessed by performance appraisal management. The researcher applied quantitative method in this study to examine the collected data from four various private firms to find out whether employees are terminated based on their poor performance after being evaluated by performance appraisal management system. The researcher distributed a hundred questionnaires, though only 68 questionnaires were received. The findings of this study demonstrated that there is poor and weak association between the evaluation of performance appraisal and legal termination at private firms.*

**Keywords**— *Erbil, Legal Termination, Performance Appraisal, Private firms.*

## I. INTRODUCTION

In the present commercial center, representatives' lawful end is in all likelihood the most basic choice an association can make. The fundamental motivation behind this examination is to break down the relationship between yearly execution evaluation at private firms and legitimate end; the investigation pointed whether representatives are ended dependent on their poor execution in the wake of being assessed by execution evaluation the executives. Execution the board is characterized as a key strategy to raise hierarchical adequacy by improving representatives' execution and creating capacities and abilities of individual and gathering supporters (O'Brien, 2018).

Execution evaluation is an unavoidable component of hierarchical life. There are numerous choices in present day associations that rely upon execution evaluations, and they are broadly utilized in many associations. They are a critical bit of the procedure by which associations endeavor to guide themselves, and they have been viewed as a key segment in the achievement of associations for the majority

of the twentieth century. Execution examination enables associations to educate their representatives about their rates of development, their capabilities, and their possibilities. It empowers representatives to be purposeful in making their individual formative objectives to help in their self-awareness. There is little contradiction that if execution examination is progressed nicely, it serves an exceptionally valuable job in accommodating the requirements of the individual and the necessities of the association. Whenever utilized well, execution evaluation is a persuasive apparatus that associations need to sort out and facilitate the intensity of each worker of the association towards the accomplishment of its vital objectives (Bauer, et al. 2018). It can concentrate every representative's psyche on the association's central goal, vision, and basic beliefs. Notwithstanding, if execution examination isn't progressed admirably, Grote recommends the procedure can turn into the object of jokes and the objective of criticism. Performance appraisal techniques are the frameworks and procedures through which evaluation is completed in an association.

The strategies incorporate deciding the kinds of information gathered and assessed in the examination, the structures and frequencies of correspondence that occur among chiefs and their workers, and the different sorts of assessment apparatuses used to gauge execution. It is critical to comprehend the assessment techniques utilized on the grounds that they can impact the helpfulness of the evaluation framework in an association and the apparent or genuine advantages picked up from its utilization. Performance appraisal techniques have been portrayed by numerous creators in different ways. Landy and Farr (1983) characterize a strategy in which the execution evaluation information is sorted out into two gatherings: judgmental or abstract measures and nonjudgmental or target measures. Albeit judgmental measures are all the more extensively utilized, target execution estimations (for example creation rates, time to finish an undertaking, and scrap rates) have

been useful proportions of execution for standard, manual occupations since the 1940s. Other non-judgmental records that don't survey execution specifically yet give data on the general strength of the association, including non-attendance, turnover, and mishaps, has additionally been explored (Kabir, et al. 2018). Target measures do have their one of kind issues, be that as it may. For instance, truant measures are not appropriate to numerous employments, are regularly off base, are brought about by an assortment of reasons relying upon the significance of nonattendance, vary in the span of perception, and don't demonstrate an association with one another. Utilizing turnover as a standard is confused in light of the fact that it is difficult to separate among deliberate and obligatory turnover. Complaints are not regularly realistic for nonunion representatives. Mishaps could be brought about by the general population or by their surroundings. The rate of advancement or compensation increments are bad measures on the grounds that the rate could be constrained by a quantity set by the association and pay adjustments could be affected by the financial prosperity of the association instead of worker execution. These issues test the legitimacy of the measure (Posthuma, et al. 2018). Landy and Farr (1983) likewise recognized a few issues with target measures and potential reasons why judgmental measures have been utilized rather by clinicians for assessing administrative conduct. To start with, target estimates will in general have low unwavering quality. For instance, factors outside to the individual, for example, the association's wiped out leave strategies, may impact the unwavering quality of nonattendance measures or the time of examination may not be consistent crosswise over measures. Another reason is that target measures might be reachable for just an incomplete number of employments. For instance, it doesn't bode well to gather data on lateness or nonattendances from deals agents or improvement representatives who may not work a settled number of hours of the day or every week. A last insufficiency of target execution measures is the changing idea of talented and semi-gifted work. At the point when workers who work machines are supplanted by representatives who simply keep an eye on a machine, the yield of the activity can turn out to be increasingly dependent on the machine working accurately and its related downtime, instead of upon the capacity and yield of the machine administrator. The changing idea of work infers that abstract estimations may keep on being progressively well known and helpful contrasted with target measures. The utilization of the board by targets (MBO) to characterize and quantify work

