The effect of performance appraisal on job performance in governmental sector: The mediating role of motivation

Yousif Al-Jedaia[a] and Ahmed Mehrez[a*]

[a]*Qatar University, Qatar*

CHRONICLE	ABSTRACT
	The purpose of this paper is to assess the impact of performance appraisal on job performance focusing on the role of Motivation in the governmental sector in Qatar. While many organizations consider performance appraisal (PA) an important tool to measure and evaluate employees' performance, PA can be used as an effective tool to maintain the capabilities and effectiveness of the workforce. In general, PA can be a crucial tool to motivate employees and leverage their job performance and thus can be considered as a competitive advantage over rivals. This paper has identified main factors of PA from the previous pieces of literature and prioritized the most influencing factors affecting PA such as purpose (PAP), criteria (PAC), leadership (PAL), and methods of evaluations (PAE) on employee's motivation as well as their relationships with job performance. Besides, the study sought to fill the literature gap on the performance management field in the context of Qatar for future research. In the course of this study, descriptive research design was adopted in the form of a survey. The survey was distributed, and 294 responses were collected. The conclusion of the finding was that the PAP and PAE had impacts on employee's motivation and job performance, while PAC and PAL did not. In addition, the findings illustrate a positive correlation between employee's motivation and performance. Human Resource managers of organizations may use findings to better support employees' motivation and performance.

1. Introduction

Performance appraisals (PA) have been used by organizations in order to evaluate employees' performance. It has been argued that PA can be a powerful tool to motivate employees toward achieving organizational goals through its use in rewarding, promoting, developing and improving workforce capabilities (Davis & Newstrom, 1993). The challenge nowadays is not only in hiring the best employee to perform a good job, but also in motivating current employees to enhance their performance and leverage the productivity of the organization (Nayana et al., 2011). Despite PA is used in governmental organizations, there are different approaches to adopt based on either sector and/or culture (Najafi et al., 2010). Iqbal et al., (2014) state that governmental employees may not consider PA as a vital process as in private sector since annual incremental and period of promotions are fixed as well as no bonuses are awarding especially in some developing countries. This paper studies the impact of PA on motivation and thus job performance of governmental employees within the State of Qatar. While, there are many theories and models suggested by scholars, this paper suggests grounded approach investigating significant factors that affect PA and highlighting its role in motivating employees and thus enhancing job performance in governmental sector within Qatar. A model has been suggested through a comprehensive review of literature and statistically tested.

* Corresponding author.
E-mail address: ahmed.mehrez@qu.edu.qa (A. Mehrez)

Despite the relevant rich studies considered PA, this paper is considered the first academic paper that investigated the impact of PA on motivation and job performance in Qatar. In this domain, this study can open the door for future studies investigating more links and the effects of PA on other Human Resource factors such as learning and development that comply with organization key performance indicators KPI, and career path of employees. This will enrich the current literature on the performance management area. Furthermore, this study is significant since it provides top management with useful insights on the effect of PA in enhancing job performance within Governmental Sector. The main objective of this paper is to investigate PA factors that affect employees' motivation and then job performance by studying the most influencing factors affecting PA in Governmental Sector in Qatar. In other words, this paper bridges a gap in literatures while searching for more factors affecting motivation of employees in the Middle East (Al Haj, 2017). Moreover, it aims to enrich and enhance literature in performance managements field to help future research. All in all, the study is to statistically investigate a correlation model among PA factors, motivation and job performance and to find out if there are any relations existing in Qatari context. In order to achieve this, a quantitative approach is adopted with an objective to find an answer to the following questions: Research Question 1: Is there any statistically significant relationship between PA's factors and employees' motivation?, Research Question 2: Is there any statistically significant relationship between PA's factors and job performance? And, Research Question 3: Is there any statistical relationship between Motivation and Job Performance?

2. Literature Review

Organizations need to leverage and develop skills, competencies and the quality of its human resource through feedback, training, and experience in order to compete and succeed in its field (James, 2008). Human resource management (HRM) can be defined as the set of policies, procedures, practices, and systems that affect and influence the employees' altitude, behavior, and performance (Therith, 2009). According to James (2008), the most critical practices that support business strategy throughout HRM include figuring out the number of employees needed for the organization or planning for HR, selecting which includes attracting and placing qualified personnel and above and beyond monitoring and tracking the employees' performance and productivity which is acknowledged as performance management. In some organizations, each of these practices might represent a section within the HR department or even departments on its own. Creativities, initiatives and abilities of HR staff are also significant factors and competitive advantages for any organization which will defiantly leverage the employees and the organization's performance and productivity (Vaňová et al., 2019).

2.1 Performance Management and Performance appraisal

Performance management refers to a process where managers and supervisors ensure that the employees' performance and assigned work are conducted probably in align with organizational objectives. This process requires a meaningful insight on what these activities and outputs are, make sure that been achieved, and feedback needs to be given to help employees meet expectations (James, 2008). Therefore, both managers and employee need to identify possible performance problem and to come up with relevant best solution. Hence, many organizations use different methods to evaluate their employees; some forms are results-oriented planning and control system such as management by objectives MBO. Others evaluate their employees through different beers and overviews from stakeholders surrounding them, such as 360 degrees appraisals. The graphic rating scale is another method where managers use a checklist to evaluate their employees depending on the evaluated aspects. In accordance, performance appraisal (PA) is a regular and systematic process to evaluate employees' performance. It can be considered a reliable tool to make sure that the appropriate employees are filling the right positions within the organization (Iqbal et. al., 2014). Furthermore, PA is an efficient way to figure out any strengths or weakness that face any employee, as it provides management with required information needed to develop its processes to maintain an adequate workforce (James, 2008). Hence, management confidentiality will take the most accurate action to reward the employees with higher performance through rewarding them or enhance and develop the employees with lower performance through training and development to overcome their weakness (Deepa et. al., 2014).

