Impact of performance appraisal on employee’s performance
involving the Moderating Role of Motivation

Nadeem Iqbal
Faculty of Management Sciences, Baha Uddin Zakariya University Multan, Pakistan

Naveed Ahmad
Faculty of Management sciences, Indus international institute, D. G. Khan, Pakistan

Zeeshan Haider
MBA student Baha uddin Zakariya university, Pakistan.

Yumna Batool
MBA student Baha uddin Zakariya university, Pakistan.

Qurat-ul-ain
MBA student Baha uddin Zakariya university, Pakistan.

Abstract
Employee’s performance is the major issue in an organization. Our study focuses on to find out the impact of performance appraisal on employee’s performance and also analyses that motivation affects the relationship of performance appraisal and employee’s performance. Two hypotheses are analyzed by using sampling techniques; we were select 150 numbers of employees as sample by using simple random sampling among the banks of Dera Ghazi Khan. Primary data were collect through standard questionnaire. For analyzing data, we applied correlation coefficient through IBM SPSS and Amos Software. Results presented there is positive relationship between performance appraisal and employee’s performance. Motivation as a moderator positively affected the relationship between performance appraisal and employee’s performance. Divisional banks can use appraisal system as a strategic approach by integrate it with business policies and HR practices and can improve the performance standers of its employees.

Keywords: Performance appraisal, Motivation, Employee’s performance.

1. Introduction:
Maximizing the performance of organizations is the main issue for an organization (Bob cardy, 1997). Good organization performance refers to the employee’s performance. Satisfactory performance of employees does not happen automatically. Managerial standards, Knowledge and Skill, Commitment and Performance appraisal effecting employee’s performance. But we are
focusing on performance appraisal. The history of performance appraisal is quite brief. Its roots can be traced in the early 20th century to Taylor’s pioneering time and motion studies. The performance appraisal system start in practiced mainly in the 1940s and with the help of this system, merit rating was used for the first time near the Second World War as a method of justifying an employee’s wages (Lillian & Sitati, 2011). There are number of banks in Pakistan that using the performance management system for making better their employee’s performance because it leads to achieve organizational performance. However performance appraisal is very important process but it deemed to be the “weak point” of managing human force (Pulakios, 2009). Therefore performance appraisal is important to manage employee’s work effectively.

(Armstrong, 2001) tells performance as behavior – the way in which organization’s teams and individuals get work done. (Mooney, 2009) suggested that performance is not only related to results but it also relates with activities and behaviors of employee that they adopted to achieve their given goals. (Dessler, 2005) define performance appraisal as “comparing the employee’s present and past performance to his/her performance standards”. (Grubb, 2007) says performance appraisal is a procedure to evaluate how individual personnel are performing and how they can improve their performance and contribute to overall organizational performance. (Beach, 2001) Performance appraisal is the systematic evacuation of employees according to their job and potential development. (Pınar Güngör, 2011) says “Motivation is the ability of person to modify his/her behavior”. Motivation is a driven force that leads and directed a person toward some specific goals.

After employee selection, probably the most powerful tool managers have to examine employee’s performance and getting results is the performance appraisal. (Todd Grubb, 2007). Performance appraisal involves an employee knowing what is expected of him and remain focused with the help of the supervisor, tells them how well they have done that motivates the employees toward the good performance (Casio, 2003).

Performance management system is the process that strongly involves assurance and participation of employees within the organization and that determine the organizational results. The evaluation system identifies the gap of performance (if any). This gap is the problem that occurs when performance does not meet the standards that are set by the organization. The feedback system tells the employee about the quality of his or her work performance (NCN report HR Department’ 2010). Performance appraisal can enhance the benefits for the organization,
but apparently it is not delivering the benefits in many cases (John Mooney, 2009). Most of the organizations usually include performance appraisal they cannot take the benefits from that because there lay a huge difference between the anticipations and experiences in the present system (Elverfeldt, 2005).

