

## Investigation of the Determinants and Consequences of Employee Motivation: PLS Approach

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### Abstract

This study examines the mediating influence of employee motivation on the relationships among performance appraisal satisfaction, work performance and employee commitment. To ensure this mediating influence the textile sector of Faisalabad was studied. Participants of this research were 450 employees of different organizations of textile sector who were selected via convenient sampling. Structural Equation Modeling (SEM) through PLS were used for data analysis. Results of this study indicate that there is positive and significant relationship among studied variables.

**Key words:** Employee Motivation, Performance Appraisal Satisfaction, Employee Commitment, PLS (SEM)

### Introduction

A work measurement that gave outcome by making usage of the index and scale that can evaluate the desired quality and quantity with accuracy and vague evaluation's criteria as well as free of personal judgments is known as Performance appraisal (Salleh, Amin, Muda, & Halim, 2013). An attitude that replicating loyalty of personnel's to their firm is known as employee commitment (Tella, Ayeni, & Popoola, 2007). It is a continuing procedure through which participants of the firms show their concern regarding firm and its well-being and success. (Luomanpaa, 2012). Motivation stimulates energy and desire in individuals interested in to be continually as well as committed toward a subject, job and role. Motivation can be external and internal. The factor of motivation exerts energy in goal achieving continually (Honiball, 2009). The behavior or action that is pertinent to attaining goals of firms is known as work performance however management of performance is the procedure of connecting goals of firm towards team individual and departmental goals of Work performance. All the other functions of human resource department affected badly in case of any ineffective performance appraisal system. So, managers of the firm make a decision to present new system of performance appraisal through modification of earlier system.

### Research gap

Many studies have focused on the effects of performance appraisal satisfaction on different variables. However, few studies have been conducted to investigate the mediating relationship of employee motivation among performance appraisal satisfaction, employee commitment and work performance. As literature suggests that good appraisal system necessitates the employee acceptance so the study not only measures the employee perceptions about performance appraisal, but also its influences on employee understandings and on further employee outcomes.

### Objectives of Study

The objectives of research are as under:

1. To investigate the relationship between a performance appraisal satisfaction, work performance and employee commitment.
2. To investigate the relationship between an employee motivation, work performance and employee commitment.

3. To test the employee motivation as a mediator between the relationship of performance appraisal satisfaction and work performance.

4. To test the employee motivation as a mediator between the relationship of performance appraisal satisfaction and employee commitment.

### ***Significance of Study***

This research is significant for textile firms of Pakistan as it is very helpful for management of firms as they will get knowledge regarding performance appraisal satisfaction is an emerging human resource practice and its effects on firm performance. They can get advantage by involving these practices in firms in a more efficient way. This research is also significant for policy makers of textile firms of Pakistan as it is very helpful for policy makers as they can design policies in an effective manner.

## **Literature Review**

### ***Performance Appraisal satisfaction and employee Motivation***

All external and internal determinants that encourage energy and desire in an individual to be repeatedly interested in and committed towards a subject, job and role is known as motivation (Luomanpää, 2012). It also put persistent effort in achieving an objective. Its consequences from the inter actions amongst unconscious and conscious influences for example the desire or need's intensity, reward or incentive value of the goal and individual's expectations (Business Dictionary, 2011) According to (Armstrong & Baron, 2000). Performance appraisals give a vital point to the worker to consider inspirational and advancement issues by giving positive criticism, acknowledgment and open doors for development, a reason for creating capacities for the present job and future jobs the employees may need to perform. At the point when people perceive how great they are performing and comprehend what performance objectives they can accomplish in future they will in general be propelled to improve their performance. (Long, Kowang, Ismail, & Rasid, 2013)

As indicated by (Ghazzawi, 2008) performance evaluation is a procedure is depicted as a method for deciding and conveying how the representatives carry out their employments and thinking of an arrangement for enhancing the way toward completing work obligations. Performance evaluation process can likewise be alluded to as a system for deciding worker execution (Tung, Baird, & Schoch, 2011). Performance evaluation is fundamental as it gives reports on the execution of the workers; it recognizes preparing necessities and think of plans for representative advancement (Chaponda, 2014). Performance evaluation framework is generally recognized as a basic component for boosting representative inspiration (T. Selvarajan & Cloninger, 2012).

