

Impact of Employee's Satisfaction with Performance Appraisal System on Employee Work Performance: Mediating role of Intrinsic Motivation

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Abstract

The purpose of this study is to investigate the mediating role of intrinsic motivation in between the employee's satisfaction with performance appraisal system and work performance. Empirical type of study was used to investigate the variables. Two hundred questionnaires were distributed to employees of banks in Peshawar. Response was measured using Likert scale. Data was analyzed using correlation and regression statistics. From the findings of this research we noted that association between satisfactions with performance appraisal and employee's work performance was partially mediated by employee intrinsic work motivational level. The results were found significant and positive and supported by previous literature. The results are important for the productive work environment. The future research must be conducted on behavior aspects of the variables.

Keywords: Satisfaction with performance appraisal, work performance and intrinsic work motivation

Introduction

Organization success and survival can be determined from the competency level and efforts by its employees, and performance appraisal process is one way through which employees efforts and hard work were aligned with organization aim or purpose to achieve the organization goals and objective (Cook & Crossman, 2004; Martin & Bartol, 1998; Orpen, 1997). According to Fletcher (2001) Performance Appraisal is a broad term which consisting number of the activities to evaluate their employee's performance, develop their competence level, and improve their performance and to distribute awards among them. Therefore, Performance Appraisal process both application and study had moved their concern from judging a person how they were

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performing their job to developmental Performance Appraisal. Fletcher (2001) defined developmental Performance Appraisal (DPA), as any efforts related to improving employee's level of attitudes, behaviors, job experiences and related skills that will enhance the efficacy and performance of the employees. For the positive role of performance appraisal system to towards employee's attitudes and behaviors', there must be experience of positive appraisal reactions, if not found failure will be there of appraisal system in the organization (Cardy & Dobbins, 1994; Murphy & Cleveland, 1995). The most commonly used appraisal reaction is Satisfaction with the performance appraisal and also there were sufficient research work on the factors that add to the satisfaction with performance appraisal system and other reactions (Levy & Williams, 2004).

In the 21st century due to forces in the environment such as the globalization, advancements and furthermore the innovations in the technology and more changes in the market condition had transformed the business environment into competitive and dynamic environment. For businesses, in order, to survive and sustain their current market shares in such competitive and dynamic environment, many firms has chosen the competency based management approach. This approach enables firms to show greater consideration for developing human competence. According to Drejer and Riis (1999) it was the only way through which organizations achieve success and would gain competitive advantages over their competitors. Petijohnet.al, (2001) examined the connection between employee's job satisfaction and the characteristics of performance appraisal process. The implication the study clearly revealed that in order for the employees to be satisfied requires highly satisfied management practices.

Literature Review

Seldon, Ingraham & Jacobson (2001) found that approximately 90 percent of good organizations practice the appraisal system for employees performance. According to Khan (2007) employee satisfaction is like the individual's expectations are in line with the work outcomes. Appraisal system in organization to evaluate the performance of employees for specified time period is required to know the work behavior of employees (Coens & Jenkins, 2000).

Work performance concept was however frequently roughly defined and badly comprehended (Barrick & Ryan, 2004). Work performance can be considered as in terms of results (or) results consequences, In this case it is considered as an achievement of tasks, which were assigned (Suliman, 2001). The work performance concept not to be restricted only to employees, although there is a need for research

and must be examined in terms of both employees and the organizational activities consequences (De Waal, 2003). Van der Linde (2005) elaborated that the work performance contains both mechanism (defining how work or tasks should be performed) and their resulting product (the output of the mechanism). They also noted that, in a work environment, mechanism or process adds cost, where as their end result product or service adds value to the organization.

Deci and Ryan (1980, P.47) defined “intrinsically motivated behavior” “As an action without external rewards by the individual”. According to Tyagi (1985, P.79) intrinsic motivation which arise in job, “having the high personal meanings” for individuals and feelings they were doing the worthwhile jobs. It was also defined as, motivation to seek rewards inherent in the contents of jobs or tasks (Sujan, 1986).

