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Investigating the online performance appraisal for sustaining employee motivation and organizational performance in multinational corporations: Hierarchical component model

M.A. Zaheer[1,2]

[1] University of Rome "Tor Vergata", Rome, Italy
[2] PMAS-Arid Agriculture University, Rawalpindi, Pakistan

Abstract. Nowadays, organizations are facing challenges regarding employees' performance in a competitive globalized environment due to advancements in technology. The purpose of this study was to investigate the relationship between online performance appraisal and organizational performance with the mediating role of employee motivation; performance appraisal that includes rater accountability, goal setting, appraisal satisfaction, quality evaluation, perceived utility, salary, performance reward, and participation in appraisal that ultimately associates with employee motivation, which is further aligned with organizational performance. Methodologically, the research relies on Adams' equity theory, Vroom's expectancy theory, and Locke and Latham's goal setting theory. The study was quantitative in nature, and a deductive approach was used to test the developed hypotheses. Methods included a reflective-reflective high-order hierarchical model, which was performed through SmartPLS in structural equation modelling. Empirical evidence included a sample of 327 employees collected from multinational financial services provider firms that were using online appraisal software to evaluate the performance of their staff. Research findings revealed that online performance appraisal has a significant positive relationship with employee motivation and organizational performance. Moreover, employee motivation also has a significant positive association with organizational performance and demonstrates partial mediation. Theoretically, this research extends the equity, expectancy, and goal-setting theory from the perspective of appraisal and employee motivation, and practical implications are provided for sustainable organizational performance.

Keywords: online performance appraisal; employee motivation; organizational performance; multinational corporations; 360-degree feedback appraisal.

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Онлайн-оценка эффективности как средство мотивации персонала и повышения результативности мультинациональных компаний: иерархическая модель компонентов

М.А. Захир[1,2]

[1] Римский университет Тор Вергата, г. Рим, Италия
[2] Сельскохозяйственный университет Пир Мехр Али Шах Арид, г. Равалпинди, Пакистан

Аннотация. В условиях растущей глобальной конкуренции и ускоренного технологического развития компании все чаще сталкиваются со сложностями в оценке производительности труда. Статья направлена на выявление взаимосвязи между онлайн-оценкой результатов деятельности работников и эффективностью работы организации с учетом опосредующей роли мотивации персонала. В структуре онлайн-оценки учитывались следующие восемь компонентов: надежность аттестующего эксперта, возможность целеполагания, удовлетворенность результатами оценки, их влияние на заработную плату, качество оценки, ее воспринимаемая полезность, вероятность поощрения за выдающиеся результаты, а также степень непосредственного участия работника в процессе оценки. Указанные компоненты рассматривались как факторы, влияющие на мотивацию персонала, которая в свою очередь сказывается на показателях деятельности компании. Методологическую основу работы составили теория справедливости Дж. Адамса, теория ожиданий В. Врума и теория постановки целей Э. Локка и Г. Лэтэма. Исследование носит количественный характер; для проверки разработанных гипотез использовался дедуктивный подход. Основным методом послужила рефлективно-рефлективная иерархическая модель высшего порядка, реализованная с помощью SmartPLS в рамках моделирования структурными уравнениями. Информационная база включает данные опроса 327 сотрудников мультинациональных финансовых компаний (г. Исламабад), применяющих программное обеспечение для онлайн-оценки производительности труда. Сделан вывод о значимой положительной связи онлайн-оценки с мотивацией персонала и результативностью деятельности компаний. Подтверждено, что мотивация сотрудников демонстрирует признаки частичной медиации в рассматриваемой взаимосвязи. Теоретический вклад исследования заключается в развитии положений теорий справедливости, ожиданий и постановки целей применительно к оценке производительности труда и мотивации персонала; практические рекомендации ориентированы на обеспечение устойчивых показателей организационной эффективности.

Ключевые слова: онлайн-оценка производительности труда; мотивация персонала; результаты деятельности компании; мультинациональная компания; метод оценки «360 градусов».

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INTRODUCTION

In every period, the proper implementation of performance appraisal has been a challenging issue for any organization [DeNisi, Smith, 2014; Kalogiannidis et al., 2025]. Appraisal has its own worth in human resource practices because people are the main asset compared to other tangible and intangible resources for any firm, whether it would be public or private, which can determine the success of an organization [Mbambale, Mpungose, 2025; Said, 2025]. Generally, no doubt, human behaviour is unpredictable, and it varies from individual to individual [Bem, Allen, 1974; Suppes, 1964]. In this regard, a proper appraisal system can help organizations achieve their goals and address various employee issues, e.g., administrative, developmental, etc. [DeNisi, Smith, 2014; Giamos, Doucet, Lapalme, 2025]. Technology has shifted most organizational work from paper to soft form [Omol, 2024; Szedmák, Varga, Szabó, 2025]. For instance, management can monitor and keep an eye on their employees' activities, i.e., tasks through a dashboard, and further this statistic is used for employee evaluation for objective ratings to verify individual benchmark achievement or for comparison with their peers [Garcia et al., 2024; Sebastian, Ehinger, Miller, 2025; Wang et al., 2025].

Every organization faces the challenge of remaining competitive in this global world; the success and survival of organizations are determined by an authentic performance appraisal system [DeNisi, Smith, 2014; Ghannam, 2025]. Currently, appraisal systems have become a global reform, and the chief purpose is to motivate and evaluate individual performance in the organization, which is directly aligned with organizational success [Kalogiannidis et al., 2025; Osman, Opoku, Kyeraa, 2024]. In addition, appraisal assists in goal setting, assigning benchmarks to employees with specifications and descriptions, coaching or counselling, free communication at all levels within the organization, quarterly/semi-annually/annually evaluation, feedback review, compensation, conflict management, etc. [Asiati et al., 2024; Garcia et al., 2024]. Furthermore, employees' weak areas where training and development are required need to be identified, so developmental programs are planned accordingly [Faozen, Sandy, 2024; Kharub et al., 2025]. Every firm has a set of objectives and goals that should be accomplished only through employees if they are well-informed about their duties [Latham, 2024; Schkolski, 2025]. Organizations need to motivate their employees with the above-mentioned characteristics of performance appraisal to achieve the desired result, and these also provide the information to employees about their work, the amount of effort required, and what kind of behaviour is expected from them [Alasyhari, Lestari, 2025; Ghannam, 2025].

