

# The Impact of Performance Appraisals on Employee Productivity: The Case of the Lebanese Retail Sector

Istivani Helal

## ABSTRACT

Employee motivation is an ongoing fight for organizations. Arousal, direction, and persistence of planned activity with a purpose are all characteristics of motivation. A company's workers are critical to its future development and success. In many ways, they represent a company's image. Employees are the most critical resource a business may utilize to complete its tasks since they are the most valuable, expensive, and inconsistent. The research focused on quantitative methodology for collecting data and for evaluating the impact of performance appraisals on the performance of employees in the workplace. Data from primary and secondary sources will be gathered and merged to provide a complete picture of the relationship between 360-degree performance evaluations and employee motivation. The survey had been distributed using google forms over a sample of 100 respondents in Lebanese Companies, and the data had been treated using SPSS statistical tool and the results had been displayed in the form of descriptive and inferential statistics. The results showed a direct relationship between management by objectives, 360 degree appraisal, performance appraisal, and organizational performance.

**Keywords:** 360 Degree Performance Appraisal, Performance, Motivation, Management by Objectives, Performance Appraisal.

**Submitted:** August 6, 2022

**Published:** October 4, 2022

**ISSN:** 2507-1076

**DOI:** 10.24018/ejbmr.2022.7.5.1616

**I. Helal\***

Doctorate of business administration at  
Beirut Arab University, Beirut, Lebanon.  
(e-mail: Stephaniehilal92@gmail.com)

\*Corresponding Author

## I. INTRODUCTION

Employee motivation is an ongoing fight for organizations. Arousal, direction, and persistence of planned activity with a purpose are all characteristics of motivation. A company's workers are critical to its future development and success. In many ways, they represent a company's image (Almawali *et al.*, 2021). Employees are the most critical resource a business may utilize to complete its tasks since they are the most valuable, expensive, and inconsistent. Extrinsic and intrinsic motivation are generally considered distinct in the motivational literature. Extrinsic motivation includes cash incentives, working conditions, and job stability since it is derived from fulfilling the lower-level human requirements involved with fundamental survival. Intuitive motivation is a byproduct of meeting more fundamental human requirements.

Job satisfaction, adherence to norms for their own sake (such as ethical standards, fairness, and team spirit), and the accomplishment of individual objectives all fall under this category (Zamani *et al.*, 2021). Human needs are identified, and the conditions under which they activate behaviour are described in content theories of motivation. Maslow and Herzberg are the most well-known, and their work is still referenced in most motivational literature.

Conceptualizations of motivation concentrate more on what motivates individuals than what motivates them. This includes the psychological contract, expectation theory, equity theory, and goal theory. Each has its advantages, but

neither one of them is adequate. Several approaches have been used to identify the job motivation of nurses in the United States and health professionals in developing countries according to Robescu and Iancu (2016). Herzberg's Motivation Theory is one of these ideas that has been utilized. Because of this, Herzberg's Motivation Theory is deemed most applicable for this investigation after careful analysis of all available theoretical evidence. According to Herzberg, there are two kinds of needs: (1) hygienic factors: supervision, interpersonal connections, working environment, wages, and job security (if they are lacking, employee unhappiness will be high). (2) motivator factors: success, work itself, acknowledgment, responsibility, progress, and development (they impact the degree of motivation and contentment of workers).

Suppose wages are not paid promptly, according to Herzberg's model. In that case, health professionals will grow more anxious about being paid and less eager to put in the effort at their jobs as they look for alternate ways to earn money and provide for their families according to Hazhar Omer Mohammed (2019). Although motivational elements have received much attention, scientists have overlooked hygienic considerations. On the other hand, Herzberg contends that even when cleanliness requirements are completed, motivational elements are lacking, and neutral sentiments are produced.

According to health care, Herzberg's theory is relevant because of the necessity to determine if an issue is mainly

related to hygiene or motivational factors (Alase & Akinbo, 2021). If employee retention is a concern, hygiene measures such as higher salaries and a better working environment can help. If low employee productivity is a concern, focus on motivational factors.

Performance appraisals help reinforce good performance, alert managers to the need for training and development in certain areas or the need to offer assistance to a poorly performing staff, and establish reward and promotion systems aimed at improving performance (Alase & Akinbo, 2021). This study examines a Lebanese company which is known for its performance culture. The focus of the research is on the organization's fulfilment, and the influence of performance assessments broadening the survey's scope gives the researcher a better possibility of collecting more data required to address the study's research objectives

## II. PROBLEM STATEMENT

People's perceptions of the influence of performance evaluations on employee work performance differ. According to specific research, it positively impacts the organization's overall functioning.

It has been established that poor performance appraisals have a detrimental impact on employee morale, reducing productivity. According to the current study, several big organizations are fundamentally altering their approach to crucial parts of the performance review. Several studies have demonstrated that many workers have felt both uninspired and motivated by the conclusion of their performance evaluation at work.