1.1: Objectives:
The objective of this study is to develop a model linking performance appraisal to the performance of banks employees and their motivation.

Key insights derived from this study include:

1. To determine relationship between employee’s performance and performance appraisal.
2. To determine the impact of performance appraisal, motivation and employee performance.

1.2: Research Questions:
Q1. What is the relationship between performance appraisal and employee performance
Q2. Motivation related to performance appraisal and employee performance

Performance appraisal plays a key role to measure the employee’s performance and help the organization to check the progress towards the desired goals and objectives (Ijbmr, 2012). Now organizations are using performance appraisal as a strategic approach by coordinating the human resource functions and business policies. They are focuses on it as it is a broad term that covering number of activities like examines employees, improve abilities, maintain performance and allocate rewards (Fakharyan, Jalilvand, and Dini, 2012). Performance appraisal help aligns individual goals and objectives with the organization goals. The system engages, motivates employees and thereby directs them toward achieving the strategic goals of the organization (Verhulp, 2006).

2. Literature Review:

2.1 Performance appraisal:
There has been large number of researchs in past several decades on performance appraisal (Bretz, Milkovich & Read, 1992; Fisher, 1989). Performance appraisal sounds simple but researches tell us that it is commonly used in performance feedback and identify individual employee’s strengths and weaknesses (Ruddin, 2005). The use of performance appraisal system by business and industry has been counted between 74 to 89 percent (Murphy & Cleveland, 1991). Performance appraisal systems are used for different purposes in which include Human resource decisions, evaluation and feedback (Cleveland, Murphy & Williams, 1989). The
different work that was dominated by psychologists that concentrated on the psychometric characteristics of appraisal for supervisors in their performance evaluation (Milkovich & Wigor, 1991). Psychologist focused on employee’s reaction to appraisal and sharedview in which performance appraisal take place (Levy, 2000; Levy & Williams, 2004). Nasud argued that evaluation structure is important tool that recover the value of employees performance (Nasud, 1999). Performance appraisal establishes reward system that will combine the effort of leaders and the worker of organization to the commongoals of their organizations (Cleveland, Murphy, & William, 1989). For achieving high performance goal of organization performance appraisal is very important component of human resource management. The information gathered and performance appraisal provide basis for recruitment and selection, training and development of existing staff, and motivating and maintaining a quality human resource through correct and proper rewarding of their performance (Lillian, Mathooko, & Sitati, 2011). Performance appraisal is often including performance management system. Performance management systems manage and align all the organization, resources in order to achieve the highest possible performance (martin, 1998). (McMaster, 1994; Williams, 2002) argued that performance management involve determining the strategic objective, establish team goals, plan of performance developed, Analyze the performance (by using appraisal system) identified need of development and Assign rewards. 

The different techniques are used for performance appraisal that is can be divided as Traditional and non-traditional form. The traditional form of appraisal is also known as “Free Form Method” it is just involved the overseeing and description of employee performance by his boss or superior (IJBMR, 2012). From the last few years the non-traditional form of appraisal is common in practices (Coens and Jenkins, 2000; Lawler, 2000). (Dorfman, 1986; Locke &Latham, 1984; Latham & Wexley, 1981) Mostly these techniques are used in throughout world for appraisal method.

1. Assessment center
2. Behaviorally anchored rating scales (BARS)
3. Human resource accounting method
4. 360 Degree Performance Appraisals
5. Management by objectives (MBO).
Assessment centre involves the informal events, tests and assignment that are given to the group of employees to evaluate their competencies (Ijbmbr, 2012). Behaviorally Anchored Rating Scales is new method that is consist of predetermine critical areas of performance or it is set of behavior statements that describe important job qualities what is good and what is bad (Dargham, 2000). Human resource accounting method the performance of employee is evaluated in term of contribution and cost of employees (Ijbmbr, 2012). (Sharma, 2012) 360 degree involves the feedback of employee’s performance by anyone who has contact with employee in organization. In 360 degree include Self-appraisal, Superior appraisal, Subordinate appraisal, Peer appraisal. These methods are less structured then the traditional method which is less focuses on the rankings and ratings and more emphasis on arranging meetings between employees and supervisor (Sharma, 2012).

