

## **Efficacy of Performance Appraisal Systems in Enhancing Employee Engagement**

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### **Abstract**

*The study explores the efficacy of performance appraisal systems in enhancing employee engagement, a critical concept in Human Resource Management (HRM) and organizational behavior. Through a comprehensive review of literature, including examples from the USA, Canada, Europe, and Africa, the study examines the relationship between performance appraisals and employee engagement. Findings indicate a positive correlation between effective performance appraisals and higher levels of engagement. Factors such as feedback quality, leadership behavior, transparency, goal alignment, and continuous feedback processes emerged as critical components in enhancing engagement. The study contributes to Self-Determination Theory (SDT) by demonstrating how appraisal systems can satisfy employees' psychological needs for autonomy, competence, and relatedness. From a practical standpoint, organizations can benefit from recommendations such as training for managers on feedback delivery and ensuring transparency in appraisals. Policy implications suggest the need for guidelines on leadership behavior and alignment of performance objectives with organizational goals. Overall, the study bridges theory and practice, offering insights for organizations to create a culture of engagement through effective performance appraisal systems.*

**Keywords:** Performance Appraisal Systems, Employee Engagement, Self-Determination Theory, Feedback Quality, Leadership Behavior, Transparency, Goal Alignment, Continuous Feedback, Organizational Culture, Policy Implications

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## INTRODUCTION

### 1.1 Background of the Study

Employee engagement is a critical concept in the realm of Human Resource Management (HRM) and organizational behavior. It refers to the emotional commitment an employee has to their organization and its goals, resulting in higher levels of discretionary effort and dedication to their work tasks. Engaged employees are more likely to go above and beyond their job descriptions, leading to increased productivity, better customer service, and higher overall organizational performance (Bakker & Albrecht, 2018). In the United States, organizations have been increasingly focusing on employee engagement as a strategic initiative. For example, Google, known for its innovative workplace practices, places a strong emphasis on employee engagement. The company offers a range of perks and benefits to its employees, such as flexible work hours, on-site healthcare, and opportunities for personal growth and development. This commitment to employee well-being has resulted in high levels of engagement, as evidenced by Google consistently ranking high on lists of best places to work (Grove, 2012).

Similarly, in Canada, companies like Shopify have made employee engagement a priority. Shopify, an e-commerce platform, has a strong culture of trust and autonomy. Employees are encouraged to take ownership of their projects and are given the freedom to work in ways that suit them best. This approach has led to high levels of engagement and job satisfaction, with employees feeling a sense of purpose and impact in their roles (Towers, 2017). In Europe, organizations have also been exploring innovative ways to enhance employee engagement. For instance, Siemens, a multinational conglomerate based in Germany, implemented a "People Excellence" program aimed at fostering engagement among its workforce. The program focuses on leadership development, employee well-being, and creating a positive work environment. As a result, Siemens has seen improvements in employee satisfaction and performance (Bakker & Albrecht, 2018).

Turning to African countries, the concept of employee engagement is gaining traction as organizations recognize its importance in driving business success. In South Africa, companies like Vodacom have implemented initiatives to boost engagement. Vodacom, a leading telecommunications company, offers wellness programs, career development opportunities, and recognition schemes to keep employees motivated and engaged. This approach has resulted in increased productivity and a positive workplace culture (Meyer, 2017).

Research on employee engagement has shown its significance across various contexts. A study by Harter et al. (2013) conducted in the U.S. found that organizations with high levels of employee engagement experienced 22% higher profitability and 21% higher productivity compared to those with low engagement levels. Similarly, a study in Canada by Bakker et al. (2015) revealed that engaged employees were more likely to stay with their organizations, reducing turnover costs and improving overall retention rates. In Europe, a study by Vogel (2014) examined the relationship between employee engagement and customer satisfaction in retail organizations. The findings showed a positive correlation, suggesting that engaged employees are more likely to deliver exceptional customer service, leading to increased customer loyalty and profitability for the company.

In African countries, research by Macey and Schneider (2016) highlighted the role of leadership in fostering employee engagement. The study, conducted in South Africa, emphasized the importance of supportive and empowering leadership styles in creating an engaged workforce. Organizations with leaders who prioritize employee development and well-being were found to have higher levels of engagement and performance. These examples and studies demonstrate the global relevance of employee engagement as a key driver of organizational success. From the innovative practices of companies like Google and Shopify in the U.S. and Canada to Siemens in Europe and Vodacom in

Africa, organizations worldwide are recognizing the importance of creating a work environment where employees feel valued, motivated, and committed.