(Vasset, Marnburg, & Furunes, 2011) performance examination framework is an essential drive that searches for better, more exact, more savvy courses for of assessing work execution and worker inspiration. Performance evaluation framework is a critical method went for improving the execution of the worker in the association. Performance evaluation is regularly viewed as a standout amongst the most essential human asset administration capacities (R. Selvarajan & Cloninger, 2008), and a compelling performance evaluation and administration framework is an indispensable piece of association's human asset administration adequacy.

(Abzari, Ghorbani, & Madani, 2011) sorted a four-advance procedure of the performance evaluation framework. Performance evaluation frameworks involves set up execution measures, a technique for deciding individual execution, correlation against principles and an assessment of execution in light of the examination. The initial step of setting up execution guidelines traces the representatives' activity duties. The activity norms are set against the laborer execution. The second

step includes pegging the laborer execution, (for example, attributes approach, behavioral approach, positioning strategies, variation positioning, and results techniques, profitability measures, 360 degrees' assessment and Management by Objectives (MBO). Thirdly, there is examination against principles. Sooner or later, the individual work record it contrasted and the guidelines set for the activity. Fourth, an assessment of execution is made pegged on the correlation.

(R. Selvarajan & Cloninger, 2008) recommended that a few associations are disappointed with their performance evaluation process. This infers the performance evaluation process isn't a fitting component for tending to representative inspiration. Be that as it may, performance evaluation is thought to be basic to make a constructive outcome workplace and enhance the nature of administration. (T. Selvarajan & Cloninger, 2012) likewise contended that there are various issues related with the performance evaluation process and these incorporate poor plan, absence of consideration regarding the hierarchical culture, and unwillingness to stand up to issues of poor execution, and additionally time weight. The following area takes a gander at the diverse execution survey process and their impact on worker inspiration while taking a gander at the past arranged and future situated techniques

#### ***Performance Appraisal satisfaction and employee Commitment***

(Luthan, 1998) Commitment of employee is a state of mind mirroring workers' dedication to their association and is continuous procedures through which hierarchical members express their anxiety for the association and its proceeded with progress and prosperity. Representative commitment is has three noteworthy parts: (1) a solid faith in and acknowledgment of the association's objectives, (2) an eagerness to apply impressive exertion for the benefit of the association, and (3) an unequivocal want to keep up authoritative enrollment (Angle & Perry, 1981). These three builds are demonstrated to convey high legitimacy in the estimation of worker commitment. Worker commitment is the distinguishing proof of authoritative individuals with hierarchical objectives and qualities and eagerness of hierarchical individuals to go an additional mile to help their association to accomplish objectives (Wang, Lee, & Ho, 2012)

There are distinctive meanings of commitment of employee given shifting exploration techniques, subjects and objectives. There are three kind of commitment develop. Those are maintenance commitment, esteem commitment and exertion commitment as the fundamental develops (Weerakkody & Mahalakamge, 2013). Performance evaluation is seen as an imperative component for changing workers' mentality and practices, for example, commitment (Salleh et al., 2013) As per (Oyewobi, Suleiman, & Muhammad-Jamil, 2012) noticed that representatives will most likely show higher sense of commitment regarding the association in the event that they see that PA exercises mirrors worker's improvement and (Roberts & Reed, 1996) noticed that representative cooperation and saw lucidity of objectives inside the PA procedure.