According to Ameen and Baharom (2019), the essential purpose of PA from organizational perspective is to help managers make right decisions on salaries, promotions, training, and encouraging employees through positive feedback. Daley (1987) argued that employees perceived the training and development of their carrier based on PA which could be thought of as a reward and can motivate them to work harder. Khan (2012) included the positive impact of training on motivation and job performance. Purpose of PA is not only linked to training employees, but goes beyond by making administrative decisions. Promotion and financial rewards are among administrative decisions directly affected by PA (Saharuddin & Sulaiman, 2016; Najafi et al., 2010; Idowu, 2017; Condrey & Stephan, 2005; Wael et al., 2017; Jayarathna, 2015).

An effective PA needs to reflect the exact performance of employee from different perspectives as well as employees are evaluated. Throughout literature regarding factors that affect PA, scholars and researchers discussed number of them since 1970s all the way to recent years. Some factors might directly relate and have significant relationships whereas others might not. Factors influence PA such as management practices, cultural aspects of the organization, purposes of PA, and the methods of PA that the management uses for evaluation. However, studies narrowed down factors to only four factors namely PA, PA's criteria, leadership style, and methods of evaluation.

Performance Appraisal Criteria

One of the most important roles of management is to carefully identify and select the relevant performance criteria that lead to achieve the organizational goals and objectives. Hence, PA systems should use key performance criteria (KPI) or indicators directly related to a specific job (Rusu et al., 2016). Pulakos (2009) also emphasized the importance of setting performance criteria in order to have a better track and control of the employees' performance and encompass information on the overall strategic processes to achieve the strategic alignment with the objectives of the organization. Moreover, Mccoy and Use (2018) stated that for valid performance criteria, KPI should relate to the organization environment and goals, and be clear, measurable, and realistic. Based on many pieces of literature reviews, the most common criteria are traits and characteristics, behaviors and manners, competencies and capabilities, goal achievement, and improvement potential.

Leadership style

Adopting the right Leadership style is a key to excellent performance as a way on how a manager or a leader deals with workforce and controls resources within the organization and motivates the employees to work hard. As a result, leveraging job performance enhances the overall organization performance and accordingly maximizes the profit (Nawoseing & Roussel, 2017). Vast number of articles and studies have discussed the impact of leadership on employees' job performance and motivation. The most comprehensive discussion that shed light on this phenomenon was conducted by Raveendran and Gamage (2018). They found that the style of leadership affects the performance of the employees. For example, the transformational "democratic" leadership style might enhance the job performance more than other styles such as transactional leadership. Moreover, according to a study conducted by Putri (2018) to figure out the relationship between leadership and some factors such as interpersonal communications, job satisfaction, performance and motivation, the researcher found a significant positive relationship between leadership styles and employees' motivation and performance which lead to higher productivity. Also, the researcher elaborated and recommended to adopt more than of style of leadership to satisfy most of the employees. Finally, according to a study led conducted by Al Haj (2017) who intended to study the relationship between the leadership styles and motivation and productivity in public sector in Qatar, he came up with many insights and findings that will add to the works of literature in this field. His study was based on four public sector organizations in Qatar. He found that there is a significant relationship between the independent variable leadership style and dependent variables motivation and job performance or productivity. However, the researcher found that there are some leadership styles have more positive effects than other styles on motivations and job performance. Hence, he recommended the government consultants and decision makers to encourage the managers to adopt the most effective style that have been reveled from the study to leverage the national employees. This all aligns with the Qatar National Vision 2030. Even though there are many leadership styles, scholars and researcher studied in relation with the employee motivation and performance, this paper will focus on the common administration leadership styles democratic, autocratic, and laissez-faire (delegative).

Methods of evaluation

DeCenzo & Robbins (2013) stated that there are three main approaches that management can use to make PA a measurable tool. These approaches are (1) absolute standards, (2) relative standards, and (3) objectives. First, absolute standards indicate that an actual employee performance during the year is compared with a standards criterion. There are many methods of PA using this approach, such as the essay appraisal, the graphic rating scale, the critical incident appraisal, and the checklist (Jafari et al., 2009). However, this paper will focus on the most common method used, which is the graphic rating scale. The second approach is the relative standards where an employee is compared with another employee's performance rather than a standard criterion. This approach will not be discussed in this paper since it is not related to the study. The third approach is objectives oriented, where an employee is evaluated based on the accomplishment of the objectives sets earlier. The most common method is management by objectives MBO. Finally, the 360-degree appraisal method is applied when an employee is evaluated from different angles.

Motivation, its theories and factors affecting it

According to Ramlall (2004), motivation is defined as the factors and reasons that make employees work hard in a certain way to achieve the desired goals. The workforce is the critical success element in any organization nowadays, and a competitive advantage in the marketplace. The role of HRM is to make sure that employees are satisfied, have required skills, knowledge, and have goals that make them enthusiastic about performing the job (Borowski & Daya, 2014). Based on reviewed pieces of literature in motivation, there are mainly two tools of motivation either monetary or non- monetary. Many theories and models have been introduced by scholars to understand the factors and elements that motivate employees. Scholars segregate those theories and models into two categories which are content theories and process theories. First, the content theories basically state that internal needs of employees energize them to work hard to satisfy these needs, such as the basic need of safety, social, esteem and so on (Borowski & Daya, 2014). According to Davis and Newstrom (1993), the significant difficulty with content theories is that the needs of employees are not easy to observe and determine by managers for monitoring purpose. Major content theories of motivation are Maslow's Hierarchy of Needs, Alderfer's ERG Theory, Herzberg's Motivator Hygiene Theory, and McClelland's Learned Needs or Three-Needs Theory. Second, the process theories that concentrate on the decision-making process comprise motivating the employees toward

specific behavior and goals. The primary process theories of motivation are the Expectancy Theory, Equity Theory, Goal-Setting Theory, and Reinforcement Theory. Based on many motivation theories and studies, scholars indicate that some crucial factors influence motivation in work. According to Lloyd et al. (2016) and Parijat and Bagga (2014) who investigated in Vroom Theory of Expectancy, they found that Vroom highlighted several essential factors that affect motivation which leads to enhance the motivation and work performance. These factors are the supervisors or the managers responsible for evaluating and providing honest feedback, work environment, and teamwork, job discerption, and content and finally rewards and incentives. Furthermore, Lunenburg (2011) indicated significant factors that affect motivation through goal-setting theory of motivation. The first factor is the deadline which directly affects the effectiveness of the goal as an employee will have a particular target within a particular time to achieve which motivates employees. Second, the author stated that learning goal orientation would result in higher performance than a performance goal orientation. This means individuals prefer to set a goal that will enhance and leverage their competencies and skills. Moreover, the group goal setting is more significant than individual goal setting which supports the communication and relationship between the team and aligns with the organization objectives.