Satisfactions and Performance Appraisal and on the Employee’s Work Performance

Earley et.al, (1990) concluded that, the goal setting and feedback are the key activities, among the various activities of performance appraisal in the organization. Goal Setting and Feedback plays an important role in improving individual performance. Pettijohn et.al, (2001a) supposed that satisfaction with performance appraisal was positively related to employee’s work performance. Several studies reported that although difficult relationship exists between the feedback intervention and the performance, but meta-analysis by (Guzzo et.al, 1985; Kluger &Denisi, 1996) suggest that overall effect of their relationship is positive.

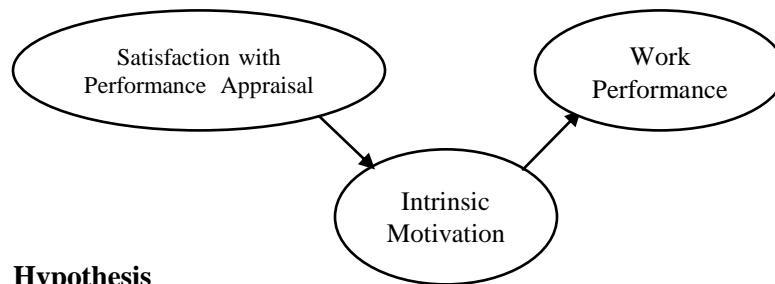
Eisenberger et.al, (1990) by using a social-exchange lens, stated that employees, who found that their organizations were engaged in providing those developmental opportunities, may feel a responsibility to perform good in order to repay to the organization in return. Also the support of satisfactions with the performance appraisal and the job satisfaction may indirectly to the relationship between the satisfactions with the performance appraisal and the work performance (Blau, 1999;Roberts & Reed, 1996;Pettijohn et.al, 2001a, 2001b;Elickson, 2002). Judge et.al (2001) in their Meta analysis stated that job satisfaction and performance was positively associated with each other.Kuvaas (2006) in another study found the direct relationship between the Satisfaction level with the Performance Appraisal process and then on Employee Outcomes.

Mediating role of intrinsic motivation

Deci et.al, (1989) defined intrinsic motivation as, if the person will do the activity by it selves, in order to get the pleasures and satisfactions inherent in that activity. Earley et.al (1990) noted that goal

setting and feedback can positively affect the employee performance through enhancing motivation necessary to carry out the work. In addition to this it may also be noted that employees' intrinsic work stimulus the mediation relationship of satisfaction with the overall performance appraisal system and the employees' work performance. Employees participation in the decision, setting of goal and their feedback can influence the appraisal acceptance reaction which in contrast affects the satisfactions with performance appraisal and if employees were satisfied from their appraisal process then they will be more motivated and productive (Roberts & Reed, 1996; Pettijohn et al., 2001a, 2001b). The process of performance appraisal communicates the strategic vision and super ordinate goals to employees which serve as the basis for the enhancement of intrinsic motivation (Latham, 2003). Ryan and Deci (2000) stated in the "self – determination theory" that intrinsic motivation will be enhanced if the communicated goal provides them ground for work behavior. However, it is expected that the relationship between Satisfaction with Performance Appraisal and Employee Outcomes will be mediated by Intrinsic Work Motivation.

Theoretical Framework



Hypothesis

- H 1:** Satisfaction with the performance appraisal has significant and positive relationship with the employees' work performance.
- H2:** Satisfaction with the performance appraisal has significant and positive relationship with the intrinsic motivation.
- H3:** Intrinsic motivation has positive relationship with employee's work performance.
- H4:** Employees' intrinsic work motivation will mediate the relationship between the satisfactions with performance appraisal and the employee's work performance.

Methodology

Responses were drawn from local banks of Peshawar Khyber Pakhtunkhwa. A total of about 200 questionnaires were completely distributed among employees of banks, out of which 94 questionnaires were returned, representing the response rate of approximately 47

percent. Data regarding satisfaction with performance appraisal was collected through a questionnaire developed by Meyer and Smith (2000), regarding of intrinsic motivation was collected through questionnaire designed by Cameron and Pierce (1994) and that of the work performance was collected by questionnaire developed by Brockner et al., (1992)and May et al., (2002).