This paper focuses on online performance appraisal since very little research has been carried out in this specific area, almost negligible, and identifies whether online performance appraisal is more efficient in dealing with major concerns regarding employees of any organization. Similarly, there is still a gap in researching electronic human resources, including performance management systems, digital transformation, online performance appraisal, and technology acceptance from the perspective of enhancing organizational performance in a digital workplace environment [Culasso et al., 2024; Milhem et al., 2025; O'Brien et al., 2025; Payne et al., 2009; Tuan, Hoang, 2025]. Moreover, the current research investigates the association of online performance appraisal with employee motivation and organizational performance in multinational financial publishing firms. We also examine the relationship between employee motivation and organizational performance. Finally, the mediation of employee motivation was inspected between online performance appraisal and organizational performance among employees of multinational companies. As mentioned above, in the past, online tools for employee evaluation remained beyond researchers' attention. Therefore, this particular study will assist in exploring this area from an online performance appraisal perspective and will help understand how online performance appraisal plays a role in stimulating employees to utilize their efforts and work with full devotion, which may lead to meeting individual targets and ultimately contribute to attaining organizational goals. Every firm requires tangible and intangible resources, but its employees are important to create a spark in achieving a competitive advantage or survival. Performance appraisal is a more critical aspect from an employee assessment viewpoint as compared to other human resource practices, i.e., recruitment, selection, induction, labour laws in a changing environment, negotiation, and conflict management, etc. In past decades, performance appraisal has remained challenging for organizations with attributes such as rater accountability, assigning individual benchmarks, employee satisfaction with evaluation and feedback quality, pinpointing mis-

takes and remedial actions as treatment, compensation settlement, and most importantly, employee participation in appraisal. All these attributes are considered in this article from an online performance appraisal perspective.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Equity theory suggests that staff should be more motivated if they perceive that they are evaluated fairly and accurately, as per their performance, with a proper outcome. Comparison of employee evaluations and then being rewarded accordingly affects the motivation level, but those who see themselves not rewarded to the same extent can be hurt in motivation [Adams, 1965]. Moreover, expectancy theory refers to two essential elements of motivation: expectancy (perceived association between performance and effort) and instrumentality (perceived association between outcome and performance). If the appraiser evaluates employees accurately, they will likely adopt a higher level of expectancy and instrumentality. Rewards, merit pay, and incentives are necessary to sustain motivation and show a close link with performance. In addition, work motivation should increase in the case of employees understanding the relationship between rewards and performance [Cecil, Cummings, Chertkoff, 1973]. Linking rewards with performance is the main motivational step [Porter, Lawler, 1968]. If workers perceive a weak association between outcome and job performance, they may utilize less effort, and, therefore, discussions about employee career during the appraisal process should give direction to the individuals regarding desired career achievement through job performance. Furthermore, goal-setting theory proposes that individual goals have a significant influence on workers' motivation level and their work performance. Further, individual and organizational goals are strongly associated with performance appraisal, therefore, it is proven to be more useful, as it includes enhancing knowledge, skills, and development [Neubert, 1998].

Online performance appraisal and organizational performance. Several studies explored employees' reactions to online and paper-based performance appraisal; employees who are appraised through an online system reported effective rater accountability and employee participation, but performance appraisal ratings were found to be of lower quality [Korsen, Ingvaldsen, 2022; Payne et al., 2009, 2018]. On the other hand, they reported no differences in perceived security and utility of ratings and satisfaction with appraisal [Payne et al., 2009]. Many software products are available to manage various aspects of performance appraisal, and computer-based approaches assist in centralization of HR functions. An electronic appraisal system provides a platform for organizations to centralize feedback from multiple sources; it offers an opportunity to peers, subordinates, and managers to submit ratings through a common system [Farr, Fairchild, Cassidy, 2013; Parry, Tyson, 2011]. Furthermore, to obtain favourable results through electronic appraisal, employees need to understand the purpose and be aware of electronic performance monitoring; otherwise, distrust of technology leads to a negative impact on employees [Farr, Fairchild, Cassidy, 2013]. The web-based system facilitates organizations to evaluate and develop employees in a uniform and effective way [Bag et al., 2022; Neary, 2002]. Therefore, based on the literature review, the following hypothesis is formulated:

H1: Online performance appraisal has a significant positive relationship with organizational performance.

Online performance appraisal and employee motivation. The degree of rating segmentation is one feature of performance appraisal that influences employee perception of fairness and motivation [Bartol, Durham, Poon, 2001; Nepoti, Curzi, Ferrarini, 2025; Otaye-Ebede, Sparrow, Wong, 2016]. High levels of work autonomy provide confidence to the supervisors that they know the capabilities and effectiveness of their subordinates, but informal judgment may miscalculate [Macneil, 2001; Nalbandian, 1981]. From a motivational standpoint, the evaluation process is not only conducted on department request but also helps the supervisor due to their own performance of the job [Nalbandian, 1981]. Furthermore, four behavioural components are essential for a technically sound appraisal system, including the rater's acceptance of the appraisal function, trust, precise understanding of evaluation, and training design [Kalogiannidis et al., 2025; Nalbandian, 1981]. Employees are stimulated by a fair appraisal procedure that increases employee motivation, satisfaction, and commitment [Dechawatanapaisal, 2026; Steensma, Visser, 2008]. Thus, the following hypothesis is suggested based on the literature review:

H2: Online performance appraisal has a significant positive relationship with employee motivation.

Employee motivation and organizational performance. In an organization, perceived appraisal accuracy motivates individuals to improve performance, and a higher level of appraisal satisfaction is positively associated with motivation to enhance performance [Berdicchia, Bracci, Masino, 2023; Canet-Giner et al., 2020; Selvarajan, Cloninger, 2012]. Kuvaas [2006] explored different relationships between appraisal quality and employee productivity that demonstrated a direct link with affective commitment and turnover intention. Higher levels of intrinsic motivation positively influence job performance [Mardanov, 2021; Viterouli et al., 2025]. Intrinsic motivation played a mediating and moderating role between appraisal satisfaction and work performance [Kuvaas, 2006]. The influence of loyalty factors, including employee satisfaction, financial rewards, internal communication, training and development, appraisal system, and employee motivation on individual work performance is directly related to the overall institution's performance [Alrawabdeh, 2014]. Therefore, the following hypothesis is derived based on the literature review:

H3: Employee motivation has a significant positive relationship with organizational performance.

Employee motivation as a mediator. Most firms believe that formal appraisal systems facilitate employee motivation to enhance organizational performance. Previous research showed a positive association between appraisal and firm performance through individual goals' alignment [Bayo-Moriones et al., 2021; Ghannam, 2025; Kalgin et al., 2018]. Fair evaluation is necessary to enhance employee satisfaction, which increases motivation to perform dedicatedly and ultimately contributes to organizational goals [Harrington, McCaskill, 2022; Tavares, Vaz, 2025]. Several comprehensive studies on the linkage between human resource practices and firm performance were focused on subsidiaries operating in different countries, and employee motivation was performed as a mediator in association with merit-based promotion, performance-based compensation, and internal communication with organizational performance [Björkman, Budhwar, 2007; Chang, Huang, 2005; Fey et al., 2009; Ngo, Jiang, Loi, 2014]. Awareness is the initial point towards change and enhancement, i.e., staff learning and work-related behaviour lead to performance improvement, and human performance should be managed through fun and by making work motivating [Brunetto, Farr-Wharton, 2004; Cao et al., 2024; Galpin, 1994; Han, Kim, Jeong, 2016]. Subsequently, the following hypothesis is proposed:

H4: Employee motivation mediates the relationship between online performance appraisal and organizational performance.

Figure 1 presents the research model and variables of the current study.

