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A Study to Observe Effects of Performance Appraisal on Employee Motivation, Turnover and Work-Life-Balance

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Abstract

A performance appraisal is a systemic approach and a routine procedure of measuring the performance of work and engagement of an individual as an employee with the known requirements of the work he/she is matched to. It is a subjective assessment of the strengths, challenges and weaknesses in an engagement of a worker, comparative value to his or her organization, and future growth opportunities. The present paper will be focused on the identification of the impact of performance appraisal on employee motivation, turnover and work-life-balance. The result indicates that good appraisal systems can help in the enhancement of motivation of the employees, balanced work-life experience and even help counteract the turnover rate at the workplace. The sample size of 100 teachers of public secondary schools in District Vehari was used to obtain data. The information was gathered using the questionnaire. The data was analysed using computer program SPSS (statistic package of social science). Gathering of data was conducted through the use of descriptive statistics and inferential statistics. The results of the research revealed that the performance appraisal has a high effect on employee motivation, turnover and work-life-balance based on Gender and Teaching Experience.

Keywords: Performance Appraisal, Employee Motivation, Turnover, Work-life Balance, Teaching.



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Introduction

Performance appraisals can provide an opportunity for higher authorities to recognize and acknowledge all the achievements and contributions of the employees and also provide consequences of employees regarding their professional life. Positive feedback and recognition for a job satisfaction can boost an employee's motivation and their work will automatically become well because it could validate their efforts and providing them a sense of accomplishment in any institute during their professional life (Raghunathan & Subbu, 2018). Motivation is fundamentally meant to facilitate all the teachers concerns by their behavioral alteration in all aspects of their lives. Employee motivation gains such result such as productivity, performance and determination of goals regarding professional life (Grant, 2008). The concept of work life-balance is the capacity of an employee to work, accomplish the tasks effectively and meet the family demands and external obligations. This balance helps employee to live as per his professional expectations (Delecta, 2011). The good advantage of the work life balance is that it may boost productivity, greater, creative and amiable relationships between the workforce. The good relationship that is established out of work-life balance is not only an issue of the colleagues and the relationship the employees had with their institutes but will also impact the relationship of the employees to their work.

Literature Review

Performance Appraisals:

The triumph of any organization is largely dependence on the competence and physical appearances of its employees. The employee has significant role in an organization if he performs with proper rules and regulations. Organizations could not attain their targets without their employees. However, the employees require something in order to motivate themselves to work at their best. Actually, there exists necessity of strategizing organized strategies, executed through human resource management policies, which is desired to bind the goals of an organization and the performance of employees. The performance appraisal process with an organization transforms the goals and objectives to be an integrated element of performance management (Marchington and Wilkinson, 2005).

Performance appraisal focuses on correcting the performance of an employee. An employee can find what can be improved easier. With the identification of these areas, an employee is able to make goals which will result in promotions and career growth. The performance appraisal that is assessed by the considered universities to promote the employee, increase their salary, offer constructive feedback, career advancement, incentives and motivate employees to perform better. This results in the enormous influence on the performance of the employee (Jacques, 2022)

A performance appraisal has the ability to boost the performance of an employee and it is a process of evaluating the performance of an individual based on the work performance against the set requirements of the job he/she is associated with. An employee might be motivated by positive feedback and recognition by the higher authorities to job satisfaction, and they work well because that will legitimize his or her effort in any institute and even give an employee a sense of accomplishment (Kavitha, 2022).

Employee Motivation:

Motivation refers to facilitate all the employees by the behavior adjustment in all dimensions of the professional life. It enables an individual to perform with the direction for achieving the goals of an organization. Job performance and productivity of employees are determined by level of

motivation (Grant, 2008). According to Abdi Mohamud et al. (2017), motivation is a key component of the process of sustaining an organization and long-term organization survival. The most important sources of motivation are the acknowledgement of the employee roles of the company and the ease by which they are achieved. Being supportive to employees enhances the professional development to be in line with the organizational objectives. It is important to ensure that employees get motivated and encouraged. It helps the employees to build their level of satisfaction and efficiency to work. The drives are based on appetite, originality and devotion. Managers are supposed to stimulate employees to achieve their objectives. It builds good working environment within an organization. Motivation theory is hard to comprehend and implement it in real life. They contain diversity of fields of study. Companies encountering difficulties on the way to the goals lack motivation and as a result, they do not perform and fail to achieve the goals they set. Every organization, both in the public and in the private, has challenges with motivation (Hamed & Potapova, 2021).

The motivated employees are more goal-oriented, self-sufficient and free and are more self-oriented than less motivated employees that result in developmental opportunities availed more appropriately among all learners. Conversely, the employee dedication to their work and all jobs congruency might be more robust, assuming that they are motivated as opposed to less motivated worker's outcome as evidenced in very good grades by all learners in an organization (Vansteenkiste, 2007). The employee motivation is the degree of interest of a person, self-motivated and more commitment of employees in the impact of bringing positive changes in their work during their period of work.