Job Performance, Motivation and Performance appraisal

Referencing to Motowidlo and Kell (2012), job performance is a behavior that an individual delivers in order to leverage the value of an organization over period of time. Any HR department aims to leverage and increase the job performance of its employees which leads to increase the productivity to the highest possible level. Hence, many books and articles mentioned various factors that can be used to indicate and measure job performance such as leadership style, organizational commitment, and self-efficacy (Shiqian, 2018). The author believes that leadership style can affect the performance of employees as suitable leadership style will push and guide members toward the organization goals. In addition, (Shiqian, 2018) states that organizational commitment is a feeling that makes employees connected and loyal to the place he/she works for to the extent to have some individual and organization goal. Finally, he emphasizes the self-efficacy as a vital factor that affects job performance which refers to the employee self believes or confident of performing the job or the tasks. Moreover, a study conducted by Aboazoum et al. (2015) in Libya examined the factors affecting job performance. Authors indicated four factors that might have a relationship with job performance: organizational culture, job satisfaction, training and development activities, and stress. Throughout the study, they found that there is a positive relationship between culture, job satisfaction and motivation, and training and development and job performance. On the other hand, there is no relation or negative relation between stress and job performance; hence, the hypothesis was rejected. Moreover, one new conference paper presented by Boon and Fern (2012) in Malaysia added other factors such as income, incentives, rewards and workplace. They concluded that there is no positive relationship between income, incentive and reward, and job performance. The reason is that many organizations emphasize the principle of equal pay for equal work which indicates employee with the same qualification and work condition should receive equal pay. Also, reward and incentive are more based on the commitment rather than job performance according to them. By contrast, the workplace is a very crucial factor. For example, some of the workplace features for instant lighting, chairs, air quality, and noise might affect job performance.

3. Conceptual Framework and research hypotheses

Throughout reviewing the literature related to PA, motivation, and work performance, it seems that there is a strong relationship among them. Hence, this paper is backed by various articles and many studies that examined the relationship between performance appraisal, motivation, and job performance. Khanna (2016) argues that HR Department should try their best in order to motivate employees to achieve the highest performance by conducting an active and fairness PA.
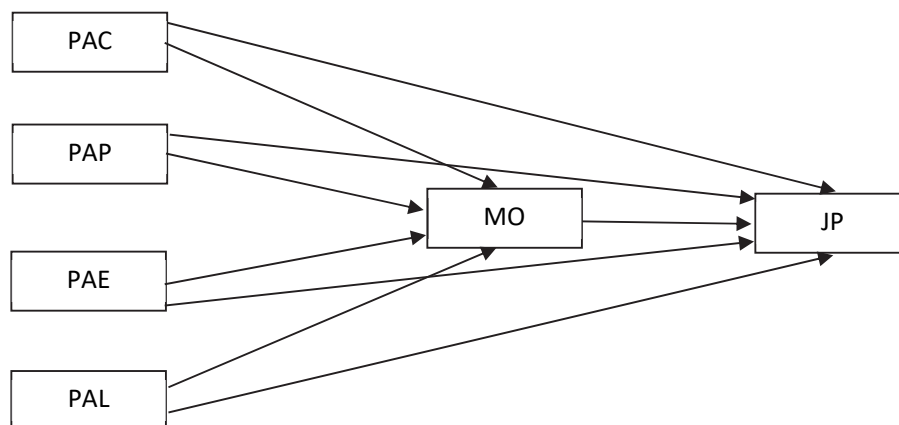

Fig. 1. The proposed study

Gautam (2014) indicated that employees get motivated and their work performance get effected depending on the PA feedback from the management. RAO (2015) also indicated that PA is essential to determine the success and failure of any

organization implementation of the strategy and the growth through tracking the performance of the employee and the reasons that might motivate them. It was Iqbal et al. (2014) who suggested relation between PA and employee's performance focusing on role of motivation. Aydın & Tiryaki (2018) later developed and examined a model on relationships between Motivation, Performance appraisal, and job performance in Turkey. In essence, a model has been expanded through works of (Iqbal et al., 2014) and (Aydın & Tiryaki 2018) (Fig. 1) where Performance Appraisal factors including: Performance Appraisal purpose (PAP), Performance Appraisal criteria (PAC), Leadership Style (PAL) and Finally Evaluation Method (PAE) may affect Employees motivation (MO) and Job Performance (JP).

The conceptual model designed consists of six constructs. Four constructs Performance Appraisal Factors – PA, Performance Appraisal Purpose PAP, Performance Appraisal Criteria PAC, Employee Motivation EMV, Employee Job Performance EJP were adopted from Impact of Performance Appraisal on Employee Motivation and Productivity in Turkish Forest Products Industry: A Structural Equation Modeling Analysis (Aydın & Tiryaki, 2018). While one construct (Leadership style LS) was adopted from two papers: Impact of Leadership Style on Employee Performance (Basit, 2018) and Leadership Styles and Employee Motivation in Qatar Organizations (Al Haj, 2017). Finally, the last construct (Evaluating Methods EM) was adopted from the Impact of Performance Appraisal on Employees' Performance (Mehmood et al., 2017) and an Effective Methods of Performance Appraisals for Employee Motivation (Karahan & Kurtulmus, 2017). Research hypotheses are developed as follows:

H_1: PA has a significant impact on MO:
     H1-1: PAP has a significant impact on MO.
     H1-2: PAC has a significant impact on MO.
     H1-3: PAL has a significant impact on MO.
     H1-4: PAE has a significant impact on MO.
H_2: PA has a significant impact on JP:
     H2-1: PAP has a significant impact on JP.
     H2-2: PAC has a significant impact on JP.
     H2-3: PAL has a significant JP.
     H2-4: PAE has a significant impact on JP.
H_3: MO has a significant impact on JP.