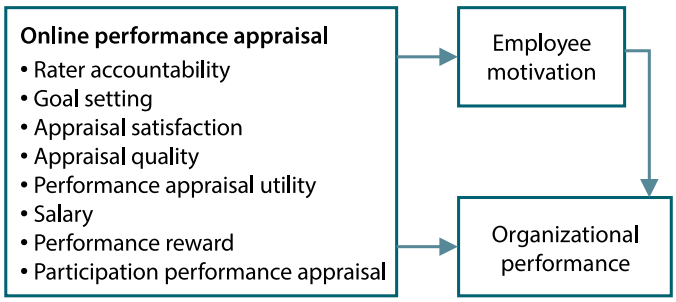


Fig. 1. The research model

Рис. 1. Модель исследования

MATERIALS AND METHODS

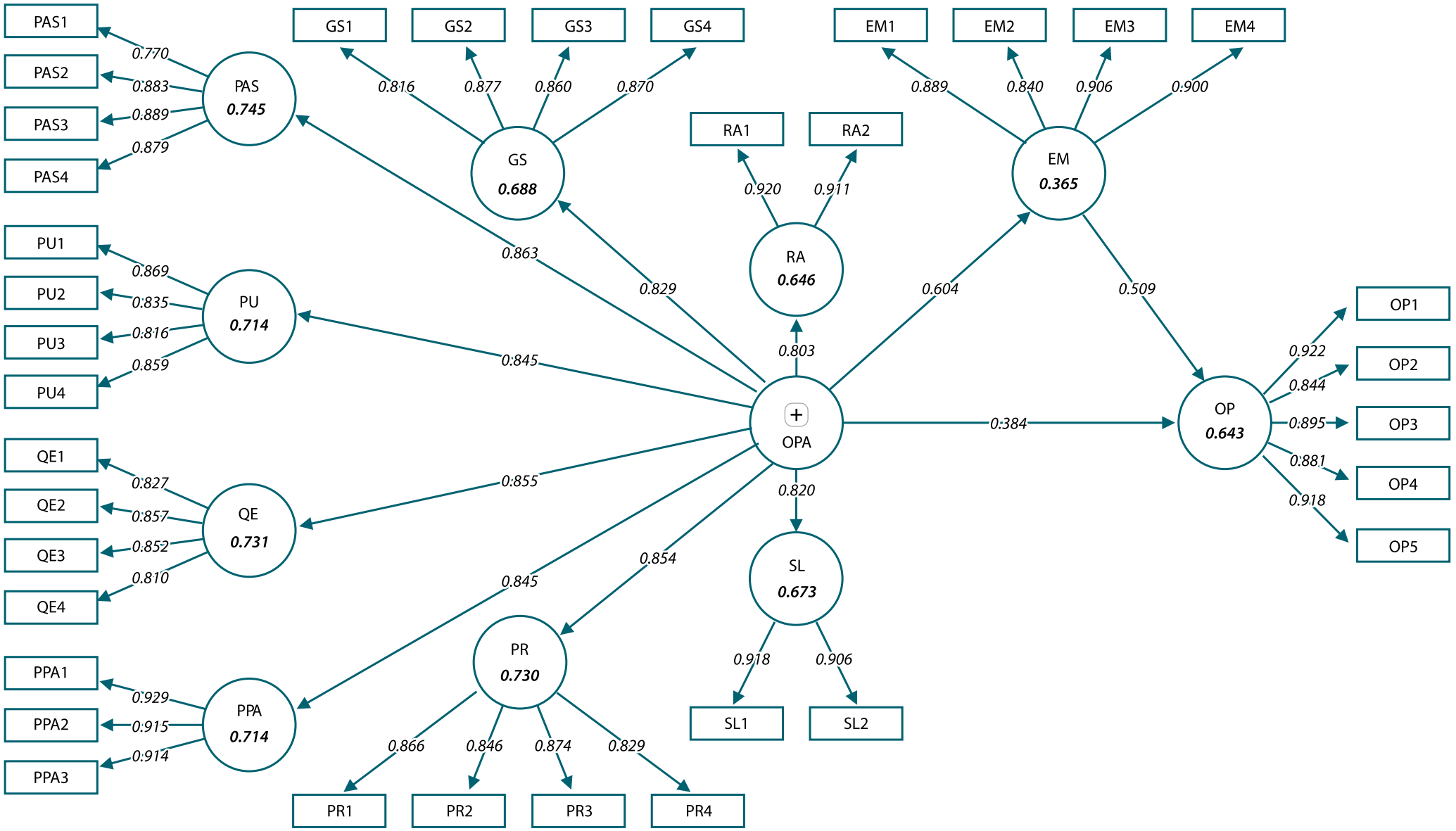
This study was quantitative in nature with a conclusive research design. A deductive research approach was adopted because of the formulation and testing of different hypotheses. A self-administered questionnaire was developed on the basis of previous research (see Appendix). Data were collected from 327 employees of multinational financial services provider firms operating in the Federal Capital Territory (FCT), Islamabad, through convenience sampling. Data were gathered from those employees who were evaluated through online appraisal or with the assistance of any kind of appraisal software like Halogen, Workday, dashboard statistics, etc. The rationale behind this research is the online medium to assess individual performance. Due to the advancement of technologies, especially in the last decade, most organizations have reduced paperwork and shifted towards technology, i.e., workstations. Almost everything is available in soft form, which is easily accessible, reliable, and trustworthy. SmartPLS was used for data analysis, and a reflective-reflective high-order hierarchical model was performed in structural equation modelling to test the research model. Two items of rater accountability were adapted from Gaby [2004], and four items of performance reward were adapted from [Daley, 1991]. Similarly, five items of appraisal satisfaction and four items of each utility and goal setting were adapted from [Greller, 1978]. Likewise, four items of each evaluation quality and employee participation in appraisal were adapted from [Payne et al., 2009]. Moreover, two items of salary were adapted from [Giles, Mossholder, 1990]; four items of employee motivation were adapted from [Lawler, Hall, 1970]. Finally, six items of organizational performance were adapted from [Delaney, Huselid, 1996]. 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree was used for the items. Table 1 presents the demographic characteristics of respondents.

Table 1 – Socio-demographic characteristics of respondents
Таблица 1 – Социально-демографические характеристики респондентов

Characteristics		Frequency	%
Gender	Female	108	33.03
	Male	219	67.97
Age group	25 years or under	36	11.00
	26–40 years	271	82.87
	Above 40 years	20	6.13
Education	Undergraduate	261	79.82
	Graduate	66	20.18
Work experience	Less than a year	32	9.80
	1–4 years	92	28.13
	5–8 years	157	48.01
	Above 8 years	46	14.06

Measurement model. The assessment of the outer model was executed with SmartPLS [Hair et al., 2014]. Figure 2 illustrates the algorithmic analysis comprised of lower order constructs of online performance appraisal. Moreover, PAS5 and OP6 were excluded from further analysis due to lower factor loading of items.