The value of Cronbach’s alpha is 0.88 for satisfaction with performance appraisal, for intrinsic motivation it is 0.90 and for work performance 0.91.

Sample Statistics:

Table No 1

Experience	Age	Education	Marital Status	Gender					
Below 2 years	13	Up to 25 years	11	14 years	1	Single	47	Male	78
2-5 years	58	26-35 years	73	16 years	88	Married	47	Female	16
5-10 years	18	36-45 years	8	18 years	4	Total	94	Total	94
Above 10 years	5	46+ years	2	18+ years	1				
Total	94	Total	94	Total	94				

Table 1 show that 13 respondents were having below 2 years work experience. 58 respondents were having work experience between 2-5 years. 18 individuals were having experience in the range of 5-10 years and only 5 respondents were having above 10 years of working experience. Age wise distribution of the respondent, show that 11 respondents were below 25 years of age. 73 were in the range of 26-35 years. 8 individuals were in the range of 36-45 years and only 2 respondents were having age of 46 years and plus.

While looking at the education column it is clear that only 1 respondent was having degree of 14 years of education.88 respondents were having the 16 years of education. 4 individuals were having the degree of 18 years education and only 1 individual was having 18 years of education.

Table 2 Descriptive analysis

	N	Mean	Standard Deviation
SPA	94	1.5046	0.52025
WP	94	1.1809	0.33571
IMOT	94	1.5869	0.52746

Note: IMOT= Intrinsic Motivation, SPA= Satisfaction with Performance Appraisal, WP= Work Performance,

Table 2 presents the description of the included e.g. variables satisfactions with the performance appraisal, intrinsic motivation and work performance respectively. As noted in the table, intrinsic motivation had the highest mean (Mean = 1.5869) and standard deviation (Standard deviation = 0.52746) value. Satisfaction with performance appraisal had following mean (Mean = 1.5046) and standard deviation (Standard deviation = 0.52025) value. Work performance had also mean

(Mean = 1.1809) and standard deviation (Standard deviation = 0.33571) value. The SD values for all variables are less than 1, shows that the data was not much scattered and was close to Mean value.

Table 3 Correlations among the variables

	SPA	IMOT	WP
SPA	1		
WP	.497**	1	
IMOT	.378**	.344**	1

Note: IMOT= Intrinsic Motivation, SPA= Satisfaction with Performance Appraisal, WP= Work Performance,
**** indicates that correlation was significant at the .01 level (p < .01 in case of 2-tailed test)**

Coetzee (2003), noted that larger magnitude of correlation showed the strong linear association, among variables. Pearson's correlation coefficient was used in the present study to determine the correlation among the satisfactions with the performance appraisal, the intrinsic motivation and the employee's work performance variables.

Table 3 represents the inter-correlations among the satisfaction with the performance appraisal, intrinsic motivation and the work performance. Table 4.7, showed that satisfaction with performance appraisal was positively yet weakly associated with work performance having (r = 0.378) and significance level (p < 0.01). The value of p indicates that association between satisfactions with the performance appraisal and the employee's work performance was significant. Satisfaction with performance appraisal was positively yet weakly associated with intrinsic work motivation having Pearson's coefficient (r = 0.497) and significance level (p < 0.01). Here, p value also indicates that association between satisfactions with performance appraisal and employee's intrinsic work motivation was significant. Table 4.7, also indicate that work performance was positively yet weakly correlated with employee's intrinsic work motivation having Pearson's coefficient (r = 0.344) and significance level (p < 0.01). Here, also p value shows that association between the work performance and employee's intrinsic work motivation was significant.