The definitions of the used constructs according to the literature reviews are as following: Starting with the first construct Performance Appraisal PA, it is defined as "a formal system of review and evaluation of individual or team task performance" (Shtern et al., 2015). Performance Appraisal Purposes PAP is defined as "the most essential purposes of appraisal of performance practices are to aid and assist organizations to reach decisions and conclusions on salary, promotions, recognizing training requirements, conveying feedback and recognition of employee for a job well done" (Thomas, 1994). Performance Appraisal Criteria PAC is defined as "the role of establishing performance standards adjusted to the organizational context in order to define different expectations according to the specificities of jobs/positions and of company's activities where the appraisal system is implemented" (Pulakos, 2009). Leadership Style LS is defined as: "the capacity to inspire individuals to give of their best to achieve a desired result and to maintain effective relationships with individuals and the team as a whole" (Phillips & Gully, 2013). Evaluation Methods is defined as "Matching the requirements and goals of the organization to the strengths and weaknesses of the appraisal system" (Webb & Kleiner, 1992). Employee Motivation is defined as "Motivating employee is the process of stimulating the personnel and its activities, aimed at achieving the organization's goals" (Ramlall, 2004). Finally, Job Performance is defined as: "the value an organization can expect from discrete behaviors performed by an employee over time" (Motowidlo & Van Scotter, 1994).

4. Research methodology

A quantitative descriptive method is adopted in this research to investigate the impact of independent variables PA on the dependent variable's motivation and job performance. Therefore, the study used three data sources, secondary, tertiary and primary data. Secondary sources included a literature review obtained by investigation of related documents from publications i.e. books, journals, articles, and abstracts. Tertiary sources included indexes, bibliographies, internet and search engines such as google scholar, emerald, Academia and research gate. However, the primary source data was obtained from a questionnaire that was circulated and distributed among different employees in different places. The study questionnaire was designed in seven parts: Participants' general information, Performance Appraisal (PA) purpose, PA criteria, Leadership styles, Evaluation methods, Job performance and Motivation. A five-point scale designed was offered to participants, where (1) refers to strongly disagree, (2) refers to disagree, (3) refers to neutral, (4) refers to agree, and finally (5) refers to strongly agree. Using Five Point Likert scale approach could help to calculate the mean of research variables which aided to conduct various statistical analysis such as Cronbach's Alpha Coefficient, correlation coefficient and regressions. The questionnaire was developed by using other studies throughout the literature review conducted in the exploratory research phase and went through the same level and served the same purposes. The first two parts of the questionnaire: PA purpose and criteria and the last two parts job performance and motivation were taken from the papers from which the model was replicated (Aydın & Tiryaki, 2018). The third part, leadership style; was adopted from (Wanjala, 2014). Finally, the fourth part was adopted from (Zainal, 2013) which

was about the methods of PA. However, there were some modifications made to make the participants understand the questionnaire better. The "360-degree review" term was changed with "PA from subordinates, coworkers, and managers" and the rest remained unchanged. The population of the study target all employees within the State of Qatar including nationals, and expatriates. There are some inclusion factors were taken into consideration while constructing the questionnaire and conducting the study. First, the participants must be full-time employees who work in the governmental sector. The reason for excluding the part job employees or contractors is that PA is not applicable to them which might lead to produce inaccurate results which might affect the overall study. Second, the participants should be over the age of 18 years old on the time of conducting this study so be aligned with the Qatar labor law No. 15 of 22 August 2017 which states "Recruitment from abroad of domestic workers of both genders, under the age of eighteen years old or over the age of sixty, shall be prohibited" (22, 2017). Finally, both Arabic and English versions were developed and disrupted to support participant in both languages to make sure that participants would fully understand the questions without any confusion. The study sought to cover employees as much as possible from different governmental sector as mentioned earlier. Snowballing sampling method was used as this technique might reach to difficult or hidden population that the researcher might not have direct access to them as well as it is a sophisticated, reliable method of sampling and error estimation (Atkinson et al., 2001). An online questionnaire was developed and a link was distributed and shared throughout different social media channels such as WhatsApp groups, twitters and Facebook. The use of online survey was useful as participants could take their time in completing the questions and it was easier to send reminders. Above and beyond, it is useful dealing with large number of communities.

4.1 Reliability of research tool

Cronbach's Alpha Coefficient was calculated to test the reliability of the research tool and measure the homogeneous of the items used in the research instrument. The items tested were Performance Appraisal factors, motivation and job performance which showed an internal consistency between 0.700 and 0.940 and a total of 0.858. The result in Table 1 demonstrates that all values are higher than 0.70, which indicates that the measures used are reliable based on many scholars. A reliability value of 0.65 is unacceptable and value starting from 0.85 is considered excellent (Bonett & Wright, 2015).

