

Performance Appraisal – A Source of Employee’s Motivation A Case Study of Educational Institute of Karachi

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Received: 29 January 2021

Final Revision: 25 March 2021

Accepted: 29 April 2021

e Published: 04 May 2021

 [10.52283/NSWRCA.AJBMR.20210601A05](https://doi.org/10.52283/NSWRCA.AJBMR.20210601A05)

Abstract

The organizational success is largely depending on its employees; they are considered as vital assets for any organization. Therefore, the management should know how to appraise them so that they can get the desired results. The current study aims to investigate the impact of performance appraisal on employee’s motivation in an educational institute of Karachi. The population of interest was permanent faculty, visiting faculty and non-teaching staff of the ABC institute which was selected through convenience sampling technique. A survey of 56 employees was conducted with the help of a questionnaire based on close ended items on a 5-point Likert scale ranging from strongly agrees to strongly disagree. For data analysis, SPSS was used to check the reliability test, descriptive statistics and regression analysis. The research findings provided the insights regarding the impact of performance appraisal on employees’ motivation and showed a positive significant impact. The more satisfied employees are by their appraisals, the more motivated and committed they would be. Moreover, the study also shed light for future direction by keeping in view the respondents concern regarding biasness free rating, feedback and appeal process. The educational institutes should come up with better strategies in order to build trust among employees by providing fair appraisal solely based on their performance.

Keywords: Performance appraisal, Employee’s motivation, Work performance, Educational sector.

I. Introduction

Performance is a measure segment for the motivation of employees in any organization; therefore, it becomes a critical point in the study of organizational development. It is performance of the employees which determines performance of an organization being good or bad. Moreover, performance is not an automatic process; it develops through knowledge, skill, particularly by commitment of the workforce, as it affect employee’s performance. (Parab, 2008).

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Realizing this as a major factor it makes us to believe that performance appraisal is a necessary instrumental factor for the better performance of an organization. It is not an old study rather it started during the first half of the 20th century. When a little before the beginning of World War II system of merit reading came into existents to justify employees’ wages. (Amin, 2005).

Performance appraisal became an important process in Pakistan when banks started using performance management system to increase the performance of employees. With this experience focus of attention for organization was on performance appraisal to motivate the employees for better result in production. The organization learnt that performance appraisal makes the employees learn how to perform their functions which are expected out of them with the help of their supervisor’s and leaders. This way through performance appraisal, a process of feedback was adopted which helps enhancing an organization’s benefits. Furthermore, it also plays an important role in motivating employees towards work and perform their duties more efficiently and effectively.

Motivation plays an important role when it comes to employee performance and when the organization fairly appraise their employees, provide them with adequate compensation along with other fringe benefits, then there seems to be no reason that the employee would be demotivated. Hence, performance appraisal is a main tool through which the organization can get the motivated and committed employees. According to Manzoor (2012), it is evident from the literature that factors like recognition of work and empowerment positively influence employee motivation. More the motivation and empowerment are, more better would be the performance. In the same vein, Lawler (2003) cited in Akafo and Boateng (2015) said that, rewards and recognition are the main sources of motivating employees and improving their performances and a well-designed reward system can be a deciding factor in overall organization’s performance and productivity.

If we talk about the present research, higher education institutes/universities are run by the faculty and non-faculty staff both. They are the people who are directly involve in imparting education and facilitating the students in other educational matters such as admission, academics, accommodation, examination etc. Their good or bad performance not only effect students but it also effect on institute’s reputation as well. Hence, there is a call of fair performance appraisal as it has a direct impact on their motivation. Adding more to it, if I know that my good work would be appreciated by the management and compensated accordingly whether in monetary or non-monetary term, then eventually I would be more motivated to do even well in future.

Education is an extremely important part of our social needs. Therefore role of educational institution is considered as most important responsibility in a given society. This significant value of education and role of educational institution makes performance appraisal an important segment for the motivation of both, teachers and institutional administrators who are directly involved in their learning process. From this dimension study of performance appraisal is backed on employees of educational institutional; becomes significantly powerful force and needed to be critically analyzed (Yucel.I, 2012).