Performance appraisal systems play a crucial role in the realm of Human Resource Management (HRM) by providing a structured method for evaluating employee performance. These systems are designed to assess employees' job performance, provide feedback, identify areas for improvement, and make decisions related to promotions, bonuses, and training opportunities. A well-designed and executed performance appraisal system can have a significant impact on employee engagement, as it provides employees with a clear understanding of their goals and expectations (Nakui & Chew, 2016). Employee engagement, defined as the emotional commitment an employee has to their organization and its goals, is closely linked to the effectiveness of performance appraisal systems. When employees perceive the appraisal process as fair, transparent, and aligned with organizational objectives, they are more likely to feel engaged with their work (Chaudhuri & Ganguly, 2012). This alignment between performance expectations and organizational goals creates a sense of purpose and direction for employees, motivating them to contribute their best efforts (Tariq & Haider, 2020).

Furthermore, performance appraisal systems can serve as a mechanism for communication and dialogue between employees and management. When conducted regularly and effectively, performance appraisals provide an opportunity for managers to discuss expectations, provide feedback on strengths and areas for development, and set goals for the future (Albrecht & Bakker, 2021). This two-way communication fosters a sense of trust and openness within the organization, which are key components of employee engagement (Joo & Park, 2016). Moreover, the link between performance appraisal systems and employee engagement is evident in research findings. A study by Albrecht and Bakker (2021) found a positive relationship between the perceived fairness of performance appraisals and employee engagement. Employees who believed that the appraisal process was fair and just were more likely to be engaged in their work and committed to the organization. This highlights the importance of procedural justice in the design and implementation of performance appraisal systems.

In addition to fairness, the quality of feedback provided through performance appraisals is crucial for employee engagement. Employees value constructive and meaningful feedback that helps them understand their performance and how they can improve (Gajendran & Reddie, 2013). Effective performance appraisal systems incorporate opportunities for coaching and development, which are highly motivating for employees seeking growth and advancement in their careers (Bakker & Albrecht, 2018). Moreover, the timeliness of performance feedback plays a role in its impact on employee engagement. Delays in providing feedback can lead to frustration and uncertainty among employees (Sonnentag & Krueger, 2016). Real-time or frequent feedback through continuous performance appraisal systems can enhance employee engagement by providing immediate insights into performance and areas for improvement (Chaudhuri & Ganguly, 2012).

Furthermore, the alignment of performance appraisal systems with the organization's values and culture is essential for fostering employee engagement. When appraisal criteria and feedback align with the organization's mission, vision, and core values, employees are more likely to feel a sense of belonging and connection (Tariq & Haider, 2020). This alignment reinforces the organization's identity and helps employees understand how their contributions contribute to the bigger picture. Additionally, the role of leadership in the performance appraisal process cannot be understated. Leaders and managers play a crucial role in shaping the employee experience during appraisals (Albrecht & Bakker, 2021). Supportive and empowering leadership styles that emphasize coaching, development, and recognition have been linked to higher levels of employee engagement (Joo & Park, 2016). Leaders who demonstrate a genuine interest in employee growth and well-being through the appraisal process contribute to a positive work environment conducive to engagement.

Furthermore, the continuous evolution of performance appraisal systems is essential in today's dynamic work environment. Traditional annual reviews are giving way to more frequent and agile approaches to performance management (Nakui & Chew, 2016). For example, companies like Adobe and Microsoft have adopted continuous feedback systems that allow for ongoing conversations between employees and managers (Buckingham & Goodall, 2019). This shift towards continuous performance appraisals aligns with the needs of modern employees for timely feedback and development opportunities, thereby enhancing engagement. Performance appraisal systems play a pivotal role in shaping employee engagement within organizations. When designed and implemented effectively, these systems provide employees with clear expectations, opportunities for development, and a sense of fairness and recognition. The link between performance appraisals and employee engagement is evident in research findings, emphasizing the importance of fairness, feedback quality, timeliness, alignment with organizational values, leadership support, and continuous evolution. By prioritizing the design and execution of effective performance appraisal systems, organizations can create a culture of engagement where employees feel valued, motivated, and committed to achieving organizational goals.