execution is frequently utilized with administrative and official execution. There is a specific significance set on the commitment of the worker to the association's objectives and results. There are a few components regular to MBO programs. In the first place, MBO incorporates inclusion in objective setting. The director and the subordinate cooperate to characterize the objectives and execution estimations for the subordinate (Minor, et al. 2018).

They choose what should be accomplished and how the accomplishments will be estimated. Furthermore, MBO involves target criticism with respect to headway towards achieving the objectives. In a MBO framework, execution is probably going to be characterized as far as quantifiable results. Notwithstanding, the defining of objectives, targets, and goals is extremely abstract, including exchange between the administrator and the worker (Murphy and Cleveland, 1995). On the off chance that a high performing representative neglects to accomplish his or her objectives, it isn't abnormal for the director to renegotiate targets with the goal that the administrator can make certain that the proficient entertainer will acquire results that are viewed as great execution. Two of the detriments of a MBO framework incorporate a lot of administrative work, especially in the first place phases of another framework, and the worry that MBO attempts to make indistinct duties and objectives correct and urges representatives to quantify goals that are not quantifiable. In another strategy for portraying assessment techniques, Sims and Foxley (1980) give four arrangements utilized in advanced education, explicitly by understudy issues experts: similar strategies, outright principles, the board by targets, and direct files. Near techniques include: (a) rank-requesting all representatives from most reduced to most noteworthy in adequacy; (b) on the other hand picking the best and afterward the least viable worker, moving their names to isolate records and rehashing the procedure until the sum total of what names have been expelled from the underlying rundown; (c) contrasting every worker with each other worker and deciding a last positioning dependent on how frequently the worker was positioned over alternate workers; and (d) a constrained dispersion where a specific level of the workers are named best entertainers, maybe a second gathering in the following level, and afterward another gathering doled out to the most minimal performing gathering. Total principles strategies have a few varieties including basic episodes, weighted agendas, and constrained decision, regular rating, and typically moored rating scales. Basic occurrences includes distinguishing the noteworthy necessities of a vocation and the administrator

is approached to rate every worker on every class. Weighted agendas include aggregating a rundown of representative objectives that the administrator utilizes for every worker to figure out which of the objectives was finished. Constrained decision requires the manager to pick the most illustrative articulations for every worker utilizing a rundown of things that separate among fruitful and unsuccessful consummation and among alluring and bothersome representative attributes. Ordinary rating includes rating representative qualities on a frame utilizing such classes as great, normal, and poor (Yin, et al. 2019). Typically tied down rating scales are a quantitative adaptation of the basic episode technique that utilizes scales secured in descriptors of real position conduct and explicit dimensions of execution. The above instances of assessment techniques give an exhaustive outline of the kinds of strategies frequently utilized by different associations. They fall along a continuum among emotional and target strategies and among unstructured and organized techniques (Mir & Amin, 2016).

## II. LITERATURE REVIEW

### Legal Termination

Employee termination is a standout amongst the most undesirable parts of an entrepreneur or director's activity obligations, however once in a while it is completely vital so as to proceed with the matter of the firm. Be that as it may, on the off chance that Employee termination representative is essential, it ought to be performed in the most moral, and expert way conceivable. Following the correct convention in leading the end mellows the hit to the fired representative (who is regularly astounded that they are being ended); shields the firm from potential prosecution emerging from the end; and consoles the proprietor or director that they made the best decision. Regardless of whether the fired representative was a decent specialist or a terrible laborer is unimportant. The choice to fire a worker, when made, gets under way various obligations of the firm to deal with the end in an expert way saving the poise of the fired representative and ensuring the firm' advantages as the firm does not have any desire to see a furious previous worker not far off in court (Yu, et al. 2017).

