

## **Impact of Performance Appraisal System and Motivation on Employee Performance**

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### **Abstract**

The current research explains the relationship of employee performance and its antecedents. The main aim of this study is to find the impact of performance appraisal system and motivation on employee's performance. The quantitative research methodology adopted to achieve the research objectives. Data collected through questionnaire based survey from 97 respondents. The performance appraisal system and motivation have been latent constructs and employee performance as dependent variable. The reliability and validity of constructs measured through composite reliability, Cronbach's Alpha, factor loadings, and average variance extracted respectively. Partial Least Squares-Structure Equation Modeling (PLS-SEM) technique used to analyze the path model. PLS-SEM is used for different calculation and model evaluation. The current research finds that that performance appraisal system has positive and significant impact on employee performance, while motivation has no impact on employee performance. Future studies may examine employee training and development, communication, work load, burnout and employee engagement as antecedents of employee performance in firms.

**Keywords:** Performance Appraisal System, Motivation, Employee Performance

### **Introduction**

In present competing business world, organization can survive competition if it brings innovation (Zhang et al., 2025). Managing human resources can be a greater innovation, by having an effective appraisal system to rate competent employees (Wahidah et al., 2024), human resource can be highly effective, however, number of firms using appraisal system are limited (Wanjala & Kimutai, 2015). Employees play an important role in achieving competitive benefit for the firm (Rony et al., 2024). Performance appraisal tend to enhance quality of work done, minimize employee's dissatisfaction, enhances employee performance (Muriuki & Wanyoike, 2021a). Performance appraisal aids to regulate adequately a firm's workforce (Chukwuka & Dibie, 2024). It tells about what employees being capable of achieving, helps to know strength and weakness of employees, tells about what role suits employees in overall organization. It helps to compare employees productivity and through this employees feel valuable (Wanjala & Kimutai, 2015).

Performance appraisal aids to identify and overcome difficulties faced by employees (Akinbowale et al., 2013a). Better motivation enhances commitment and employee performance resulting into increase in organizational performance (Kuswati, 2020). If organization aims to achieve their goals they should have motivated employees and they work deliberately to achieve set goals (Mosha, 2021). The purpose of motivation is to elaborate the difference between the employees who hold same capacity, talent, opportunities to complete assign work in the same organization (Gandung, 2024). Although employees have same working conditions and machinery, but they come up with different performances (Sandhu et al., 2017). Employees being valuable assets for the organization, perform effectively subject to motivation and job satisfaction (Riyanto et al., 2021). So that employee performance can be linked with performance appraisal system and motivation (Alper Ay, 2025; Thirunagalingam et al., 2025; Wahidah et al., 2024). The primary aim of this study is to examine the impact of performance appraisal system and motivation on employee performance. The research gap identified for future study (Akanmu et al., 2025) to further study the relationship of performance appraisal and employee performance while including other variables like moderation of demographics and role of other human resource variables, which was done through incorporating motivation in the model along generalization of social exchange theory in employee performance context.