Table 1
The results of the reliability

Cronbach α	37	5	6	9	9	3	5
N	0.940	0.700	0.916	0.894	0.904	0.826	0.826

Data Analysis

Once the time period allowed for the survey finished and the number of responds who complete the questionnaire are known. The data obtained was analyzed using two analyzing methods such as SPSS and Microsoft Excel. There are a number of tests were conducted which could lead to the effective result. These tests are Cronbach's Alpha Coefficient to find out the reliability of the measures. Moreover, some descriptive statistics were used for comparison of the participants information such as mean, standard deviation, percentage, and frequency. Finally, to find out the relationship between the suggested hypothesis, both Correlation Coefficient and Linear regression test were conducted. statistical analysis was also done such as mean, correlation and standard division. Moreover, AMOS 23 was used to see the most appropriate model that fits the study through path analysis. AMOS is a special add-on program from SPSS to conduct structural equation modelling (SEM) or path analysis (PA). Hence SPSS 23 was used for descriptive statistics, reliability analysis, correlation analysis and regression analysis. AMOS 23 was used to conduct path analysis. There has been a measurement of the bivariate correlation relationships among the different independents constructs which are the influencers and the dependent constructs (Motivation- MO and Job Performance -JP). As shown in the last row in Table 2, it can be noticed that the factors that influence motivation and job performance through performance appraisal in the state of Qatar in order of significance are Performance Appraisal Purpose, Performance Appraisal Criteria, Leadership Style, and Evaluation Methods. It is also illustrated that the highest correlation with motivation among all the items are the Performance Appraisal purpose 0.497), and Evaluation Methods (0.494), while the lowest correlation with motivation is Performance Appraisal Criteria with value (0.328). In addition, the highest correlation with Job Performance among all items are the Evaluation Methods (0.666), and Performance Appraisal Criteria with value (0.492), while the lowest correlation with Job Performance is Performance Appraisal purpose with value = 0.370.

Table 2
The results of Pearson correlation

Constructs	PAP	PAC	PAL	PAE	JP	MO
PAP	1					
PAC	.491**	1				
PAL	.323**	.454**	1			
PAE	.577**	.646**	.579**	1		
JP	.370**	.492**	.483**	.666**	1	
MO	.497**	.328**	.367**	.494**	.538**	1

**. Correlation is significant at the 0.01 level (2-tailed). N=294

The model was found significant in predicting the effect of PA factors on motivation and job performance; however, only two variables were found significant at the 0.01 level which are PAP and EM on motivation according to Table 3. In addition, only one variable was found significant at the 0.01 level which is EM according to Table 4. Moreover, a multiple linear regression was performed to test the hypotheses as shown in Table 5. The $R^2 = 0.316$ and the adjusted $R^2 = 0.307$ for the dependent variable motivation based on Table 4 indicate that the model explains approximately 31% of the variance of the data. On the other hand, the $R^2 = 0.453$ and the adjusted $R^2 = 0.445$ for the dependent variable Job Performance based on Table 6 indicate that the model explains approximately 44.5% of the variance of the data. The result of regression indicated that only three variables have a significant correlation with the dependent variables –MO and JP and that means they are determinants of the performance Appraisal. On the other hand, two other variables, PAC and LS, do not have a significant correlation with the motivation MO as a dependent variable. Also, the three variables which are PAP, PAC, and LS do not have a significant correlation with the Job Performance JP as a dependent variable.

Table 3
Multiple Regression Coefficient Table

	Parameter	Unstandardized Coefficient	Std. Err	Standardized Coefficient	t-value	Sig.	Tolerance	VIF
1	(Constant)	1.667	.210		7.922	.000		
	PAP	.332	.060	.342	5.492	.000	.609	1.642
	PAC	-.056	.059	-.063	-.961	.337	.547	1.829
	PAL	.061	.055	.064	1.107	.269	.706	1.417
	PAE	.312	.077	.306	4.051	.000	.415	2.412

Table 4
The summary model

R	R^2	Adj. R^2	Std. Err.	R^2 change	F	df1	df2	Sig. F change	Durbin-Watson
.562[a]	.316	.307	.68522	.316	33.378	4	289	0.000	1.896

a. Predictors: (Constant), PAE, PAL, PAP, PAC   b. Dependent Variable: MO

Table 5
The results of regression

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.356	.192		7.054	.000		
	PAP	-.031	.055	-.031	-.561	.575	.609	1.642
	PAC	.096	.053	.105	1.791	.074	.547	1.829
	PAL	.042	.050	.043	.834	.405	.706	1.417
	PAE	.619	.070	.595	8.800	.000	.415	2.412

Table 4
The summary of the results of R-Square value and Durbin-Watson

R	R^2	Adj. R^2	Std. Err.	R^2 change	F	df1	df2	Sig. F change	Durbin-Watson
.673[a]	.453	.445	.62582	.453	59.739	4	289	0.000	1.914

a. Predictors: (Constant), PAE, PAL, PAP, PAC   b. Dependent Variable: JP

To summarize the above-mentioned analysis, it can be concluded that only three hypotheses were supported from all suggested hypotheses.

Table 7
The results of testing the hypotheses

H1-2: PA Criteria has a significant impact on EM	-0.063	0.337	Not Supported
H1-3: PA Leadership Styles have a significant impact on EM	0.064	0.269	Not Supported
H1-4: PA Evaluation Methods have a significant impact on EM	0.306	0.000	Supported
H2-1: PA Purposes have a significant impact on JP	-0.031	0.575	Not Supported
H2-2: PA Criteria has a significant impact on JP	0.105	0.074	Not Supported
H2-3: PA Leadership Styles have a significant on JP	0.043	0.405	Not Supported
H2-4: PA Evaluation Methods have a significant impact on JP	0.595	0.000	Supported

Table 7 illustrates the different hypotheses testing results. From results, it can be observed that hypotheses H1-1, H1-4 and H2-4 are only supported and the remaining ones are not. This is inconsistent with many studies reviewed (e.g. Aydın & Tiryaki, 2018; Khanna, 2016; Al Haj, 2017). The results are different from the reviewed studies in this research since most of the hypotheses were not supported in this study and there were significant relationships among the variables of three ones only. As a result, it was sought to amend and enhance the conceptual model to be consistent with the available data using AMOS 23 and adopting Assumptions of path analysis. According to Stage et al. (2004) and in order to conduct a path analysis, a researcher needs to make sure of some elements such as a clear statement of purpose, research questions are well addressed.

