

# PERFORMANCE APPRAISAL SATISFACTION OUTCOMES IN THE FMCG SECTOR IN PAKISTAN

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## Abstract

*In the current business world characterized by fierce competition, performance appraisals are integral tools for evaluation of employee performance, feedback provision, and career advancement management. Nevertheless, there has not been adequate research on the effect of performance assessment in influencing employees in the long run, especially on the aspects of creativity and job satisfaction. The study investigates the reason why career development helps mediate the relationship between performance appraisal satisfaction and two important employee outcomes: creative behavior and job satisfaction. Data for the study was collected from a survey of 178 employees selected at random from several FMCG firms, using a structured questionnaire. Data analysis was done using structural equation modeling (SEM) with SmartPLS 3.0, where performance appraisal was found to have a positive effect on career development and that PAS, creative behavior, and job satisfaction related to career development fully mediated the relationships. Particularly, it has been shown that employees who are given appropriate feedback together with career advancements are likely to take part in creative activities and to be content with their jobs. The study explains Self Determination Theory (SDT) which is the theory that focuses the fulfillment of the needs of the source of motivation to the employees which s in most cases considered as their autonomy, competence and connections. The findings of this study indicate that in order to increase creative levels and job satisfaction of employees, organizations need to include constructive performance appraisal procedures together with career development opportunities such as training, mentoring, and career maps. The study underscores the necessity of performance appraisal systems that evaluate performance but also enhance the professional development of employees resulting in improved employee engagement, innovativeness, and overall success of the organization. This study contributes to the literature on performance appraisal satisfaction and its consequences by examining how career development is significant for employees.*

**Keywords:** Performance appraisal satisfaction, employee career development, creative behavior, job satisfaction

## Introduction

In the fast-paced highly competitive business environment of today, organizations have come to depend on the performance appraisal system to appraise the employee's performance, give feedback, and help employees improve ([Fang, Liu, & Putra, 2022](#)). Traditionally, performance appraisals rely on the analyses of previous performance, identifying strengths and weaknesses, and setting goals for development ([Borba & Spence, 2024](#); [Garcia, 2024](#)). However, their functions are not as immediate as these might be; they affect long-term employee outcomes such as creative behavior and job satisfaction. Despite this, the ways through which performance appraisal affects these outcomes specifically in relation to the role of career development is understudied ([Mouratidou, Grabarski, & Donald, 2024](#)). Performance appraisals make the journey much easier as they provide vital feedback on the way forward in terms of growth among employees. In combination with opportunities for career development including training, skill-building programs, and mentoring-the appraisals enhance job satisfaction and create a climate genius collaboration setting that fosters creativity ([Dozier, 2024](#)). Career development transforms appraisal feedback into a set of action steps for growth, leading employees to perform more creative behaviors and eventually gain higher job satisfaction ([Ayodo, 2022](#)).

As an organization aims for superiority and innovation, understanding the relationship between performance appraisal and career development will promote how it affects creativity and job satisfaction ([Demircioglu, 2021](#)). And employee career development mediates the relations of performance appraisal and those creative employee outcomes, offering valuable insights for the optimization of performance management systems. Creativity is the capability to demonstrate new and original ideas which is essential for organizations at this time of competition in order to be innovative and have a competitive advantage ([Ferreira, Coelho, & Moutinho, 2020](#)). Likewise, job satisfaction

has been shown to affect worker engagement levels, productivity and retention ([Sypniewska, Baran, & Kłos, 2023](#)). Nevertheless, the effect of performance appraisals, career growth, and these outcomes has not been sufficiently explored, particularly how career development can mediate the effects of performance appraisal on creative behavior and job satisfaction.

The significance of this study is that it attempts to fill a gap in the literature, meaning an investigation into how career development enhances the positive effects of performance appraisal on creativity and job satisfaction at a more profound conceptual level. Current study provides practical implications for organizations to design performance management systems that not only measure but also catalyze effective long-term employee growth, engagement, and innovation.