2.2 Employee’s Performance:

High employee’s performances lead an organization and have greater opportunities for employees then those who have low performance (Vans cotter, 2000). “Performance is related to that organization hires the person to do and do well” (Campbell 1993). Performance is not only related to the acts but also involves judgment and evaluation process (Ilgen & Schneider, 1991). The activities that can be examined and measurable are reflected as performance (Campbell, 1993). Organizations need highly performance of its employees so that organization can meet their goals and can able to achieve the competitive advantage (Frese, 2002). (Borman and Motowidlo, 1993) differentiate between work and performance. Work related to the person abilities through which employee performed activities which is contributed by the technical core. Performance not related to the technical core characteristics but it cares about the organization psychological environment and social environment in that organization achieve its objectives. It involves behaviors such as helping colleagues or being a reliable member of the organization (Frese, 2002). Performance appraisal emphasizes on the performance variables not on personal traits (Smither, 1998). (Kane, 1995) argued that performance should be measured in term of the work related behavior. Murphy in 1991 argued that analyzing performance through personal characteristics has different disadvantages. (Jankoz, 2004) argued that the validity and reliability of attribute based performance appraisal are greater suspected as the perception of superior officer maybe biased. (Squires and Adler, 1998) appraisal based on traits of employee has little value. (Malos, 1998) concluded that fair appraisal
is based on job related behaviors not traits of persons. Employees must believe that in performance appraisals there is great opportunity for them (Weick, 2001). Without fairness the performance appraisal system, rewards, motivations and developments create negative impact and frustration (Gilliland and Langdon, 1998).

2.3 Motivation:
Motivation is an element that retains and manages employee manners and behavior (Steers and Porter, 1987). (Porter and Miles, 1974) argued that in job the employees need freedom for success and work environment traits rewards create motivation. Motivation acts as driving force that leads employees towards its goals (Grant, 2008). Motivated employees are highly involved and engaged in their job and try to make their performance best (Guay, 2000; Vansteenkiste, 2007). Self-driven and freedom oriented qualities are mostly found in motivated employees (Grant, 2008). Motivated people are highly committed and have few desires (KAMAL et al. 2005). In South Africa performance appraisal is used to help public servants to know about what is expected to them, increased their motivation, describe their performance and improve their performance (Erasmus, Schenk, Westhuizen and Wessels, 2005). Organizations needed motivated employees to survive in a highly competitive world. Managers must be able to understand what motivate to employees however this function is very complex because that motivates employee today may not tomorrow (Kovach, 1987). Motivated employees are those who work according to the clearly define goals and take their actions to achieve that goals (McShane & Von Glinow, 2003). Motivation is the perception of an individual that describe the intensity of his or her behavior (Petri & Go-vern, 2004). Performance Appraisal helps employees to motivate by clearly define their objectives and by setting future direction with providing training to fulfill the objective performance (Bach, 2005).

Justice theory related with the acts of being just and fair with everyone (Roch and Shanock, 2006) use all four justice dimensions in their framework by considering all are related to social relationship either these relationship with the organization or with the supervisor.