In addition, the most important element is a clear description of the variables used in the study including means, standard deviations, correlations, treatment of missing data, and sample size. Since all mentioned elements met on earlier analysis and correlation coefficients were calculated, the correlation coefficient showed that there are relationships between independent and dependent variables. Moreover, the multi collinearity among variables does not exist since the correlation coefficient between variables is less than 0.8. To meet measurement error assumption, the internal consistency of all scales (Alpha Cronbach) was calculated as reported in the reliability section. Based on that, a path analysis was conducted by suggesting more than one model by using AMOS. Therefore, based on the hypotheses conducted from the literature review, the variables which had a theoretical significance were included in the path analysis. On the other hand, those which did not show any theoretical significance were excluded. In the suggested model, PAC and PAL were excluded as direct variables to MO. As well, PAP and PAE on JP were excluded as direct influencers as shown in figure 2. In addition, it can be recognized that there is a direct and indirect effect simultaneously with multiple independent and dependent variables. Therefore, a direct effect occurs when an independent variable affects a dependent variable as shown on Research Model below between Performance Appraisal Purpose (PAP) and Motivation (MO). On the other hand, an indirect effect occurs when an independent variable affects a dependent variable through a mediating variable as shown on the Model below between Performance Evaluation Methods (PAE) through Motivation (MO) mediating variable to Job Performance (JP).
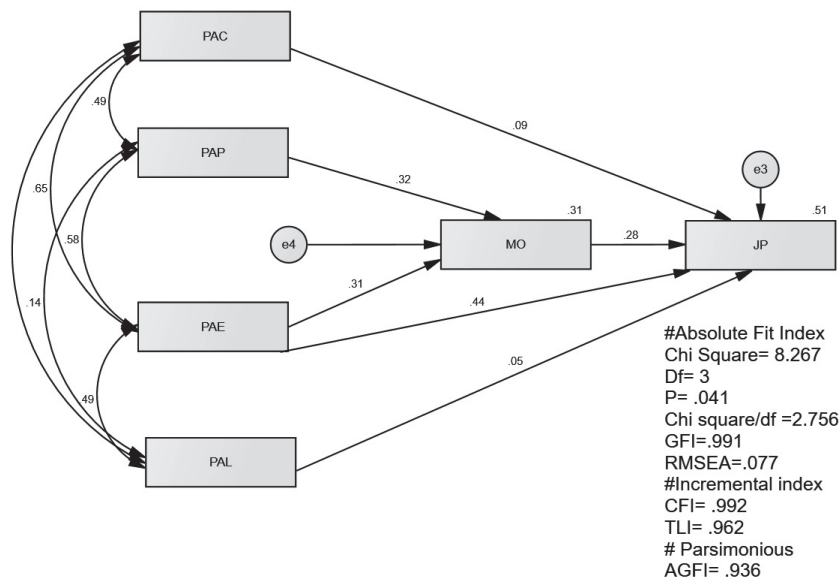

Fig. 2. The summary of the results of testing the hypotheses

4.2 Model fit and goodness of model statistics

There are some assumptions for the goodness of fit associated with the measurement model that need to be considered when choosing the most appropriate model that fit the study and data available. According to Hooper et al. (2008), the most common reported fit indexes are the Chi-square Fit Index, the Normed Fit Index (NFI), the Comparative Fit Index (CFI) and the Root Mean Square Error of Approximation (RMSEA), which were used in the study. Thus, suggested hypotheses of the developed research Model are as shown in the following:

H_1: PAE has significant impact on H_2: PAP has significant impact on MO H_3: PAE has significant impact on JP H_4: PAL has significant impact on JP H_5: PAC has significant impact on JP H_6: MO has significant impact on JP.

4.3 New Path Analysis Hypotheses Testing

In order to test the hypotheses of the second model, a regression analysis was conducted to find out what hypotheses are accepted and rejected for the new model by using AMOS as shown in Table 8 and Table 9:

Table 8
The results of regression model for research model

Dependent		Independent	B	S.E.	Beta	C.R.	P
MO	←	PAE	0.317	0.06	0.311	5.247	***
MO	←	PAP	0.308	0.058	0.317	5.347	***
JP	←	MO	0.281	0.048	0.275	5.82	***
JP	←	PAE	0.462	0.064	0.443	7.222	***
JP	←	PAL	0.051	0.046	0.053	1.105	0.269
JP	←	PAC	0.085	0.049	0.094	1.733	0.083

Table 9
The results of R-Square

R-Square	Estimate
MO	0.312
JP	0.509

From Table 10, it can be indicated that there are four significant values at level 0.05 where only two values do not have significant correlation. There results lead to summarize the acceptance of the hypotheses suggested on the Research Model as following:

Table 10
Hypotheses Testing Results Summary for Research Model

Hypotheses	Beta	Sig.	Hypotheses Status
H1: PAE has significant impact on MO	0.311	0	Supported
H2: PAP has significant impact on MO	0.317	0	Supported
H3: PAE has significant impact on JP	0.443	0	Supported
H4: PAL has significant impact on JP	0.053	0.269	Not supported
H5: PAC has significant impact on JP	0.094	0.083	Not Supported
H6: MO has significant impact on JP	0.275	0	Supported

Further analysis has been done to see the direct and indirect effects of independent variables on dependent variables which will lead to clear understanding of the effectiveness of the new model suggested. Staring with direct effect, there are direct effects of independent variables PAP and PAE of 0.317 and 0.311 respectively on the depending vibrable MO. On the other hand, there are four direct effects on JP which are PAC, PAL and PAE with 0.094, 0.053 and 0.443 repetitively. In addition, there is a direct effect of the mediating MO on JP with 0.275 as shown in Table 11.

Table 11
Standard Direct Effect

	PAC	PAL	PAP	PAE	MO
MO	0	0	0.317	0.311	0
JP	0.094	0.053	0	0.443	0.275

Moving to the indirect effect of the variables, it can be recognized that there are only indirect effects of independent variables PAP and PAE with 0.086 and 0.089 on JP as shown in the Table 12.