Table 4 Regression Analysis

Variables	Beta	T	Sig. (F)
(Constant)		8.214	.000
SPA	0.378*	3.914	.000
Regression Sum of Squares	1.496	Residual Sum of Squares	8.985
R Square (R²)	0.143	Adjusted R Square (R ²)	0.133
F Statistics	15.319		

In table 4 the Regression analysis was used to analyze the relationship between independent (satisfaction with performance appraisal) and dependent (work performance) variables. To test the mediation hypothesis, researchers used the process of Baron and Kenny (1986). The results of the regression were shown in table 4.8, 4.9, 4.10 and 4.11 respectively. Here, the value of R^2 (.143) indicates that 14.3% variations in the dependent variable (work performance) was because of the independent variable (satisfaction with performance appraisal). The value of adjusted R square (0.133) shows the more close association by removing the error term. F statistics value was used to represent the model goodness of fit. F statistic (15.319) was found significant at the $p < .000$ (i.e. smaller than 0.05), which clearly indicates that the model was good for anticipating the association between the satisfaction with the performance appraisal and employee's work performance variable. To determine the relative importance of each variable used in the present study, the value of t statistics was used. It also shows the significance. Here, the t statistics value (3.914) was significant at $p = .000$ (i.e. smaller than 0.05), which suggest that indicates that there relationship between the satisfactions with the performance appraisal and the employee's work performance was significant. The value of regression coefficient (Beta = 0.378) indicates that a unit change in satisfaction with performance appraisal would increase the employee's work performance by 0.378 unit. So, here the value of regression coefficient indicates the positive relation satisfaction with the performance appraisal and the employee's work performance. The value of regression coefficient (Beta) and t statistics would lead to the acceptance of the proposed hypothesis "*Satisfaction with performance appraisal has positive and significant relationship with work performance*".

Table 4.1 Regression Analysis

Variables	Beta	T	Sig. (F)
(Constant)		5.677	.000
SPA	0.497*	5.497	.000
Regression Sum of Squares	6.397	Residual Sum of Squares	19.477
R Square (R²)	0.247	Adjusted R Square (R ²)	0.239
F Statistics	30.214		

In Table 4.1 the value of adjusted R square (.239) indicates that 0.23 of the variation in employee intrinsic work motivation was explained by Satisfaction with performance appraisal by excluding all the error-terms. As the F statistics (30.214) was significant $p = .000$ highly (i.e. smaller than 0.05) so it can be concluded that the model was fit for making prediction on the relationship between employee's

intrinsic work motivation and satisfaction with performance appraisal. The value of regression coefficient (Beta = .497) indicates that a unit change in satisfaction with performance appraisal would increase the employee's intrinsic work motivation by 0.497 unit. The t value (5.497) suggest that relationship between satisfaction with the performance appraisal and the intrinsic motivation was significant. The value of regression coefficient and t statistics indicate that there was positive and significant relationship between the satisfaction with performance appraisal and the employee intrinsic work motivation, so this would lead to the acceptance of the proposed hypothesis that “*Satisfaction with performance appraisal has positive and significant relationship with intrinsic motivation*”.

Table 4.2 Regression Analysis

Variables		Beta	T	Sig. (F)
(Constant)			8.004	.000
IMOT		0.344*	3.512	.001
Regression Sum of Squares	1.239	Residual Sum of Squares		9.242
R Square (R²)	0.118	Adjusted R Square (R ²)		0.109
F Statistics	12.334			

In Table 4.2 the value of adjusted R square (.109) indicates that 0.10 of the variation in employee work performance was explained by intrinsic motivation by excluding all the other factors or error-terms. As the F statistics (12.334) was significant $p = .001$ (i.e. smaller than 0.05), so it can be concluded that the model was fit for making prediction about the association between intrinsic work motivation and employee's work performance. The value of regression coefficient (Beta = .344) indicates that a unit change in employee's intrinsic work motivation would increase the employee's work performance by 0.344 unit. The t value (3.512) indicates that there was a significant relationship between intrinsic motivation and work performance. The value of regression coefficient (Beta) and t statistics would suggest that relationship between the employee's intrinsic work motivation and the work performance was found positive and significant, so this will concluded the acceptance of the proposed hypothesis that “*Intrinsic motivation has positive and significant relationship with work performance*”.

