



**The Influencing Factors of Employee Performance and its effects on Performance  
Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan**

Muhammad Masood Mir

Faculty Member at KASB Institute of Technology

Hina Amin

Faculty Member at KASB Institute of Technology

---

The material presented by the authors does not necessarily represent the viewpoint of editor(s) and the management of the Khadim Ali Shah Bukhari Institute of Technology (KASBIT) as well as authors' institute.

© KBJ is published by the Khadim Ali Shah Bukhari Institute of Technology (KASBIT)  
84-B, S.M.C.H.S, Off.Sharah-e-Faisal, Karachi-74400, Pakistan.

# The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

## **Abstract**

Employees are the backbone of any organization, retaining employee performance is favorable for an organization. Organizations can be in boom at the time when employees feel good in the organization and required to retain the best performances of the employees to be productive for the organization in the long term. Similarly, the aim of this research is to find out the factors influencing on retaining employees' performance within the Private sectors of Higher education in Karachi Pakistan. As these factors are not tested and researched in the higher education sectors of Pakistan. For the same the quantitative research is conducted to investigate the relation between accountability, competency building, training and development, employees work behavior and feedback on retaining employee's performance. Data for the study is collected by using structured close ended questionnaires from different private universities of Karachi Pakistan. Furthermore, the data have been coded and tested on SPSS, reliability, regression and ANVOA is applied for finding out the validity of the data and the relationship of the model. The test tells appraisal have very positive and compelling impact on retaining employees' performance and this performance factors also enhances the chances of being in the positive appraisal over the period of time.

**Keywords:** *Competency building, training and development, employees work behavior, HRM.*

## **Introduction**

In the organization's employee are very much concern about and keep waiting for their appraisals, the performance appraisal is a systematic approach in which the employee performance evaluated they had performed in the organizations over a period of time (Hassan. S,

## The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

2016). Basically, it tracks the record of the employee in terms of the objective achieved and the overall performance of the employee in the particular duration. (Muhammad M. E., G. M, 2011).

The employees feel competitive and keep on, work hard to do their best in the organizations and want to be the key performers of the organization so that during performance appraisal they will be highlighted as the key performers. The performance appraisal system also gives a benchmark, and the energy of the employees to work hard to perform well for highlighting themselves as the best performer of the organization. This will help them to be motivated during the duration of the performance appraisal and always enhances the performance.

There are certain reasons why performance appraisal is a very important factor in the organization are as follows:

- Performance appraisal system is very beneficial for the organizations improve the performance of the organization as well as the productivity
- The system is also very useful for the organizations, to keep track the performance of the personnel's as well as helpful in making key decisions in the organization, i.e. promotions of the employees, job changes, job rotation as well as the most important and critical decisions like termination and layoffs.
- The performance appraisal process is also very useful to identify a clear path and clear the goals that has assign by the organization as well as it makes the responsibilities clear for the employees working in the organization, and a tool for motivation for the employees as well. (Dr. Amir Elnaga, 2013)

Improvement in work is only the tool to create more efficiency and the effectiveness in achieving the goals and the performance appraisal is the tool to make improvement in the work.

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

It highlights the areas and gives a plan to improve the areas in which employees are lacking. It also supports the employee performance by giving them a feedback and providing them assistance through their managers. Performance appraisal system ensures the involvement and the commitment towards the job of improving performance. (Annamalai T., 2010). The successful implementation is the most important factor of a performance appraisal. The employer will have to make an effort to implement a clear and unbiased appraisal system, and a proper one whose core purpose is to highlight the high performers and area of improvement for the low performers. And the purpose of the whole process is to bring efficiency in the organization. And for this clear performance appraisal system they must create an environment, inculcate this knowledge to the employees, create a positive perception among the employees which will motivate them not make them feel fear regarding this process.

### **Problem Statement**

The performance appraisal is the key factor for enhancing the performance of the employees as well as the productivity of the organization and a tool to focus and concern for most of the HR department personnel. Similarly, this research explored the factors of appraisal and checking out the impact of those factors on the employee performance. The factors that have focused on the research are i.e. Training and development, Accountability, Competency building, employee work behavior and the feedback of the performance. Moreover, appraisal policies will focus on employees' work behavior, environment, supervision, responsibility and feedback on performance. It also holds employees accountable for their job performance. Furthermore, the researcher has conducted the study on higher education sectors of Karachi, Pakistan, as these factors were not tested on the higher education sectors.

# The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

## **Research Limitations:**

Due to the time constraints this study is restricted to the some specific universities, but enough to predict the population. And the overall sample is collected from the universities which are situated in the Karachi. In future in order to get more significant results the research will consist of appraisal practices.

## **Research Scope:**

- The outcome of the research will be helpful to the HR specialist of Higher education sectors or any other person who will do research in the related topic.
- The research will be helpful in holding employees accountable for their job and as employees know about appraisals they prepare themselves in advance.
- It will eventually produce an opportunity for HRM specialist to explain the organizational goals and the way the employee can participate in the achievement of goals.