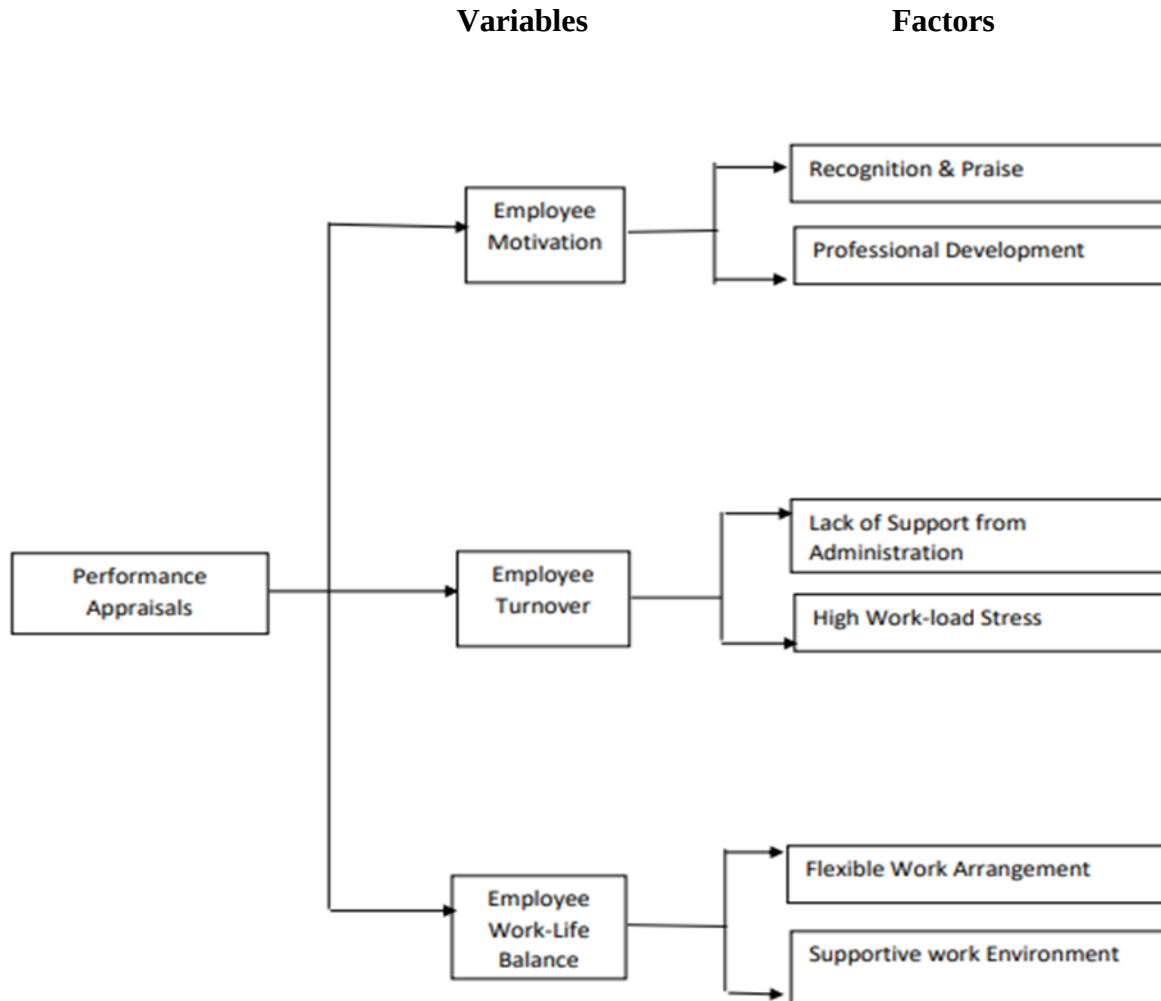
Employee Work life-balance:

Employees can make commitments about their personal life, their position and duty in an institute is referred to as employee work life-balance, and thus will not create problems between personal life and work life, but may create efficiency, devotion and motivation among employees (Johnson, 2004). It may be concluded that the notion of work-life-balance can be defined as a state in which all employees have the opportunity to establish balance between the professional life and personal life and there is no possibility to think of discrimination contributing to stress and fatigue during working (Asha-Rani, 2021).

Employee Turnover:

Turnover intention refers to the wish to quit an organization, and motivation to receive a better work life involvement. The ultimate outcome of an employee leaving the organization either through resignation or an organization sacking him or her leads to an employee turnover. According to Belete (2018), turnover intention is associated with reduced output among employees, which manifests through negative behaviors, including truancy, lateness, absence of creativity, and no enthusiasm among employees in their works (Kavitha, 2022). Higher turnover of employees is averse to an organization and is associated with a state of instability, and eventually it will lead to expenditures on hiring and training of employees (Kaur, Mohindru, and Pankaj, 2013).