Convergent validity. Confirmatory factor analysis was executed to assess the validity and reliability. Loading of items and average variance extracted (AVE) are required



Note: Goal Setting (GS), Performance Appraisal Satisfaction (PAS), Participation in Performance Appraisal (PPA), Performance Reward (PR), Perceived Utility (PU), Quality Evaluation (QE), Rater Accountability (RA), Salary (SL), Online Performance Appraisal (OPA), Employee Motivation (EM), Organizational Performance (OP).

Fig. 2. Structural model (algorithmic analysis)

Рис. 2. Структурная модель (алгоритмический анализ)

above 0.50, but must be 0.60 in case of Cronbach alpha, and the composite reliability and threshold value is > 0.70 for construct reliability [Fornell, Larcker, 1981]. Table 2 presents the outcomes of the measurement model.

Discriminant validity. Table 3 presents the heterotrait-monotrait (HTMT) ratio that differentiates the independent variables from others, and a value less than 0.85 is the threshold.

Table 2 – Assessment results of the measurement model
Таблица 2 – Результаты оценки модели измерения

Constructs	Items	Loadings	Cronbach's alpha	Composite reliability (CR)	Average variance extracted (AVE)
GS	GS1	0.816	0.878	0.916	0.733
	GS2	0.877			
	GS3	0.860			
	GS4	0.870			
PAS	PAS1	0.770	0.878	0.917	0.734
	PAS2	0.883			
	PAS3	0.889			
	PAS4	0.879			
PPA	PPA1	0.929	0.908	0.942	0.845
	PPA2	0.915			
	PPA3	0.914			
PR	PR1	0.866	0.876	0.915	0.730
	PR2	0.846			
	PR3	0.874			
	PR4	0.829			
PU	PU1	0.869	0.866	0.909	0.714
	PU2	0.835			
	PU3	0.816			
	PU4	0.859			
QE	QE1	0.827	0.857	0.903	0.700
	QE2	0.857			
	QE3	0.852			
	QE4	0.810			
RA	RA1	0.920	0.807	0.912	0.838
	RA2	0.911			
SL	SL1	0.918	0.799	0.908	0.832
	SL2	0.906			
EM	EM1	0.889	0.907	0.935	0.782
	EM2	0.840			
	EM3	0.906			
	EM4	0.900			
OP	OP1	0.922	0.878	0.916	0.733
	OP2	0.884			
	OP3	0.895			
	OP4	0.881			
	OP5	0.918			

Note: Goal Setting (GS), Performance Appraisal Satisfaction (PAS), Participation in Performance Appraisal (PPA), Performance Reward (PR), Perceived Utility (PU), Quality Evaluation (QE), Rater Accountability (RA), Salary (SL), Employee Motivation (EM), Organizational Performance (OP).

Table 3 – Heterotrait-monotrait ratio
Таблица 3 – Соотношение «гетеротрейт – монотрейт»

	EM	GS	OP	PAS	PPA	PR	PU	QE	RA	SL
EM										
GS	0.491									
OP	0.802	0.594								
PAS	0.643	0.784	0.682							
PPA	0.613	0.717	0.657	0.779						
PR	0.551	0.719	0.613	0.755	0.774					
PU	0.640	0.672	0.673	0.766	0.801	0.846				
QE	0.551	0.772	0.640	0.804	0.769	0.773	0.749			
RA	0.529	0.841	0.670	0.800	0.718	0.726	0.721	0.813		
SL	0.537	0.769	0.646	0.787	0.712	0.826	0.821	0.843	0.808	

Note: Goal Setting (GS), Performance Appraisal Satisfaction (PAS), Participation in Performance Appraisal (PPA), Performance Reward (PR), Perceived Utility (PU), Quality Evaluation (QE), Rater Accountability (RA), Salary (SL), Employee Motivation (EM), Organizational Performance (OP).

Table 4 presents the details of Fornell and Larcker, that are showing that diagonal values are higher than non-diagonal values.

Validating higher order constructs. The outer model was assessed in higher order to examine the proposed model. Figure 3 illustrates the algorithmic analysis with loadings of the latent variables and R-squared.

Similarly, higher-order constructs were also completed as a measurement model. Table 5 presents the loadings of online performance appraisals with all indicators; it also exhibits the Cronbach alpha, composite reliability, and average variance extracted that meet the threshold value.

Table 6 presents the discriminant validity, and the HTMT ratio exhibited that all values are less than 0.85, meeting the threshold value.

Table 7 presents the discriminant validity, and Fornell and Larcker exhibited that all diagonal values are greater than non-diagonal values.

RESULTS

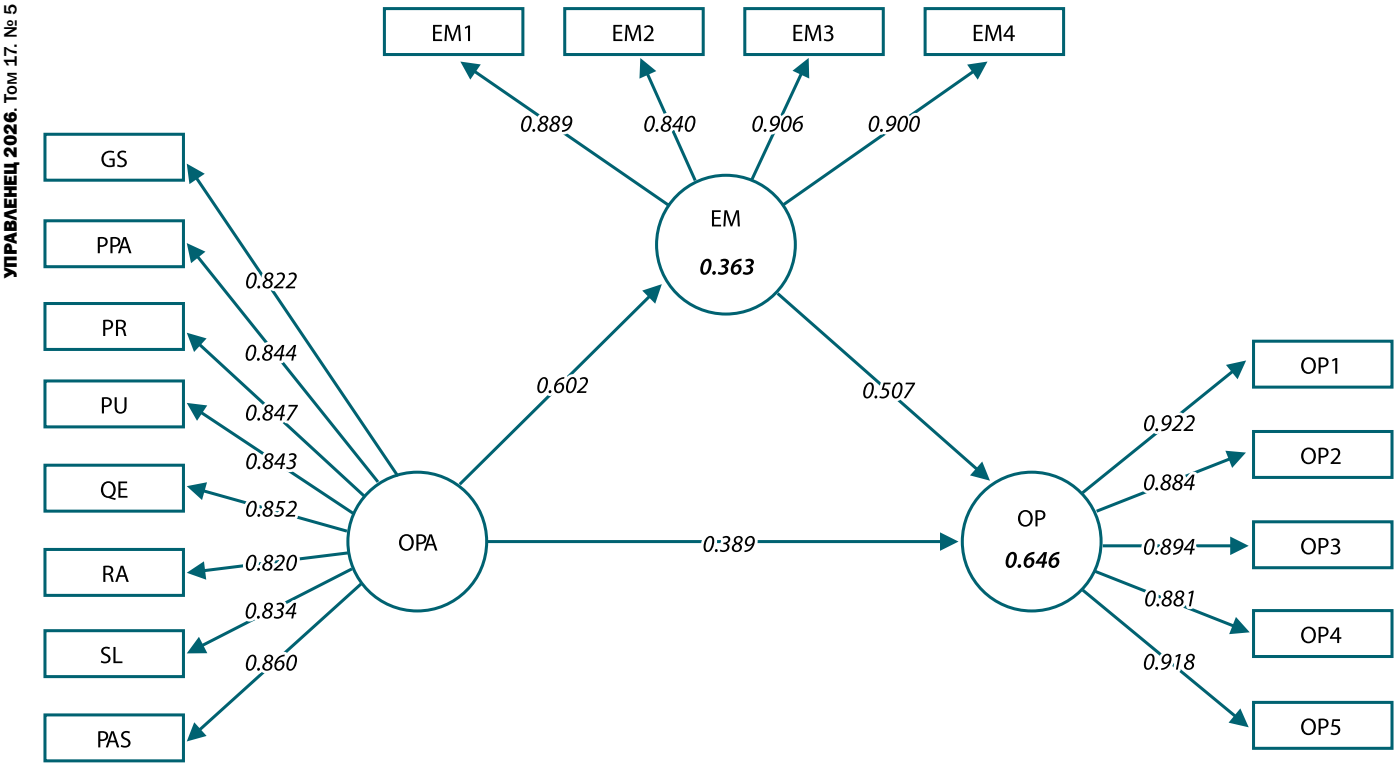
Structural equation modelling. Structural equation modelling was performed after validating the higher-order construct. Path analysis was performed to measure the structural model employing bootstrapping with 5,000 iterations. Figure 4 illustrates the *p*-values and the path coefficients of the direct and indirect relationship.