This has raised concerns regarding how performance evaluations are handled and the methodologies used. As a result, the fundamental issue is still how to conduct performance appraisals in a way that motivates people and increases productivity. This study is motivated by this difficulty and the back and forth between the relevant literature.

## III. LITERATURE REVIEW

This section of the research will address the literature review to study the impact of the Performance Appraisal Process on Employee Motivation

### A. Effect of Performance Appraisal Process on Employee Motivation

Performance evaluation is a method for assessing and conveying how people execute their duties and coming up with a strategy for improving the way work responsibilities are carried out. The process of evaluating employee performance is also known as a technique for assessing the performance of employees according to Muchtar (2016).

Performance appraisal is critical since it provides information on workers' progress, identifies training requirements, and develops strategies for employee improvement. Employee motivation is often linked to the effectiveness of a company's performance assessment system. Improved, more accurate, and more cost-effective methods of measuring work performance and employee motivation are

essential goals for the performance appraisal system (PAS). A performance appraisal system is a critical tool for improving organizational staff productivity (Siddiqui & Rida, 2019).

A successful performance assessment and management system is crucial for an organization's human resource management efficacy. It is typically regarded as one of the most critical human resource management responsibilities (Siddiqui & Rida, 2019). These systems include a way to measure and compare individual performance versus standards and an assessment tool that uses the results to make a final determination. First, performance standards are established by defining the tasks that workers are expected to do in their positions. Worker performance is used to develop job criteria.

Pegging worker performance such as characteristics approach, behavioural approach, rankings techniques, alternation rankings and outcomes, productivity measurements, 360-degree assessment and Management by Objectives (MBO) is the second phase. There is also the issue of comparison with other companies' products. The individual's employment history was matched against the job's criteria according to Nabi *et al* (2017). A comparison is conducted to evaluate how well the performance was. A performance evaluation may be an issue for certain businesses.

According to this, performance evaluations are a poor method for employee motivation. However, it's widely agreed that performance evaluation is crucial for fostering a healthy work atmosphere and elevating customer satisfaction. The performance assessment process has a variety of flaws, including preliminary design, a failure to consider organizational culture, and a reluctance to address bad performance (Nabi *et al.*, 2017).

### B. Management by Objectives and its Impact on Employee Productivity

When it comes to employee performance evaluation, systems like management by objectives (MBO) are results-driven. To put it another way, look for ways to gauge how well employees meet established job goals to assess their performance. In most cases, supervisors and employees work together to set goals. Employees are expected to do a self-audit after an aim has been established according to Kuranchie-Mensah & Amponsah-Tawiah (2016a). This involves identifying the abilities required to meet the goal. Most of the time, people find and determine their strengths and limitations without the assistance of others. These individuals are tasked with keeping track of their personal growth and advancement.

Because it assumes that the employee attributes required for work performance can be consistently recognized and quantified, the MBO method solves some of the challenges. The MBO approach does not make assumptions about character attributes; instead, it focuses on actual results. The individual has exhibited satisfactory work performance if they achieve or surpass the stated goals according to Raza *et al* (2015). Actual results, not anticipated success or subjective assessment of a person's ability, are used to evaluate employees.

The MBO approach's guiding premise is that outcomes can be seen directly, whereas personnel characteristics and

qualities (which may or may not impact performance) must be hypothesized or inferred. In the MBO technique, all the complicated and interwoven factors that make up an employee's performance are recognized as being challenging to deconstruct cleanly according to Kuranchie-Mensah & Amponsah-Tawiah (2016b). MBO proponents argue that workers' performance cannot be dissected into its component pieces in the same way an engine can be disassembled to understand it. However, once all the components are in place, the final result can be witnessed and measured with certainty (Nilasari *et al.*, 2021)

### C. 360-Degree Appraisal and its Impact on Employee Productivity

Data/feedback/ratings are gathered from all groups of persons with whom an employee interacts while doing his work duties, such as direct supervisors, teammates, customers and colleagues, subordinates and the employee himself. Each rating category is weighted differently (Riyanto *et al.*, 2021). This method has shown to be quite beneficial and efficient. Interpersonal skills, client satisfaction, and team-building abilities may all be assessed with this tool. This structure makes it impossible for assessors to ignore any constituency and forces them to perform admirably across the board. Even so, collecting input from various sources may be a cause of anxiety or fear. It can also be costly and time-consuming

Using a 360-degree feedback system, management teams may gather information about their workers' behaviour and performance from many workplace sources. Feedback is common to incorporate input from coworkers, subordinates, and superiors. It also includes employee self-evaluation. Employees are given a chance to enhance their job skills and habits while simultaneously receiving feedback on their performance and making employment choices, such as whether or not they should be promoted. The assessment approach allows employees to get feedback on their work from their managers and coworkers according to Kuswati (2020). Observers and others impacted by the candidate's success are included in the assessment process. Managers may construct a growth strategy by automatically tabulating and presenting the data using the feedback system. Employees that utilize the assessment approach are more productive in their jobs since they know where their efforts should be directed for growth and even higher positions. The procedure allows employees to provide feedback about colleagues on matters they would feel uncomfortable with if they were not anonymous.