The work relationship might be fired by understanding of the gatherings, on expiry of the term, at the worker's or firm' drive. Incidentally, the reason for end of a firm relationship might be a contention between the gatherings, notwithstanding, regardless of whether this is the situation, it is encouraged to act sensibly, in common great

confidence and to stay reasonable in regard of the other party so as to keep up great relations and submit to the law. It is less demanding for both the firm and the worker to fire the work contract on the off chance that they know their rights and commitments and watch them. On the off chance that there is a plausibility that the worker is an individual from an ensured class and the end is for disciplinary or execution reasons, archive the reasons recorded as a hard copy as they happen, share the data with the representative, and give clear rules on what the firm' desires are and on the best way to progress. Just fire the representative in the wake of recording that the desires have not been met, and after the worker has had a chance to address the issues. Contact an attorney who rehearses work law or a fair HR expert to twofold check your choice (Chen, et al. 2016).

A firm end is generally painful for everybody included. Nobody appears to see eye to eye. Correspondence between the representative and his manager is frequently sharp and may have separated totally. The procedure can feel confounding and eccentric, with partners included who don't communicate with each other and are possibly obscure, or just dubiously known, to one another. It feels like a hopeless scenario for everybody, and is normally obfuscated with extreme negative feelings. The worker might need to remain utilized yet see the certainty of his activity misfortune, or the difficulty of proceeded with work the situation being what it is. He likely feels impaired, mortified, and helpless. His manager may feel like a monstrosity yet observe no other decision but to end the relationship.

Key to this web is the employee and his director. Without the worker's execution and the director's impression of its unsuitability, there would be no requirement for an end by any means. Be that as it may, different partners are inseparably included as well. First of all, the boss has a continuous announcing association with a progressively senior chief, who is probably going to assess the manager's activities. The senior administrator likewise has a basic stake in deciding a satisfactory dimension of execution, a fitting point for Employee termination, and the correct harmony between the expenses and dangers of end and those of maintenance. The firm' advice is typically included also, surveying the benefits of any case that the representative might be foreseen to seek after post-end. For instance, a lawyer will need to comprehend whether the representative has any legitimate assurances and, provided that this is true, will audit the staff record to evaluate the capacity to legitimize the end choice and to decide the practicality of conceivable resistances. The lawyer may

likewise get engaged with organizing a severance assertion, regularly including a general arrival of work risk claims. This inclusion in the end gives the lawyer her very own arrangement of interests, conceivably particular from those of alternate gatherings (Komissarova & Zenin, 2016).

The time of firm likewise incorporates times of impermanent interference in firm (a cutback, an unpaid leave) occasional firm, and when a worker comes back to work for a similar manager after a break of under two months. Representatives who work in a regular industry and come back to work with a similar manager each season have consistent administration. Each continuous season they return includes one more year of administration to their all-out time of firm (Bauer, et al. 2018).

That firms ought to have such a privilege has a presence of mind offer. It appears to be silly to propose that firms ought to be required to keep on utilizing (or pay to dispose of) somebody who is considerably hurting their interests, particularly through disregard or stiff-necked attitude. The issue for firms is that this sound judgment standard does not consider various contending interests that look to dull or deal with its application (Kabir, et al. 2018).