1. Procedural justice
2. Distributive justice
3. Interpersonal justice
4. Informational justice
In this study we draw this framework for applying it especially in performance appraisal context. This context related to explaining employees have perception of fairness about appraisal system. (Rosenzweig and Nohria, 1994) Procedural justice perceptions include the fair relative weighting in the basic elements of the performance appraisal system. There are three important procedures that are prominent in appraisal system that is assigning rate, set criteria and looking for appeals. (Silverman and Wexley, 1984) argued that developing the behavioral anchored rating scales are satisfactory then the interview system of appraisal process. Distributive justice perception is related to the equity theories believes that distribution are fair. Rater may feel motivated to conform about the other norms like equity, want, or social status which maybe seem unfair practice to those who are being rated (Leventhal, 1980). Personal goals of rater like motivations, teach, avoid conflict or gain personal favor. Employee may take appraisal fair if they thought that rater is trying to motivate them and want to improve their capabilities. And employees also can take appraisal unfair on the basis of conflicts, avoidance, favoritism and politics. Interpersonal justice is related to the rater fair behavior with the employee that is being evacuated. (Greenberg, 1986) argued that employees are very sensitive about the behavior of directors and representatives in the organization. Informational justice involves the fair explanations of performance anticipations, standards, response and reasons of decisions. In the context of performance appraisal the most common thing is setting goals and standards and feedback (Kamencu, 2011).

Implicit Person Theory (IPA) refers to the general expectations that we build about a person after we know something of their specific central traits. For example, when one believes that a happy person is also friendly, rather than quit or shy. Dweck (1986) says implicit theories are professional beliefs related to the flexibility of personal traits that affect the behavior of person. Implicit person theory defines the type of personality that he/she has and how he or she behaves. In this study we examined the role of implicit person theory in the view of a manager’s performance judgments. Performance appraisal is the source that gives sense to employees that they are being valuable and recognize as an organizational team. Lee & Bruvol, (2003) argued that thought that has been develop through the performance evaluation system that performance is being evaluated for the development of employees than employees will compensate it to increase their level of performance. On the basis of justice theory many analyzers distinguish between distributive and procedural justice when they are reviewing about the organizational justice. Moorman, (1991)
suggested that Distributive justice is related to the justice in results and outcomes that employees get and procedural justice related to the real fairness in the system that apply for defining results. Rahim et al, (2001) different studies reveal that in organizational justice distributive and procedural justice have exclusive and shared relations with organization. Boss, (2001) argued Employees those feel that the results of performance appraisal is unfair they often leave the organization and their morale and involvement will let down. And it will change their behavior in wrong doings for taking revenge from the organization

Hypotheses1: There is the significant relationship exist between performance appraisal and employees performance.

Attentions that are giving to employee’s on emotional base are stimulate employees towards the main objectives of the organization and it will become main cause of coordination of employee’s in organization(Lathman, 2003). Wood,(1974) analyses the relation among employee’s behavior, motivation in job and performance in sample using 290 semi-skilled and skilled workers. The conclusion was that highly involved employees were basically oriented toward their jobs and did not have clear satisfaction with organization evaluation of performance. (Egwuridi, 1981) investigated motivation among Nigerian employees high and low occupation using them as sample. He concluded that low income employees are not confirmed and high income employees have greater value on basic job factors.(Kunz and Pfaff, 2002; Pullins, 2001) investigated that e motivated salespersons that are motivated by their rewards, money or promotion are more involve in their work.

Hypotheses2: Motivation positively affects the relationship of performance appraisal and employees performance.

2.4 Theoretical Framework:

The organization goals are divided and they incorporate the employee work plan. Performance appraisal involves what is expected to employees and employees remain in the focused of supervisor (Casio, 2003). Evaluation involves employee performance comparison with the objectives that has been described in the beginning of the appraisal period (Lillian, Mathooko & Sitati, 2012). Evaluation tells about the performance of employee that which employees have met their goals. Regular assessment make able to employees to focus his attention on that what is expected to him give feedback to employees and motivates him too (Casio, 2003). Positive
feedback tells employee that his work done well and also illustrates what is needed to improved. The good appraisal and supervisor must communicate to employee that how the performance of them can improved and motivates him (Lillian, Mathooko & Sitati, 2012).

2.5 Conceptual Framework:

![Conceptual Framework Diagram]

3. Methodology:
In this paper firstly we defined performance appraisal, employee performance and the propensity of motivation affect both the performance appraisal and employee performance in literature.