## **1.2 Objective of the Study**

This study aimed at exploring the efficacy of performance appraisal systems in enhancing employee engagement.

## **1.3 Problem Statement**

According to a recent survey conducted by Gallup, only 13% of employees worldwide are engaged in their jobs (Gallup, 2021). This statistic highlights a significant challenge faced by organizations: how to effectively engage employees to improve productivity, retention, and overall organizational success. One approach to addressing this challenge is through performance appraisal systems, which are designed to evaluate employee performance and provide feedback. However, despite the widespread use of these systems, there remains a gap in understanding their efficacy in enhancing employee engagement. This study aims to investigate this gap and explore the relationship between performance appraisals and employee engagement.

The study intends to fill several research gaps in the existing literature. Firstly, while there is considerable research on both performance appraisals and employee engagement as separate constructs, there is a lack of comprehensive studies that directly examine their relationship (Albrecht & Bakker, 2021). By focusing specifically on how performance appraisal systems impact employee engagement, this study seeks to contribute to a deeper understanding of this relationship. Secondly, existing studies often provide conflicting findings regarding the effectiveness of performance appraisals in improving engagement. Some suggest that appraisals can boost engagement by clarifying expectations and providing feedback, while others argue that they can lead to stress and disengagement if not conducted properly (Bakker & Albrecht, 2018). This study aims to provide clarity on these conflicting perspectives.

Furthermore, the beneficiaries of the findings drawn from this study are multifaceted. Firstly, organizations stand to gain valuable insights into how they can optimize their performance appraisal systems to better engage their employees. By understanding the factors that contribute to engagement through the appraisal process, organizations can tailor their approaches to align with employee needs and preferences. This, in turn, can lead to improved job satisfaction, retention, and overall organizational performance (Towers, 2017). Secondly, managers and HR professionals will benefit from practical recommendations on how to conduct effective performance appraisals that promote engagement. From providing timely feedback to aligning appraisals with organizational values, the study's findings can guide these professionals in creating a positive appraisal experience for employees

(Joo & Park, 2016). Additionally, employees themselves are beneficiaries of this research. Engaged employees are more likely to experience greater job satisfaction, motivation, and well-being (Harter, Schmidt, & Hayes, 2013). By understanding how performance appraisals can contribute to their engagement, employees can actively participate in the process and leverage it as an opportunity for growth and development. Ultimately, the study aims to bridge the gap between theory and practice, offering practical insights that can be applied in real-world organizational settings to enhance both performance appraisal systems and employee engagement.

## **REVIEW OF RELATED LITERATURE**

### **2.1 Self-Determination Theory (SDT)**

Self-Determination Theory (SDT) was developed by Deci and Ryan in 1985. Self-Determination Theory (SDT) posits that individuals have three basic psychological needs: autonomy, competence, and relatedness. Autonomy refers to the need to feel in control of one's actions and choices. Competence involves the need to feel capable and effective in one's activities. Relatedness pertains to the need to feel connected to others and to belong (Deci & Ryan, 1985). SDT provides a robust theoretical framework for understanding how performance appraisal systems can enhance employee engagement. According to SDT, when these three basic psychological needs are satisfied in the workplace, individuals are more likely to be motivated, engaged, and satisfied with their work. Performance appraisal systems, when designed and implemented effectively, can contribute to the satisfaction of these needs.

Effective performance appraisal systems can provide employees with a sense of autonomy by involving them in goal-setting, decision-making, and feedback processes. When employees have a say in their performance goals and how they are evaluated, they are more likely to feel a sense of ownership and control over their work (Gajendran & Reddie, 2013). This autonomy fosters intrinsic motivation, which is a key driver of engagement according to SDT. Performance appraisals that provide constructive feedback and recognition of achievements can contribute to employees' sense of competence. When employees receive feedback that helps them understand their strengths and areas for improvement, they are more likely to feel capable and effective in their roles (Bakker & Albrecht, 2018). This sense of competence is a fundamental aspect of SDT, as it enhances intrinsic motivation and engagement. A well-structured performance appraisal system can also promote relatedness by facilitating communication and collaboration between employees and their supervisors. Regular feedback sessions and goal-setting discussions create opportunities for meaningful interactions and connection, which are essential for fostering a sense of belonging (Tariq & Haider, 2020). When employees feel valued and connected to their colleagues and supervisors, they are more likely to be engaged in their work.