### Performance Appraisal

Performance appraisal is defined as grasping relevant performance appraisal and performance appraisal. Besides, they demonstrated that activity performance appraisal partners to the expertise, with which singular does, while relevant performance appraisal is characterized as extra obligation abilities that takes part for the most part to the hierarchical condition, mental and social to help achieving authoritative targets or objectives. Relevant components include includes for example, proceeding with extra exertion and eagerness, volunteering to perform errands and approving and supporting hierarchical objective or set of objectives (Ditzian, et al. 2015). Yusoff (2014) characterized performance appraisal evaluation as a procedure that characterizes how individual is playing out an assignment and connections those realities to the person back. Additionally, proposed that performance appraisal evaluation gives data to human asset the board exercises for example, ending, advancing, justify pay and legitimate end. The data of the performance appraisal evaluation could likewise convey exertion and commitment for representative preparing and improvement. Besides, performance appraisal evaluation offers interest and association for the support of choice activities and human asset arranging. People's performance appraisal is evaluated by their administrators and other outside hotspots for

example, partners like clients. There are a few methodologies for performance appraisal examination. These methodologies are classified in three fundamental gatherings. The primary gathering of performance appraisal examination approaches is Graphic Rating Scales; this methodology is viewed as the most widely recognized strategy and strategy to use for performance appraisal evaluation. As indicated by this methodology workers will be estimated or evaluated by 5 point scale or 7 point scale. The second gathering of performance appraisal examination approach is correlation strategy which incorporates constrained dissemination, rank order and combined examinations among representatives. In this method representatives will be surveyed towards one another. Regarding the rank-arrange method, people will be evaluated from high-low on gave performance appraisal estimation. However, in the interim position arrange procedure has ordinal scale highlights, in this manner, performance appraisal estimation or assessment won't be so precise (Park & Sturman, 2016). Moreover, as far as matched correlation method, every person inside an association will be contrasted and different people and the two people will be assessed to discover which individual is the best. The system is ordinarily used to assess people on all out capacity to play out the errand. At long last, constrained appropriation strategy thinks about a powerful procedure among all techniques, when the measure of people being surveyed is high. As per this method, the estimators distribute people and measures running from poor-great (Akgunduz & Sanli, 2017).

The third gathering is social agendas. This gathering is comprised of the practices such as (BOS) conduct perception scales, blended standard rating scales and typically secured rating scales. The main gathering which is BOS is made to improve BARS. For this situation, the evaluators survey a person on the rate of repeat of genuine episodes or specific individual practices. The evaluator sees the person for doled out time of period and surveys a person on a genuine occasion scale. The second gathering (MSRS), worries of the idea of performance appraisal component and the phases of performance appraisal characterized. For this situation, an individual is appraised after evaluators 'reaction for performance appraisal measurements. Evaluators respond to a particular conduct that represents normal, low and high for every performance appraisal measurement. At last, the third gathering which is BARS is a blend or mix of rating scale strategies and conduct episode. For this situation, individuals 'performance will be evaluated on unanchored scale. The four noteworthy

segments of the performance appraisal the board procedure are Planning, which incorporates defining desires and objectives and characterizing work obligations; Managing and Coaching performance appraisal consistently;

Appraising Performance; and Recognizing and Rewarding Performance. It is a persistent cycle, not only a once per year occasion, with criticism connecting each piece of the procedure(Sarboini, et al. 2018).