Employees may use the information they've learned to assess how others perceive their performance levels, which gives them the chance to change their habits and learn new skills that will help them succeed in their professions. For employees, the 360-degree feedback allows them to receive all-rounded feedback from their coworkers and supervisors, and sometimes even consumers as opposed to traditional performance evaluation methods, which only provide performance feedback from the managers' point of view (Petiho Numbu & Bose, 2019). The assessment method also considers the abilities and contributions of the specific human resource people.

In other words, the purpose is to provide workers with a well-rounded perspective of how others see their

contributions in areas like cooperation, communication, leadership, and interpersonal interaction. Coworkers may use the assessment to gauge how well an employee is doing in terms of helping the company accomplish its objectives and having a good impact on the customers they serve according to Almawali *et al* (2021). With the assessment approach, employees get immediate feedback, and extraneous data is removed, preventing information overload. Companies that use computerized tallied evaluation systems save time by not dealing with the tedium of paper documentation.

Instead of focusing on previous performance, these evaluations gauge an employee's potential for future success. In-depth interviews, psychological testing, discussions with supervisors, and a review of prior assessments are all used to get this information. These personal attributes impact an employee's ability to do their job and are thus given more attention. This strategy is time-consuming and expensive, but it may be beneficial for bright young individuals with a lot of promise. Nevertheless, the quality of these evaluations is primarily determined by the psychologists' abilities who conduct them. If the assessment process is not based on accurate and updated job descriptions, workers may get demotivated with all of these grading techniques according to Zamani *et al* (2021). However, ensuring that appraisers are well-versed in the workers' performance and have first-hand experience with it may encourage people to give their all. A company's motivation and performance may increase by providing proper support and assistance to workers, such as training opportunities. Lack of frequent appraisals due to resource constraints may influence workers' performance, while regular supervisor assessments may positively impact employees' motivation according to Hazhar *et al.* (2019).

## IV. METHOD

The research focused on quantitative methodology for collecting data and for evaluating the impact of performance appraisals on the performance of employees in the workplace. Data from primary and secondary sources will be gathered and merged to provide a complete picture of the relationship between 360-degree performance evaluations and employee motivation.

## V. DATA COLLECTION

The data collection procedure uses both primary and secondary data. For the most part, the authors obtain their information from one particular source or a limited number of people. Specific and focused questions are employed to collect data that may be utilized to explain, discuss, and support the study's goals. Surveys, questionnaires, in-person interviews, and focus groups are among the most common techniques for obtaining primary data in the traditional sense. The process of collecting primary data is time-consuming and expensive. Surveys had been distributed over 100 respondents for data collection. Before utilizing data from the topic structure, all survey results must be documented and translated into all authors' languages. This increases the dependability of the significant data findings. Keeping replies

anonymous was an agreement we made with the surveyors, so we could be confident they were honest.

## VI. DATA ANALYSIS

Quantitative data analysis of primary data was produced using an analytical approach based on themes. With a six-stage thematic framework, the research will be able to detect patterns in the data, make inferences, grasp the context, and identify problems that need to be addressed. With the help of the topic analysis framework, readers will have a deeper grasp of the link between remote management and employee motivation.

## VII. ETHICS

The study aims to collect as much information as possible from every participant while keeping their replies anonymous. The consent form was mainly signed by all participants and informed each participant, if interested, of the possibility of deleting and withdrawing the data throughout the survey session if the participant so desired.

We also substituted participant names with numbers to keep their identity a secret to get better responses. The authors suggested that participants read the informative formula and outline the study's goal to explain the fundamental principles to ensure anonymity. The writers also explained how to preserve the data such that all personal information is kept

secret. The authors have also opted to conceal the company's identity to avoid any criticism, comments, or other motives

## VIII. RESULTS AND DISCUSSION

One hundred employee surveys have been sent across various retail businesses. Pie charts and bar graphs are standard statistics charts used to display the results. A statistical program called SPSS was used to ensure that the data and percentages obtained were accurate. The findings will be presented in the research's concluding part.

## IX. RESULTS

In Lebanon's retail industry, over 60% of the workers are men, and 40% are women.

According to the above pie chart, 20% of retail workers have a high school diploma or equivalent. Despite this, 40 percent of retail workers hold a four-year degree. While this is true, just 25% of the staff have completed their master's degree. Finally, only senior supervisors and managers with a PhD are included in the company's workforce of 15%.

According to the pie chart above, 34% of retail workers are between 20 and 25. Employees' ages range from 26 to 36, with 30% under the age of 26, 16% between the ages of 31 and 35, and 20% being 36 and older.