Performance appraisal is important for everyone irrespective of the industry, however it has been observed that this exercise is subject to many other factors when it comes to higher educational institutes. For example, less number of student induction in a particular year or semester so they delay the appraisal to the next year. Besides, it also has been noticed that there is a little work done in respect of performance appraisal in context to the higher educational institute/universities. Therefore it is of pivotal importance to understand this issue and work towards it. The aim of this study is to examine the impact of performance appraisal on employee’s motivation in educational institute of Karachi (a case study). Due to privacy concerns, the name of the institute is not mentioned rather use ABC Institute.

Primarily, the study is focusing on the impact of performance appraisal on employee’s motivation in ABC institute of Karachi. There are several studies conducted on performance appraisal but very few focusses educational institutes in particular. The failure and success of any organization depends on employee’s motivation and it is up to the employer/institute to how they motivate their employees to get the desired and fruitful results. The problem arises when the employee is not being appraised by his supervisors/managers, justly; he losses interest, feel demotivated towards his work which ultimately leads to dissatisfaction and high turnover rate of an organization. (Thomas, 1994).

Specifically, the problem statement of the study is:

“Since performance appraisal is a key tool to motivate the employees and get the desired results, as an institution it is imperative to have a fair and regular appraisal system which is not the case in educational sector mainly”.

Based on the aim of the study, below is the research question and hypotheses:

RQ: Does performance appraisal impact on employee’s motivation?

H₀: There is no significant impact of performance appraisal on employee’s motivation.

H₁: There is a significant impact of performance appraisal on employee’s motivation.

II. Literature Review

The number of the researches have been conducted in the past (Bretz et al., 1992; Fisher, 1989) showing that performance appraisal seems to be very simple but actually it is long process of identifying strength and weaknesses, evaluating and how to develop the performance of an employee in an organization.(Auerbach, 1996).

Definition of Performance Appraisal

Performance appraisal is Important for both industrial as well as academia, different authors have explained performance appraisal in the following ways:

- Erdogan (2002) states that it is a process of observing and evaluating.
- Definition according to Nzuve (2007) is to check the performance appraisal of a person you have evaluated his/her work performance over a period of time.
- According to Todd Grubb (2007) in the selection process of an employee, powerful tools are his/her performance and what are the results of performance appraisal.

By getting an idea of all definitions, the precise explanation of performance appraisal is that, it is a systemic and periodic method that check the individual performance and productivity in order to meet the goals and objectives of an organization that are;

- To persevere clout over their employees
- To engage employees in setting goals of the organization
- To calculate the daily performance of the employees related to the goals of the organization.
- To refine the worker by giving positive feedback (Auerbach, 1996)

Why Performance Appraisal is Necessary?

It is essential for every organization weather industrial, educational, or banking sector to analyze the accomplishment and downfall of worker for training and promotion in the future. As Mound (2001) said that it is a basic fundamental of performance management of individual as it increases and provides them specific training and appreciation that can improve their productivity by working on their strength and weaknesses. It can also improve the managerial department and making them more vibrant about their work and workers.

Mohr Manet et al. (1989) identify the following objectives for performance appraisal that is;

- Motivation to perform energetically
- Upturn the employees self esteem
- Allot awards on an equal and rational basis (Auerbach, 1996)

Errors in Performance Appraisal Process

For the appraisal process there are various studies which have discussed different errors/ problems which the employee's including organization and supervisors faces as well are discussed below. (Boachie-Mensah, 2011)

Halo Effect and Norn Effect

It is defined as that when analyzer evaluate an employee more than his ongoing stature in all areas by considering his/her success in one specific area. For example what if an employee has a command in research work, it can also possible that he is good in other areas also, but the worker may not be successful in all other areas. This halo effect is also known as aura effect or dominant feature effect (Brown, 2010). In contrast with halo effect if the individual is not successful in any one area but doing great in others but still he is regarded as unsuccessful, is called Norn effect.

Contrast Error

When the expert evaluates the employees in a short period of time and goes beyond the objectives by confusing the worker with another worker. Like, if an employee is successful and he has been evaluated right after the unsuccessful candidates than it is possible that he may get lower points than his actual grading. That is why it is

appreciated that you evaluate workers on mixed bases rather than in grouping in order to avoid these constraint errors. (Boachie-Mensah, 2011; Poon, 2004).