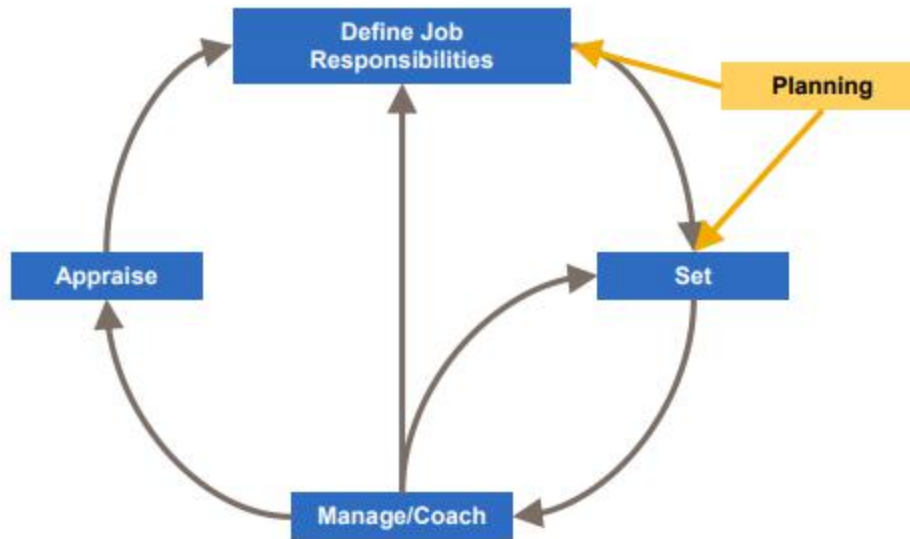


Fig.1: Performance Appraisal approach

The evaluation of individuals' execution at work—execution examination—has been important to researchers and specialists for truly several years. All the more as of late, there has likewise been a developing enthusiasm for the way toward overseeing execution. The two themes are plainly related, however they are not indistinguishable. Execution examination alludes to a formal procedure, which happens rarely, by which representatives are assessed by some judge (commonly a boss) who surveys the worker's execution along a given arrangement of measurements, relegates a score to that appraisal, and after that normally advises the representative of his or her formal rating. Associations regularly base an assortment of choices concerning the worker incompletely on this rating. Execution the board alludes to the wide assortment of exercises, strategies, methods, and mediations intended to assist representatives with improving their execution. These projects start with execution evaluations yet additionally incorporate input, objective setting, and preparing, just as remuneration frameworks. In this way, execution the executives frameworks start with execution evaluation as a jumping off point, and after that attention on enhancing singular execution in a way that is predictable with key objectives and with a definitive objective of enhancing firm execution(Coder, et al. 2017). Execution the board is a

moderately ongoing term, be that as it may, and all through the 100-year history assessed here, most by far of articles are worried about the sort of execution evaluation all the more normally done in associations. Our audit will concentrate on the issues related with the two procedures and how they have created throughout the years. We will give careful consideration to the job that has played in this history, noticing when articles in the diary have made genuine commitments and when the diary has had less effect. Space constraints make it difficult to depict the majority of the essential articles that added to the assortment of research in execution examination and execution the executives, however the supplemental material for this issue of JAP incorporates more data on articles that had the best effect in every region (paying little heed to where they were distributed) just as a catalog of important articles in JAP throughout the most recent 100 years(Amiri & Nobakht, 2016).

The rating scale arrange merits extra clarification in light of the fact that a large portion of the examination on execution evaluation is about the structure of evaluation scales. The issues manage (an) examinations between people (standard referenced criteria) and correlations with a standard (basis referenced arrangements), (b) utilization of quality contrasted with conduct grapples, (c) the most ideal amount

of stays, (d) setting up organizations helpful for the most modest number of rater blunders, (e) scaling of stays, and (f) correlation of configuration legitimacy. Inside the rating scale arrange, most research has been done in the region of model referenced scales with the objective of expanding the estimation quality and the qualities that such scales produce. The examination attempted to comprehend the importance of the reaction classes or stays, the sorts of grapples (characteristic, conduct, descriptive word, number, and so on.), and the amount of grapples that yielded particular evaluations and that raters found satisfactory. When rating scales are utilized, there is a presumption that the appraiser is generally objective and exact. In any case, the appraiser's memory could be frail and the appraiser may buy in to suppositions about the individual being assessed that might be precise. The appraiser's deliberate or unexpected inclinations deliver rating mistakes (Altındağ & Köseadağı, 2015).

These incorporate corona inclination, which alludes to the propensity of administrators to be impacted in one region of execution by the rating they gave their worker in another zone of execution. Mercy happens when a boss gives an unbalanced number of ideal or ominous evaluations. Focal inclination predisposition alludes to when a chief reliably gives normal evaluations and evades the good and ominous finishes of the rating scale. This both punishes the extraordinary entertainer and conceals the poor execution of underachievers. It likewise detrimentally affects the resolve of different representatives. Recently, predisposition happens when late occasions have more impact on the examination than less ongoing occasions. A representative's whole year of truly ideal execution can be adversely affected by a solitary troublesome occasion happening just before the performance appraisal is finished. Or then again actually, an average execution through the span of a year can be dominated by one late achievement. Speculating predisposition happens when the chief does not have applicable data to render a significant judgment, however gives a reaction at any rate dependent on some part of the representative's execution. Seldin (1988) infers that there is no straightforward method to assess execution regardless of critical progression in assessment strategies. Numerous scientists have considered the execution examination process with the objective of deciding the parts of a fruitful execution evaluation framework. Longenecker and Fink (1999) found that an effective execution examination framework could be isolated into three basic parts: frameworks plan, administrative practice, and evaluation framework bolster, with every segment containing a few