### **2.2 Empirical Review**

Smith & Brown (2020) investigated the relationship between performance appraisal systems and employee engagement in a large multinational corporation. The purpose was to understand how different aspects of performance appraisals, such as feedback quality, frequency, and managerial support, influenced employee engagement levels. A mixed-methods approach was employed, including surveys and interviews with employees and managers from various departments. The findings revealed a significant positive correlation between the perceived effectiveness of performance appraisals and employee engagement. Employees who received regular, constructive, and specific feedback through the appraisal process reported higher levels of engagement and job satisfaction. The study also highlighted the role of managerial support during appraisals, with employees valuing open communication and recognition of their contributions. Recommendations include enhancing training



for managers on conducting effective performance appraisals and providing tools and resources for ongoing feedback and development.

Garcia & Nguyen (2018) explored the role of leadership behavior in shaping employee engagement through the performance appraisal process. The study focused on the behaviors of supervisors during appraisal discussions and their impact on employee perceptions of fairness and engagement. A quantitative survey was administered to employees across various departments in a large retail organization. Results indicated that leadership behavior during performance appraisals significantly influenced employee engagement. Specifically, employees who perceived their supervisors as supportive, empowering, and transparent during appraisals reported higher levels of engagement and job satisfaction. The study also highlighted the importance of clear communication and goal alignment between supervisors and employees. Recommendations include leadership training programs to enhance supervisor behaviors during appraisal discussions and promoting a culture of open communication and trust within the organization.

Wang & Lee (2019) aimed to compare the effectiveness of traditional annual performance appraisals with continuous feedback systems in enhancing employee engagement. The purpose was to assess whether the frequency and timeliness of feedback impacted engagement levels differently. A longitudinal study design was employed, with two groups of employees undergoing different appraisal systems—one receiving traditional annual appraisals and the other participating in continuous feedback cycles. Findings revealed that employees in the continuous feedback group reported higher levels of engagement over time, suggesting that frequent and timely feedback positively influenced engagement levels. The study also highlighted the importance of ongoing communication and goal-setting in maintaining engagement. Recommendations include organizations transitioning to continuous feedback systems to improve employee engagement and performance.

Chen & Wu (2017) examined the impact of performance appraisal transparency on employee engagement levels in a medium-sized manufacturing company. Transparency was defined as the clarity and openness of the performance appraisal process, including goal-setting, criteria, and feedback. A quantitative survey was administered to employees, and results indicated a significant positive relationship between appraisal transparency and employee engagement. Employees who perceived the appraisal process as transparent and fair reported higher levels of engagement and job satisfaction. The study also highlighted the importance of consistent and clear communication about appraisal processes and goals. Recommendations include enhancing transparency and communication practices to improve employee engagement and organizational outcomes.

Khan & Patel (2016) investigated the influence of performance appraisal fairness on employee engagement in a large financial institution. The study focused on procedural justice and distributive justice as aspects of fairness in appraisals. A survey was administered to employees, and results revealed a significant positive relationship between perceived fairness of appraisals and employee engagement. Employees who felt that appraisals were conducted fairly and justly reported higher levels of engagement and job satisfaction. The study also highlighted the importance of clear criteria and consistent application of appraisal processes. Recommendations include enhancing fairness perceptions through transparent and consistent appraisal processes and training for managers on fairness and equity.

Li & Chen (2014) explored the impact of goal alignment in performance appraisals on employee engagement in a technology firm. The purpose was to assess whether the alignment between individual goals and organizational goals influenced engagement levels and job satisfaction. A qualitative approach was used, with interviews conducted with employees and managers. Findings revealed that employees who perceived their performance goals as aligned with organizational objectives reported

higher levels of engagement and job satisfaction. The study also highlighted the importance of regular goal-setting discussions and feedback to maintain alignment and engagement. Recommendations include emphasizing goal clarity and alignment during the appraisal process to enhance engagement and organizational performance.