## Research Questions

To what extent performance appraisal satisfaction affects employee career development, creative behavior and job satisfaction?

How does employee career development mediate the relationship between performance appraisal and creative behavior?

How does employee career development mediate the relationship between performance appraisal and job satisfaction?

## Research Objectives

To investigate the performance appraisal satisfaction's impact on employee career development, creative behavior and job satisfaction.

To analyze the mediating impact of employee career development between performance appraisal satisfaction and creative behavior.

To analyze the mediating impact of employee career development between performance appraisal satisfaction and job satisfaction.

## Theoretical development

The basis of this research is Self-Determination Theory ([Deci & Ryan, 2012](#)), which suggests that humans are intrinsically motivated to act. Self-Determination Theory (SDT) describes intrinsic motivation as the hub for most effective functioning, productivity, and satisfaction in human life ([Rigby & Ryan, 2018](#)). Therefore, autonomy, competence, and relatedness-the basic psychological needs-are essential for inducing intrinsic motivation, resulting in higher levels of engagement and well-being. Performance Appraisal (PA) systems and career development initiatives are also considered to have a significant impact on how these needs are met in the workplace ([Al-Jedaia & Mehrez, 2020](#); [GELAN, 2017](#)). For instance, in a performance appraisal program which provides employees with constructive feedback and allows the employees' discretion in what goals to set, contribute to their feelings of competence and autonomy, which are major basic motivators of creative behavior. Career development programs, such as mentoring and skill building, also enhance relatedness since they facilitate the connection of the employee to his organization and its goals ([Gyansah & Guantai, 2018](#)). All these things develop not only the creativity of employees but can also make their job more satisfying since they feel themselves more competent, autonomous, and valuable in their work context.

Recently, there is much evidence that performance appraisal positively impacts creative behavior ([Canet-Giner, Redondo-Cano, Saorín-Iborra, & Escribá-Carda, 2020](#); [Ghazi, El-Said, Salem, & Smith, 2023](#); [Ismail & Rishani, 2018](#)). Indeed, as far as performance appraisals are concerned, employees receive feedback, which explains where they can strengthen their competencies and weaknesses, motivating them and generating more creative work ([Curzi, Fabbri, Scapolan, & Boscolo, 2019](#)). Conductive appraisals not only strive to balance individual and organizational goals but also allow alert workers that fresh contributions are recognized and valued, thus fostering an ambiance of

creativity within an organization. Performance appraisals allow for goal-setting, development of skills, and encouraging one's employees to think beyond bounds to achieve or surpass what might be expected ([Latham, 2023](#)). From the existing literature, positive feedback and the presence of developmental opportunities, which are mostly conveyed through performance appraisals, boost intrinsic motivation, which is a key enabler of creativity behavior ([Gerhart & Fang, 2015](#)). Hence, it is demonstrated that modern studies relate performance appraisals to creativity, thereby contributing abundantly to employee's creativity positively.

***H1: Performance appraisal positively influences creative behavior.***

Some of the recent studies indicating performance appraisal feedback highlights the importance of this phase for career development ([Boadi, 2016](#); [Kabwe, 2024](#)). Performance appraisals provide opportunities for constructive feedback that may be offered to the workers, allowing them to know their strengths and weaknesses ([Kampkötter, 2017](#)). This knowledge then impacts the career development of the employee. Apart from making expectations clear, performance evaluations have room for the development of skills, setting objectives, and even long-term planning for one's career ([Halawi & Haydar, 2018](#)). Appraisals are mainly an influential source of promotion, raises, and other career growth opportunities. In this sense, it is a powerful instrument through which employee motivation and retention can be enhanced. As some studies state, performance appraisals related to career development goals increase the feeling of career satisfaction and commitment to the organization ([Na-Nan, Kanthong, Joungrakul, & Smith, 2020](#)). Such performance appraisals play a very important role in the guidance of employees' career paths and professional development.