One way associations can take part in formative PA is utilizing PA exercises to impart authoritative procedures, objectives and vision. (Latham, Locke, & Fassina, 2002) pointed out the full of feeling and enthusiastic parts of superordinate objectives and contended that such objectives may catch the 'hearts' of representatives and give 'individuals a reason they can rally around'. In this manner, to the degree that PA can convey superordinate systems, objectives and vision, representatives should encounter more elevated amounts of commitment regarding superordinate hierarchical objectives and, consequently, turn out to be all the more affectively dedicated to their association. In addition, formative PA is additionally about expanding representatives' impression of being esteemed and being a piece of a hierarchical group (Levy & Williams, 2004), discernments that are fundamental to full of feeling commitment. Additionally, if PA fulfillment reflects apparent interest in worker advancement, representatives will presumably respond by method for higher full of feel-

ing commitment regarding the association (Lee & Bruvold, 2003). At long last, look into on business people proposes that authoritative commitment is emphatically connected with the utilization of express evaluative criteria and receptiveness to examining the examination (Pettijohn, Stephen Parker, Pettijohn, & Kent, 2001) and contrarily identified with part equivocalness (Babakus, Cravens, Grant, Ingram, & LaForge, 1996). In addition, since PA fulfillment is upgraded by representative investment and saw lucidity of objectives ((Roberts & Reed, 1996)), it might likewise be decidedly identified with full of feeling commitment.

#### ***Performance Appraisal satisfaction and employee work Performance***

As per (Honiball, 2009) characterized Performance of work is the activity or conduct that is pertinent to accomplishing an association's objectives, while performance administration is the way toward connecting hierarchical objectives to departmental, group and individual objectives. And furthermore Performance can allude to the performance of an association, office, essential process or a man. Performance of work is depicted as the quality and amount of human yield that is important to meet work objectives and the benchmarks that are required to make a particular showing (Honiball, 2009)with regards to (Ivancevich and Matteson, 1996).

(Vignaswaran, 2008) supposed in his examination that all the more particularly, these HR practices increment authoritative viability by making conditions where representatives turn out to be exceptionally associated with the association and endeavor to achieve hierarchical objectives. HR rehearses are relied upon to impact both, association's and worker's performance by means of the workforce's capacity (e.g. utilizing particular procuring, preparing), inspiration (e.g. pay for performance by utilizing PA), and chance to contribute (e.g. utilizing groups and proposal frameworks) (Gerhart, 2005).

(Pettijohn et al., 2001) feedback and goal setting are key PA exercises in associations. Since an imperative reason for objective setting and input is to expand singular performance we may expect that representative fulfillment with performance evaluation would be emphatically identified with performance of work. Despite the fact that there is a perplexing connection between input intercession and performance, meta-examinations recommend that the general impact is certain (Guzzo, Jette, & Katzell, 1985; Kluger & DeNisi, 1996).

Correspondingly, in spite of the fact that the connection between objective setting and performance is directed by a few elements, objective setting hypothesis has turned out to be among the most powerful and valuable speculations in authoritative science (Barrick, Stewart, Neubert, & Mount, 1998). In addition, since PA frequently incorporates outfitting workers with new learning and aptitudes, it might likewise add to representatives' apparent interest in representative improvement. Utilizing social trade focal point representatives who trust their association is focused on giving them formative exercises may feel a commitment to 'reimburse' the association through high performance of work. At last, aberrant help for a PA satisfaction– performance of work relationship is gotten from thinks about revealing a positive connection between PA satisfaction and general employment satisfaction since work fulfillment is decidedly identified with performance in meta-surveys (Ellickson & Logsdon, 2002).

(Suliman, 2001) performance of work is a great degree expansive idea that can be effectively distorted. Performance of work can be characterized in two ways. The principal definition sees performance of work subsequently or outcome of activity. In this occurrence, performance of work can be characterized as the achievement of doled out assignments. Where performance is simply the deed, it might be characterized as the activities or practices that are important to an organization's

objectives and that can be scaled (or measured) as far as a person's capability (or level of commitment).

Performance of work incorporates both process (completing the work) and item (the yield), and in this manner performance is viewed as both playing out an administration, and the administration being performed (Van Der Linde, 2005). The creator additionally noticed that in a work setting, the yield (item or administration) includes esteem, while the procedure includes cost. "Performance can allude to the performance of an association (its undertakings, obligations, merchandise and ventures); a division (its errands, obligations, products and enterprises); an essential procedure (its assignments and obligations in the creation of a particular item or benefit); or a man (the person's errands, obligations and all merchandise and ventures gave)" (Van Der Linde, 2005). The chance to perform is dictated by factors outer to the individual (Coetzee, 2003). This is affirmed by an investigation by (Abbas & Matheson, 2009) on performance of work, which elucidates that assessment of a man's situation, and present or future work, is required to decide performance of work.