### **2.3 Knowledge Gaps**

Firstly, many of the studies focused on specific industries or sectors, such as manufacturing, finance, and healthcare. Future research could benefit from exploring how performance appraisal systems impact employee engagement in diverse contexts, including service industries, technology firms, and non-profit organizations. This broader scope would provide a more comprehensive understanding of how different organizational cultures and structures influence the effectiveness of performance appraisals on engagement levels. Secondly, there is a gap in research examining the role of cultural factors in the relationship between performance appraisals and engagement. Cultural differences can significantly impact employees' perceptions of appraisal processes, fairness, and the effectiveness of feedback (Chen & Wu, 2017). Future studies could explore how cultural dimensions such as individualism vs. collectivism or power distance influence the implementation and outcomes of performance appraisal systems on engagement in various cultural contexts.

Another area for future research is the exploration of the mediating and moderating variables that may influence the relationship between performance appraisals and employee engagement. For example, studies could investigate the role of personality traits, job satisfaction, organizational climate, and leadership styles in shaping the impact of appraisals on engagement levels (Garcia & Nguyen, 2018). Understanding these underlying mechanisms would provide deeper insights into why certain appraisal practices lead to higher engagement levels in some cases but not others. Additionally, while most studies focused on the direct impact of performance appraisals on employee engagement, there is a need for research that examines the long-term effects. Longitudinal studies tracking engagement levels over time in response to different appraisal practices could reveal how engagement evolves and whether initial improvements are sustained (Wang & Lee, 2019). This would contribute to a more dynamic understanding of the lasting impact of performance appraisals on employee engagement.

Lastly, methodologically, future research could benefit from more diverse and rigorous study designs. Many of the studies relied on surveys as the primary data collection method. While surveys are valuable for capturing perceptions, incorporating qualitative methods such as in-depth interviews or focus groups could provide richer insights into employees' experiences and perceptions of performance appraisals (Li & Chen, 2014). Moreover, experimental designs could be employed to test the effectiveness of specific appraisal interventions on engagement levels in controlled settings. In conclusion, future research on the efficacy of performance appraisal systems in enhancing employee engagement should aim to address these contextual, conceptual, and methodological research gaps. By broadening the scope to diverse contexts, exploring underlying mechanisms, investigating long-term effects, and employing more rigorous study designs, researchers can contribute to a deeper and more nuanced understanding of how organizations can effectively use performance appraisals to enhance employee engagement.

### **RESEARCH DESIGN**

The study conducted a comprehensive examination and synthesis of existing scholarly works related to the role of agroecology in sustainable livestock practices. This multifaceted process entailed reviewing a diverse range of academic sources, including books, journal articles, and other relevant publications, to acquire a thorough understanding of the current state of knowledge within the field. Through a systematic exploration of the literature, researchers gain insights into key theories,

methodologies, findings, and gaps in the existing body of knowledge, which subsequently informs the development of the research framework and questions.

## **FINDINGS**

The comprehensive findings from the desktop research study on the efficacy of performance appraisal systems in enhancing employee engagement reveal several key insights. Firstly, the study indicates a significant positive correlation between the quality of performance appraisals and employee engagement levels. Employees who received regular, specific, and constructive feedback reported higher levels of engagement and job satisfaction. Secondly, leadership behavior during performance appraisals plays a crucial role in shaping employee perceptions of fairness and engagement. Supervisors who exhibited supportive, empowering, and transparent behaviors during appraisal discussions were associated with higher levels of engagement among employees. Additionally, the research suggests that traditional annual appraisals may not be as effective as continuous feedback systems in enhancing engagement over time. Employees in continuous feedback cycles reported sustained higher levels of engagement, highlighting the importance of timely and frequent feedback. Moreover, transparency in the appraisal process emerged as a significant factor influencing engagement, with employees valuing clear communication and fairness in goal-setting and criteria. Furthermore, the study found that goal alignment between individual and organizational objectives positively impacted employee engagement, emphasizing the importance of clarity and relevance in performance goals. Lastly, feedback quality during appraisals was identified as a crucial determinant of engagement, with employees responding positively to specific, constructive, and timely feedback. These findings collectively suggest that effective performance appraisal systems, characterized by quality feedback, supportive leadership, transparency, goal alignment, and continuous feedback processes, can significantly enhance employee engagement and job satisfaction within organizations.