Table 12
The results of indirect effect

	PAC	PAL	PAP	PAE	MO
MO	0	0	0	0	0
JP	0	0	0.086	0.089	0

5. Discussion and conclusion

Based on the results obtained, it can be concluded that some factors of PA had important impacts on motivation and job performance such as PAP and PAE while others factors such as PAC and PAL did not have any impact on motivation and job performance. Also, motivation has a correlation with job performance, and it has effects on it. It can be stated then that t h i s study has statistically proved the effect of Performance Appraisal Purpose (PAP) such as training, development, recognition and rewards which had impacts on employees. Results have indicated that the organizations in different governmental sectors appreciate their employees in getting good scores in the PA. This appreciation might be expressed by incentives, annual incremental on salary, promotions, and rewards which affect their motivation and job performance. This is consistent with previous results (e.g. Khan, 2012; Saharuddin & Sulaiman, 2016; Zaraket & Saber, 2017; Jayarathna, 2015). It is also statistically shown that there is an impact of performance appraisal evaluation method (PAE) on motivation and job performance. Even though organizations from government sector might use different methods to evaluate their employees' performance, overall results have indicated that there was an impact of how the employees were evaluated on their performance. This result is consistent with other results (e.g. Okindo, 2010; Zondo, 2018). From a different perspective, the present study disapproved the hypothesis which states that "PAC has significant impact on job performance". This indicates that employees did not think that behavior, goal achievements and competencies were important factors to be considered in evaluating their performance. This finding is inconsistent with many studies that argue that there was a significant impact of PAC on motivation and job performance (Kimotho, 2016; Aydın & Tiryaki, 2018). In addition, the study also disapproved the hypothesis which states that "PAL has significant impact on Job Performance". This indicates that employees did not perceive the leadership styles as a factor that influence PA. This finding is again inconsistent with other researchers (e.g. Basit, 2018; Al Haj, 2017). However, this can shed some lights on differences between governmental sector and other

sectors where PA is considered more routine in governmental sector. Finally, the present paper supports the hypothesis which states that "there is a significant impact of motivation (MO) on job performance (JP)". This is consistent with other results like (Mohamud et al., 2017, Nadeem et al., 2014). However, this research is limited by factors under investigation. Also, main concentration is on governmental sector which shed a light on more studies to investigate other factors that may affect motivation and job performance.

Acknowledgement

References

Aboazoum, H. M., Nimran, U., & Al Musadieq, M. (2015). Analysis factors affecting employees job performance in Libya. *Journal of Business and Management*, *17*(7), 42-49.

Al Haj, A. (2017). Leadership Styles and Employee Motivation in Qatar Organizations. *Phd dissertation*. Walden University.

Ameen, A., & Baharom, M.N. (2019). The assessment of effects of performance appraisal purposes on employee performance in Nigerian civil service. *Journal of Social Sciences and Humanities*, *16*(5), 1-17.

Atkinson, R., Flint, F., & Gilbert, N. (2001). Social research update. Department of Sociology, University of Surrey. Issue 33.

Aydın, A., & Tiryaki, S. (2018). Impact of performance appraisal on employee motivation and productivity in Turkish forest products industry: A structural equation modeling analysis. *Drvna Industrija*, *69*(2), 101–111.

Basit, A. (2018). Impact of leadership style on employee performance (a case study on private organization in Malaysia. International Journal of Accounting & Business Management, *5*(2), 112-130.

Bonett, D. G., & Wright, T. A. (2015). Cronbach's alpha reliability: Interval estimation, hypothesis testing, and sample size planning. *Journal of Organizational Behavior*, *36*(1), 3– 15.

Boon, L. K., & Fern, Y. S. (2012). Factors affecting individual job performance. Proceedings of *INTERNATIONAL CONFERENCE ON MANAGEMENT, ECONOMICS AND FINANCE (ICMEF 2012)*.

Borowski, A., & Daya, U. (2014). *Employee motivation tools*. Proceedings of Management, Knowledge and Learning International Conference. 25-27 June. Slovenia. PP. 665-671.

Condrey, S. E. (2005). *Handbook of human resource management in the government*. Jossey-Bass, A Wiley Imprint. USA.

Daley, D. (1987). Performance appraisal and the creation of training and development expectations: A weak link in MBO-based appraisal systems. *Review of Public Personnel Administration*, *8*(1), 1–10.

Davis, K., & Newstrom, J. W. (1993). *Human Behavior at Work: Organizational Behavior Management*. McGraw-Hill International Edition.

DeCenzo, D. A., & Robbins, S. P. (2013). *Fundamentals of Human Resource Management*, 10th ed., Wiley.

Deepa, E., Palaniswamy, R., & Kuppusamy, S. (2014). Effect of performance appraisal system in organizational commitment, job satisfaction and productivity. *Journal of Contemporary Management Research*, *8*(1), 72.

Gautam, A. (2014). A study on performance appraisal system practiced in sugar mills, and its impact on employee's motivation. *Asian Journal of Management Research*, *4*(3), 350–360.

Idowu, A. (2017). Effectiveness of Performance Appraisal System and its Effect on Employee Motivation. *Nile Journal of Business and Economics*, *3*(5), 15.

Iqbal, N., Ahmad, N., Haider, Z., Batool, Y., & ul-ain, Q. (2014). Impact of performance appraisal on employee's performance involving the Moderating Role of Motivation. *Oman Chapter of Arabian Journal of Business and Management Review*, *3*(1), 37–56.

Jafari M. & Bourouni A. & Amiri H. A. (2009) A New Framework for selection of the best performance appraisal method. *European Journal of Social Sciences*, *7*(3), 16-23

James, E. (2008). Managing human resources. *Managing Humanitarian Relief*, 159–182.

Jayarathna, L. (2015). The impact of reward & recognition programs on employees " motivation in Commercial Bank, 12th Annual Research Symposium, University of Kelaniya, Sri Lanka.

Karahan, P., & Kurtulmus, B. E. (2017). An effective method of performance appraisal for employee motivation. *Istanbul Aydin Universitesi Dergisi, 35*, 1-12.

Khan, M. (2012). The impact of training and motivation on performance of employees. *Business Review*, *7*(2), 84-95.

Khanna, V. (2016). A study on impact of performance appraisal on employee satisfaction in IT sector. *Delhi Business Review*, *17*(2), 103-116.

Kimotho, C. (2016). Integration of organizational goals with individual goals as a basis of competitive advantage for Bata ShowCompany Limited. Kenya charity Kimotho, Master Thesis, School of Business, University of Nairobi.