## **Literature Review**

### ***Performance appraisal system***

Performance appraisal act in a manner that is essential in training of employees and improvement and it can be used to analyze and to begin the procedure to give required training and evaluation in their job (Muriuki & Wanyoike, 2021a). Performance appraisal system is a methodology through which manager judges the employee' performance using nature, variety, value, time and effort of worker towards work. Performance appraisal lead and guide development of career in government and private sectors (Boykin et al., 2025; Wanjala & Kimutai, 2015). Study finds out the in the government and private organization employee performance is measured using performance appraisal system with the help of tools which uses setting aims and purposes, judging the improvement through taking regular reports of employee' performance, giving feedback and providing essential education and advancement (Muriuki & Wanyoike, 2021a). Performance appraisal can be efficient method in performance of employee if it is right and neutral, employee involvement in performance appraisal system leads to performance of employees and increase in results (Kalogiannidis et al., 2025; Wanjala & Kimutai, 2015). The main aim of a performance appraisal system is to analyze areas for advancement and give feedback to employees. Performance appraisal systems consists many parts which include aim-setting, performance analysis, feedback, reward and appreciation (Chen et al., 2021). Performance appraisal aids the firms to identify employee who are performing at top levels, identify areas where employee need more improvement, advancement and adjust performance of employee with the goals of organization, it will help the organization to attain overall success (Lakhan et al., 2023a). Performance appraisal system is used by different organizations to check performance of employees, performance appraisal is important tool to trigger employees towards attaining firm's objectives (Kharub et al., 2025) with the help of rewarding, advancing and fixing workforce potential (Al-Jedaia & Mehrez, 2020a). Performance appraisal has a positive and negative effect, employee who have scored good in his/her appraisal are triggered to function well and uphold their performance, on positive feedback employee feels worthy and valued essentially when this feedback is accompanied with increase in incentive. In case of low score in his/her appraisal employee may have a feeling of motivation lost in organization (Akinbowale et al., 2013a). Performance appraisal is a routine, continuous and organized procedure to check employees'

performance (Afshar & Shah, 2025); it can be treated as trustable tool to make sure that competent employees are at the right position in the organization. Performance appraisal is appropriate method to determine strengths and weaknesses of employees, performance appraisal provides management with the important information that is needed to build appropriate employees (Al-Jedaia & Mehrez, 2020a).

### ***Motivation***

Motivation plays essential part is HRM (Ahmad et al., 2024). If organization needs to attain its objectives than organization should manage to have workforce that is motivated and work hard towards achieving the organization goals (Pincus, 2025), motivation means to find a need inside the employee (Anggraini, 2024; Rachmad, 2024). In relation to work environment employee will be motivated intrinsically if he/she is carrying out a task that will be seemed attractive and energetic to him/her (Sulistamtama et al., 2024). Intrinsically motivated employees claimed that their work provide them peace of mind, capability as well as achievement (Mosha, 2021). Motivated people use full strength to complete a task than those who are not motivated. Motivation being a psychological process that provides behavior an aim and direction, along attainment of organization's goal (Sandhu et al., 2017). Motivation has been a supportive factor in firms both private and public sectors especially in enhancing performance, motivation has powerful effect on performance of employees, motivation possessed by the workforce of the organization have the ability to enhance firm's performance (Kuswati, 2020). Motivation has the power to guide someone to the direction of their goals. Moreover, motivation may be intrinsic and/or extrinsic. Intrinsic motivation is linked to achievement with oneself reflected by the attainment, recognition, stimulation, work itself, authority and personal growth. Extrinsic motivation happen when there are factors affecting from outside the self of employee such as security, work circumstances, company practices, benefits and interpersonal relation (Moreen et al., 2025; Paais & Pattiruhu, 2020). Motivation refers to a procedure that drives attitude towards attainment of goals (Budiarto et al., 2024), a motive in a job person who must move forward and achieve organizational aims, preparation for somebody to carry out a task for attainment of goals, and work motivation being inspiration from the organization to enhance performance and meet the demands of employees (Pangastuti et al., 2020). Motivation has powerful impact on the performance of employees (Arifuddin et al., 2023)

### ***Employee performance***

Performance is defined as what employees do or don't do (Anisya et al., 2021). Performance has been an important indicator for the firms so that firm's continuous growth can be assured (Pisriwati et al., 2024). Employee performance involves controlled behavior while limits unnecessary behavior (Gagné et al., 2022). Performance also determines the active role of employees to accomplish requirements according to formal contract provided them by company (Ramadanti & Apriliani, 2023). Employee performance split into task performance and performance behavior (Riyanto et al., 2021). Organization goals cannot be achieved without active participation and motivation of employees even if company has practical procedures of operations. So, a manger must combine these two domains task performance and performance behavior so that organization goals can be achieved, and this can be done with the help of motivation (Arifuddin et al., 2023). Employees with higher organizational support shows that they are more responsible which help the firm to attain its goals, enhance rewards for key performers and this type of employees are at high degree of commitment with the organization (Riyanto et al., 2021). Employee performance is an essential part that is must for the improvement of organization's performance. Motivation and compensation affect employee performance (Sinambela & Ernawati, 2021). Moreover, work