Online performance appraisal has a significant positive relationship with organizational performance ($\beta = 0.389$, $p < 0.001$), which supports Hypothesis 1; hence, H1 is accepted. Performance appraisal had a noteworthy relationship with perceived organizational performance because the appraisal process assisted in identifying strengths and weaknesses of individuals that may support a development plan for improvement of weak performers [Galang, 2004; Kalogiannidis et al., 2025; Kuvaas, 2007]. Similarly, the appraisal process also assists in quality evaluation of employee performance with feedback

Table 4 – Fornell-Larcker criterion
Таблица 4 – Критерий Форнелла – Ларкера

	EM	GS	OP	PAS	PPA	PR	PU	QE	RA	SL
EM	0.884									
GS	0.439	0.856								
OP	0.741	0.54	0.9							
PAS	0.575	0.689	0.621	0.857						
PPA	0.557	0.64	0.608	0.696	0.919					
PR	0.491	0.631	0.558	0.663	0.691	0.854				
PU	0.567	0.586	0.608	0.669	0.711	0.738	0.845			
QE	0.486	0.67	0.575	0.698	0.679	0.67	0.646	0.837		
RA	0.452	0.709	0.584	0.676	0.616	0.611	0.604	0.675	0.916	
SL	0.457	0.645	0.56	0.66	0.608	0.692	0.683	0.699	0.648	0.912

Note: Goal Setting (GS), Performance Appraisal Satisfaction (PAS), Participation in Performance Appraisal (PPA), Performance Reward (PR), Perceived Utility (PU), Quality Evaluation (QE), Rater Accountability (RA), Salary (SL), Employee Motivation (EM), Organizational Performance (OP).



Note: Online Performance Appraisal (OPA), Employee Motivation (EM), Organizational Performance (OP).

Fig. 3. Higher order constructs (algorithmic analysis)

Рис. 3. Конструкты высшего порядка (алгоритмический анализ)

Table 5 – Higher order constructs reliability and convergent validity
Таблица 5 – Надежность и конвергентная валидность конструктов высшего порядка

Constructs	Loadings	Cronbach's alpha	Composite reliability (CR)	Average variance extracted (AVE)
		0.941	0.951	0.706
GS ← OPA	0.822			
PPA ← OPA	0.844			
PR ← OPA	0.847			
PU ← OPA	0.843			
QE ← OPA	0.852			
RA ← OPA	0.820			
SL ← OPA	0.834			
PAS ← OPA	0.860			

Note: Goal Setting (GS), Performance Appraisal Satisfaction (PAS), Participation in Performance Appraisal (PPA), Performance Reward (PR), Perceived Utility (PU), Quality Evaluation (QE), Rater Accountability (RA), Salary (SL), Online Performance Appraisal (OPA).

Table 6 – Higher order discriminant validity (HTMT)
Таблица 6 – Дискриминантная валидность высшего порядка (соотношение HTMT)

	EM	OP	OPA
EM			
OP	0.802		
OPA	0.648	0.735	

Note: Employee Motivation (EM), Organizational Performance (OP), Online Performance Appraisal (OPA).

Table 7 – Higher order discriminant validity (Fornell-Larcker)
Таблица 7 – Дискриминантная валидность высшего порядка (критерий Форнелла – Ларкера)

	EM	OP	OPA
EM	0.884		
OP	0.741	0.900	
OPA	0.602	0.694	0.840

Note: Employee Motivation (EM), Organizational Performance (OP), Online Performance Appraisal (OPA).

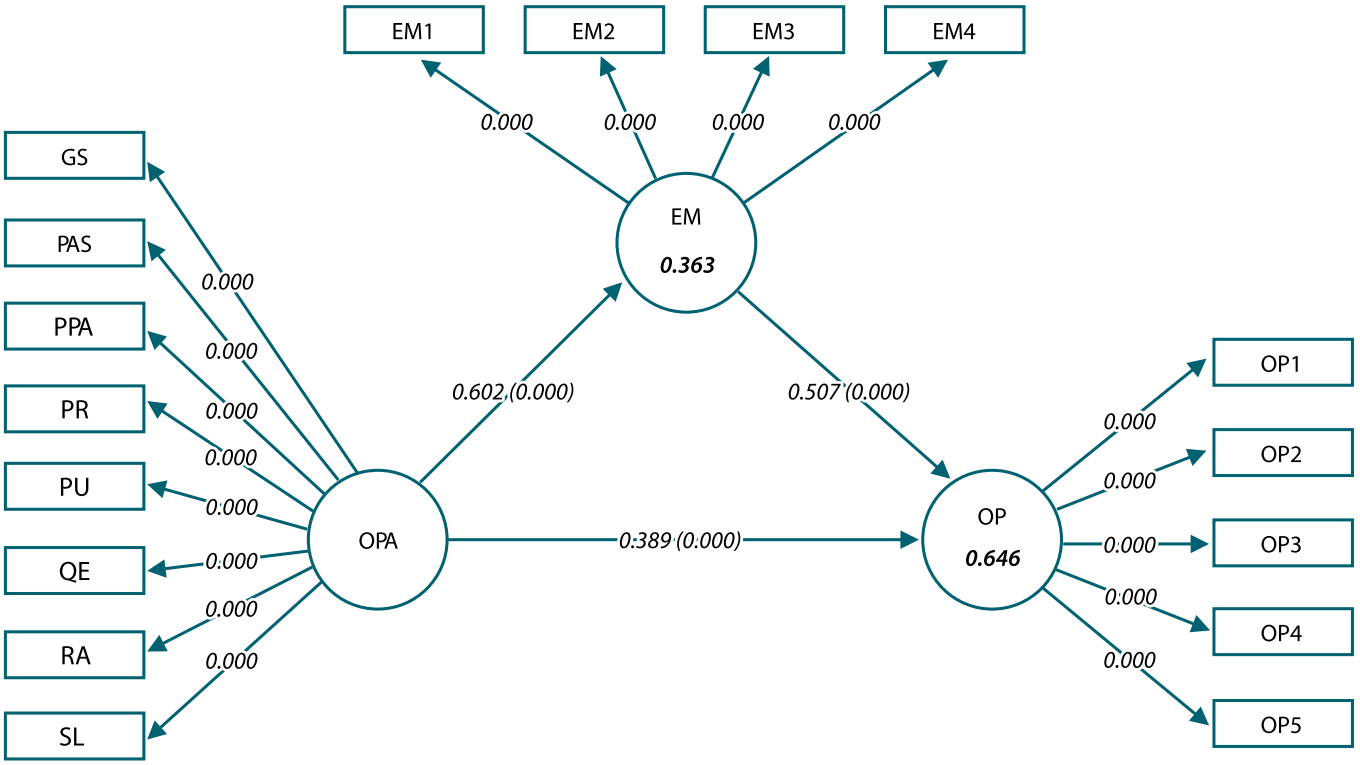


Fig. 4. Structural model (bootstrapping)