## **Research Question:**

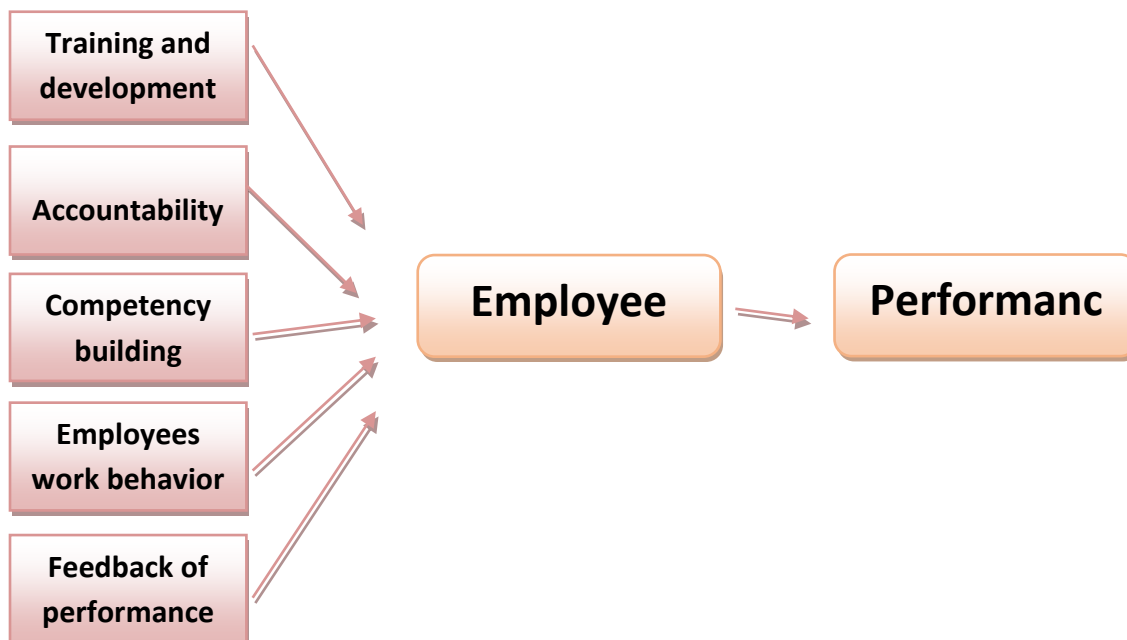
1. Is there any important interrelationship between competency building and retaining employee's performance?
2. How training and development effect retaining employees?

## **Research Objectives:**

## The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

- To find out the relationship between training and development and retaining employees' performance.
- To find out the relationship between accountability and retaining employees' performance.
- To find out the relationship of the competency building and retaining employees' performance.
- To find out the relationship between better performance and retaining employees' performance.
- To find out the relationship between feedback of performance and retaining employees' performance.
- To find out the relationship between employees work behavior and retaining employee performance.
- To study the impact of Employee performance on enhancing the performance appraisal

### Theoretical Framework:



# The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

## **Hypothesis:**

**H<sub>A1</sub>**=Training and development is a tool for retaining employee's performance

**H<sub>A2</sub>**=Accountability has a relation to employee performance.

**H<sub>A3</sub>**=Competency building has an impact on retaining employee's performance

**H<sub>A4</sub>**=Employees work behavior is an impacting factor in retaining employee's performance

**H<sub>A5</sub>**=Timely feedback of performance is an instrument for retaining employee's performance

**H<sub>A6</sub>**= Factors of employee performance has a relation in enhancing the Performance appraisal of the employees

## **Literature Review**

### **Employee Performance:**

Many of the researches and in the past and also one of the known Hawthorne studies highlighted the fact of the productivity of employees. If the employee feels happy in their respective organizations, the performance of the employees as well as the overall organization and ultimately it will increase the job retention as well as compare to those who are not happy (Landy, 1985). Furthermore, as noted by (Kinicki, 2007) that employees who are not satisfied with their jobs are termed as to be de-motivated and never shows the performance and leaves the organization. The Employee always performs high if he feels happy with the organization and it

## The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

is becoming easier for the management to further motivate the high performers to accomplish their targets on timely manner. This happens only when they are competitive enough to perform their duties, and it is only be achieved by the proper training program.

According to (Leonard-Barton, 1992), noted that the organizations which gives importance to the knowledge enhancement and learning as a medium of getting competitive advantage. These organizations should construct a keep on learning behavior in their respective organizations. And to ensure this system the most effective way is to train the staff accordingly to create a learning environment. (Dr. Amir Elnaga, 2013)Focuses that training helps employees' to work more effectively for achieving the targets of the organization and also gaining the competitive advantage in the market.

On the other hand it is also suggested by (Sels, 2003) Performance appraisal is a process and a system which evaluates the performance of the employees for the objectives and goals assigns to them by the organization. The overall objective of performance appraisal is to highlight the performance of the employees in a timely manner and so increase their motivation and self esteem. Furthermore, it is also suggested that the system of performance appraisal not only increases the individual's capability, but also increases the organizational performance, it also highlights he specific areas to work out to bring more efficiency in the work and also enhances the personal growth.