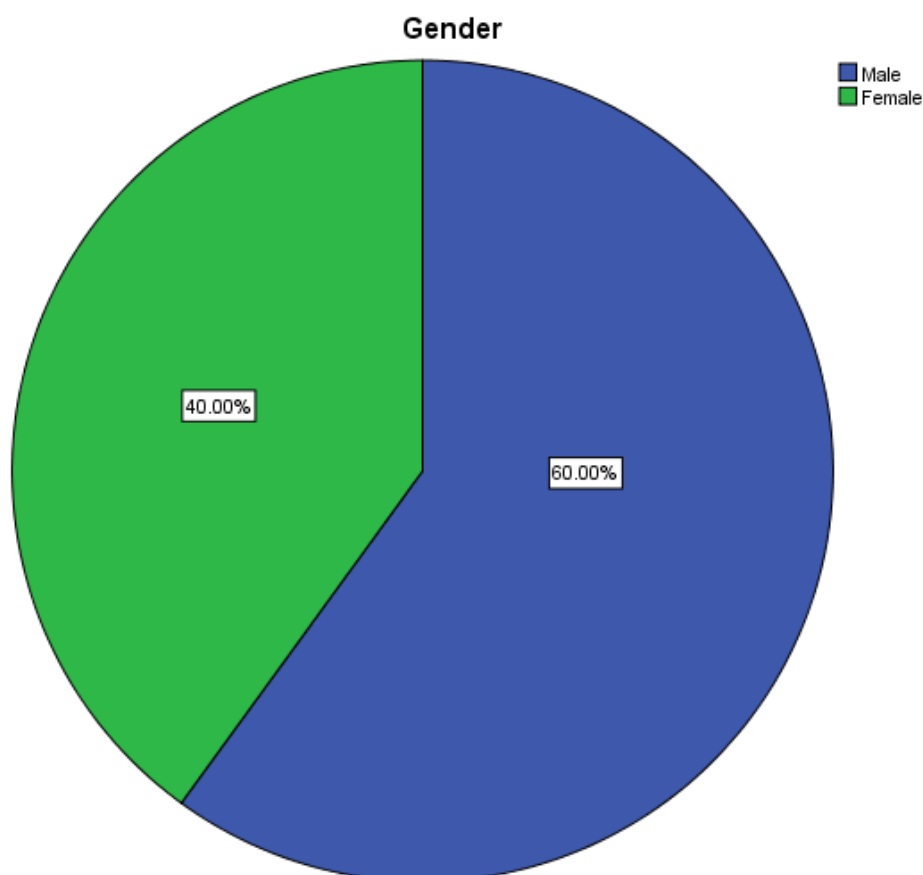


Fig. 1. Gender of Employees in the Retail Sector.

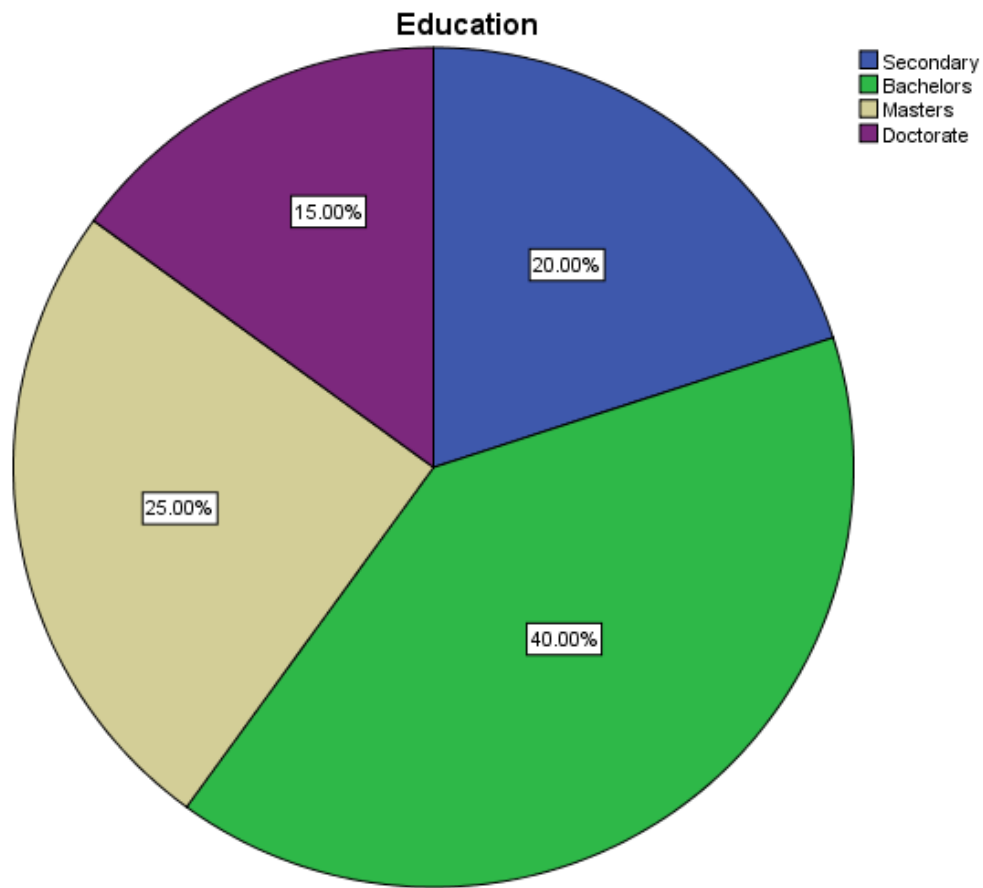


Fig. 1. Education of the employees in the Lebanese Retail Sector.