3.1 Research design
In this paper descriptive research design was apply. The descriptive research design use in positions where analyzers feel they have specific group of people who can define the main issues about the main determinants of the study. We use descriptive research design and the population of our study is banking industry of Dera Ghazi Khan. So the design was suitable for this research because the objective of study was to identify the relation and define how these determinants are supported each other.

3.2 Target population
The target population of our study was the employees that are working in the banking sector of Dera Ghazi Khan in Pakistan country. Target population traits were mentioned in the table 1.

3.3 Sampling design:
For selecting the above mention population we used simple random sampling techniques which provide every item of population same and known chances of being nominated. For collecting data
150 respondents were nominated representing the population. Simple random sampling technique is inexpensive and cheaper way of analyzing in limited time duration. And the employees of banks have knowledge and aware about the determinants of study. See table number 2

3.4 Data collection:
The questionnaire is the main source of collecting data. The questions developed to collect quantitative data. Data has been collected by applying the standard questionnaire. Questionnaire has been adopted from the papers of (Al-Ghamdi, 2011; Verhulp, 2006). In questionnaire general questions are about gender, age, employment status, and education level. We have used Likert scale of fifth continuum from 1 to 5. 1 = strongly agree, 2 = agree, 3 = uncertain, 4 = disagree and 5 = strongly disagree in this questionnaire.

3.5 Data analysis:
Data analysis includes the important characteristics and relation of variables that leads to generalize the define outlines of behavior and specific results. A descriptive investigation was employed. Data was collected according to frequency distribution to point out the variables importance and number of events influence in terms of frequency. Frequency distribution table was useful to elaborate the data from respondents.

For analyzing the validity of the questionnaire we evaluate the hypotheses, by applying SPSS software we used correlation analysis and regression analysis to examine statistical data of the study. The face validity of the questionnaire has been definite through opinions of respondents. Thereliability of the questionnaire has been analyzed by calculating Cronbach's coefficient alpha (= 0.874). This calculating amount of reliability is accepted. Individually PA questionnaire Cronbach's coefficient alpha (= .788), Motivation questionnaire Cronbach's coefficient alpha (= 0.696) and employee performance questionnaire Cronbach's coefficient alpha (= 0.681). See table 3.

3.6 Findings:
The main objective of this research is to find the relationship among Performance appraisal, employee’s performance and giving attention to the motivation role as a mediator. The result of the study shows that there is significant relation between Performance appraisal and employee’s performance. And motivation influences and makes strong the relation of Performance appraisal and employee’s performance. By seeing these results we have analyzed both hypotheses.
Hypotheses1: Correlation results presented in Table 4& 5 show that there is significant positive relation between performance appraisal and employee’s performance (sig=.000, r= .590). R is the multiple correlation coefficients, between the observed and predicted values (PA) of the dependent variable (EP). In the range of 0 to 1 r value is significant. 
Hypotheses2: Correlation results presented Motivation strength the relationship of performance appraisal and employee performance (sig=.000, r=.607) predictors both performance appraisal and motivation.

![Diagram](image)

The amounts after analyzing the results of model are consistent coefficients of variables regression also named as beta(β). Through beta it is possible to compare variables with each other. It has observed that Performance appraisal has direct (.590) impact on employee’s performance while combine impact of motivation is positive and considerable (.672).