***H2: Performance appraisal positively influences employee career development.***

Performance appraisals provide employees with clear actionable feedback, which would eventually bring more of a feeling of accomplishment and a better understanding of roles and contributions ([Makombo, Mubemba, & Chanda, 2024](#)). A positive appraisal together with recognition and rewards is likely to enhance the intrinsic motivation of employees, making them feel appreciated for their jobs and valued ([Gerhart & Fang, 2015](#)). Besides, fair and transparent performance appraisals minimize uncertainty and increase trust in the organizational practice and enhance job satisfaction. Appraisals that seem to develop and enhance employees' development and growth appear to augment a friendly work environment that boosts the commitment and satisfaction of employees towards their jobs ([Kampkötter, 2017](#)). On the other hand, unsoundly conducted appraisals will undermine satisfaction and the effectiveness of implementation is critical. A well-executed performance appraisal is one factor that can enhance the overall job contentment of workers by encouraging a sense of accomplishment and further personal development ([MUGURE MUTHURI, 2019](#)).

***H3: Performance appraisal positively influences job satisfaction.***

Career development initiatives, encompassing training and skill development programs, and career opportunities can develop the skills and competencies of the workers ([Jackson & Wilton, 2016](#)). Which help in equipping them with tools and resources available to them to better develop their competence and autonomy. Career development initiatives improve the competency of employees, besides increasing a sense of mastery and ownership of the career paths by employees ([Akkermans, Brenninkmeijer, Schaufeli, & Blonk, 2015](#)). According to SDT, employee's view that their career development is supported at work through performance appraisals enhances intrinsic motivation to display creative behavior particularly ([Muzafary,](#)

[Intesham, & Mudassir, 2021](#)). Although the reason probably lies in the supportive relationship mediated by performance appraisals. It mediates in this relationship because employees who are more competent and valued are likely to take the risk and explore innovative ideas for creative contributions in their organizations. When autonomy is promoted, competence enhanced, career development gives employees a belief in their capabilities and encourages them to actively participate in creative, innovative activities that are beneficial to them and the organization ([Lartey, 2021](#); [Zhou, Li, & Gong, 2019](#)).

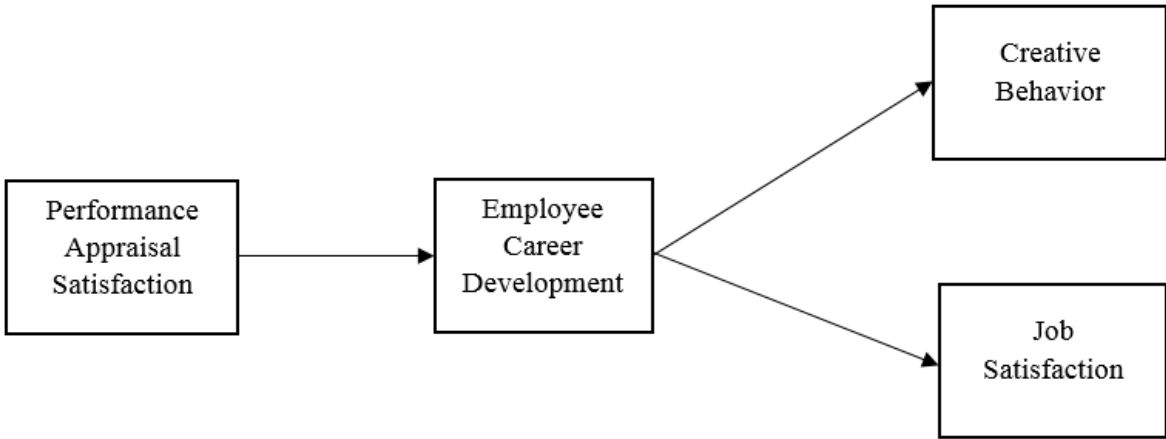
***H4: Career development mediates the relationship between performance appraisal and creative behavior.***