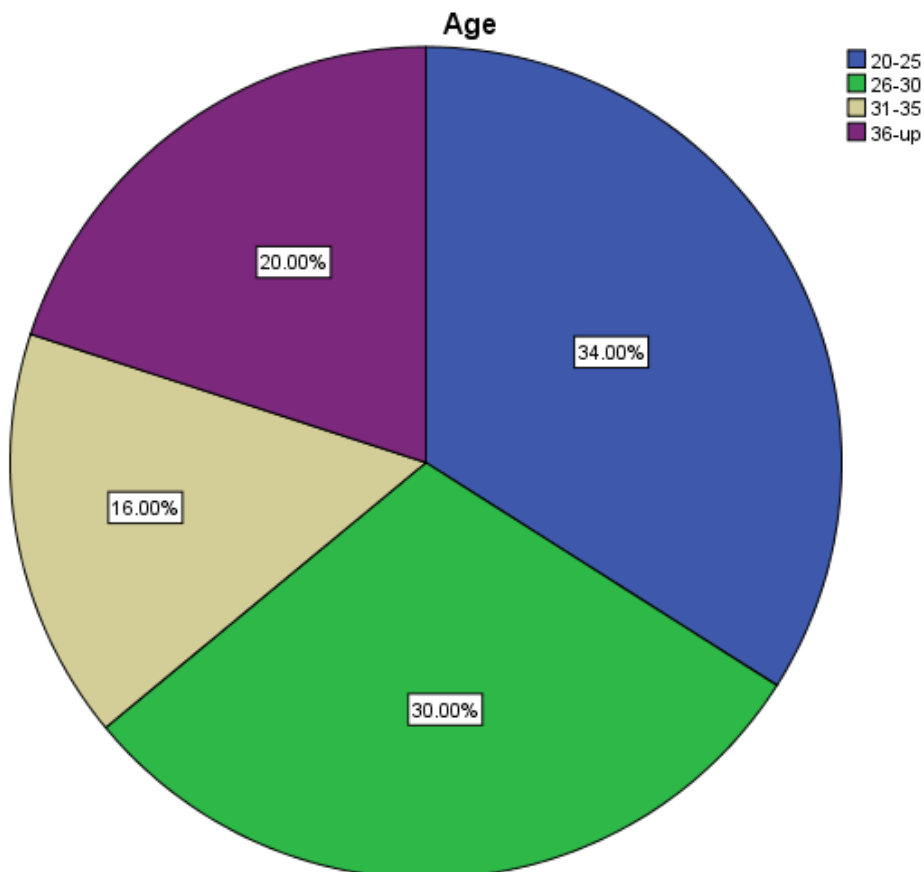


Fig. 2. Age of employees in the Lebanese Retail Sector.

### A. Regression Analysis

Referring to the above regression analysis, it can be noted that the variable Management by Objectives (MBO) scored ( $P=0.00 < 0.05$ ) and B (3.414), as for the variable 360 Degree Appraisal scored ( $P=0.00 < 0.05$ ) and B (1.922) and the variable performance appraisal scored ( $P=0.00 < 0.05$ ) and B (1.134). This means that the null hypothesis is rejected and the alternative hypothesis is accepted. Equation (1) can be validated.

$$Y = A + \beta x_1 + \beta x_2 + \beta x_3 \quad (1)$$

Organizational Performance = 0.00 + 3.414 Management by Objectives + 1.922 (360 Degree Appraisal) + 1.134 Performance Appraisal

Thus referring to (1),

- i. For every 1 unit increase in Management by Objectives, the organizational performance increase by 3.41 units
- ii. For every 1 unit increase in 360 Degree Appraisal, organizational performance will increase by 1.922 units
- iii. For every 1 unit increase in Performance Appraisal, organizational performance will increase by 1.134 units

TABLE I: REGRESSION ANALYSIS

Model	R	R Square	Adjusted R Square
1	0.608 <sup>a</sup>	0.370	0.369
a. Predictors: (Constant), Management by Objectives, 360 Degree Appraisal, Performance Appraisal, Performance			
Coefficients <sup>a</sup>			
Model	Standardized Coefficients Beta	Sig.	
(Constant)	–	0.000	
Management by objectives	3.414	0.000	
360 Degree Appraisal	1.922	0.000	
Performance Appraisal	1.134	0.000	
a. Dependent Variable: Morale: Organizational Performance			

## X. DISCUSSION

### A. Impact of Management by Objectives on Organizational Performance

The majority of employees felt that the aims stated by the organization were understandable. Managing by goals is based on the principle of planning, which enables employees to be proactive rather than reactive in response to directives from upper-level management. As part of the management process, employees define quantifiable personal objectives that are aligned with the company's goals. Superiors oversee and manage the process to guarantee coordinated activities throughout the enterprise.