According to (Singh, 2004), it is important that the performance appraisal system should be transparent within the organization, because transparency motivates the employee to show the commitment towards the job for getting the organizational objectives. (Wan, 2002). Stated that there is a power full effect of organizational productivity only if the performance appraisal



## The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

system is based on merit. (Ahmad, 2003), Suggested that merit based performance appraisal enhance the employee commitment and it will ultimately increase the performance of the employees in the organization. (HASSAN, 2016). Highlighted that the employees in the organization who feels happy and highly satisfied with their jobs, enhances their performance as well as decreases the turnover and the absenteeism.

(Lachance, 2000), recognized that holding an employee in the organization is much more related factor is the rewards as compare to the other schemes. She has also highlighted that an employee, She also suggested that people mostly come to the work for the sake of getting some sort of reward on the work they are performing in the organization, but there are also many other factors influencing the performance. And it is also an integral and important part for the managers manage those other than pay criteria so that alignment can be made towards the strategic plans of the organization.

The Appraisal is always been an intellectual process as said by (Prendergast C. T., 1996). Moreover, (Kamencu, 2011) highlighted that, in most of the organizations focusing on the objective measures of employee performance in not present. On the other hand it has been noticed that subjective measures are most common in the organization, which creates he biasness, because the response will be taken from the supervisors. This act gives the invitation to the biasness in the system due to which the key performers in the organization neglected and the non-performers are praised. As he matter of fact the performers in the organization de-motivated, impacts the organizational performance. Moreover, it initiates some destructive effects while designing the reward system. Firstly, the incentive pay for the employee will be destroyed as well as it causes to destruct the pay and promotion decisions.

## The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

The organization performs well noted by (Mackey, 2000) performance appraisal is the major factor which directly impacts the organizational performance and it is also known as the backbone of performance management. As said by (Michael A. Akinbowale, 2013), performance appraisal is very help full for the employees to overcome the problems related to their jobs regarding their performance. Even though proper performance appraisal system has got many befits, motivating employees, increases the commitment, decreases the turnover and all these factors syndicated increases the organizational efficiency. (Anderson, 2002) Highlighted that, Performance appraisal is the beneficial process for the organization, as well as having the direct bad impact on the organization as well as the employee performance.

As noted by (Armstrong, 2006) employee performance and the efficiency in the performance after coming into the organization is more dependent on the level of Training they are getting from their respective organizations. Moreover, it will enhance the moral of the employees as well as changes the behavior. (Dessler, 2008) Suggested that organizations grow well with the contribution of training and development in the organization. It not only make employee to learn the related things, but also enhance their skill set to compete in the environment and can provide the competitive advantage to the overall organization. (Jackson, 2000) noted that there are a lot of activities in the Human Resource Department but the training and development is getting more and more importance in the organizations and are considered as the essential activity of HR. Training is the best tool to enhance and develop the competencies among the employees and increase their knowledge and skills. It is the best tool to increase the competencies which are required in the new era. Furthermore, make employee well prepared with the upcoming challenges.

## The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

According to (Cook, 2001) training is a tool which can be used as a competitive advantage to make employees work maximum in a limited time as well as to complete the organizational task in a given time duration. As said by the (Brown, 2005) a proper training program helps the organization achieve their strategic task, and make a strong impact to get the strategic position as compared to the competitor.

The level of education and the grades are best to describe the competency the idea is presented by (McClelland, 1973). Furthermore, (Nath, 2001) described that, there are things like intelligence has no connection with the job performance but competencies are linked with it. Moreover, competency is the factor which eliminates the demographical unfairness like race, gender, socio-economies and qualifications

As far as HRM is concerned, competency is now as the tool or a language which is very much helping full in the organization to achieve their objectives. Furthermore, Competency enhances the performance of the employee as well as the organizational performance. (Wood, 1998.). As noted by (Horton, 2000.), The Human resource management practices of competency describe it as career development and the performance management processes in the organization. It keeps on tracking the performance of the employees in a timely manner. Moreover, also separate the high performer from the low performers and the average ones.