(Weerakkody & Mahalakamge, 2013) announced that the HR routine with regards to Performance examination decidedly impacts representative conduct and performance. The reason for think about was to look at the connection between performance evaluation fulfillment and representative results, as workers' inspiration, performance of work and workers' dedication. Base on that reason BOC Head office was chosen to direct this examination. The examination structure was comprising of autonomous factors, and a needy variable. The autonomous variable of the investigation is PA fulfillment and ward variable is representative results. Subordinate variable partitioned in to three sub factors; representatives' inspiration, performance of work and workers' dedication. Three speculations were detailed to be tried under this examination. To gather information an organized poll was utilized and appropriated among the 110 specimen by utilizing the straightforward arbitrary inspecting strategy. The information was dissected through connections of factors and relapse with a specific end goal to respond in due order regarding the Hypothesis of the examination. The outcomes demonstrated that there is a feeble however positive connection between performance evaluation fulfillment and worker results. And furthermore there is an effect of performance evaluation fulfillment on worker results. As per the examination, 10% effect of Performance Appraisal fulfillment on representatives' inspiration, 14% effect of Performance Appraisal fulfillment on performance of work and 5% effect of Performance Appraisal fulfillment on representatives' dedication. In this way, keeping in mind the end goal to acquire positive results, association ought to give a performance evaluation stage where representatives must make fulfillment with performance evaluation.

(Kuvaas, 2006) investigate alternative relationships between performance evaluation fulfillment and worker results as self-revealed performance of work, full of feeling hierarchical duty and turnover goal. A cross sectional overview of 593 workers from 64 Norwegian reserve funds banks demonstrated that performance evaluation fulfillment was straightforwardly identified with emotional commitment and turnover expectation. The connection between performance evaluation fulfillment and performance of work, notwithstanding, was both intervened and directed by representatives' inherent work inspiration. The type of the control uncovered a negative relationship for representatives with low inherent inspiration and a positive relationship for those with high inborn inspiration. Suggestions for training and headings for future research are talked about.

(Chaponda, 2014) decided the impact of performance evaluation on representative inspiration utilizing a study of ghetto based Non-Governmental Organizations in Nairobi. On the impact of performance evaluation process on representative inspiration set up that the framework is critical for worker inspiration. Performance evaluation framework has enhanced employment performance at

work. The consistent evaluation of performance prompts worker inspiration. The performance norms are measured and pegged against an individual assessment which is fundamental for worker inspiration. Performance evaluation rating can be considered as a strategy that positively affects performance of work and representative inspiration. The representatives might be roused if the examination procedure depends on exact and present place of employment depictions. The performance evaluation distinguishes performance issues to enhance worker profitability and inspiration. Their examination found that performance evaluation process on worker inspiration built up that the framework is critical for representative inspiration. Diverse raters can build the precision of performance assessment (can diminish predisposition) and increment representative's observations. The administrator's capacity to address the aptitudes holes can significantly affect the representative's inspiration.

(Rajendran, 2008) said that all together for performance evaluation to emphatically impact representative conduct, workers must experience positive evaluation responses. The motivation behind examination was to look at the connection between performance evaluation fulfillment and worker results, as performance of work, emotional hierarchical duty and turnover goal. Besides, the impact of characteristic inspiration as an interceding variable was additionally investigated. Results from a study of 303 representatives demonstrated that the connection between performance evaluation fulfillment and worker results as performance of work, full of feeling authoritative duty and turnover goal was interceded by employees' intrinsic motivation

#### ***Hypotheses***

H1: Performance appraisal satisfaction has a significant relationship with work performance.

H2: Performance appraisal satisfaction has a significant relationship with employee commitment.

H3: Performance appraisal satisfaction has a significant relationship with employee motivation.