Рис. 4. Структурная модель (бутстрэппинг)

discussion, decision about promotion, determining appropriate bonuses/rewards/increments, and provides an opportunity for appreciation to good performers [Galang, 2004; Mohamed, Darwish, Khassawneh, 2025]. To achieve the desired result, an appraisal system must be future-focused, involvement of employees is necessary to discuss forthcoming performance challenges with the supervisor for their solution [Gnepp et al., 2020; Lee, 2005].

Moreover, online performance appraisal also has a significant positive relationship with employee motivation ($\beta = 0.602$, $p < 0.001$), which supports Hypothesis 2; therefore, H2 is accepted. A performance appraisal system is most efficient and salient in increasing job motivation and satisfaction as well as reducing turnover intention [Park, 2010]. Participation of subordinates in goal setting gives confidence to the individuals to some extent that increases motivation. In addition to this, regular feedback review upon invitation to participate, friendly and supportive appraisal behaviour with appreciation for good work, finishing on a positive note, and setting up a follow-up meeting has a great effect on subordinate satisfaction [Nemeroff, Wexley, 1979]. Similarly, continuous feedback is compulsory to perform better because no single instrument is a silver bullet that would be able to manage performance and resolve all performance issues. Overall, correcting and improving poor performance are the real objectives of any performance management system [Fletcher, Williams, 2013; Kuvaas, 2011; Lee, 2005].

Furthermore, employee motivation has a significant positive relationship with organizational performance ($\beta = 0.507$, $p < 0.001$), as shown in Table 8. Consequently, the evidence supports Hypothesis 3, so H3 is accepted. Researchers believe motivation increases staff performance, which ultimately affects organizational performance constructively, and perceived training is a formal process for the development of employee attitude, enhancement of knowledge and skills to motivate for work satisfaction [Madzík et al., 2025; Rodriguez, Walters, 2017]. From the employee's viewpoint, supervisors with incomplete awareness and without regular contact with subordinates could have adverse consequences, but for proper evaluation of employees, supervisors need to utilize extra efforts for precise and accurate observation, because otherwise employees may feel unfair due to inaccurate evaluation [Cederblom, 1982]. From an accuracy perspective, multisource appraisal is perceived as more authentic than single-source appraisal, which is exercised for both administrative and developmental purposes and seems to be more accurate than for administrative purposes alone. Appraisal, which included quality feedback, was perceived as more accurate, but the accuracy exhibited a positive association with interactive, procedural, and distributive fairness [Selvarajan, Cloninger, 2012].

Finally, the indirect relationship between online performance appraisal and organizational performance with the mediation of employee motivation has a significant positive association ($\beta = 0.305$, $p < 0.001$), which indicates that employee motivation partially mediated the relationship between online performance appraisal and organizational performance. Therefore, it supports Hypothesis 4; hence H4 is accepted. Cooperative goals convince managers and subordinates that they have mutual interests

Table 8 – Direct and mediating relationship
Таблица 8 – Прямая и медиационная связь

Hypotheses	Relationships	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	*t*-statistics (|O/STDEV|)	*p*-values
H1	OPA → OP	0.389	0.389	0.050	7.702	0.000
H2	OPA → EM	0.602	0.600	0.051	11.895	0.000
H3	EM → OP	0.507	0.506	0.060	8.477	0.000
H4	OPA → EM → OP	0.305	0.304	0.042	7.253	0.000

Note: Employee Motivation (EM), Organizational Performance (OP), Online Performance Appraisal (OPA).

rather than independent/competitive ones. It promotes open communication, interaction, quality feedback, and constructive open discussion about problems or opposing views, which ultimately builds the level of motivation and confidence for future collaboration to make successful performance appraisal [Tjosvold, Halco, 1992].

DISCUSSION

The process of performance appraisal assisted in enhancing individual and organizational performance [Kalogiannidis et al., 2025; Shah, Murphy, 1995]. Due to advancements in technology, the trend of electronic communication systems is increasing with the passage of time to manage employees, distance work, performance monitoring, and telecommuting [Bondanini et al., 2025; Weisband, Atwater, 1999]. In addition, electronic mode raises questions about how individuals rate themselves and others when communication takes place over networks [Wang, Liu, Parker, 2020; Weisband, Atwater, 1999]. Our first hypothesis revealed that online performance appraisal is a strong predictor of organizational performance among the employees of multinational corporations (MNCs). The performance appraisal process had a considerable influence on the performance of the firm [Absar, Nimalathasan, Jilani, 2010; Alrawabdeh, 2014; Homayounizadpanah, Baqerkord, 2012]. Performance appraisal methods play an important role to conduct error free employee evaluation because fair evaluation motivates workers that leads to organizational effectiveness. According to research, graphic rating scale was the most perfect performance appraisal method. On contrary to this, the comparison method was the least perfect, but fair evaluation assists employees in working more dedicatedly; therefore, the evaluator's personal fair intention plays a leading role in the success of the appraisal process [Turgut, Mert, 2014].

Individuals with high ratings are more satisfied with their evaluation, and this gesture stimulates them to improve their job performance. Similarly, high trust in appraisal increases employee satisfaction, motivation, and perceived utility, which ultimately reduces one's intention to give up employment [Dobbins, Platz, Houston, 1993; Giamos, Doucet, Léger, 2024]. Hypothesis 2 revealed that online performance appraisal exhibited a strong constructive association with employee motivation among the staff of MNCs. Performance appraisal systems exert a strong influence on motivation and overall performance [Daley, 1991; Kalogiannidis et al., 2025; Ojokuku, 2013; Shah, Murphy, 1995]. In 1989, Tziner and Latham performed a field experiment and suggested that feedback followed by goal setting influences organizational commitment and work satisfaction more positively, than feedback alone. In addition, the behaviour observation scale appraisal method increases work motivation more than the graphic rating scale method. A blend of goal setting, feedback, and behaviour observation scale appraisal leads to higher job satisfaction. From a performance evaluation standpoint, group opinion could influence the average rating of an employee due to pressure because the minority may agree with the majority, and this would be the cause of an inflated rating of superior, so appraisers should take care of these factors which may give an inaccurate and unrealistic rating of an employee [Cecil, Cummings, Chertkoff, 1973]. In another research [Tyer, 1982], management by objective (MBO) and behaviourally anchored rating scale (BARS) technique of a performance-based system was considered effective; performance-based systems require much time for complete implementation, and appraisal methods have their own reliability, authenticity, and efficiency, but raters' self-motivation to appraise and trust in the system is required for effectiveness.