Boost of performance planning is highlighted by the (PSDM, 2004) as the competency based performance management. It is also noted that giving the opportunity to the managers and the employees for understanding, which ultimately increases the bond between both of them in the organization and leads to the high performance organization. Also, in order to trace as well as

## The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

enlarged human performance as well as the organization and help full to the HR to use the information for the other HR practices (Ilhaamie Abdul Ghani Azmi\*, 2009)

(Dubnick, 2005), Noted, for multiple scholars there is a strong correlation between accountability and the performance improvement, which suggests that if an organization needs to perform then there must be a strong accountability in the organization. One more vigorously detained position is with the intention to present, the stress involving accountability and performance due to disparity by means of each other (Behn, 2001); (Halachmi, (2002a)). One of the classic problems of public administration as noted by the (Barberis, 1998); (Behn, 2001); (Bovens, 1998); (Deleon, 1998). That, to maintain the accountability between the administrations, and declines the performance of the employees due to the creation of biasness when it comes to performance appraisal and the performance management. So the lack of accountability increases the stress and conflict among the employees, which leads to the worse organizational performance

There has been a little compelling argument and consultation regarding this relationship because it is a rottenly challenged (Behn, 2001); (Dubnick, 2005) Some show that the absence of accountability can lead to collapse (Romzek, 2000). Others distressed that accountability causes management problems (Koppell, 2005), Worker's sufficient to deal with the accountability demands is expected to help the development of the environment where accountability can lead to a performance improvement (McDermott, 2011).

A basic assumption in research analyzed here is that feedback is instrumental; that is, people investigate and give feedback to motivate goal pursuit. Clearly, other motives also control

## The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

feedback, such as the fascination to enhance self-esteem (Tesser, 1988) or certify a person's view of herself (Swann, 1981).

According to, (Bandura, 1991) self-capableness theory, the response which has positive from the manager and the organization on the performance of the employee increased individuals' sense of self efficacy. This sense enhances the capability and the accountability of the performance, that employee is going into the right direction of achieving goals. Furthermore, (Smith, 2008)Explains, this effort will pay off the organization in the long run.

The whole system of self-governance intensity of response were supposed to be most excellent, well-matched intended for promoting individuals' development, by means of the self level life form the least helpful (Hattie, 2007). The human life is so different in nature because its influence from the culture, society, values, morals, ethics and the genetics. These all factors are the main source to influence the human behavior in terms of their mental, physical, emotional, social and professional behavior and human behavior (Cascio, 2003).

Also suggested by (Hartt, 2006) the human behavior can't remain the same, as in nature passes through the different stages, influences the behavior and this behavior change impacts on the organization as well. Sometimes employee performs well, when these attributes respond positively. But it can impact the organizations when these behaviors respond negatively, and impacts the organizational performance (Porathe, 2009), ratify that the knowledge and understanding of behavior is very important because it not only ruins the individual performance but also create a strong impact on the other's performance. (Robbins, 1999)

### **Research Methodologies**

## The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

This study shows the correlation purpose among the variables due to the fact a co-relational study has been conducted by describing the variables. For the same descriptive research design was applied. As the research was limited to the time, so the time horizon was cross sectional as the responses has been collected in the specific period of time with the maximum researcher inferences. Therefore the research is conducted in a non contrived environment.

### **Sample Design:**

### **Sampling Population:**

The target population of our study was the employees that are working in the higher education sectors of Karachi, Pakistan

### **Sampling Size:**

Here 135 respondents were selected as sampling size to predict the overall population of the higher education sectors of Karachi Pakistan.

### **Sampling Method:**

The non systematic probability sampling method is used. As this was the most appropriate for the above study, to give the equal chances to the respondent to be chosen for the collection of data to remove the biasness and make study clear in the responses as well as in the testing.

### **Sampling Type:**

## The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

For selecting the above mention population I used simple random sampling techniques which provide every item of population same and known chances of being nominated.

### **Data Collection Method:**

For the study a closed ended questionnaire constructed to collect the response from the respondents. For this a field experiment was conducted. The data have been collected by applying the standard questionnaire. The researcher has used Likert scale of fifth continuum from 1 to 5. 1= strongly agree, 2=agree, 3= neutral, 4=disagree and 5= strongly disagree in this questionnaire.

### **Statistical Tool:**

For analyzing the validity of the questionnaire, we evaluate the hypotheses and alpha reliability test has been used, by applying SPSS software researcher used correlation and regression analysis to examine statistical data of the study.

## **Result**

### **Reliability Analysis**

Reliability analysis suggests the consistency of the questions construction in the questionnaire, and the response of the respondents. As we can see the values of alpha of each variable, suggesting the lowest value of reliability is 0.762 of training and development, and the highest value of 0.860 of Employee performance suggesting the high level of reliability of the responses. As highlighted by (Bland J, Altman D, 1997) (DeVellis R. 2003). There are different values of reliability, but the values between, 0.70 to 0.95 are highly acceptable and show the

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

consistency among the responses. So it can be seen that the values of this study are reliable and acceptable.

**Table 1**

<b>Factors</b>	<b>Cronbach's Alpha</b>
Training and Development	0.762
Competency Building	0.801
Feed Back	0.826
Accountability	0.773
Employee Work Behavior	0.786
Employee Performance	0.860
Performance Appraisal	0.822

**Descriptive Statistics:**

**Table 2**

<b>Descriptive Statistics</b>			
	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
<b>Training and Development</b>	1.4222	.51444	135
<b>Competency Building</b>	1.5259	.58383	135
<b>Feedback</b>	1.7926	.66776	135
<b>Accountability</b>	1.6667	.64745	135
<b>Employee Work Behavior</b>	2.2000	.85399	135

The **Table 2** above the descriptive statistics showing means value, standard deviation and the total number of samples. The table above showing the mean value of training and development **1.4222** suggesting that most of the responses of the respondents were in the 1 to 2 on the scale of 5. The lower the mean value in the data will be the most acceptable variable in the data as 1 was coded as the strongly agreed side of the scale. So the lowest mean value,



The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

suggesting that Training and Development is the most important variable to be considered for increasing the performance of the employees. Similarly, the other variables are also giving the values of mean to showing their importance respondents highlighting.