Rigidity

It is another error in which the analyzer evaluates the performance of employees with a fewer points than they deserve. It is due to self-ego and rigid personality of the analyzer. These are also known as a tendency to certain levels or points. (Uyargil, 2008).

Personal Prejudice

It reflects the rates biased character if the manager reflects his options about the rater. It can be unsuccessful as the managers maybe have some dislike against him/her due to some personal reasons. This error may also define as biased measurement error. (Findikci, 2001; Boachie-Mensah, 2011).

Outcomes Of Effective Performance Appraisal

Employees are the outcomes of an organization in the evaluation of performance appraisal as there are the areas who learn about themselves that where they are standing, how to improve and knows about the management values. Beer (1981)

There are five outcomes according to Thomas (1990):

- Decreased employee turnover
- Kinship between performance and reward
- Analyzer’s feedback
- Existence of feelings of equity among employees

Factors That Affect Performance Appraisal Process System

Satisfaction

This is the main factor which effect the performance appraisal as it can be measured in three ways consisting of satisfaction with appraisal system, its sessions and its after rating, as it actually shows that to which extent subordinates are satisfied, and should they improve and their relation with their managers. (Christian, 2011)

Fairness

In performance appraisal system fairness is the most complicated situation as it is based on the justification of measurement of performance appraisal to employee’s reaction. That is why Smither (1998) explained it as of great sensitivity to issue justice. According to this explanation there are four ways of fairness in appraisal system starting from fairness in the appraisal system, its rating, procedure and distribution of justice.

Motivation

Motivation is originated from the word “Motive” which means to push or influence to attain a specific need or want. (Butkus & Green, 1999; Kalimullah et al., 2010). Motivation is an important factor for the employees to do their best in performance to achieve goals in an organization. It is an ailment that actually maintains the employee’s aspect and behavior. Motivated employees are highly commitment to their work, their attitudes and behavior that have positive impact on the organization. Giving feedback of the employees on their performance really motivates them and helps them to perform their best in future and successful career. Every organization needs the motivated employees to reach their goals in the competitive world as these motivated employees are highly involved in organization success and try to make their performance better (Creswell, 2003). According to literature thee are different theories of motivation depending on it category. It is very serious topic and an organization has to create some methodology and process to motivate their employees as the success of an organization lies here. Hekelová (pg. 34-36) stated that if you want your workers to be high quality workers than you have to influence them through performance appraisal and motivation which means improving your employees related to their work activities and organization and also their quality of the work.

Critical Analysis

The main aim of any institute/ organization is to compete and remain competitive throughout but the most important question here is how an institute/organization can get this? Through its financial position? Name in the market or what? Actually it is the human capital (employees), because they are the people who make the organization name good or bad by their performance and eventually it also effect on institutes financials. Therefore, performance appraisal and employee motivation go hand in hand. It is just cannot be separated in anyway. Altogether, we can say that in higher education institutes, employee performance appraisal not only motivate them but at the same time it also improve their skills and create a healthy work environment.

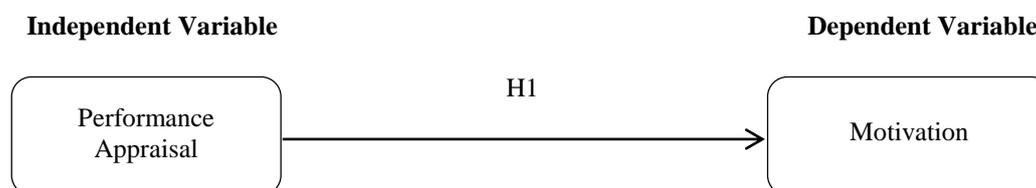


Figure 1: Research Proposed Model

III. Research Methodology

The study is quantitative in nature and the sample was obtained through convenience sampling technique. The population was taken from the ABC institute of Karachi. As the target population itself was so small so the whole population taken into account rather than drawing a sample (N=56). The target population consists on both male (31) and female (25) which includes permanent faculty, visiting faculty and non-teaching staff. The responses were collected with the help of a questionnaire and analyzed on a 5-point Likert scale ranging from ‘strongly agree (5), Agree (4), Neutral (3), Disagree (2) to strongly disagree (1). All these scales and questionnaire were taken from the previous published research. (Bekele et al., 2014). After the collection of data, reliability analysis, descriptive statistics and regression were used for analysis purpose.