Motivation is a combination of psychological motives in terms of management that stimulate individual behaviour directed towards goal achievement. The motivation process helps employees to increase efforts to reach their goals successfully, which ultimately contributes to the overall organizational performance and deserves to be rewarded [Beckmann, Heckhausen, 2025; Muscalu, Muntean, 2013]. Similarly, Hypothesis 3 revealed that employee motivation is a strong predictor of organizational performance among workers of MNCs. Overall, a constructive association of performance appraisal with employee motivation and work performance was observed [Ghannam, 2025; Harrington, McCaskill, 2022; Saeed et al., 2013]. Self-managing working groups revealed that appraising from different sources and face-to-face feedback ensures validity, reliability, and user acceptance with proper design of peer appraisal. In addition, organiza-

tions can focus on more tasks by maintaining relationships and open communication within the group, but timing is important for long-term consequences in this scenario [Druskat, Wolff, 1999]. Clear goal settings provide an opportunity to participate in discussion and career conversation that were positively associated with two dimensions of employee reaction (utility and satisfaction review), which reconfirmed previous research that career discussion in reviews leads towards higher satisfaction [Lee, Son, 1998].

Likewise, performance appraisal assists both employees and the organization in increasing their productivity [Deepa, Palaniswamy, Kuppusamy, 2014; Kalogiannidis et al., 2025]. Electronic performance monitoring (EPM) is a new trend that organizations are following to track the performance of employee especially computer-related tasks, in a soft form. Moreover, EPM has a productivity advantage, but on the other hand, it may cause work overload stress, job security, and loss of incentive [Myllymäki, Smale, Sumelius, 2025; Schleifer, Shell, 1992]. Hypothesis 4 revealed that the relationship between online performance appraisal and organizational performance is partially mediated by employee motivation among individuals of MNCs. A noteworthy relation is found between performance appraisal and individual productivity [Ghannam, 2025; Onyije, 2015]. Top performers play a major role in developing organizational commitment, especially when organizations take care of their employees and treat them in a fairly manner. The use of human resource practices with full commitment increases the retention rate of best performers [Akanmu, Panatik, Shahrin, 2025; Ghannam, 2025; Kwon, Bae, Lawler, 2010]. Nowadays, 360-degree feedback appraisal seems authentic for accurate assessment because it involves self-appraisal, peers, subordinates, and the immediate supervisor, and the chances of biasness/errors are negligible. Therefore, most MNCs are using 360-degree feedback for their long-term sustainability as it is an extensive development process that collects multi-rater performance input and assists in administrative reviews [Knoll, Sternad, 2021; Shipper, Hoffman, Rotondo, 2007; Vo, Stanton, 2011]. Nowadays, employees are facing challenges regarding the accuracy of evaluation in different contexts, i.e., favouritisms, nepotism, or any other reasons that can demotivate and affect efforts and organizational performance. Therefore, most multinational organizations are using 360-degree feedback with a ranking method to increase the competition among employees to utilize their full efforts and ensure accuracy at the same time, for the long-term sustainability of companies, as compared to other appraisal methods. So, in this regard, appraisal software like Halogen, Workday, etc., assists in collecting the multi-source feedback from peers, managers, direct reports/subordinates to avoid bias and ensure accuracy. Similarly, employees can also see benchmark achievement statistics of peers, subordinates, or other employees openly at any time on the dashboard. Thus, the purpose of both objective and subjective appraisal methods can be achieved in a well-mannered way without bias and discrepancies.

IMPLICATIONS AND CONCLUSION

Theoretical implications. The current study extends the equity theory in the context of online performance appraisal as electronic fairness and algorithmic justice ensure transparency with the help of digital metrics/dashboard statistics/rubrics that motivate employees. A fair and unbiased online appraisal system increases the digital equity and trust that stimulates individuals to achieve the proposed benchmark in order to enhance organizational performance. This particular research contributes to existing literature and explores the authenticity of online performance appraisal in motivating employees to achieve individual goals that were aligned with organizational goals.

Similarly, this study is also supported by expectancy theory and extended by developing a link between efforts and performance as well as outcome and performance. Usability of the system and clarity of indicators influence individuals to utilize their full effort, and digital traceability ensures the recognition of performance because employee motivation increases if the system accurately shows the efforts. Fair evaluation of employees through an authentic appraisal system motivates the staff to use their efforts to the full with dedication to achieve the organizational objectives and goals [DeNisi, Smith, 2014; Ghannam, 2025; Harrington, McCaskill, 2022].

Moreover, goal-setting theory supports this study and extends it in the context of online performance appraisal by enabling dynamic and real-time goal management, clarity, continuous digital feedback, and self-monitoring, which ultimately enhances motivation. Subsequently, individual benchmarks were set with the mutual understanding of immediate supervisors or related management authority, which increases the motivation level of employees to perform better to achieve the goals. In the past, organizations had concerns about performance appraisal as a time-consuming and costly process, but nowadays, with the advancement of technologies, these kinds of concerns have been reduced [Payne et al., 2009; Smith, 1995]. Furthermore, organizations can benefit from this research by implementing online performance appraisal or replacing paper-based appraisal.

Finally, this research extends equity, expectancy, and goal-setting theories by putting them into context as an online performance appraisal system, underlining the importance of digital fairness, expectancy beliefs empowered by technology, and constant goal alignment as a motivational mechanism towards better performance.

Practical implications. Organizations should utilize online tools or appraisal software because it speeds up the process of authentic performance appraisal for

the betterment of organizational performance. Now, it is possible for management to do the appraisal process quickly, i.e., quarterly or semi-annually rather than once a year. So, it should be helpful to catch the mistakes or concerns of employees earlier and deal immediately with the best appropriate solutions rather than wait for a year. Performance appraisal is a continuous process that helps in the enhancement of employees' skills and employee retention, as well as brings innovation in products and services of the organization [Maley et al., 2024; Silva, Rodrigues, 2025].

Secondly, organizations should focus on the latest electronic performance appraisal tools or software for long-term development of their employees in order to stimulate them and increase productivity. With the passage of time, organizations are shifting from paper-based work to soft forms. Performance appraisal is a wide area, but with the advancement in technologies, every industry is facing challenges, e.g., for survival or stability. Moreover, the success of organizations needs to be adjusted according to new technology for survival compared to their competitors, and online appraisal software hastens the appraisal process with less time.

Finally, management of different organizations in different industries should focus on online performance appraisal because of its high accuracy and its authenticity, which play a chief role in stimulating the employees to utilize their full efforts in order to meet their benchmarks directed towards organizational performance.