**Regression:**

Table 3

<b>Model Summary</b>						
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted Square</b>	<b>Std. Error of the Estimate</b>	<b>F</b>	<b>Sig. Change</b>
1	.742 <sup>a</sup>	.550	.517	.42004	17.476	.001

a. Predictors: (Constant), EmployeeWorkBehavior, Competency Building, Feedback, Accountability, TrainingandDevelopment

The above table provides the R, R<sup>2</sup> and adjusted R square values. The R value represents the simple correlation and is 0.742 (74.2%), which indicates a moderate degree of correlation. The R<sup>2</sup> value indicates how much of the total variation in the dependent variable, employee performance, can be explained by the independent variables. In this case, 55.0% can be explained. So it can be explained that 55% variation in the dependent variable that is Employee performance is due the independent variables The Adjusted R square is 0.517(51.7%). The relation between R square and Adjusted R square is reliable as it is less than 10.

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

The next table is the ANOVA table, which reports how well the regression equation fits the data (i.e., predicts the dependent variable) and is shown below:

**Anova:**

Table 4

ANOVA <sup>b</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.831	5	.966	17.476	.001 <sup>a</sup>
	Residual	6.881	39	.176		
	Total	11.712	44			

a. Predictors: (Constant), EmployeeWorkBehavior, Competency Building, Feedback, Accountability, TrainingandDevelopment

b. Dependent Variable: Employee Performance

This table indicates that the regression model predicts the dependent variable significantly well. Here, Sig = 0.001, which is less than 0.05(reject the null hypothesis), and the value of F 17.476 indicates that, overall, the regression model statistically significantly predicts the outcome variable.

**Coefficients:**

Table 5

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	.355	.143		2.481	.014
	TrainingandDevelopment	-.098	.089	-.098	-1.106	.271
	CompetencyBuilding	.399	.077	.452	5.179	.000
	FeedBack	-.060	.059	-.078	-1.023	.308

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

Accountability	.215	.067	.270	3.191	.002
Employee Work Behavior	.141	.044	.234	3.186	.002

a. Dependent Variable: Employee Performance

The Coefficients table provides us with the necessary information to predict the dependent variable from independent variable. This table also includes the Beta weights (which express the relative importance of independent variables

To present the regression equation as:

Here the  $X_1$  is training and development,  $X_2$  is competency building, the  $X_3$  is feedback,  $X_4$  is accountability and  $X_5$  is employee work behavior. Here  $y$  is Employee performance.

$$Y = a + bx$$

$$Y = 0.355 + (-0.98) X_1 + (0.399) X_2 + (-0.060) X_3 + (0.215) X_4 + (0.141) X_5$$

It means training and development and feedback has a negative impact on employee performance by increasing these two will lead us to decrease in progress of employee performance while competency building, accountability and employee work behavior has a positive relationship with the employee performance and hence working with these independent variables will give positive results and outcome for the progression. Furthermore, it can be seen in the table the Sig value of training and development and feedback are showing the value  $> 0.05$  which suggested failing to reject the null hypothesis means there is no impact of Training and Development to enhance performance so as the feedback. Moreover, the remaining variables like employee behavior, competency building and the accountability has an impact on enhancing the employee performance as their values are less than 0.05.

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

Table 6

<b>Descriptive Statistics</b>			
	Mean	Std. Deviation	N
PerformanceAppraisal	1.4607	.48332	135
EmployeePerformance	1.3867	.51206	135

The **Table 6** above the descriptive statistics showing means value, standard deviation and the total number of samples. The table above showing the mean value of suggesting that most of the responses of the respondents were in the 1 to 2 on the scale of 5. The lower the mean value in the data will be the most acceptable variable in the data as 1 was coded as the strongly agreed side of the scale. So the lowest mean value, suggesting that it is the most important variable to be considered for increasing the chances of getting a positive performance appraisal.

Table 7

**Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.922 <sup>a</sup>	.851	.850	.18740	1.692

a. Predictors: (Constant), EmployeePerformance  
 b. Dependent Variable: PerformanceAppraisal

The above table provides the R, R<sup>2</sup> and adjusted R square values. The R value represents the simple correlation and is 0.922 (92.2%), which indicates a High degree of correlation. The R<sup>2</sup> value indicates how much of the total variation in the dependent variable,

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

employee performance, can be explained by the independent variables. In this case, 85.1% can be explained. So it can be explained that 85% variation in the dependent variable that is Performance Appraisal is due the independent variables The Adjusted R square is 0.850(85.0%). The relation between R square and Adjusted R square is reliable as the change in adjusted  $R^2$  is less than 10.