motivation has positive effect on employee performance resulting into increase in company's efficiency and productivity of workforce (Kalogiannidis et al., 2025; Pangastuti et al., 2020). The progress of an organization depends upon the performance of its employees (Anwar & Abdullah, 2021). There has to be harmony in employees work aims and company's aims. Employee performance add to the firms in many different ways (Anisya, 2021). Performance of the organization is divided into organizational performance and employee performance; performance of an organization affected by the employee's performance and organizational environment (Sandhu et al., 2017). Employee performance depends upon performance appraisal, motivation, training, and advancement (Kharub et al., 2025; Muriuki & Wanyoike, 2021a).

## **Hypotheses development**

### ***Relationship of Performance Appraisal System and Employee Performance***

The performance appraisal system helps in improving the employee performance in organizations (Kharub et al., 2025; Muriuki & Wanyoike, 2021a). Performance appraisal system in terms of work recognition, financial reward, acknowledgement, and work related feedback prompts employee performance (Akanmu et al., 2025). The employee performs better in recognition of his/her work efforts in terms of job commitment, loyalty, putting more work effort, and engagement. So the following hypothesis is being developed such as,

**Hypothesis. (H1).** Performance appraisal system has positive and significant impact on the employee performance.

### ***Relationship of motivation and employee performance***

Motivation has positive effect on employee performance resulting into increase in company's efficiency and productivity of workforce (Kalogiannidis et al., 2025; Pangastuti et al., 2020). Motivation has been a supportive factor in firms both private and public sectors especially in enhancing employee performance (Kuswati, 2020). Motivated employees perform better at their work and show compliance behavior during their job. Nevertheless, motivation among employees sparks their work effort but also prompts work discipline and enhanced employee performance (Selvarajan & Cloninger, 2012). Motivation having two types; intrinsic motivation- guided by self-interests of employee, whereas, extrinsic motivation-prompts through financial reward, work and effort recognition, and performance feedback (Kalhoru et al., 2024). Based upon above discussion, the following hypothesis is developed such as,

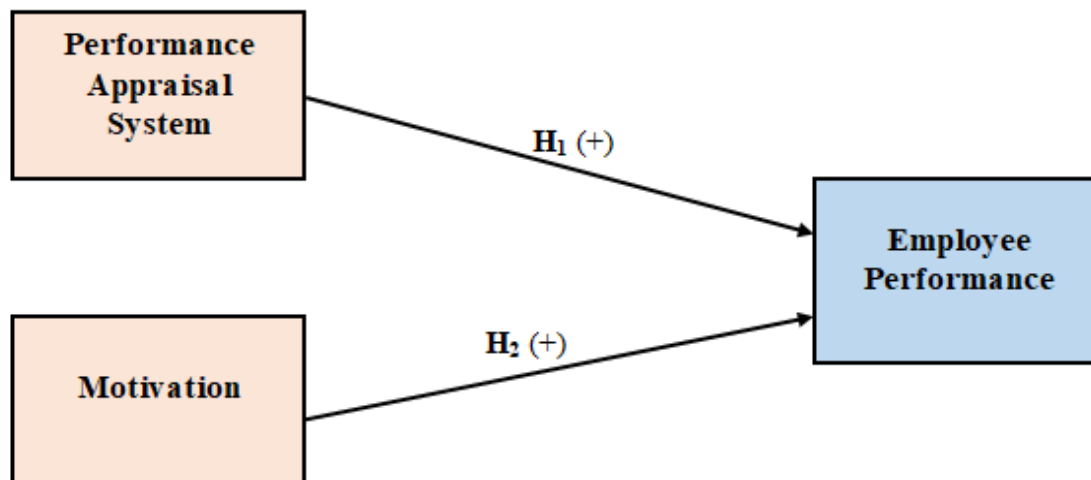
**Hypothesis. (H2).** Motivation has positive and significant impact on the employee performance.