4. Discussions:

The study focuses on the relationship between Performance appraisal and employee’s performance and paying consideration to the motivation role as a moderator. The obtained results show that there is significant relationship exist between Performance appraisal and employee’s performance and motivation makes strong and clarified the relation between performance appraisal and employee performance. If PA system is successfully used in the banks of Dera Ghazi Khan, the employees would be able to know how well they are performing and what is expected to them in future in terms of their work performance and effort. For instance in researches done by (Fakharyan, Jalilvand, Dini, and Dehafarin, 2012), (Lillian and Mathooko, 2011), (Petj Johann et al, 2001), the relation between Performance appraisal and employee’s performance has been confirmed too.
5. Conclusion:

The basic purpose of an appraisal system should be to improve the employee performance that will lead towards the organization success. The system must be deeply observed the people and recognize that employees are the most important resource. The system should first of all contribute to motivate all of the employees. This ideology will require a continuous effort in, coaching, counseling and just, flat communications between the employees and supervisors. The findings of this study conducted from the 150 employees of banking sector in Dera Ghazi Khan seem to suggest that banks interested in improving their performance through the performance appraisal systems. Banks should seek to enhance the employee’s motivation so that they become satisfied toward the appraisal system. Unskilled appraisers that have lack of communication skills and therefore are not able to accomplish an effective performance and lead to negative attitude toward the appraisal system.

Our study is expected to contribute to the knowledge for the Human Resource department in the areas of performance appraisal and motivation. If Dera Ghazi Khan Banks use performance appraisal as a strategic approach and relate it with HR activities and business policies they can be able to improve the competencies, motivation, capabilities and performance of their employees. The study can provide benefit other divisions of Pakistan’s banks (both public and private) for improving their employee’s performance through performance appraisal system. Our study will also be useful for the HR practitioners because performance appraisal, motivation and improving employee’s performance are the functions of HR management. The citizens of Pakistan who are interested to implement the appraisal system this study can also be beneficial for them. Finally, the study will help other researchers who might want to start research in the field of performance appraisal, employee’s performance and motivation.

6. Future Research Directions:

There are few limitation of our study first there is no prior study exist about appraisal system in the area of Dera Ghazi Khan many researches are conduction about it in foreign centuries and different famous cities of Pakistan. Second the duration of our study and data resources are very few if we have proper resources and time, we can do our study much deeply and can analyses each and every aspect that affect the Appraisal system of employees and the motivation of
employees toward better performance. Finally, this finding are beginning and as the analyzers goes deeper, they may change and become more aware. The study is still in progress and the research will continue to review the findings. Our research time duration is 4 months and simple random technique is use for data collection. The researcher can also take other variables like empowerment, leadership styles, job design and managerial standards to improve the employee’s performance.

References


8: Appendix A

Tables show spss Results.

Table 1- Descriptive Properties of Age, Gender and Education

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>108</td>
<td>72.0</td>
</tr>
<tr>
<td>Female</td>
<td>42</td>
<td>28.0</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-25</td>
<td>37</td>
<td>24.7</td>
</tr>
<tr>
<td>26-30</td>
<td>80</td>
<td>53.3</td>
</tr>
<tr>
<td>Above 30</td>
<td>33</td>
<td>22.0</td>
</tr>
<tr>
<td>Qualification</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>03</td>
<td>2.0</td>
</tr>
<tr>
<td>Graduate</td>
<td>44</td>
<td>29.3</td>
</tr>
<tr>
<td>Post graduate</td>
<td>103</td>
<td>68.7</td>
</tr>
</tbody>
</table>

Table 2- Mean and Standard Deviation of Variables of the Survey

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Appraisal</td>
<td>1.8846</td>
<td>0.42989</td>
</tr>
<tr>
<td>Employee’s performance</td>
<td>1.8533</td>
<td>0.42987</td>
</tr>
<tr>
<td>Motivation</td>
<td>1.8778</td>
<td>0.40560</td>
</tr>
</tbody>
</table>
Table 3 - Reliability Statistics

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance appraisal</td>
<td>.788</td>
<td>13</td>
</tr>
<tr>
<td>Employee’s performance</td>
<td>.696</td>
<td>10</td>
</tr>
<tr>
<td>Motivation</td>
<td>.681</td>
<td>09</td>
</tr>
</tbody>
</table>