H4: Employee motivation has a significant relationship with work performance.

H5: Employee motivation has a significant relationship with employee commitment.

H6: Employee motivation mediate the relationship of performance appraisal satisfaction and work performance.

H7: Employee motivation mediate the relationship of performance appraisal satisfaction and employee commitment.

#### **Methodology**

##### ***Research approach and methods***

In this research deductive research approach is utilized because of examination of existing hypotheses on performance appraisal satisfaction, employee commitment, work performance and employee motivation. It's a quantitative methodology and directed through versatile poll dependent on 5 Likert scale. Hypothesis is utilized in this investigation. This investigation begins with hypothesis at that point connected with the other important research studies and assembles a hole. At that point hypothesis is made and lead the investigation through poll and dissect the information and finish up it with the new conclusions and break down the hole. In the quantitative method of the research surveys are analyzed. In this method of research close ended questions and predetermined approaches are used to conduct the study and data is collected in the form of numbers. Different variables are identifying according to the research, then adopt or create questions through which data could be collect regarding these variables and make hypothesis which relationships must be testable

or measureable. All the information and observes should be measure numerically. Use standard tests to check the validity and reliability of the data which is collect through the questionnaire survey or experiments. Use some other unbiased approaches to analyze the data (Clark, Creswell, Green, & Shope, 2008).

### ***Research design***

This study is conducted in Faisalabad city of Pakistan; therefore, population is all the textile firms in the area of Faisalabad city of Pakistan. Sampling frame is derived from population in an acceptable amount to simplify the importance of the sample upon whole population. Sampling frame of this study is all the employees of textile sector which are presently doing job in the city of Faisalabad Pakistan. There are two types of sampling techniques used in this research studies which are probability and non-probability sampling techniques. Non probability sampling technique is used in this study in which simple convenient sampling is most appropriate (Potluri, Angati, & Narayana, 2016). Workers who are doing work in textile companies fill the survey. Sampling size was 500 on the grounds that all things considered when the populace is limitless at that point test size ought to be 385 or more prominent for the impartial outcomes (Godden, 2004).

### ***Data collection instrument***

The structured questionnaire was adapted as an instrument of data collection. The questionnaire was based on five point Likert scale. This scale is ranging in between “strongly agree” to “strongly disagree”. This adapted questionnaire covers the demographic item and variables related items of performance appraisal satisfaction, employee commitment, work performance and motivation. The overall questionnaire was adapted from different articles. All the questions on performance appraisal satisfaction, employee commitment, work performance and motivation (Aly, Ghanem, & El-Shanawany, 2016)

### ***Data Analysis***

For Data analysis the study utilized the Smart PLS 2.0 in other to register the two essential model of PLS path modeling for example structural model and measurement model (Anderson & Gerbing, 1988). A portion of the explanations behind the utilization of PLS are: places a truly adaptable confinement in regard circulation and populace of the investigation (Haenlein & Kaplan, 2004).

## **Results**

### ***Measurement model results***

Confirmatory factor analysis (CFA) was used to confirm the items reliability, discriminant validity and convergent validity. Table 1 and 2 indicate the items loadings. All items loadings are above the perilous threshold of  $\geq .50$  as proposed by (Anderson & Gerbing, 1988; Bagozzi, Yi, & Phillips, 1991; Gefen, Straub, & Boudreau, 2000). Study results also reveals about reliability findings. The values of composite reliability were greater than requisite threshold value of  $\geq .70$ . Such response of respondents reveals that study constructs are significant entirely (Bagozzi et al., 1991; Chin, 1998). Average Variance Extracted (AVE) is higher than 0.5 but we can accept 0.4. Because Fornell and Larcker said that if AVE is less than 0.5, but composite reliability is higher than 0.6, the convergent validity of the construct is still adequate (Fornell & Larcker, 1981a; Huang, Wang, Wu, & Wang, 2013). Average variance lies in between 0.45 to 0.57 and CR above 0.6 (Fornell & Larcker, 1981b; Huang et al., 2013). Fornell and Larcker (1981) has explained that for establishing discriminate validity, square root of AVE for every latent variable is taken and this value is greater than other correlation values. In table: 2, AVE value for employee motivation is 0.57 and square root of this value is 0.75 (Table: 3) and this value is greater than other values in the column of latent variable employee motivation. Table: 3 shows that for all other latent variables, square root of AVE is great-

er than other values of the respective column so discriminant validity is established. Most would agree that the measurement model attractive met both convergent, discriminant validity and internal consistency reliability. Accordingly, are legitimate and valid for further investigates.