Conclusion, limitations and recommendations. Currently, in this era, organizations are shifting towards advanced technology to sustain their performance. Performance appraisal is a core element of HR practices, and MNCs are focusing much on their employees' growth, training, and development through performance evaluation with the support of the 360-degree feedback appraisal method [Appelbaum et al., 2011; Luthans, Farner, 2002]. Electronic performance appraisal is performed through appraisal software, such as Talentia, Reviewsnap, etc. Online/web-based appraisal centralizes feedback from multiple sources, which ensures time efficiency. It also assists in accountability, quality appraisal, security of ratings, employee participation, self-appraisals, etc. Online performance appraisal plays a major role in stimulating individuals to utilize their full efforts and work dedicatedly to achieve their benchmarks that are ultimately aligned with organizational goals [Ayers, 2015; DeNisi, Smith, 2014]. In addition to this, online performance appraisal contributes to achieving the organization's objectives directly and indirectly. One interesting fact revealed from the demographic perspective is that the majority of employees were between 26 and 40 years; therefore, there is a possibility that multinational firms prefer young employees with some experience.

Secondly, online appraisal provides an opportunity for self-evaluation to employees, which reduces communication barriers regarding evaluation and promotes peer appraisal. For organizations, performance appraisal has been a big concern because of the costly and time-consuming process, assigning of benchmarks to employees, rater accountability, feedback quality, employee satisfaction with evaluation, and identifying weak areas of individuals, where growth, training, and development are needed, etc. [DeNisi, Smith, 2014; Ghannam, 2025]. Moreover, the appraisal process is monitored by upper management, which also performs a role in individual evaluation, and benchmarks are set mutually by employees and supervisors that provide a clear picture of what has to be done in a specific period. Generally, employees were satisfied with the feedback, which represents an adequate appraisal process; evaluation helps in identifying mistakes and provides an opportunity for learning to overcome errors. Pay adjustments/increment/bonuses, internal promotion, and job security are linked with employee performance [Ghannam, 2025; Peemanee et al., 2026]. Furthermore, employees have an opportunity to express their positions regarding the performance rating; it shows that employees can easily discuss their concerns regarding the review. Appraisal is a continuous process; the shorter the period between evaluations, the greater the benefits both for the individual and organization, e.g., a quarterly or semi-annual appraisal is more beneficial than that performed once a year. Technology made things easy for both employees and organizations; most multinational financial service providers are appraising their employees quarterly and semi-annually rather than annually, which ultimately increases individual efficiency along with self-evaluation. In addition, peers can also comment regarding an employee's performance, and upper management can allocate rewards with justice by comparing the individual's results. Employees feel satisfaction, individual growth, and development after achieving the targets and increasing their self-esteem. Overall, online performance appraisal is playing a chief role in increasing employee motivation and organizational performance.

Current research was limited to the employees of MNCs in the financial industry. It was a cross-sectional study with convenience sampling because the primary purpose was to take the individuals' current perceptions and behavioural responses. Similarly, this study emphasizes associative patterns instead of changes over time. The future focus should be, first, on the comparison of electronic performance appraisal with paper-based appraisal in terms of long-term sustainability, and, second, on a comparison of appraisal periods (quarterly, semi-annually, and annually) in terms of growth and organizational performance by identifying weak areas of employees and then training and developing them. Researchers can also focus on rater accountability that is the source of an authentic appraisal for employee development. In addition, studies can be conducted on some critical issues specific to digital environments, data security concerns,

digital distrust, depersonalization of feedback, algorithmic bias, and the blurring of monitoring and appraisal. Finally, performance appraisal can be focused on organizational commitment, employee creativity, training and development, perceived organizational support, and different leadership styles in different industries with different territories worldwide, including underdeveloped, developing, and developed countries. ■

Appendix – The research questionnaire
Приложение – Опросник исследования

Rater accountability
- The performance evaluation process is monitored by upper management/Human Resources.
- My next-level supervisor (my supervisor's supervisor) plays a role in my performance evaluation.

Goal setting
- Specific objectives were set through a digital platform.
- I obtained a better idea of what I should be doing in my job through an online performance appraisal.
- The boss and I reviewed the goals of my job.
- I left with a clear idea of the criteria of good performance.

Performance appraisal satisfaction
- I am satisfied with the evaluation.
- I feel good about the way the evaluation was conducted.
- I am satisfied with the amount of feedback (both oral and written comments) I received from my supervisor.
- I am satisfied with the quality of feedback (both oral and written comments) I received from my supervisor.
- There are many ways in which I would like the evaluation to be different (reversed).

Quality of evaluation
- Compared to last year, my evaluation was more complete (e.g., all factors rated).
- Compared to last year, I received more feedback (both oral and written) from my supervisor.
- Compared to last year, I received better quality feedback (both oral and written comments) from my supervisor.
- Compared to last year, I received more specific feedback (both oral and written comments) from my supervisor.

Perceived utility
- The evaluation helped me learn how I can do my job better.
- I learned a lot from the evaluation.
- The evaluation helped me understand my mistakes.
- I have a clearer idea of what my supervisor expects from me because of the evaluation.

Salary
- In the appraisal session, my supervisor discussed how my salary adjustment is affected by my appraisal.
- My salary adjustments have been closely linked to the appraisals I have received.

Performance reward
- How likely is it that you will be promoted or given a better job if you perform especially well?
- How likely is it that your own hard work will lead to recognition as a good performer?
- How likely is it that you will have better job security if you perform especially well?
- How likely is it that you will get a cash award or unscheduled pay increases if you perform your job especially well?

Participation in performance appraisal
- I can include supporting documents about my performance with my evaluation.
- I have an opportunity to express my views about the way my performance is rated.
- I have a role in the evaluation of my performance.

Employee motivation
- When I do my work well in a digital workplace environment, it gives me a feeling of accomplishment.
- When I perform my job well in a digital workplace environment, it contributes to my personal growth and development.
- I feel a great sense of personal satisfaction in a digital workplace during my job.
- Doing my job well in a digital workplace increases my feeling of self-esteem.

Organizational performance

How would you compare the organization's performance over the past 3 years to that of other organizations that do the same kind of work? What about …
- the quality of products, services, or programmes?

- development of new products, services, or programmes?
- ability to attract essential employees?
- ability to retain essential employees?
- satisfaction of customers or clients?
- relations among employees in general?

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Information about the author

Muhammad Asif Zaheer

PhD (Business Administration), Researcher, Management and Law Dept., School of Economics. **University of Rome "Tor Vergata"**, Rome, Italy; Assistant Professor of Human Resource Management Dept., University Institute of Management Sciences. **PMAS-Arid Agriculture University**, Rawalpindi, Pakistan. E-mail: dr.asif@uaar.edu.pk

Информация об авторе

Захир Мухаммед Асиф

PhD (бизнес-администрирование), научный сотрудник кафедры менеджмента и права, Школа экономики. **Римский университет Тор Вергата**, г. Рим, Италия; доцент кафедры управления человеческими ресурсами, Институт менеджмента. **Сельскохозяйственный университет Пир Мехр Али Шах Арид**, г. Равалпинди, Пакистан. E-mail: dr.asif@uaar.edu.pk