variables. The frameworks plan segment requires a plainly characterized reason for directing execution evaluation. All workers must comprehend why execution evaluation is being directed and the particular objectives for it (Ikramullah, et al. 2016).

The particular objectives will enable the administrators to choose execution criteria that will bolster the association's destinations and increment the inspiration of the directors to complete the examinations legitimately. A second factor of viable frameworks configuration is to have the contribution of chiefs and workers in the plan, improvement, and selection of criteria utilized in the examination. This advances acknowledgment and responsibility for framework by the representatives which at that point build the adequacy of the framework. Without this inclusion, the evaluation framework dangers losing the help and believability of the clients of the framework and can cut off feeling of responsibility for framework. Roberts (2003) takes note of that representative contribution is a valuable device for expanding job-related self-governance, which is an essential for worker development. Roberts likewise calls attention to that worker cooperation gives representatives voice in the evaluation procedure which offers the worker the chance to disprove execution appraisals, documentation, or verbal criticism with which they oppose this idea. In the event that representatives are persuaded the examination procedure is reasonable, they are bound to recognize their execution appraisals, including ominous ones. The third factor tends to the significance of easy to understand and straightforward examination systems and structures. The execution criteria, rating techniques, and criticism ought to be important and significant for the two directors and their workers (Wagenaar, et al. 2015). The structures ought to encourage correspondence between the directors and the representatives concerning practices, work procedures, and chances to make strides. The last factor inside a powerful frameworks configuration is a comprehension by the two administrators and their workers of the examination procedure and their jobs in it. This necessitates they have preparing and instruction. The over four variables set up a firm frameworks establishment expected to fabricate the extra segments of a compelling evaluation framework which will presently be talked about (Joseph, 2017).

The second basic part of an effective examination framework characterized by Longenecker and Fink (1999) comprises of three variables concerning administrative frameworks rehearses. The primary factor is chiefs must direct execution arranging toward the start of the examination cycle. Execution arranging incorporates

composing sets of responsibilities and surveying them with the representatives, defining and concurring upon objectives, and conveying the desires for practices and results for which the workers will be considered responsible. The second factor is chiefs must give continuous, casual input to their workers over the span of the evaluation cycle so that there are no curve balls when the formal examination happens. Utilizing continuous, casual criticism enables minor issues to be tended to immediately as opposed to developing into increasingly genuine ones over the progression of time. The last factor inside the administrative frameworks rehearses segment is directors must be persuaded to complete successful examinations. This is best practiced when the chiefs themselves are given successful evaluations by their supervisor since it sets a genuine case of how examination ought to be done and it shows the significance of evaluation in the association. The third and last part of a successful execution examination framework depicts hierarchical help of the evaluation framework. The main factor is execution evaluations must be connected to hierarchical prizes. More noteworthy prizes ought to be connected to unrivaled occupation execution since this builds the inspiration of the workers to perform. In the event that this connection is missing, workers will in general perform just to least models. A second factor is examination frameworks must be bolstered and exhibited by the best organization. This can be cultivated by directors giving viable examinations themselves, and by chiefs and workers imparting about evaluation through reminders, authoritative pamphlets, and tributes (Ritzman, 2016). A last factor is evaluation frameworks require proceeding with frameworks audit and changes/enhancements to guarantee that methods are being pursued accurately and are powerful. This could be cultivated by estimating the acknowledgment and trust of the framework by the representatives, contrasting the connection among execution and remunerates, and looking into the consistency of usage of approaches and strategies over all offices and areas. Every one of these three previously mentioned basic segments serves to energize viable evaluation rehearses by the individual directors who at last decide the general viability of most examination frameworks. Directors and workers for the most part have conflicted dispositions, best case scenario, toward execution examination. Albeit most would perceive the apparent advantage, on a fundamental level, of reporting, imparting, and defining objectives in zones of execution, many are likewise disappointed concerning the genuine advantage got from execution examination in their associations. The