**Table 1. Cross loadings**

	<b>Employee Com- mitment</b>	<b>Employee Mo- tivation</b>	<b>Performance ap- praisal satisfaction</b>	<b>Work perfor- mance</b>
Employee com- mitment	<b>0.722</b>	0.14	0.629	0.327
	<b>0.829</b>	0.206	0.692	0.393
	<b>0.821</b>	0.229	0.714	0.463
	<b>0.716</b>	0.203	0.634	0.432
	<b>0.675</b>	0.184	0.592	0.385
Employee Moti- vation	0.165	<b>0.803</b>	0.322	0.375
	0.234	<b>0.764</b>	0.324	0.256
	0.184	<b>0.658</b>	0.213	0.213
	0.137	<b>0.587</b>	0.183	0.198
	0.178	<b>0.682</b>	0.25	0.226
Performance Ap- praisal satisfac- tion	0.722	0.14	<b>0.629</b>	0.327
	0.31	0.295	<b>0.632</b>	0.621
	0.428	0.231	<b>0.631</b>	0.495
	0.314	0.593	<b>0.770</b>	0.232
	0.429	0.206	<b>0.692</b>	0.393
	0.42	0.228	<b>0.716</b>	0.466
	0.416	0.203	<b>0.634</b>	0.432
	0.375	0.184	<b>0.592</b>	0.385
	0.414	0.135	<b>0.525</b>	0.321
	0.32	0.244	<b>0.659</b>	0.607
	0.304	0.227	<b>0.655</b>	0.408
	0.263	0.213	<b>0.612</b>	0.575
Work Perfor- mance	0.537	0.262	0.58	<b>0.719</b>
	0.539	0.278	0.593	<b>0.732</b>
	0.425	0.32	0.47	<b>0.609</b>
	0.398	0.288	0.43	<b>0.589</b>
	0.283	0.335	0.543	<b>0.727</b>
	0.32	0.238	0.591	<b>0.731</b>
	0.198	0.149	0.475	<b>0.67</b>
	0.14	0.212	0.407	<b>0.561</b>
	0.31	0.155	0.492	<b>0.7</b>

**Table 2. Item Loading, AVE and Internal Consistency**

<b>Constructs</b>	<b>Indicators</b>	<b>Indicators loadings</b>	<b>Composite Reliability</b>	<b>AVE</b>	
Employee Com- mitment	EC1	0.722	0.868	0.57	



Constructs	Indicators	Indicators loadings	Composite Reliability	AVE	
	EC2	0.829			
	EC3	0.821			
	EC4	0.716			
	EC5	0.675			
Employee Motivation	EM1	0.803	0.828	0.494	
	EM2	0.764			
	EM3	0.658			
	EM4	0.587			
	EM5	0.682			
Performance Appraisal Satisfaction	PAS1	0.629	0.879	0.482	
	PAS10	0.632			
	PAS11	0.631			
	PAS12	0.37			
	PAS2	0.692			
	PAS3	0.716			
	PAS4	0.634			
	PAS5	0.592			
	PAS6	0.525			
	PAS7	0.659			
	PAS8	0.655			
	PAS9	0.612			
Work performance	WP1	0.719	0.881	0.454	
	WP2	0.732			
	WP3	0.609			
	WP4	0.589			
	WP5	0.727			
	WP6	0.731			
	WP7	0.67			
	WP8	0.561			
	WP9	0.7			

**Table 3. Discriminate validity**

	Employee Commitment	Employee Motivation	Performance Appraisal Satisfaction	Work performance
Employee Commitment	0.755			
Employee Motivation	0.256	0.703		
Performance	0.566	0.377	0.618	