Results and Findings

Personal and demographic information such as gender, age, education and occupation is presented in Table 1.

Table – 1: Personal and Demographic Information

Variable	Category	Frequency	Percentage
Gender	Male	31	55.3
	Female	25	44.6
Age	25-30	24	43.0
	31-35	13	23.2
	36-40	08	14.2
	41-45	06	10.7
	Above 46	05	8.9
Education	Bachelors	09	16
	Masters	31	56
	M. Phil / MS	11	19
	Ph.D.	05	09

Research Analysis

In this section, the results and findings have been discussed with respect to the Impact of performance appraisal on employees’ motivation in the educational institute of Karachi. Besides, it also provides the basis for acceptance or rejection of the research hypothesis mentioned earlier.

Reliability Analysis

Table – 2: Reliability Statistics

Cronbach's Alpha	N of Items
.65	7

Cronbach’s alpha is used to measure the reliability and internal consistency of the items/ variables when we measure the same or unchanged items repeatedly. Table 1 show the values for Cronbach’s alpha which lies within the acceptable range as define by (Vignaswaran et al., 2008) reliability coefficient of 0.7 or more are considered more adequate.

Regression Analysis

To figure out the impact of performance appraisal on employee’s motivation, simple regression analysis was carried out. The regression model summery presented in table 3 shows the value of regression coefficient R, R-square and standard error.

Regression Result of Performance Appraisal on Employee’s Motivation

Table – 3: Regression Model Summery

Model	R	R Square	Std. Error of the Estimate
1	.315 ^a	.099	1.04881

*All required variables entered

*DV: Motivation after PA (Performance Appraisal)

Interpretation

Results from the regression models are presented in Table 3. The analysis shows that employee’s motivation is positively influenced by performance appraisal thus the alternate hypothesis is accepted. R-Value of 31.5% shows the co-relation between Performance Appraisal and Motivation is positive while R-Square (coefficient of determination) explained how much variation performance appraisal bring in motivation which is approx. 10%.

Table – 4:

ANOVA						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.528	1	6.528	5.935	.018 ^a
	Residual	59.400	54	1.100		
Total		65.929	55			

Interpretation

$$Y = a + bx$$

$$\text{Motivation} = 1.212 + 0.656 (\text{PA}) \text{ Beta Coefficient}$$

- Above estimated regression model shows that a one unit increase in Performance Appraisal score will increase in motivation score about 0.656 units on average.
- (P-value < 0.05) shows that Performance Appraisal plays a significant role in employee’s motivation. Confidence interval of 95% for Performance Appraisal is 1.196 and 0.116 which shows the upper and lower bound respectively.
- The standard error of beta coefficient for Performance Appraisal PA is 0.269.
- The ANOVA table gives the overall significance of our estimated model (i.e. $Y = a + bx$) P-value of 0.018 is obtained by using f-test which provides the evidence that the overall model is statistically significant.

Table 5: Mean and Standard Deviation

Statistics	1. Rate my performance	2. Fair and unbiased	3. helps me to find	4. organization provide	5. Highly Relevant	6. Appeal Process	7. PA
N = 56							
Mean	3.1607	3.4464	3.3750	3.8036	3.6786	3.1250	3.4643
Std. Deviation	1.12455	1.02549	.88549	.98016	1.02881	1.09648	1.09485

Interpretation

Average (mean) and standard deviation analysis of all the 56 respondents were conducted in order to know whether the responses are concentrated around the mean or are they widely spread/vary from the mean. From the above table it can be seen that there is not much variation between mean and standard deviation. The average score of 3.16 on question of “*rate my performance*” shows the respondent’s tendency from neutral to agree on average as most of the respondents lies within the range from 3-4 on a 5-point Likert scale. Second and third values (i.e. “*fair and unbiased*” and “*helps me to find*”) is slightly better than the first one as both the values are nearly 3.5 whereas the respondents of question 4 and 5 are more towards agree to strongly agree.