Further, training, mentoring and career development are the development programs that meet employee competence needs ([Dachner, Ellingson, Noe, & Saxton, 2021](#)). These programs give the employee the skills to do his work creatively and successfully, which would enable him/her to take pride in his personal and professional accomplishments. The more the career developmental opportunities are linked with performance appraisals as well as higher job satisfaction ([Kampkötter, 2017](#)). In this way, through career development programs, more defined steps toward career and personal growth can be provided to employees, so furthering the concept of organizational belonging ([Price & Reichert, 2017](#)). Due to this, the career development acts as an intermediary between performance appraisal and job satisfaction by promoting employees' motivation to work due to their apparent value and support toward long-term goals ([Loyarte-López, García-Olaizola, Posada, Azúa, & Flórez, 2020](#)).

***H5: Career development mediates the relationship between performance appraisal and job satisfaction.***

**Theoretical Framework**

Figure 1



Research Methods

Data Collection and Instruments

Data collection for this study was carried out through distributing 200 questionnaires to employees in various organizations. Questionnaires were delicately designed to collect information on job satisfaction, creative behavior, performance appraisal satisfaction and career development of the employees. As a result, 178 completed usable responses were returned, with a response rate of 89% attained. These questionnaires were used to test the variables of concern using a five-point Likert scale. Such data provided insight into relationships among those constructs, which were further analyzed using SPSS 27 and SmartPLS 3.0. The research instruments utilized in this study comprise: A five-item job

satisfaction scale was used ([Hackman & Oldham, 1975](#)), a four-item creative behavior scale, six-item performance appraisal satisfaction scale and a five-item career development scale adopted from a previous study ([Scott & Bruce, 1994](#)). And convenience sampling technique was used to collect data from FMCG sector’s employees in Pakistan.

Demographics Analysis

Demographic analysis reveals that 65% of employees in the FMCG sector were males in this study. The most of the respondents were at the age group of 26-30 years, which depicts 40%. Majority salary profiles depict that most of the respondents earn in the range of PKR 50,000 to 70,000 which depicts a midlevel earning profile and 20% of employees have considerably higher salaries above PKR 100,000.

Table 1

Gender	Frequency	Percentage
Male	116	65
Female	62	35
Age		
18-25	45	25
26-30	71	40
31-35	36	20
36-40	18	10
40 and Above	8	5



Salary		
Above 30k	27	15
Above 50k	45	25
Above 70k	53	30
Above 100k	36	20
Above 150k	17	10