Table 8

<b>ANOVA<sup>b</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.631	1	26.631	758.294	.000 <sup>a</sup>
	Residual	4.671	133	.035		
	Total	31.302	134			

a. Predictors: (Constant), EmployeePerformance

b. Dependent Variable: PerformanceAppraisal

This table indicates that the regression model predicts the dependent variable significantly well. Here, Sig = 0.00, which is less than 0.05 and the value of F 758.29 indicates that, overall, the regression model statistically significantly predicts the outcome variable.

Table 9

<b>Coefficients</b>						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	.254	.047		5.427	.000
	Employee Performance	.871	.032	.922	27.537	.000

a. Dependent Variable: Performance Appraisal

## The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

The above table showing that enhancing employee performance with the selected variables like training and development, feedback, competency building, accountability and employee work behavior has a positive relationship with the employee performance and on the other hand employee performance has a sig relation with dependent variable performance appraisal. So it can be suggested that employee things provide them the factors for enhancing their performances so that they can increase the chances of being in the positive performance appraisal

### **Conclusions:**

To put it in a nutshell consistency in the performance of the employees is a definite source of the company's progress and development, hence positive measures, effective supervision, a sense of accountability development, regular check on the responsibility and assignments of the employees and regular meetings between the employees and the management to develop a consistent positive relationship between the two are indispensable to the development and progress of the company. Furthermore, it is very important to consider the factors like training and development has no significant impact on enhancing the employee performance, it has been noticed that in the higher education sectors the more concern is to create a positive environment and positive behavior among he employee increases the motivation level and employee performance enhances accordingly. Accountability is also a factor which highlights the impact of the employee performance. Moreover, the factors are important to enhance he employee performance, as well as if employee performance increases I will enhance the performance appraisal results which is given at the end of the period of time, which is totally depends upon the employee performance.

## The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

The employees think that if the factors like training and development, a proper accountability followed in the organization, the opportunity of competency building and the positive employee behavior is available in the organization, in the tenure of their performance appraisal then they can perform well and can be treated as the positive results in the performance appraisal. And ultimately it benefits the organization to get their goals by performing their employees with the correct tools.

### **Recommendations**

In this study it has been observed that the employee performance is increasing if the factors like training and development given to the employees to let them perform their jobs more efficiently and effectively. Furthermore, it has been also seen that, employee performance is also increased when they have been provided the opportunity to build the competency, then employee feel very much motivated and will be affecting the performance appraisal of the employees into the positive manner. And so on the factors tested in this study were considered has a significant impact on it. Since each employee is important for the company with respect to the duties he performs, individual attention should be paid by the supervisor to overcome the shortcomings of the employee. Development of healthy relationships and the creation of a sense of owning could be achieved through informal gatherings between the employees and the management. So organization should be focusing on the above factors, to increase the employee performance and providing them the opportunity to get the positive performance appraisal. The benefit will be for the organizations. Because the performance appraisal positive for the employees, meaning getting all the objectives of the organization in an efficient manner.

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

**References**

A, B. R. (1991). Motivation and Emotion. *15*, 1-8.

A., M. Q. (2012). Business Management and Strategy. *3*.

Ahmad, S. S. (2003). The impact of human resource management practices on operational performance. *recognizing country and industry differences. Journal of operations, 21(1)*, 19-43.

ANA, E. (2001). Training practices of polish companies: an appraisal and agenda for improvement. *J. Eur. Ind. Train*, 69-79.

Anderson, J. (2002). Measuring Human Capital: Performance Appraisal Effectiveness. *Paper presented at the Human Resource Track Midwest Academy of Management Conference. Kansas.*

Annamalai T., A. A. (2010). *European Journal of Social Sciences, 13*, 623-632.

Armstrong, M. (2006). *Handbook of Human Resource Management Practice (10th edition)*.



The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

Arthur, D. (1991). Recruiting, interviewing, selecting, and orienting new employees. *NewYork: AMACOM.*

Aydeninka B., C. A. (2007). Development and Learning in Organizations. 23, 21-23.

Baldoni J. (n.d.). Motivation Secrets. Great Motivation Secrets of Great Leaders. *WWW page.*  
*URL [http://govleaders.org/motivation\\_secrets.htm](http://govleaders.org/motivation_secrets.htm).*

Bandura, A. (1991). Social cognitive theory of self-regulation. *Organizational Behavior and Human Decision Processes*, 2, 248-287.

Barberis, P. (1998). The new public management and a new accountability. *Public Administration*, 76, 451-470.

Barringer, B. R. (2005). A quantitative content analysis of the rapid growth firm. *Journal of Business Venturing*, 663-687.

Bedeian A. G., H. J. (2006). *The Leadership Quarterly*. 17, 190-205.

Bedeian, A. (1989). *Management*. NewYork.