## **Theoretical framework**

Social exchange theory (Homans, 1961) provides the basis for current research. Social exchange theory follows rules of exchange (Cropanzano & Mitchell, 2005) in which the parties must abide by certain rules of commitment, and reciprocity. It asserts that whence the performance appraisal is done with full acknowledgement of the efforts of employee, proper feedback, work recognition, reciprocated in the form of improvement of employee performance in terms hard work, more effort, improved performance, loyalty, and commitment towards the organization (Akanmu et al., 2025). So the following theoretical framework developed as illustrated through schematic diagram,

## **Figure 1**

### ***Theoretical framework***



### **Methodology**

Quantitative research methodology used in current research (Kumar & Praveenakumar, 2025; Mazurchenko, 2025). Quantitative approach is based on positivism research philosophy and it is used to examine different samples and data is collected using different research questionnaire and statistical analysis tests (Saunders & Lewis, 2017; Saunders, 2011). The main aim is to test hypothesis in current research. This study is conducted to examine the impact of performance appraisal system and motivation on the performance of the employees in organizations. To find the impact of independent variables performance appraisal system and motivation on dependent variable employee's performance, questionnaire based survey conducted. The questionnaires distributed for data collection (Bihu, 2021; Bridge, 1992; Hlynsson et al., 2025). Questionnaire used 5 point Likert scale having various categories (1 = "strongly disagree", 2 = "disagree", 3 = "neutral", 4 = "agree", 5 = "strongly agree") (Adeniran & Fakunle, 2025). Data was collected and filled online by using Google forms (Schmelting & Fracasso, 2025). In this research the population through which we collected data is employees of different clothing brands like Khaadi, Bonanza, J., Ideas, Nishat Linen. The questionnaire comprised of various sections including a demographic profile section, independent and dependent variables section having items/statements (Bihu, 2021) representing performance appraisal system, motivation and employee's performance. Performance appraisal system and employee performance scales adapted from recent work of Akanmu et al. (2025) and motivation scale adapted from the previous work of Danish and Usman (2010) and Selvarajan and Cloninger (2012). Primary data gathered through questionnaire based survey. Validity and reliability of questionnaire tested using various validity and reliability tests (Hlynsson et al., 2025; Kamis et al., 2020) using PLS 4 software.

### **Data analysis**

The questionnaire distributed among 140 employees in different firms from which 120 responses were collected. About 23 responses were deleted due to data screening because they contain missing values, wrongly filled, and incompletely filled questionnaires (Saunders & Lewis, 2017). However, 97 responses found duly filled and used for further analysis and estimation.

### **Respondent's demographic profile**

Out of total 140 distributed questionnaires, 120 responses collected and only 97 responses were found duly filled and complete, used for further analysis and estimation. The response rate in females found better than males, as female's response was 62.88%. Responses in Table 1 show that most of the sample lies between 18 to 30 years of age.

**Table 1**  
*Demographics profile*

Variable	Category	Frequency	Percentage
Gender	Male	36	37.11%
	Female	61	62.88%
Age	18 to 30 years	77	79.38%
	30 to 40 years	10	10.30%
	40 to 50 years	10	10.30%
	50 to 60 years	0	0%
Qualification	Intermediate	0	0%
	Graduation	69	71.13%
	Masters	26	26.84%
	PhD	2	2.06%
Income	10000-25000	60	61.85%
	25000-40000	16	16.49%
	40000-55000	14	14.43%
	55000-70000	7	7.21%