Measurement Model

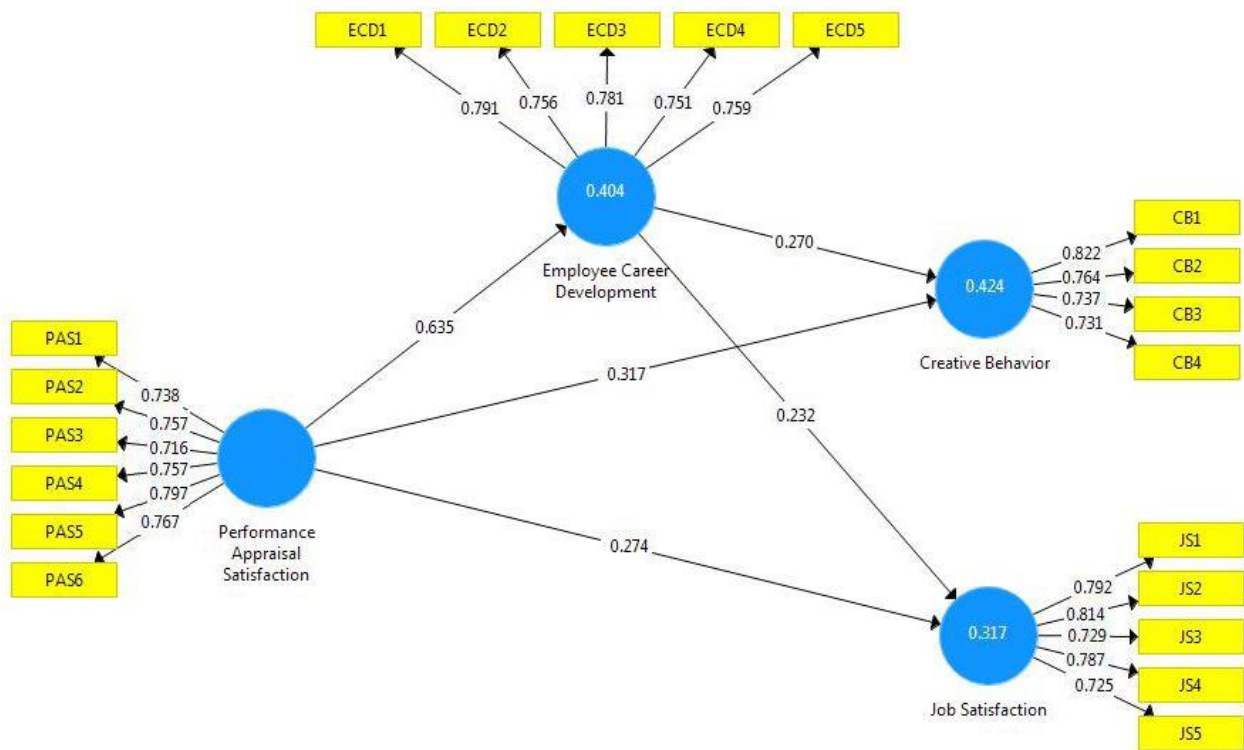
As illustrated in Table 2, the factor loadings for four major variables are given along with the composite reliability (CR), average variance extracted (AVE), maximum shared variance (MSV), and average shared variance (ASV) of the variables. All the variables report factor loadings with magnitudes above 0.7, thus indicating good indicator reliability ([Gessesse, Mersha, Gessesse, Ge, & Mesgina, 2019](#);

[Sureshchandar, 2023](#)). The range of CR is to 0.769 to 0.833 standing above the lowest bound which has been set at 0.7 and implying reasonable internal consistency ([Hair Jr et al., 2021](#)). All the values of AVE are above the minimum limit of 0.5 and therefore ensuring that there is convergent validity ([Cheung, Cooper-Thomas, Lau, & Wang, 2024](#)). In addition, both MSV and ASV values are rather low which confirms further discriminant validity ([Sürücü & Maslakci, 2020](#)).

Table 2

Variable	Items	Loading	CR	AVE	MSV	ASV
Performance Appraisal Satisfaction	PAS1	0.738	0.782	0.643	0.453	0.411
	PAS2	0.757				
	PAS3	0.716				
	PAS4	0.757				
	PAS5	0.797				
	PAS6	0.767				
Employee Career Development	ECD1	0.791	0.821	0.576	0.418	0.431
	ECD2	0.756				
	ECD3	0.781				
	ECD4	0.751				
	ECD5	0.759				
Creative Behavior	CB1	0.822	0.833	0.622	0.422	0.367
	CB2	0.764				
	CB3	0.737				
	CB4	0.731				
Job Satisfaction	JS1	0.792	0.769	0.588	0.419	0.333
	JS2	0.814				
	JS3	0.729				
	JS4	0.787				
	JS5	0.725				

Figure 2



Structural Model

Direct Relationship

Table 3 articulates the direct relationships between the variables. All paths are positively associated with t-values higher than 1.96 and p-values less than 0.05, thereby ensuring highly statistical significance (Imbens, 2021; Winship & Zhuo, 2020). Based on the Table 3 results, performance appraisal satisfaction positively indicates employee career development, creative