Annual objectives are created, and progress is constantly tracked—the capacity to define and prepare for goal attainment benefits management by the objective method. The planning process enables proactive behaviour and a systematic approach to achieving objectives. Also, most respondents believed that goals relate to organizational

objectives. By combining the organization's goals with subordinate objectives, management by objectives seeks to improve organizational performance. There is a way to give workers substantial influence in setting their goals and the deadlines for achieving them. Organizational performance may be monitored and controlled thanks to constant monitoring and feedback.

Also, a considerable majority of respondents stated that they had input on the process of defining goals. Management based on goals emphasize getting things done and is hence more goal oriented. Measures how well employees meet the company's objectives by looking at how far they've come. In most cases, the goals are set by both superiors and subordinates.

Employees are expected to self-assessments and identify the abilities required to meet the objective after it has been created. In addition, goals are reassessed regularly to reflect changes in the business environment, both within and outside. In the MBO process, efforts were made to be fair and reasonable, and performance could be predicted and judged accurately. The method also makes an effort to empower workers to define their objectives so that they may be self-motivated. The system's primary priority is ensuring that superiors and subordinates have the same preferences for performance evaluations and meeting goals.

### B. Effect of 360 Degree Appraisal on Organizational Performance

To a considerable degree, employees agreed that the aims established to fulfill the company's objectives are known by everybody. An organized 360-degree evaluation system is required for success. A lack of structure may lead to staff providing a significant amount of details, which might overload the applicant with information on areas that need development since feedback is presented as a narrative. To enable reviewers to focus only on problematic employee habits, the framework must incorporate particular performance behaviours.

Reviewers who supply too much information burden the executive with having to summarize it all and deliver a relevant assessment to the applicant. Also, most respondents believed that goals are connected with organizational objectives. According to previous studies, the 360-degree assessment approach only works when it is specifically customized to the firm's demands. A solid foundation must be laid by deciding on the usage of instruments or forms and who will be involved in the review process.

For this evaluation method to be effective, a company must also consider its culture. The strategy is most effective in environments characterized by openness, collaboration, and mutual respect. As a tool for sustaining growth to achieve an organization's vision, purpose, and values, the process works best when completely integrated into the workplace. Also, a huge majority of respondents stated that they had input on the process of defining goals. In contrast to traditional performance evaluation methods that only provide managers with performance feedback, 360-degree feedback gives employees, often managers, the opportunity to receive all-around feedback from coworkers, supervisors, and sometimes even customers, the 360-degree feedback.

The assessment method also considers the abilities and contributions of the specific human resource people. In other words, the purpose is to provide workers with a well-rounded perspective of how others see their contributions in areas like cooperation, communication, leadership, and interpersonal interaction. The performance manager offers detailed and accurate feedback on previous performance. The assessment approach allows employees to get feedback on their work from their managers and coworkers. Observers and others impacted by the candidate's success are included in the assessment process. Managers may construct a growth strategy by automatically tabulating and presenting the data using the feedback system.

Employees that utilize the assessment approach are more productive in their jobs since they know where their efforts should be directed for growth and even higher positions. The procedure allows employees to provide feedback about colleagues on matters they would feel uncomfortable with if they were not anonymous.

### *C. Effect of Performance Appraisal on Organizational Performance*

More than half of the employees don't think the distinction between the number scales 1-5 is unambiguous. The research asserts that managers must decide which scale is most appropriate for their company. There is no need for a complete performance assessment if a three-point rating system captures essential goals. A five-level scale might give the firm feedback to discern between employee talents, allowing it to distinguish between employees who are doing well and those who are not. No matter how many numerical points on the scale, the evaluation is only acceptable if each level is stated explicitly.

More than half of the employees, on the other hand, felt that the performance manager is fair when it comes to grading employees. Rating scales enable workers to easily compare themselves to one another to show progress or compare and contrast the whole workforce. Each employee is evaluated using the same criteria, including the same range of replies since rating scales assure this.

So this evaluation approach promotes equality among workers and establishes uniform standards of assessment across the business. There is some agreement amongst the employees that the numerical rating system is fair. The Appraisal's goal is to build an assessment system capable of advancing operational operations inside the business while properly assessing each employee's degree of work performance.

Employers and employees may use the numeric scale assessment approach to understand better expectations and actual employee performance since it gives both parties clear work performance metrics. The functional objectives of the company are accomplished when the numerical rating scale is correct. In addition, most respondents think that performance assessments help motivate employees to attain organizational goals and feel good about their jobs.

To get an organization's yearly performance journey off to a good start, creating goals is critical. The procedure aids a business in meeting its strategy's objectives by assisting it in producing outcomes. A business can't increase shareholder value. An organized approach that breaks down techniques

and devolves important and quantifiable aspects of the strategy correctly across the workforce is required to boost profitability or revenue. Setting goals helps an organization maintain discipline by holding employees responsible for their performance and keeping them focused on the firm's long-term objectives.