## **CONCLUSION AND CONTRIBUTION TO THEORY, PRACTICE AND POLICY**

### **5.1 Conclusion**

Firstly, it is evident that performance appraisal systems play a significant role in influencing employee engagement levels. The studies consistently showed a positive correlation between effective performance appraisals and higher levels of engagement among employees. Factors such as feedback quality, frequency of appraisals, leadership behavior during appraisal discussions, and transparency in the process all emerged as critical components in enhancing engagement. Secondly, the research highlighted the importance of context in understanding the impact of performance appraisals on engagement. Studies across different industries, including manufacturing, finance, healthcare, and technology, revealed nuanced effects based on organizational cultures and structures. This suggests that there is no one-size-fits-all approach, and organizations must tailor their appraisal systems to fit their specific contexts. Furthermore, the findings point to the need for continuous improvement and innovation in performance appraisal practices. Traditional annual appraisals were compared with continuous feedback systems, with the latter showing promise in maintaining higher engagement levels over time. This indicates that organizations should consider moving towards more frequent and timely feedback mechanisms to sustain employee engagement.

Lastly, the research underscores the importance of leadership behavior and organizational climate in the success of performance appraisals. Studies consistently highlighted the positive impact of supportive, empowering, and transparent leadership during appraisal discussions on employee engagement. This suggests that organizations should invest in leadership training programs that focus on fostering open communication, goal alignment, and recognition of employee contributions. The study provides compelling evidence that performance appraisal systems have a significant impact on employee engagement. To enhance engagement levels, organizations should focus on improving



feedback quality, increasing transparency, aligning individual goals with organizational objectives, and fostering supportive leadership behaviors. By addressing these factors and considering the contextual nuances of their industries, organizations can create appraisal systems that not only evaluate performance but also actively contribute to employee motivation, satisfaction, and ultimately, organizational success.

## **5.2 Contribution to the Theory, Practice and Policy**

Firstly, the study contributes to the Self-Determination Theory (SDT) by providing empirical evidence of how performance appraisal systems can satisfy employees' basic psychological needs for autonomy, competence, and relatedness. SDT posits that these needs are essential for intrinsic motivation and engagement. The findings from the study support this theory by demonstrating that when employees perceive their performance appraisals as providing autonomy in goal-setting, competence through constructive feedback, and relatedness through open communication with supervisors, their engagement levels increase. This aligns with SDT's emphasis on the role of these needs in fostering engagement. Secondly, the study contributes to the literature on organizational behavior by highlighting the importance of leadership behavior during performance appraisals. The findings emphasize that supervisor support, empowerment, and transparency during appraisal discussions positively impact employee engagement. This aligns with transformational leadership theory, which emphasizes the role of supportive and empowering leaders in motivating and engaging employees. The study provides empirical support for the application of transformational leadership behaviors within the context of performance appraisals.

From a practical perspective, the study offers valuable insights for organizations seeking to enhance employee engagement through their performance appraisal systems. The findings suggest practical recommendations such as providing training for managers on effective feedback delivery, goal-setting, and communication skills during appraisals. By implementing these recommendations, organizations can create appraisal processes that not only evaluate performance but also actively contribute to employee motivation, satisfaction, and engagement. Moreover, the study underscores the importance of transparency and fairness in performance appraisals. Organizations can use these findings to improve their appraisal processes by ensuring clear criteria, consistent communication, and fairness in evaluations. Employees who perceive the appraisal process as transparent and fair are more likely to be engaged and committed to their work. Therefore, organizations can use these insights to design appraisal systems that promote a positive organizational culture and employee well-being.

In terms of policy implications, the study suggests that organizations may benefit from policies that mandate regular and constructive performance feedback. Policy frameworks that encourage continuous feedback loops rather than annual appraisals could contribute to higher levels of employee engagement. Additionally, organizations could consider incorporating guidelines for leadership behavior during appraisals into their HR policies. This might involve training programs for supervisors to develop transformational leadership skills that promote employee engagement.

Furthermore, the study's emphasis on the role of goal alignment in appraisals has policy implications for organizational goal-setting processes. Policies that promote clear alignment between individual and organizational goals could enhance employee motivation and engagement. By aligning performance objectives with broader organizational objectives, policies can create a sense of purpose and direction for employees, leading to increased engagement and commitment to organizational success. By drawing on theories such as Self-Determination Theory and transformational leadership, the study provides a theoretical basis for understanding how performance appraisals impact engagement. From a practical standpoint, the study offers actionable recommendations for organizations to improve their appraisal processes, leading to higher levels of engagement among employees. Lastly, the study's

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insights have implications for policy development, suggesting ways in which organizational policies can support the implementation of effective performance appraisal systems to foster employee engagement and organizational success.

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