advantages and rewards of execution evaluation seem, by all accounts, to be frequently exaggerated. Nickols (2007) proposes that "the run of the mill execution examination framework eats up stunning measures of time and vitality, discourages and demotivates individuals, devastates trust and cooperation and, making an already difficult situation even worse, it conveys minimal obvious incentive at extraordinary cost (Iqbal, et al. 2015).

The discoveries of a few investigations tending to the difficulties of execution examination and the outcomes of execution evaluation that isn't done well are condensed beneath. Oberg (1972) makes reference to a few entanglements that are regular to execution evaluation frameworks: (a) they request excessively from directors, (b) norms and appraisals differ broadly and now and then unreasonably, (c) individual qualities and predisposition can supplant authoritative guidelines, (d) workers may not know how they are evaluated because of absence of correspondence, (e) the legitimacy of evaluations is decreased by supervisory protection from give the appraisals - especially negative appraisals, (f) negative input can demotivate representatives, and (g) they meddle with the more helpful training relationship that should exist among bosses and their representatives. Bretz, Milkovich, and Read (1992) found that associations keep on doing things that undermine the viability of the evaluation procedure. Brief period is spent on the examination procedure, raters are not prepared and are not considered responsible, and the worker's job in the process is disregarded alongside conceivably profitable wellsprings of execution data from the representative, friends, and subordinates (Walker, 2015). The individual who apparently had the most impact in forming the view that execution evaluation was not a compelling apparatus to lead and oversee associations was Deming (1986) in his book *Out of the Crisis*. He fights that execution examination has noteworthy negative downsides for associations and he encourages associations not to utilize singular execution evaluation yet rather assess the execution of a unit or division. He further expressed that most normal reason for mistake is found inside authoritative frameworks instead of with the people inside the association. Deming (1986) proposed that there is an ordinary dissemination of worker execution inside an association with 95% of every single authoritative representative working for the achievement of the association. The rest of the 5% of all workers have major issues and challenges. A supporter of Deming, Peter Scholtes, ventured to such an extreme as to state that execution examination, best case scenario, does not work,

and in the most noticeably awful situation, it can harm resolve inside the association. Lewis and Smith (1994) summarized applicable Deming standards as they would apply to advanced education as pursues: "Dispense with execution models (quantities) for workforce, organization, staff and understudies (for example raise test scores by 10%, bring down dropout rate by 15%). Kill the board by numbers and numerical objectives. Substitute initiative." They additionally said "Expel obstructions that ransack workforce, organization, staff and understudies of the directly to take pride in and appreciate the fulfillment of individual execution and efficiency(Abuazoom, et al.2017). This implies, in addition to other things, nullifying yearly or legitimacy appraisals and the executives by destinations. It is intriguing to take note of that while Deming's thoughts on execution evaluation have gotten some consideration in expert examination writing, they have not gotten any consideration from analysts. The thought of no individual

**Findings**

input appears to be improbable in light of the fact that even without formal evaluation, casual criticism by group pioneers and companions will undoubtedly happen, and it could be not so much efficient but rather more subject to inclinations.

**III. METHODOLOGY**

The research was carried out at four different private firms in Kurdistan. The primary aim of this study is to analyze the relationship between the legal termination and annual performance appraisal evaluation and at private firms. A quantitative method was used in this research to analyze the gathered data from four different private universities to find out whether employees are terminated based on their poor performance after being evaluated by performance appraisal management system. 100 questionnaires have been distributed, however only 68 questionnaires were received.