Table 4.3 Result of Regression Analysis for outcomes

Predictor	Intrinsic Motivation		
	B	R ²	p Value
Step 1			
Intrinsic Motivation	0.497		0.000
Step 2			
Satisfaction with Performance Appraisal	0.275		0.014

Table 4.3 showed the result when dependent variable (work performance) is regressed on to both independent variable (satisfaction with performance appraisal) and mediating variable (employee's intrinsic work motivation). As all the conditions of Baron and Kenny (1986) were met, so now we were ready to check the mediating role of employee's intrinsic work motivation.

Baron and Kenny (1986), stated that when the mediator variable (intrinsic motivation) was entered into the regression analysis model if the association between dependent (work performance) and independent variable (satisfaction with performance appraisal) was completely diminished than the mediator (intrinsic motivation) fully mediates the relationship between independent and dependent variable and if the relationship between the independent and dependent was significantly diminished than in that case mediator partially mediates the relationship between independent and the independent variable.

The above table showed the result when employee's intrinsic work motivation variable was entered into the regression analysis model than it significantly diminishes the value of co-efficient (from Beta = 0.378 and p = .000 to Beta = 0.275 and p = 0.014) which is insignificant. On behalf of this we can say that employee's intrinsic work motivation will partially mediates the relationship between the satisfactions with the performance appraisal and the employee's work performance. F statistics (9.656) was significant at (p < 0.001) so it can be determined that the proposed model was fit for making projection that employees' intrinsic work motivation partially mediates the relationship between satisfactions with performance appraisal and employees' work performance, so this lead to acceptance of the proposed hypothesis that "employees' Intrinsic work motivation playing mediating role between the relationship of satisfactions with performance appraisal and the employees' work performance".

Discussion

From the findings of this research, we had noted that, satisfactions with performance appraisal has positive and significant relationship with employee's intrinsic work motivation having (Beta = 0.497 and p < .001) and work performance having (Beta = 0.378 and p <

.001). Several researches in the past can also support the same relationship (e.g. Roberts & Reed, 1996; Pettijohn et.al, 2001a; Levy & Williams, 2004). The findings of this research will also contribute additional assistance to the perspective that satisfaction with performance appraisal improves employee intrinsic work motivational level, which may result in the improvement of employee work performance.

In order for performance appraisal process to positively affect employees' behaviors and attitudes one must had to experience the positive appraisal reactions, if not, then any performance appraisal process or system lead to failure (e.g. Cardy & Dobbins, 1994; Murphy & Cleveland, 1995; Keeping & Levy, 2000) stated that, satisfaction with performance appraisal was generally observed appraisal reactions and also there was extensive research on factors that contribute to satisfaction with the performance appraisal process and the other reactions (Levy & Williams, 2004). From the findings of this research we noted that association between satisfactions with performance appraisal and employee's work performance was partially mediated by employee intrinsic work motivational level. Further we also that satisfactions with performance appraisal process and employee's work performance was significant and positively associated with each other having (Beta = 0.378 and $p < .001$) before employee's intrinsic work motivation variable was entered into the regression analysis model. When the employees' intrinsic work motivation variable was entered into the analysis model, the relationship between the satisfactions with the performance appraisal process and the employee's work performance was significantly diminished having (Beta = .275 and $p = .014$) which concluded that the employee's intrinsic work motivation mediate the relationship between the satisfactions with the performance appraisal and the employee's work performance.

Future Recommendations

In the future the association between satisfactions with performance appraisal and different types of contextual performances such as behaviors that supports social, organizational and psychological environment can be studied. Present study provides the avenue to examine the association between satisfactions with performance appraisal and other different forms of employees' outcomes such as factors that contribute to employee absenteeism, effective organizational commitment, and job satisfaction. Furthermore, future research would also concentrate to examine the difference between satisfactions with performance appraisal of both private and public banking sectors in Pakistan.

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