Lloyd, R., Mertens, D., Boukis, A., Gounaris, S., Lloyd, R., Mertens, D., …, & Urooj, S. F. (2016). Expecting more out of expectancy theory : History urges inclusion of the social context. *International Journal of Global Business*, *8*(1), 10–21.

Lunenburg, F. (2011). Goal-setting theory of motivation. *International Journal of Management, Business, and Administration*, *15*(1), 1–6.

Mccoy, R., & Use, T. (2018). How Do You Measure KPIs ? *Internationa Franchise Association*, (December). Pp.21-27.

Mehmood, M., Awais, M, Afzal, M. M., Shahzadi I., & Khalid U. (2017) The impact of human resource management practices on organizational performance. *International Journal of Engineering and Information Systems (IJEAIS). 1*(9), 165-178

Mohamud, A., Ibrahim, A. A., & Hussein, J. M. (2017). *Original research article original research article open access the effect of motivation on employee performance : Case study in Hormuud company in Mogadishu Somalia*. International Journal of Development Research, *7*(11), 17009–17016.

Motowidlo, S. J., & Kell, H. J. (2012). Chapter 5 Job Performance. *Handbook of Psychology*, 91–131.

Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence That Task Performance Should Be Distinguished From Contextual Performance. *Journal of Applied Psychology*, *79*(4). 475-480.

Nadeem, M., Ahmad, N., Abdullah, M., & Hamad, N. (2014). Impact of employee motivation on employee performance (A Case Study of Private Firms: Multan District, Pakistan). *International Letters of Social and Humanistic Sciences*, *36*, 51–58.

Najafi, L., Hamidi, Y., Vatankhah, S., & Purnajaf, A. (2010). Performance appraisal and its effects on employees' motivation and job promotion. *Journal of Applied Sciences Research*, *6*(12), 6052–6056.

Nawoseing, D., & Roussel, J. (2017). Influence of leadership styles on employees' performance: A study of Turkana. *International Journal of Business and Social Review*, *8*(7), 82–98.

Nayana, A., Kumar, R., Manager, S. K., & Sanga, M. N. (2011). *Performance Monitoring and Evaluation System (PMES)*. Project for the CAPAM Netwrok. www.capam.org.

Okindo, I. E. (2010). Factors affecting performance appraisal of civil servants in the ministry of education: A case study. Master degree dissertation, University of Nairobi.

Parijat, P., & Bagga, S. (2014). Victor Vroom's expectancy theory of Motivation-An evaluation. *International Research Journal of Business and Management, 7*(9), 1-8.

Phillips, J., & Gully, S. (2013). *A Handbook of Human Resource Management*. Retrieved from http://books.google.com/books?id=NVnd4s6JtioC&pgis=1

Pulakos, E. D. (2009). *Praise for Performance Management*. Retrieved from http://www.untag- smd.ac.id/files/Perpustakaan_Digital_2/PERFORMANCE MANAGEMENT Performance Management, A New Approach for Driving Business Results.pdf

Putri, R. A. (2018). *Leadership style and interpersonal communication of employee satisfaction and it's effect on the employee performance*. Journal Pendidikan Bisnis & Manajeman, *4*(3), 108–116.

Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American Academy of Business*, *5*(1/2), 52-63.

RAO, S. (2015). Performance appraisal system and its impact on employees. *International Journal in Management and Social Science*, *3*(06), 452–467.

Raveendran, T., & Gamage, A. (2018). Impact of leadership on employee performance: A review of literature. *Journal of Business Studies, 5*(2). P. 60.

Rusu, G., Avasilcai, S., & Hutu, C. A. (2016). Employee performance appraisal: A conceptual framework. *Annals of the University of Oradea, Fascicle of Management and Technological Engineering*, (2), 53-58.

Saharuddin, D. S. (2016). The effect of promotion and compensation toward working productivity through job satisfaction and working motivation of employees in the department of water and mineral resources energy North Aceh District. *International Journal Of Business And Management Invention*, *5*(10), 33-40.

Shiqian, W. (2018). *Factors Affecting the Job Performance of Employees at Work Place in the Higher Education Sector of China*, *8*(1), 219–223.

Shtern, M., Simmons, B., Smit, M., Lu, H., & Litoiu, M. (2015). Performance Management and Monitoring. *Cloud Services, Networking, and Management*, 217–242.

Stage, F. K., Carter, H. C., & Nora, A. (2004). Path analysis: An introduction and analysis of a decade of research. *Journal of Educational Research*, *98*(1), 5–13.

Therith, C. T. (2009). *The importance of HRM*. 1–9. Retrieved from: https://therith.files.wordpress.com/2011/05/the-importance-of-hrm-for-organizatioin.pdf

Thomas, S. (1994). Research and Practice in Performance Appraisal: Evaluating Employee Performance in America's Largest Companies. *SAM Advanced Management Journal*, *59*(2), 28.

Vaňová, A., Šúrová, J., & Seková, M. (2019). Human resources and competitiveness of the territory. *Acta Academica Karviniensia*, *19*(1), 106–118.

Wanjala, M. (2014). The influence of leadership style on employees' job performance in the hospitality industru: Case study of Safari Park Hotel. Executive Master dissertation, United States International University Africa.

Webb, L. K., & Kleiner, B. H. (1992). The Most Useful Approaches to Performance Appraisals Today. *Management Research News*, *15*(2), 14–20.

Zainal, M. (2013). *a Study on Which Methods of Performance Appraisal Is Effective As a Motivator To Increase the Employee Performance Among Lectures and Staffs At Unisel Shah*. Bachelor Degree thesis, Faculty of Business, University of Selangor.

Zaraket, W., & Saber, F. (2017). The Impact of Financial Reward on Job Satisfaction and Performance: Implications for Blue Collar Employees. *China-USA Business Review*, *16*(8).

Zondo, R. W. D. (2018). The influence of a 360-degree performance appraisal on labour productivity in an automotive manufacturing organisation. *South African Journal of Economic and Management Sciences*, *21*(1), 1–7.