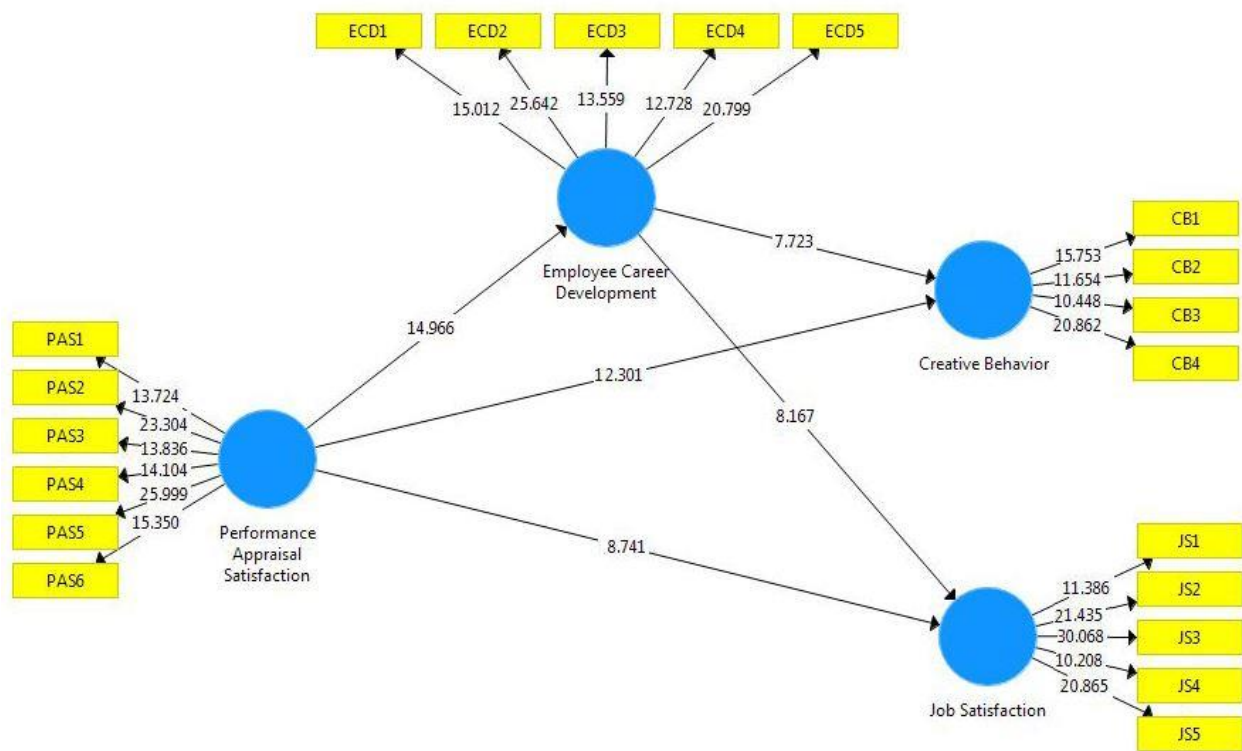
behavior, and job satisfaction. It can also be noted that employee career development has a direct and significant impact on both employee creative behavior and job satisfaction.

Table 3

Path		SE	T-Value	P-Value
PAS	ECD	0.022	14.966	0.000
PAS	CB	0.039	12.301	0.000
PAS	JS	0.032	8.741	0.000
ECD	CB	0.047	7.723	0.000
ECD	JS	0.041	8.167	0.000

Note: PAS= Performance Appraisal Satisfaction  
ECD= Employee Career Development      CB=  
Creative Behavior      JS= Job Satisfaction

Figure 3



Mediation Analysis

As illustrated in Table 4, mediation analysis was conducted, focusing on indirect effects of performance appraisal satisfaction on creative behavior and job satisfaction through employee career development. All paths show t-values greater than 1.96 and p-values less than the 0.05, indicating that all paths were statistically significant (Imbens, 2021). This suggests

employee career development influences interaction paths between performance appraisal satisfaction with employee creative behavior as well as performance appraisal satisfaction with job satisfaction. Therefore, this study reveals a significant mediating relationship of employee career development with performance appraisal satisfaction, employee creative behavior and job satisfaction.