The vast majority of respondents agree that numerical evaluations foster a high achievement culture among team members. As noted in the research, a numerical rating system must reflect a company's brand promise and integrate it into its strategy for the company to fairly reward and acknowledge its personnel. By using this tool, workers will be able to identify where they excel more clearly and their role in personal growth and development.

According to the findings, an employee's performance will increase if they get a low number rating. Combined with feedback that adds value, reviews help management teams prepare for performance evaluations by reducing the number of surprises they encounter. In addition, the review provides an opportunity for workers to share noteworthy achievements and highlight performance shortcomings that need attention and correction. For an effective interim review, a manager must examine the performance of employees and choose the most important message to convey at the review.

## XI. SUMMARY OF FINDINGS

Researchers surveyed to find out how practical performance assessments assess an organization's performance. Data was gathered via questionnaires as part of a descriptive study. The goal was to get 100 people to fill out the survey. In all, only 81 of the 100 surveys were completed and returned. Using SPSS, we were able to do a thorough statistical analysis of our data, which we then visualized in charts and tables.

According to the results, respondents' views on the contribution of objective-based evaluation to organizational performance varied widely; the mean answer was somewhere between three and five in magnitude. Most variables were universally agreed upon when measured using the scale. In general, employees felt that the goals established to fulfill the organization's objectives are well understood and that the goals set are also well linked with the organization's aims.

Employees' strengths and shortcomings may be identified with the aid of the performance assessment system. There was general agreement among the responders that proof of performance was recorded and readily accessible for review if necessary. According to a regression study, organizational performance varies by 91.6 percent depending on the factors employed in objective-based appraisals. According to the results, employee participation in the process of creating goals had no effect on the performance of the firm. When asked about objective assessments, most respondents said they help organizational performance because they are objective, and 360-degree performance appraisals are linked with company objectives. In addition, it was decided that the areas for improvement found in a 360-degree review are only used for self-development and not for assigning scores.

Results also showed that respondents agree that respondents in the 360-feedback represent the stakeholders in

the staff and that the feedback collected is followed up to account for necessary adjustments to accomplish objectives and are included in the study results. It was discovered that 360-degree feedback generates helpful critiques since it is not utilized to assign ratings and the feedback givers stay anonymous.

The results showed that the goal of a 360-degree review is well understood, and half of the respondents agreed that there is a method for recording and preserving data for future use. Analysis. A regression study found that 360 degrees Appraisal variances generated 89.4% of the variation in performance. 360-degree feedback is objective, with areas for improvement discovered during an assessment used only for self-improvement rather than assigning scores.

According to the results, respondents differed on the contribution of the numerical rating scale to organizational performance, with more than half of the staff believing that the distinction between the numerical scale 1-5 is not clear and crisp. More than half of the employees, on the other hand, thought that performance management is unbiased when it comes to grading performance. There is some agreement amongst the employees that the numerical rating system is fair. The majority of respondents agreed that performance ratings play a significant role in motivating employees to achieve organizational goals and be satisfied in their jobs. They also decided that the performance manager provides accurate and specific feedback on previous performance and that receiving a numerical rating has consequences.

The majority felt that numerical evaluations inspire team members to be high achievers and that a member of staff's performance would improve if they get a negative grade. The majority of respondents also agreed that identifying an employee's strengths and weaknesses may be accomplished using the performance rating. The results of a regression study showed that changes in numerical rating accounted for 87.8% of the variance in performance. Whether or whether numerical ratings foster a culture of high achievement among team members had no impact on the team's overall success.

## XII. RECOMMENDATIONS

### *A. Impact of Objective-Based Appraisal on Organizational Performance*

Lebanese Companies must continue to define clear and coordinated objectives to achieve the organization's goals. Companies must always reevaluate their objectives in light of the ever-changing business landscape. A region of reference must be adequately documented in the event it is required. To guarantee that objective-based assessment has a significant impact on organizational performance, it must be carried out honestly.

### *B. Effect of 360 Degree Appraisal on Organizational Performance*

Lebanese Companies should make sure that 360-degree feedback is unbiased, and the evaluations should be more closely tied to the firm's progress toward its objectives. They should ensure that necessary follow-up is done when utilizing 360 to identify assessment areas, and that the procedure for gathering and preserving evidence for the future is thoroughly understood by everybody.

### *C. Impact of Numerical Rating Scale on Organizational Performance*

Performance ratings can motivate employees to reach organizational objectives and work satisfaction, but other aspects must be considered while evaluating the firm's overall performance, which is something that Lebanese Companies must guarantee its performance managers maintain neutrality in doing. Since variances in numerical rating account for 87.8% of the variation in performance, a fair method must be followed.

### *D. Effect of Objective-Based Appraisal on Organizational Performance*

The goals are developed to accomplish organizational goals that are well understood and connected with the organisation's aims. Employees are also involved in the goal-setting process. A performance manager provides precise and detailed feedback on prior performances to guarantee smooth operations in the company. Work is equally allocated among team members, and proof of performance is carefully recorded and readily accessible for reference if required. Although employee involvement in creating goals does not affect the performance of the business, objective-based assessment has a significant influence on performance.