**Table 2**  
*Measurement model*

Model constructs	Measurement items	Loading values before deletion	Loading values after deletion	Cronbach's Alpha	Composite reliability (CR)	Average variance extracted (AVE)
Performance appraisal system	PAS1	0.800	0.802	0.949	0.955	0.682
	PAS2	0.827	0.830			
	PAS3	0.811	0.813			
	PAS4	0.772	0.774			
	PAS5	0.815	0.817			
	PAS6	0.847	0.847			
	PAS7	0.839	0.839			
	PAS8	0.847	0.845			
	PAS9	0.856	0.854			
	PAS10	0.836	0.835			
Motivation	MT1	0.921	0.920	0.889	0.900	0.752
	MT2	0.789	0.802			
	MT3	0.052	-			
	MT4	0.202	-			
	MT5	-0.137	-			
	MT6	0.885	0.889			
	MT7	0.836	0.853			
	MT8	-0.197	-			
Employee performance	EP1	0.855	0.856	0.917	0.917	0.801
	EP2	0.900	0.900			
	EP3	0.933	0.933			
	EP4	0.888	0.888			

*Note:* Indicators MT3, MT4, MT5 and MT8 deleted from analysis as their values < 0.7.

## Results

### *Convergent validity and reliability*

Convergent and discriminant validity are used to measure validity of data and instrument being used. Convergent validity can be described as the extent to which all composite items of the model that is used to calculate and determine (Ali et al., 2022). Convergent validity is defined as the extent to which indicators that demonstrate a design concentrate in connection to the factors demonstrating other construct (Lodhi et al., 2017). In order to illustrate convergent validity and reliability of various constructs composite reliability (CR), value of average variance extracted (AVE) and Cronbach's Alpha used (Malik & Ramay, 2017). Factor loading and average variance extracted used to calculate convergent validity, it is said that the value of factor loading, AVE and cronbach's alpha values should be greater than threshold value of 0.7 for each item and construct (Lodhi et al., 2017). The Table 2 shows the reliability and validity of data. The Cronbach's alpha values range between 0.899-0.949 and it is more than 0.7. Composite reliability of all variables is more than 0.7 and it lies between 0.900-0.955. Average variance of all the variables lies between 0.682-0.801 therefore in the acceptance zone.

### *Discriminant Validity*

Discriminant validity refers to the extent to which a construct and factors of this construct are varying from construct and factors of that construct, discriminant validity is measured using Fornell-Larcker criterion (Cheung et al., 2024), one of the effective method for measuring discriminant validity, it compares square root of AVE values with under consideration variable correlation (Malik & Ramay, 2017). Construct value should be greater than 0.7 (Ali et al., 2022). Table 3 shows that upper values of the construct found greater than 0.7. The values between the range 0.895-0.867 and supports the further analysis and estimation.