Table 4

Path	SE	T-Value	P-Value
PAS ➔ ECD ➔ CB	0.019	14.348	0.000
PAS ➔ ECD ➔ JS	0.030	10.901	0.000

Note: PAS= Performance Appraisal Satisfaction  
ECD= Employee Career Development

CB= Creative Behavior      JS= Job Satisfaction



Effect Size ( $f^2$ ) and Predictive Relevance ( $Q^2$ )

Table 5 depicts the effect sizes, ( $f^2$ ), for the relations of constructs to each other. Effects size are moderate for performance appraisal satisfaction to job satisfaction as  $f^2 = 0.212$ , performance appraisal satisfaction to employee career development as  $f^2 = 0.245$  and performance appraisal satisfaction to creative behavior as  $f^2 = 0.214$  (Ialongo, 2016). However, the effects sizes are large as employee career development on job satisfaction is  $f^2 = 0.361$ .

As shown in Table 6, the  $Q^2$  values of the endogenous variables signify different levels of predictiveness. Employee career development and job satisfaction indicates medium level of predictiveness at 0.244 and 0.298 respectively (Janadari, Sri Ramalu, Wei, & Abdullah, 2016). While employee creative behavior indicates large level of predictiveness at 0.417. This holds that the model was very predictive for employee creative behavior, moderate in prediction to be made of employee career development and job satisfaction.

Table 5

Endogenous Variables		$Q^2$	Level of Predictive Relevance	Predictive Relevance
ECD		0.244	Medium	Yes
CB		0.417	Large	Yes
JS		0.298	Medium	Yes
Construct		$f^2$	Size	
➔ PAS	JS	0.212	Moderate	
➔ PAS	ECD	0.245	Moderate	
➔ PAS	CB	0.214	Moderate	
➔ ECD	JS	0.361	Large	

Note: PAS= Performance Appraisal Satisfaction  
ECD= Employee Career Development  
CB= Creative Behavior JS= Job Satisfaction

Table 6

Note: ECD= Employee Career Development  
CB= Creative Behavior JS= Job Satisfaction

Conclusion

The study aimed at ascertaining the mediating role of career development between performance appraisal satisfaction and two major employee outcomes: creative behavior and job satisfaction. The findings of the study are based on STD theory with exogenous and endogenous constructs in domain of FMCG employees in Pakistan. Importantly, career development was found to play the critical mediator role in relation of performance appraisal satisfaction and

creative behavior of FMCG sector’s employees. Also, performance appraisal satisfaction can significantly enhance job satisfaction of employees through employee career development programs. The findings also highlight the necessity of performance appraisal systems that are not only concerned with the assessment and feed-back provision. Those performance appraisal systems within the system should also include features that motivate career advancement, skill enhancement, and personal development. It has also been established that performance evaluation systems focused on satisfaction and creativity at work must be

integrated with systems of career growth. Career and training opportunities, as well as mentoring, can increase feelings of competence, autonomy, and worth in employees. Therefore, it can be concluded that not only employee satisfaction and employee creativity can be enhanced by the large-scale presence of motivating factors but also the overall functioning of the organization in terms of performance, innovativeness as well as creation of new avenues.

### **Practical Implications**

The results of this research are particularly beneficial for organizations that seek to improve the creativity and job satisfaction of their employees. When career growth opportunities are included in performance review processes, it helps to create a better and motivating environment within the organization. When employees are given positive reassurances and the necessary tools of skill and career advancement, their engagement and internal drive are enhanced. This in turn increases job satisfaction among employees, but also the level of creative activities, which is vital to organizational innovation and overall success. Lastly, HR professionals need to update the performance appraisal processes with those that emphasize the development of skills and growth, instead of merely rating the performance of employees, in order to fully harness the potential of the employees.

### **Limitations and Recommendations**

There are a number of limitations of this study. Firstly, the findings are based on FMCG sector which may cause response distortion. Secondly, the sample size was small, which limits the ability to generalize the findings. In addition, the research was a cross-sectional that did not allow for the assessment of the relationships between the variables over time. Future studies could address these limitations by adopting a variety of sectors, employing longitudinal methodology and including data that are non FMCG sector for performance and creativity measures.

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