IV. Discussion

The primary objective of the study is to find out the impact of performance appraisal on employee’s motivation in ABC institute of Karachi. The survey was conducted on the population of 56 consist on male female both which includes permanent, visiting and non-teaching staff. The selected independent variable for the study was “*Performance Appraisal*” while “*Motivation*” being the dependent variable. The findings reveal that performance appraisal has a positive impact and works as an indicator that directly influenced employee’s motivation and ultimately reflects in employee work performance, the results are quite similar to the research conducted by (Selvarajan & Cloninger, 2011; Chaponda, 2014). Besides, the findings also show that performance appraisal helps employees to identify their work problems and therefore work towards it.

Moreover, it has also been observed that effective performance appraisals create a higher level of satisfaction among employees and it motivates them to perform more efficiently and effectively or vice versa. Performance appraisal fairness is also considered as important element as per the research findings. Fair and unbiased assessment encourages the employees and keeps them motivated, findings shows somewhat mix result on this as number of respondents were satisfied with the performance appraisal fairness while many felt otherwise. When it comes to performance appraisal rating, supervisor/manager should do the rating on the basis of evidences rather than in any external influence/pressure or personal liking/disliking, same point is being highlighted by (Poon, 2004; Vignaswaran, 2008).

Another major area is Recognition; the manager should timely recognize employee good work as it can have a significant impact. As far as the appeal system is concerned for those who are not satisfied with his/her performance appraisal, the findings show that there is no proper channel or system through which one can appeal in ABC institute or even if someone makes a complaint then there wouldn’t be any sufficient outcome as per the respondents. On the other hand, how much satisfied the employees are with the provided feedback from the employer on their appraisals; we found mix results for this also. The study suggested that there are number of employees who were satisfied with regard to the feedback however at the same time quite a few said that there is a room for improvement and they were clearly not happy with the way feedback provided in the recent past.

The study findings also highlighted some key points regarding performance appraisal feedback; findings showed that there should be multiple feedback sources not only from the supervisor/manager/rater. As suggested by (Vasset et al., 2011; Chaponda, 2014) that collecting information for performance evaluation from various sources has multiple benefits. It increases the accuracy of the performance evaluation, reduces biasness and also enhances the employee’s perception regarding its fairness. Another important area is performance appraisal rating which directly affects employee performance. Results show that rating criteria should be flexible and should be based on the whole year performance and set of activities rather than on the recent or favorable/unfavorable events. It has been noticed that the rater/manager/supervisor may trap into recent or successful events and clearly neglect the overall performance of the employee throughout the year. Similar kind of findings presented by (Jones and Wright, 2007; Chaponda, 2014).

The overall results and findings support the research hypothesis. Being an employer, you should not expect a good or quality input until on unless the employee’s performances are recognized or appraised timely.

Responses also show that performance appraisal leads to job satisfaction, keeps employees motivated and built a healthy relationship among them. Hence on the basis of overall discussion, the significance of performance appraisal simply cannot be ignored from any educational institutes/university.

V. Conclusion

It was a thorough learning experience while working on this research project. The findings show that there is a dire need of effective performance appraisal system in educational institutes of Karachi. The selected higher education institute also needs to work on it in order to make it better and mutually beneficial. Additionally, absence of effective performance appraisal system discourages employees, demotivates and cause resentment among them. Furthermore, it is also unfair with the employees who are committed with their jobs but do not get appraised for their efforts. Being an employer (higher education institute in our case), if you want quality input from your employees (i.e. Faculty/Non-Faculty) then you must encourage them by giving something in return, an acceptable return by appraising their good performances. The central point of this study is to find out the impact of performance appraisal on employee’s motivation. The established null hypothesis (i.e. *there is no significant impact of performance appraisal on employee’s motivation*) proves to be rejected as regression analysis showed that there is a significant impact of performance appraisal on employee motivation. In a nutshell, we can conclude that it’s not only the multinationals and other industries that require performance appraisal rather education sector certainly needs the same to be implemented at the earliest. The institutes/universities should make a roadmap for annual or bi-annually performance appraisal whichever serve their purpose so that they can get the best possible work outcomes as any organizational success or failure largely depends on their employee’s performance.

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