**Table 3**

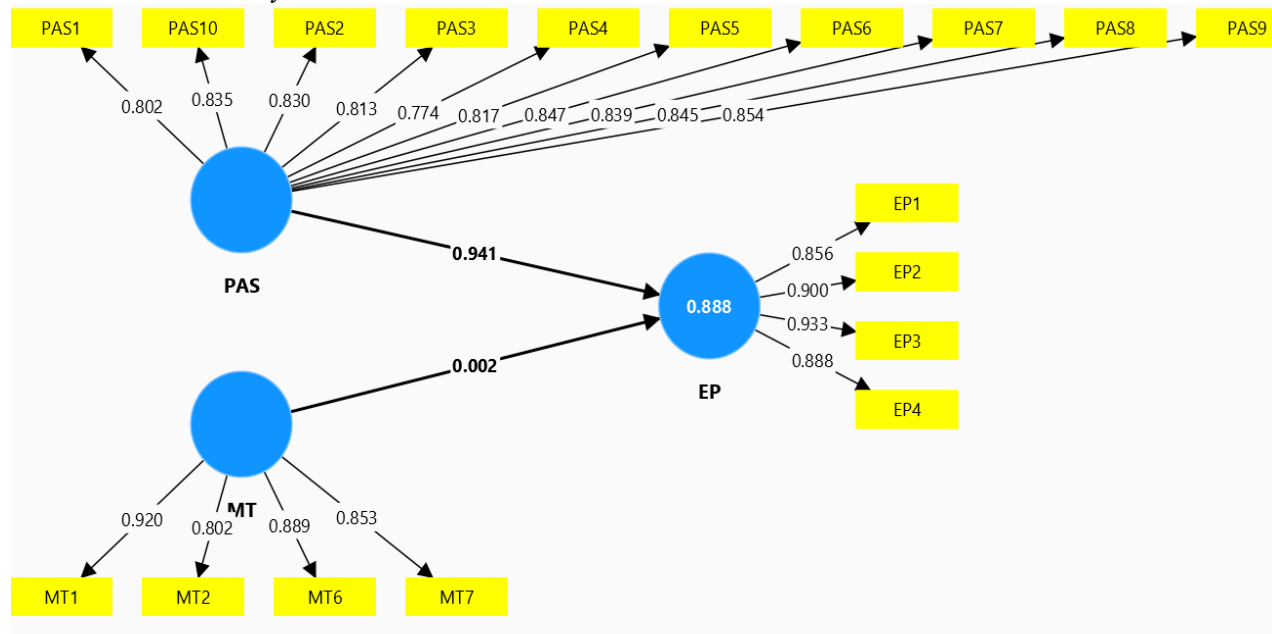
***Fornell-Larcker criterion***

	EP	MT	PAS
EP	<b>0.895</b>		
MT	0.732	<b>0.867</b>	
PAS	0.942	0.775	<b>0.826</b>

### *PLS-SEM Path Analysis*

Figure 2 represents the strength of relationships between constructs and their respective indicators. To measure the paths coefficients, Smart-PLS 4 software used following PLS-SEM (Cheah et al., 2024; Subhaktiyasa, 2024). The results show that with one unit increase in performance appraisal system, there is 0.941 units increase in employee performance, similarly with one unit increase in motivation there is 0.002 units increase in employee performance, while keeping other factors constant.

**Figure 2**  
PLS-SEM Path Analysis



*Note.* The path analysis shows the impact of independent variables performance appraisal system and motivation on dependent variable employee performance. Coefficients represented are standardized linear regression coefficients. \*\*\* $p < .001$ .

**Hypothesis testing and path coefficient**

Table 4 represents path coefficient, t-values, p-values and whether hypothesis is supported or not supported by estimation. It shows that performance appraisal system has positive and significant impact on employee’s performance ( $\beta=0.941$ , P-value=0.000). Whereas, the impact on employee performance found insignificant ( $\beta=0.002$ , P-value=0.984). The first hypothesis **H<sub>1</sub>** accepted, whereas, the second hypothesis **H<sub>2</sub>** rejected.

**Table 4**  
*Hypotheses testing and path coefficients*

Hypotheses	Paths	$\beta$	M	S.D	T-value	P-Value	Results
H <sub>1</sub>	Performance appraisal system → Employee performance	0.941	0.947	0.073	12.831	0.000	Supported
H <sub>2</sub>	Motivation → Employee performance	0.002	-0.003	0.090	0.020	0.984	Not Supported

**Discussion**

The results of current research show that improving the performance appraisal system results into the improvement of the performance of employees. Performance appraisal being done right and just enhances the performance of employees in firms. Employees getting just right and good grades in performance appraisal perceive themselves as important asset for the organization. The results