*Table.1: Demography Analysis*

Items		Frequency	Percent
Gender	Male	38	55.1
	Female	31	44.9
Age	18-22	11	15.9
	23-26	21	30.4
	27-32	17	24.6
	33-38	8	11.6
	39-44	7	10.1
	45-49	3	4.3
	50+	2	2.9

Table (1) shows the demographic analysis for the current study. As for participants 'gender; 38 participants were male and 31 participants were female. As for participants 'age; 11 participants fall in a group of 18-22 years old, 21 participants fall into a group of 23-26 years old, 17

participants fall into a group of 27-32 years old, 8 participants fall into a group of 33-38 years old, seven participants fall into a group of 39-44 years old, three participants fall into a group of 45-59 years old and only two participants fall into a group of 50 years old and above.

*Table.2: Reliability Analysis*

Factors	Cronbach's Alpha	N of items
Performance appraisal	.874	14
Legal termination	.864	12

Table (2) shows the reliability test for performance appraisal as independent factor and legal termination as dependent factor. The Cronbach Alpha for performance appraisal= .874 for 14 items which is more than .6 accordingly performance appraisal's fourteen items used in

this study were reliable and The Cronbach Alpha for legal termination= .864 for 12 items which is more than .6 accordingly legal termination's twelve's items were reliable.



Table.3: Correlation Analysis

Factors	Pearson Correlation	Performance appraisal	Legal termination
Performance appraisal	Pearson correlation	1	.781**
	Sig. (2-tailed)		.000
	N	68	68
Legal termination	Pearson correlation	.781**	1
	Sig. (2-tailed)	.000	
	N	68	68
** Correlation is significant at the 0.01 level (2-tailed)			

Table (3) shows the correlation analysis between performance appraisal as independent variable and legal termination as dependent variable. The Pearson correlation value = .781\*\* which is greater than 0.01 this indicates that there is a positive and strong correlation between performance appraisal and legal termination in private firms in Erbil, Kurdistan.

Table.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781	.610	.604	.45479
a. Predictors: (Constant), Performance Appraisal				

In table (4) the value of R Square is .610 which means that 61% of the variables are explained.

Table.5: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.383	1	21.383	103.383	.000
Residual	13.651	66	.207		
Total	35.035	67			
a. Dependent Variable: Legal Termination					
b. Predictors: (Constant), Performance Appraisal					

Table (5) shows the value of F for both factors is  $103.383 > 1$  which indicates there is a significant association between performance appraisal and legal termination.

Table.6: Coefficients

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.694	.253		2.738	.000
Performance appraisal	.804	.079	.781	10.168	.000

a. Dependent Variable: legal termination

The value Beta=.781 as seen in table (6) is greater than 0.01 which means that there is a positive and strong relationship between performance appraisal and legal termination in private firms in Erbil, Kurdistan.

#### IV. CONCLUSION

Every firm should document the explanations and assessment for the termination decision. Integrity is improved with documented performance appraisal assessments and cases of poor performance. Firms should be able to provide certain procedure of performance evaluator or an effective guidance to help poor performers in enhancing their performance. The result of this research

demonstrated that there is poor and weak association between the evaluation of performance appraisal and legal termination at private firms. The particular objectives will enable the administrators to choose execution criteria that will bolster the association's destinations and increment the inspiration of the directors to complete the examinations legitimately. The rating scale arrange merits extra clarification in light of the fact that a large portion of the

examination on execution evaluation is about the structure of evaluation scales. The issues manage (an) examinations between people (standard referenced criteria) and correlations with a standard (basis referenced arrangements), (b) utilization of quality contrasted with conduct grapples, (c) the most ideal amount of stays, (d) setting up organizations helpful for the most modest number of rater blunders, (e) scaling of stays, and (f) correlation of configuration legitimacy. Inside the rating scale arrange, most research has been done in the region of model referenced scales with the objective of expanding the estimation quality and the qualities that such scales produce. The examination attempted to comprehend the importance of the reaction classes or stays, the sorts of grapples (characteristic, conduct, descriptive word, number, and so on.), and the amount of grapples that yielded particular evaluations and that raters found satisfactory. When rating scales are utilized, there is a presumption that the appraiser is generally objective and exact. In any case, the appraiser's memory could be frail and the appraiser may buy in to suppositions about the individual being assessed that might be precise.

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