	<b>Employee Commitment</b>	<b>Employee Motivation</b>	<b>Performance Appraisal Satisfaction</b>	<b>Work performance</b>
Appraisal Satisfaction				
Work performance	0.531	0.371	0.563	0.674

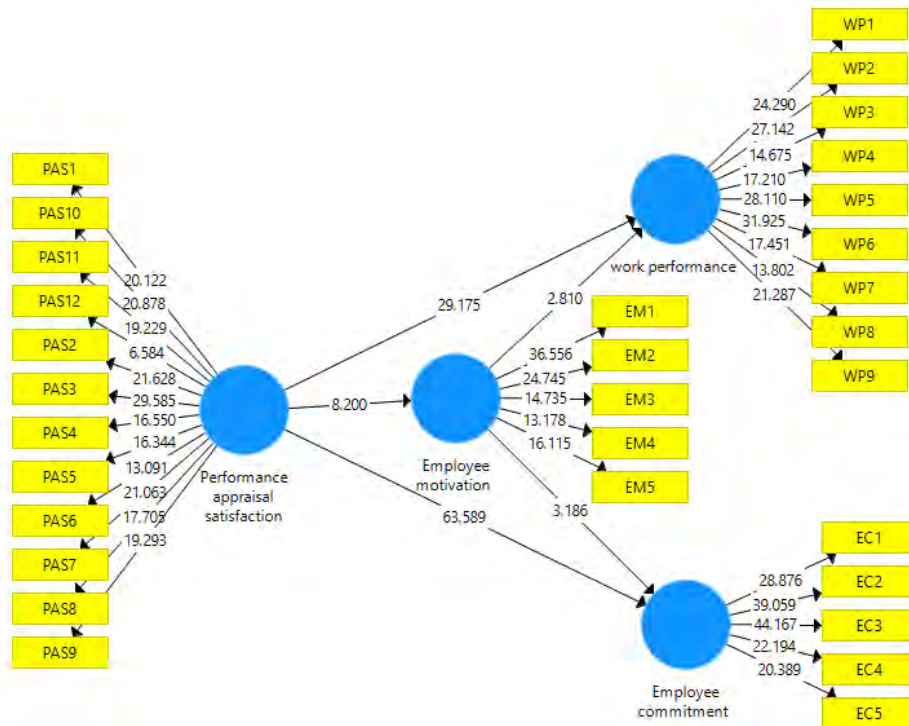


Figure 1 SEM model of study

The structural model in Fig. 1 presented a path model with five direct effects (PAS -> WP; PAS -> EC; PAS -> EM; EM -> WP; EM -> EC) and two indirect (mediating) effects (PAS -> EM -> WP and PAS -> EM -> EC) respectively. Evaluation of structural path model is presented in Table 4 and 5.

*Structural Model Results (PLS Path with mediator)*

Table 4. SEM results Hypothesis testing

Path Coefficients	Hypothesis	STDEV	T Statistics	Decision
PAS -> WP	H1	0.024	29.698	Supported
PAS -> EC	H2	0.014	62.51	Supported
PAS -> EM	H3	0.044	8.63	Supported
EM -> WP	H4	0.037	2.627	Supported
EM -> EC	H5	0.027	3.037	Supported

The study examines mediating role of employee motivation on the relationship among performance appraisal satisfaction, employee commitment and work performance. The summary and interpretation of the result of direct hypothesis are presented in Table 4. The Path coefficient can be used to examining the possible causal linkage between variables in the SEM approach. The results of above tables show that there is a positive significant relationship exist between performance appraisal satisfaction and work performance (STDEV= 0.024;  $t=29.698$ ) hereby supporting H1. The result also revealed that a positive relationship exists between PAS and employee commitment (STDEV= 0.014;  $t=62.51$ ). Hence, H2 also supported. The results of this study is reliable with previous studies (Husain, 2017; Kuvaas, 2006; Levy & Williams, 2004; Pettijohn et al., 2001; Roberts & Reed, 1996). Additionally, the study found a significant and positive relation between PAS and employee motivation (STDEV= 0.044;  $t=8.36$ ). Hence, H3 supported. The finding with regards to H3 is in line with prior literature (DeNisi & Pritchard, 2006; Ishaque et al., 2017; Jabeen, 2011). Moreover, the study found positive and significant relationship between employee motivation and work performance, and strongly supported H4. Furthermore, study found positive and significant relationship between employee motivation and employee commitment, and revealing strong support for H5.