Table 4 - Regression Matrix of the Variables

<table>
<thead>
<tr>
<th>Variables as the relation of PA &amp; EP</th>
<th>BetaR²</th>
<th>significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance appraisal &amp; Employee performance</td>
<td>.590</td>
<td>.348</td>
</tr>
<tr>
<td>Motivation as a moderator in the relation of PA &amp; EP</td>
<td>.672</td>
<td>.452</td>
</tr>
</tbody>
</table>

Table 5 - Correlation Matrix of the Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>PA</th>
<th>EP</th>
<th>MT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance appraisal</td>
<td>.590**</td>
<td></td>
<td>.561**</td>
</tr>
<tr>
<td>Employee’s performance</td>
<td>.590**</td>
<td></td>
<td>.607**</td>
</tr>
<tr>
<td>Motivation</td>
<td>.561**</td>
<td>.607**</td>
<td></td>
</tr>
</tbody>
</table>

** Correlation coefficient is obtained on the significance level.
9: Appendix B

Conducted Questionnaire during survey

Dear Participants, we are a student of MBA (HR) at Bahauddin Zakariya University, Dera Ghazi Khan Campus. I am conducting a research on “Impact of performance appraisal on employee performance with moderating effect of motivation” as to better understand the employee behavior about their evaluation. Kindly fill up this information and return. Any information obtained for this purpose will be kept strictly confidential and will only be used for academic purpose. Your cooperation will be highly appreciated in this regard. Thank You!

**Yours truly:** Yumna Batool, Qurat-ul-ain, and Zeeshan Haider.

---

**General Information**

(1) Gender: Male: □ Female: □

(2) Age group: 21-25: □ 26-30: □ above 30: □

(3) Level of education: Under-Graduate: □ Graduate: □ Post-Graduate: □

(4) Job designation: ____________

Performance appraisal: related with “evaluating an employee’s current and past performance relative to his/her performance standards”.

---

The response scale for the questions is as below:

1= Strongly Agree, 2= Agree, 3= Uncertain, 4= Disagree, 5 = Strongly Disagree

---

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. In your opinion performance appraisal can evaluation employee properly?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2. Performance is effectively monitored?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3. All employees in the business are evaluated?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4. Are you satisfied with the current performance appraisal system of your organization?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5. Performance evaluation in your opinion should be conducted in a year?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Question</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>6</td>
<td>Do you agree with the evaluation results you get?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Do you always get the expected results of the performance evaluation?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Do the evaluation results impact on your behavior, attitudes and morale?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Performance Appraisal affects performance?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>How do you feel when you get the results of appraisal?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Performance appraisal is used as a decision making tool for the increasing the performance and set promotion standards?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Promotion opportunities fair and satisfactory?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Are promotional opportunities fair and satisfactory in your organization?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Promotion opportunities affect performance?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>When employees are rewarded, they seek for the tools and processes which may be beneficial for the organization and so the performance and interest on the work increases?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>In order to have high performance, it is effective to motivate employees involve at workplaces?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Appreciation and being praised by their managers for successful employees increase their success at work?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Giving more responsibility and increasing the authorization for employees is effective to increase their performance?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Performance of the employee may be increased by promoting them?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Increase of performance may be seen if managers observe the talents of the employees and direct them to improve their talents?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>When your performance has not met minimum standards, your manager discusses with you the reasons?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Level of wage affects performance?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Rewarding mechanism affects performance?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Are you involved in decisions which affect your performance at</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
25. Your Manager communicates with you frequently about your performance?  
26. Is there a fair consistent basis for measuring performance and individual contribution to business objectives?  
27. Do you get feedback of your evaluation?  
28. Do you wish to improve your result score?  
29. Level of wage is fair and satisfactory  
30. The benefits such as rent, clothing and fuel for heating increase the loyalty to the organization and success at work?  
31. Bonuses which are given at the special days such as Eid days, to successful Employees, increase their performance?  
32. Social activities such as company picnics and travel organizations make close the relationships between employees and this provides more success for the employees.