Behn, R. D. (2001). Rethinking democratic accountability. *Brookings Inst Pr.*

Bovens, M. (1998). The quest for responsibility: Accountability and citizenship in complex organisations. *Cambridge University Press.*

Brown, P. (2005). The evolving role of Strategic Management Development. *Journal of Management Development*, 24, 209–222.

Butkus R. T., G. T. (1999). Motivation, Beliefs, and Organizational Transformation. *ABC-CLIO.*

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

Cascio, W. (2003). Performance Management. Managing Human Resources. *Irwin/McGraw-Hill Publishers*, 5, 300.

Cho, S. W. (2005). Measuring the impact of human resource. *International Journal of Hospitality management*.

Cohen, Y. a. (1986). Organizational Hiring Standards,. *Administrative Science Quarterly*, 1-24.

Collins C. J., a. C. (2003). Strategic human resource practices. *Academy of Management Journal*, 740-751.

Cook, C. H. (2001). Management and organizational behavior. *McGraw-Hill/Irwin*.

Deleon, L. (1998). Accountability in a 'reinvented' government. *Public Administration*, 76, 539-558.

Dessler G, V. B. (2009). Training and development. *Dorling Kindersley (India)*, 304.

Dessler, G. (2008). *Human Resource Management (11th edition)*,.

Dobson, P. T. (1998). Creating a learning organization: Training and development in British Steel's universal beam mill. *Total Quality Management*, 9, 66-70.

Doyle, M. (1997). Management development. *Human Resource*.

Dr. Amir Elnaga, A. I. (2013). The Effect of Training on Employee Performance. *European Journal of Business and Management*, 5, No4, 137-147.

Dubnick, M. J. (2005). Accountability and the promise of performance: In search of the mechanisms. *Public Performance & Management Review*, 28, 376-417.

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

Fesko, S. L. (n.d.). What consumers and staff tell us about effective job placement. *Integrated employment. Washington, DC.*

Finkelstein, A. F. (n.d.). How Feedback Influences Persistence, Disengagement, and Change in Goal Pursuit. *Psychology Press*, 1-53.

H, D. (2005). Training. *industry report*, 14-28.

Halachmi, A. ((2002a)). Performance measurement, accountability, and improved performance. *Public Performance & Management Review*, 25, 370-374.

Hartt, A. e. (2006). Behavior. WormBook, . *The C. elegans Research Community.*

Hasan Raza, M. A. (2014). The Impacts of Employee's Job Performance Behavior and Organizational Culture on Organizational Productivity. *INTERDISCIPLINARY JOURNAL OF CONTEMPORARY RESEARCH IN BUSINESS*, 5.

Hassan R. A., F. B. (2010). *Academy of Strategic Management Journal*, 9, 123-131.

HASSAN, S. (2016). Impact of HRM Practices on Employee's Performance. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6, 15-22.

Hattie, J. &. (2007). The power of feedback. *Review of Educational Research*,, 77, 81–113.

Herriot, P. (1989). The selection interview. *Assessment and selection in*, 433-438.

Horton, S. (2000.). "Competency management in the British civil service". *The International Journal of Public Sector Management*,, 13 , 354-368. .

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

Huselid, M. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of management journal*, 38(3), 635-672.

Huselid, M. A. (1995). 5. The impact of human resource management practices on turnover, productivity. *Academy of Management Journal*,, 635-672.

Huselid, M. A. (1995). The impact of human resource management practices on turnover,. *Academy of Management Journal*, 635-672.

Ilhaamie Abdul Ghani Azmi\*, Z. A. (2009). The Effects of Competency Based Career Development and Performance Management Practices on Service Quality. *International Review of Business Research Papers*, 5, 97-112.

Jackson, S. a. (2000). Managing Human Resources:A Partnership Perspective. Ohio. *South-Western College Publishing*.

JE, E. (1997). Managing a changing (diverse) workforce. . *Houston, Texas: Gulf Publishing Company*, 239.

Kalimullah A. R., Y. N. (2010). *European Journal of Economics, Finance and Administrative Sciences*, 24, 165-171.

Kamencu, S. M. (2011). The Effect of Performance Appraisal Systems on Employees in Kenya Tea Development Agency. *Research Journal of Finance and Accounting* , 2, NO.3, 16-34.

Kinicki, A. a. (2007). Organizational Behavior. *McGraw-Hill*.

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

Kinicki, A. a. (2007). *Organizational Behavior. McGraw-Hill.*

Koppell, J. G. (2005). Pathologies of accountability: ICANN and the challenge of “multiple accountabilities disorder”. *Public Administration Review, 65*, 94-108.

Lachance, J. (2000). "International Symposium of the International Personnel Management Association.'. *Vol. 29*, 305-13.

Landy, F. W. (1985). *The psychology of work behavior*(3rd edition). *Homewood, IL: Dorsey Press.*

Laura S. Jensen, C. M. (2013). The Impact of Accountability and Accountability Management on Performance at the Street Level. *Kwangseon Hwang, 2-210.*

Lawler E. E., H. D. (n.d.). *Journal of Applied psychology, 54*, 305.