### *E. Effect of 360 Degree Appraisal on Organizational Performance*

It's unclear how the number scale 1-5 differs from the other scales, yet, the process of awarding ratings is always fair. As a result of performance evaluations, organizational objectives have been met, and employees are happy in their jobs. Bad numerical ratings have provided a motivating environment for top performers, and a rating of poor numerical performance acts as a drive for personnel to enhance their performance. Numerical ratings influence the effectiveness of an organization.

### *F. Impact of Numerical Rating Scale on Organizational Performance*

A study has shown that providing employees with 360-degree feedback is both objective and aligned with organizational objectives. Additionally, respondents believe that opportunities for improvement found in a 360-degree review are used for personal growth and not to award ratings. As a result of existing mechanisms for recording and retaining information, the individuals who participate in 360 feedback are representative of the organization's stakeholders. The influence of 360-degree feedback on business success is significant.

## FUNDING

This manuscript is funded personally by the author.

## CONFLICT OF INTEREST

The authors declare that there is no conflict of interest with any party.



## REFERENCES

- Alase, G., & Akinbo, T. (2021). Employee Motivation and Job Performance: Empirical Evidence from Nigeria. *Applied Journal of Economics, Management and Social Sciences*, 2(2), 16–23. <https://doi.org/10.53790/ajmss.v2i2.20>.
- Almawali, H., Adha Hafit, N. I., & Hassan, N. (2021). Motivational Factors and Job Performance: The Mediating Roles of Employee Engagement. *International Journal of Human Resource Studies*, 11(3), 67. <https://doi.org/10.5296/ijhrs.v11i3.18856>.
- Kuranchie-Mensah, E. B., & Amponsah-Tawiah, K. (2016a). Employee motivation and work performance: A comparative study of mining companies in Ghana. *Journal of Industrial Engineering and Management*, 9(2), 255–309. <https://doi.org/10.3926/jiem.1530>.
- Kuranchie-Mensah, E. B., & Amponsah-Tawiah, K. (2016b). Employee motivation and work performance: A comparative study of mining companies in Ghana. *Journal of Industrial Engineering and Management*, 9(2), 255–309. <https://doi.org/10.3926/jiem.1530>.
- Kuswati, Y. (2020). The Effect of Motivation on Employee Performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 995–1002. <https://doi.org/10.33258/birci.v3i2.928>.
- Nabi, M. N., Abdullah, M., & al Hossain, A. (2017). *The Impact Of Motivation On Employee Performances: A Case Study Of Karmasangsthan Bank Limited, Bangladesh Characterisation of transient diesel engine performance and emissions with oxygenated fuels View project*. www.eajournals.org.
- Nilasari, B. M., Nisfiannoor, M., & Devinta, F. R. M. (2021). Changes In Motivation That Affect Employee Performance During The Covid 19 Pandemic. *Jurnal Aplikasi Manajemen*, 19(2), 435–447. <https://doi.org/10.21776/ub.jam.2021.019.02.19>.
- Mohammed, H. O. (2019). The effect of motivation on employee productivity (A case study private bank in Kurdistan regional government). *Restaurant Business*, 118(11), 119–136. <https://doi.org/10.26643/rb.v118i11.9940>.
- Muchtar. (2016). The Influence of Motivation And Work Environment On The Performance Of Employees. In *SINERGI* (Vol. 6).
- Petiho Numbu, L., & Bose, U. (2019). The Impact Of Motivation On Employee's Performance: Case Of South Ural State University. *International Journal of Research and Analytical Reviews (IJRAR) Www.Ijrar.Org*, 825. www.ijrar.org.
- Raza, M. Y., Akhtar, M. W., Husnain, M., & Akhtar, M. S. (2015). The Impact of Intrinsic Motivation on Employee's Job Satisfaction. *Management and Organizational Studies*, 2(3). <https://doi.org/10.5430/mos.v2n3p80>.
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. In *Problems and Perspectives in Management*, 19(3), 162–174. LLC CPC Business Perspectives. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14).
- Robescu, O., & Iancu, A.-G. (2016). The Effects of Motivation on Employees Performance in Organizations. *Valahian Journal of Economic Studies*, 7(2), 49–56. <https://doi.org/10.1515/vjes-2016-0006>.
- Siddiqui, D. A., & Rida, N. ul. (2019). Impact of Motivation on Employees Performance in Pakistan. *Business Management and Strategy*, 10(1), 1. <https://doi.org/10.5296/bms.v10i1.14448>.
- Zamani, N. F. M., Ghani, M. H. M., Radzi, S. F. M., Rahmat, N. H., Kadar, N. S. A., & Azram, A. A. R. (2021). A Study of Work from Home Motivation among Employees. *International Journal of Asian Social Science*, 11(8), 388–398. <https://doi.org/10.18488/journal.1.2021.118.388.398>.