are in accordance with previous studies (Akinbowale et al., 2013b; Al-Jedaia & Mehrez, 2020b; Lakhan et al., 2023b; Muriuki & Wanyoike, 2021b). When employees work being recognized and they are perceived as valuable assets to the company than they will work for the organization in a better way. It results into betterment in employee performance resulting into better firm performance and increase in profits and goodwill of the organization. With betterment in the performance appraisal system employees' performance improves. Performance appraisal feedback should also be done to inform employees about their performance and their respective assessments. The results are found coherent with previous studies (Muriuki & Wanyoike, 2021b; Wanjala & Kimutai, 2015). Performance appraisal system is adequate mean for enhancing employee's performance (Wanjala & Kimutai, 2015). Performance appraisal is momentous on performance of employees (Muriuki & Wanyoike, 2021a). Employee's performance based on performance appraisal system will be responsible for improving employee performance (Akinbowale et al., 2013a). However, motivation does not have effect on employee performance. The results are in coherence with the findings of previous study that is employee performance not directly influenced by motivation (Anisya, 2021). Finally, it may be concluded that performance appraisal system directly and significantly influences employee performance in the firms. Contrary to it, motivation does not increase employee performance in current research scenario. The reason for motivation of employees in clothing brands not influencing their performance is that they lack intrinsic motivation thereby not affecting their performance. However, performance appraisal system provides them indirectly extrinsic motivation from managers and supervisors in terms of rewards and work recognition causing improved employee performance. Logically, performance appraisal system provides motivation to employees to perform better, whereas, there is no relationship of intrinsic motivation with employee performance. The results show that employee performance does not depend upon motivation but only on performance appraisal system. It is a new finding which shows that employee performance has been subject to performance appraisal empirically verified aspects including performance feedback, financial rewards, job promotion, and performance recognition. Moreover, the current research incorporated clothing sector in Multan Pakistan, which helped in generalization of social exchange theory.

## **Implications**

### ***Theoretical Implication***

The theoretical implications included that the current research helps in generalization of social exchange theory. Since performance appraisal system incorporates proper performance feedback, reward, recognition, and acknowledgement of their efforts, results into better performance of employees in terms of commitment, loyalty, hard work, and better performance.

### ***Practical Implication***

The practical implications of the study has been the usage of performance feedback, financial rewards, job promotion, and performance recognition help managers and supervisors in industry to focus on these aspects in order to enhance employee performance. Contrary to it, motivation does not play any role in improvement of employee performance in industry. Motivation backed by performance appraisal system especially extrinsic motivation help mangers in improving employee performance.

## **Conclusion**

The study shows the relationship of performance appraisal system, motivation and employee performance in clothing sector of Multan Pakistan. The research shows that performance appraisal system influences employee performance. However motivation does not impact employee

performance. The study reveals new aspect of motivation not impacting employee performance due to employee performance solely dependent upon performance appraisal system instead of motivation. Moreover, the study showed that there have been more female respondents participated in survey than their male counterparts reflecting dominancy of females. The current research had been a research endeavor in the field of human resource management incorporating performance appraisal system, motivation, and employee performance in clothing sector of Multan, Pakistan. Finally, the current research helps in generalization of social exchange theory in clothing sector of Pakistan.

### **Limitations and future studies**

The current research is not without limitations. The data collected cross sectional from employees of various clothing brands from District Multan only. In future, the longitudinal study may be conducted to improve the results. This study examined only performance appraisal system and motivation. Future studies should examine employee development and training, communication, work load and employee engagement. Although, motivation has been found insignificant in enhancing employee performance, the future study may consider same variables in different industry and sectors, other than clothing brands, with large sample size to further validate the results. Future study may collect data from different firms in different cities. Qualitative study may be conducted in future for further in depth study. The motivation variable considered as latent construct, however, in future the mediating or moderating role of motivation may be considered between performance appraisal and employee performance. The study shows that motivation not impacting employee performance as employee performance only depends upon performance appraisal system in place of motivation. Moreover, the study showed that there have been more female respondents participated in survey than their male counterparts reflecting dominancy of females. Most of the employees had been between the age 18-30, representing more youth as workforce. Most of the employees had been graduates which shows high education trend among working youth as employees in clothing sector.

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