Leonard-Barton, D. (1992). “The factory as a learning laboratory”. *”Sloan Management Review, 23-38.*

MA, Z. (2004). Develop Employee Careers. *Management . Free Publishing, 147-148.*

Mackey, K. &. (2000). *The Strategic Management of Human Resources i. Irwin/McGraw-Hill.*

Martin D. C., B. K. (2003). *Journal of International management, 9*, 115-132.

McClelland, D. C. (1973). Testing for competence rather than for intelligence. *American Psychologist, 1*, 1-14.

McDaniel, M. A. (1994). The validity of employment interviews. *Journal of Applied psychology, 599-616.*

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

McDermott, K. A. (2011). *High-Stakes Reform: The Politics of Educational Accountability*.  
*Georgetown University Press.*

Michael A. Akinbowale, M. E. (2013). ROLE OF PERFORMANCE APPRAISAL POLICY AND ITS EFFECTS ON EMPLOYEE PERFORMANCE. *European Journal of Business and Social Sciences*, 2, No7, 19-26.

Michie, J. a.-Q. (2001). Labour Market Flexibility, Human Resource Management. *British Journal of Management*.

Millington, M. J.-S. (1996). Employers and job development:. *Work and disability*.

Muhammad M. E., G. M. (2011). *Far East Journal of Psychology and Business*, 2, 37-48.

Nath, R. &. (2001). "Competencies in the hospitality industry". *Journal of Service Research*,, 1, 25-33.

Ngo, H. T. (1998). Human resource practices and firm performance . , *International Journal of Human resource*, 632-652.

Nietupski, ],. & Verstegen, D. H.-N. (1993). Leveraging community support. *journal of vocational rehabilitation*.

Paul, A. K. (2003). Impact of people management practices on organizational performance. *International Journal of Human Resource Management*,, 1246-1266.

Pfeffer, J. (1994). *Competitive Advantage through People*. *Harvard Business School Press*,.

Porathe, P. C. (2009). How Toxic Colleagues Corrode Performance. *Harvard Business Review*, 87.

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

Premack, S. L. (1985). A meta-analysis of realistic job preview experiments. *Journal of applied psychology*, 706-719.

Prendergast, C. (2010). "Contracts and Conflicts in Organizations,". *Mimeo, University of Chicago*.

Prendergast, C. T. (1996). "Favoritism in organizations". *Journal of Political Economy*, 104 No.5, 958-78.

PSDM. (2004). The human resource manager's guide on competency based human resource management".

Rizwan S. U., C. L. (2012). 98, 493.

Robbins. (1999). Essentials of Organizational Behavior. *Prentice Hall*, 5.

Romzek, B. S. (2000). Cross pressures of accountability: Initiative, command, and failure in the Ron Brown plane crash. *Public Administration Review*,, 60, 240-253.

Rukhmani K., R. M. (2010). *European Journal of Social Sciences*, 15, 365-369.

Rutherford H. J., L. A. (2011). *Emotion Review*. 3, 333-343.

Schuster, F. (1986). The Schuster Report. *John Wiley and Sons*.

Sels, L. D. (2003). How HRM affects corporate financial performance. *Evidence from Belgian SMEs. Working Paper Steunpunt OOI*.

Singh, K. (2004). Impact of HR practices on perceived firm performance in India. *Asia Pacific Journal of Human Resources*, 42(3), 301-317.

The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan

Smith, A. A. (2008). Response to Assessment Feedback: The Effects of Grades, Praise, and Source of Information. *ets*, 1-57.

Swann, W. B. (1981). Self-verification processes: How we sustain our self conceptions. *s. Journal of Experimental Social Psychology*, 17, 351-372.

Tesser, A. (1988). Toward a self-evaluation maintenance model of social behavior. In L. Berkowitz (Ed.), *Advances in Experimental Social Psychology. Academic Press.*, 21, (181-228).

Topa, G. (2012). "Labor Markets and Referrals,". *handbook of social economics*.

Valle IDD, C. M.-D. (2009). The effects of training on performance in service companies. *Int. J. Manpower*, 393-407.

Wan, D. K. (2002). Strategic Human Resource Management and Organizational Performance in Singapore. *Compensation and Benefits Review Saranac*, 39(4), 836-866.

Wanous, J. P. (1980). Organizational entry:Recruitment, selection and socialization of new. *MA: Addison-Wesley*.

Wood, R. &. (1998.). Competency based Recruitment and Selection. *Chichester: John Wiley & Sons. .*

Y, Z. (2004). Job rotation for management development. *Personne*, 25-35.

Yazdani B. O., Y. N. (2011). *European Journal of Social Sciences*, 20, 267-274.

Yuchtman E., S. S. (1987). *American Sociological Review*. 2, 891-903.



The Influencing Factors of Employee Performance and its effects on Performance Appraisal of the Employees on Higher Education Sectors of Karachi, Pakistan