**Table 5. Mediating results**

	Hypothesis	Sample Mean	(STDEV)	T Statistics	Lower limit 2.50%	Upper limit 97.50%	Decision
PAS -> EM -> WP	H6	0.036	0.014	2.529	0.009	0.065	Supported
PAS -> EM -> EC	H7	-0.031	0.011	2.921	-0.053	-0.012	Supported

Path coefficient can be used to examining the possible mediating linkage between variables in the SEM approach. The results of above tables show that there is a significant mediating relationship among performance appraisal satisfaction, work performance and employee commitment through mediating effect of employee motivation. Hence H6 and H7 hypotheses are supported. These results are in line with prior literature (Husain, 2017; Kuvaas, 2006; Levy & Williams, 2004; Pettijohn et al., 2001; Roberts & Reed, 1996).

### Conclusion and policy recommendation

The findings of investigation showed that positive and significant relationship was found among studied variables in textile sector of Pakistan. This study adds empirical evidence in the previous literature that employee commitment and employee motivation can be enhanced by the PAS (Cardy & Dobbins, 1994; Keeping & Levy, 2000)

The results drawn from these surveys showed that, those employees who are happy with PAS, they are keen on performing work in the best way and they are increasingly connected to the organization and they have higher work support. In light of the after effects of the investigation the accompanying focuses are prescribed:

1. Firm should plan the PAS such that picks up employees' satisfaction with this framework. This goal can be achieved by using an appraisal framework in which the purpose behind and the decision of completing obligations is clarified for workers.

2. The satisfaction of employees with the manner in which the PAS is done and with its outcomes, can an assume job as a powerful factor in conduct and in improving workers' execution. In this way, it is prescribed that first, the lists of execution evaluation ought to be clear and foreordained and they ought to be advised to all workers. Second, the examinations ought to be done in a reasonable and an equitable way.

3. The employee ought to be educated regarding the consequences of the appraisal and the outcomes ought to be utilized for remedying and improving the performance of workers and they ought not simply be a base for advancement or blame.

4. It is suggested that workers ought to be overviewed and their satisfaction level and the reasons communicated by them to be researched and it ought to be attempted that the procedure of performance evaluation be rectified and changed ceaselessly to be as close as conceivable to a perfect structure that is acknowledged by everyone.

#### ***Future Research Area***

As beforehand featured in the writing audits, future research may fuse relative research outside of Pakistan, for example, in other Asian nations, for instance India, China, South Korea, Malaysia, Singapore and Vietnam, as a global investigation. This is on the grounds that these nations have various cultural which may have social ramifications on PAS like the Pakistani setting. The inquiry with respect to whether these discoveries can be summed up with regards to other Asian nations opens up open doors for additionally look into. In this way, a similar research might be helpful in separating the different culture which could possibly be responsive to performance administration activities.

#### ***Ethical Consideration***

The analyst kept up logical objectivity all through the examination, perceiving the constraints of his capability. Each individual associated with the investigation was qualified for the privilege of security and poise of treatment, and no individual damage was caused to subjects in the examination. Data got was held in strict classification by the analyst. All help, joint effort of others and sources from which data was drawn is recognized. The accompanying moral contemplations were at the base of this examination. a) Fairness. b) Honesty. c) Openness of goal. d) Disclosure of strategies. e) The closures for which the examination was executed. f) Respect or the uprightness of the people. g) the commitment of the specialist to ensure unequivocally singular security. h) Informed eagerness with respect to the subjects to take part intentionally in the exploration movement. At long last, all examination discoveries will be exhibited truly, without manipulation.

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