Conceptual Framework



Research Objectives

Following were the objectives of the study to:

1. Identify the difference among male and female secondary school teachers regarding employee motivation
2. Explore the difference between male and female teacher about employ turnover
3. Differentiate between male and female teachers about work-load balance
4. Observe effect of performance appraisal on employee motivation, turnover and work-life balance

Research Methodology

Researcher adopted quantitative approach and survey method for this study. Data was collected by quantitative methods. The study was carried out in secondary schools in Burewala. In order to conduct this study, teachers of registered schools by Board of intermediate and secondary education, of both boys and girls, public and private from Burewala was taken as population. A convenient sampling technique was used to collect quantitative data from teachers. There were 20

schools selected. Survey was distributed to 5 teachers from each school for the study. Researcher was conducted a survey by visit the schools personally. After getting permission from principal, researcher was distributed survey to 5 teachers from each school. The researcher informed participants about the purpose of study.

Results

Result will show in two sections, section one contains gender distribution, and working experience at a teacher while the other sections contain SPSS analysis based on research findings.

Section One

Table 1: *Demographic distribution*

Gender	Frequency	%
Male	50	50
Female	50	50
Total	100	100

Table 1 represented that total numbers of secondary school teachers were (N=50) male and (N=50) female teachers. Total number of teachers were 100.

Table 2: *Sample distribution on the bases of experience*

Qualification (Years)	Frequency	%
Less than 5	25	25
6-10	20	20
11-15	25	20
More than 15	30	35
Total	100	100.0

Table 2 reflects the experience duration of teachers. Data shows 25% teachers had less than 5 years' experience whereas 20% teachers had about 6-10 teaching experience. Moreover, 20% teachers had about 11-15 years teaching experience duration and 30% teachers had experience above the 15 years.

Part Two

Table 3: *Independent sample t-test differentiate between male and female teachers regarding employee motivation*

Gender	N	Mean	Std. Deviation	T	df	Sig.
Male	50	38.81	7.828	-.0216	96	.047
Female	50	38.60	6.524			

Table 3 indicates difference between male and female teachers about their motivation. Result reflected that there was difference between female teacher (M=38.81, SD=7.828) and male teachers (M=38.60, SD=6.524), $t = -.0216$, $p = .047$ regarding employee motivation.

Table 4: *Independent Sample t test to determine the difference between male and female teachers in the secondary schools in Employee Turnover*

Gender	N	Mean	Std. Deviation	T	df	Sig.
Male	50	38.83	6.401	-.035	96	.062
Female	50	40.93	7.849			

Table 4 presented that independent sample t test to recognize the difference between male and female teachers about turnover. Results indicated that there was substantial difference between male teachers (M=38.83, SD=6.401) and female teachers (M=40.93, SD=7.849), $t = -.035$, $p = .062$ in employee turnover. So, male and female teachers had significance difference in teachers' turnover.

Table 5: *Independent sample t-test to differentiate between male and female teachers about employee work-load balance*

Gender	N	Mean	Std. Deviation	T	df	Sig.
Male	50	40.04	7.711	-.050	96	.036
Female	50	40.16	8.720			

Table 5 displayed the difference between male and female teachers in workload balance. The difference was observed as male teachers (M=40.04, SD=7.711) and female teachers (M=40.16, SD=8.720), $t = -.050$, $p = .036$ in workload balance. It is determined male and female teachers are different in the perspectives of workload balance.

Table 6: *One Way ANOVA find the difference among Employee Motivation regarding Teaching Experience*

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	154.538	4	38.634	0.071	0.000
Within Groups	4982.238	93	53.572		
Total	5136.776	97			

Table 6 depicts that one-way ANOVA was employed to explore the difference in the opinions regarding employee motivation. There was significant difference $F (0.071)$, $p = .0.000$ in employee motivation on the bases of teaching experience.

Table 7: One Way ANOVA find the difference among Employee Turnover regarding Teaching Experience

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	176.528	4	44.132	.045	0.040
Within Groups	4859.360	93	52.251		
Total	5035.888	97			

Table 7 identified that one-way ANOVA was employed to find out difference in perspectives of employee turnover. There was no substantial difference $F (.045)$, $p = .040$ in turnover accordance with teaching experience. Therefore, it is revealed that turnover rate depends on teaching experience.

Table 8: One-way ANOVA to find out the difference in Employee Work-Life Balance according to Teaching Experience

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	112.853	4	28.213	.046	0.004
Within Groups	6457.320	93	69.434		
Total	6570.173	97			

Table 8 revealed that one-way ANOVA indicated statistically variance in employee work-life balance according to experience $F (.046)$, $p = .004$. The findings indicated that the level of experience has effect on work-life balance. In other words, work-life balance is determined by teaching experience.

Discussion

A significant effect of performance appraisals on employee motivation, turnover and work-life-balance found on the basis of Gender and Teaching Experience. This confirms that effective appraisal systems contribute positively to boosting employees' morale and engagement. In summary, these findings underscore the critical role of well-structured and constructive performance appraisal practices in enhancing employees' motivation, promoting a balanced work-life experience, and potentially mitigating turnover in the workplace.

Conflict of Interest

The authors showed no conflict of interest.

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