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Investigating Performance Appraisal Satisfaction: A Focus on Teamwork Orientation, Employee Involvement, and Performance Orientation

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Abstract

This study observed the impact of teamwork orientation, employee involvement, and performance orientation, on performance appraisal satisfaction (PAS) in higher education institutions in Libya. A structured survey was administered, with 372 questionnaires distributed to employees. Statistical analyses were conducted using SPSS software to explore the relationships between the dimensions of organizational culture and performance appraisal satisfaction. The findings demonstrated a significant positive correlation between teamwork orientation and performance appraisal satisfaction. This suggests that variations in teamwork orientation are associated with corresponding changes in employee satisfaction with the performance appraisal process. Moreover, the study revealed that employee involvement and performance orientation significantly influenced performance appraisal satisfaction. These findings contribute to our understanding of the role played by teamwork orientation, employee involvement, and performance orientation in shaping performance appraisal satisfaction. The findings highlight the importance of fostering a teamwork-oriented workplace culture and emphasizing performance orientation in the organization to enhance satisfaction with the performance appraisal process.

Keywords: Teamwork Orientation, Employee Involvement, Performance Orientation, Performance Appraisal Satisfaction

1. Introduction

The success of any organization relies not only on the individual performance of its employees but also on the overall organizational values that facilitate collaboration, employee engagement, and performance excellence. Organizational culture encompasses shared values, beliefs, and practices that shape the work environment and influence employee behavior and attitudes.

Previous research has highlighted the importance of performance appraisal satisfaction. A study conducted by Teh et al. (2012) explored the impact of teamwork orientation, employee involvement, and performance orientation on performance appraisal satisfaction in a sample of 500 employees from various industries. The study found that higher levels of teamwork orientation were positively associated with greater satisfaction with the performance

appraisal process. This suggests that when organizations emphasize teamwork and cooperation, employees perceive the appraisal process as fair, supportive, and conducive to their growth and development.

In a similar vein, a study by Ahmad et al. (2014) examined the role of employee involvement in performance appraisal satisfaction within a large manufacturing company. The findings revealed that organizations that actively involved employees in the appraisal process, providing opportunities for feedback and input, had significantly higher levels of satisfaction among employees. This highlights the importance of employee involvement in shaping perceptions of fairness and relevance within the performance appraisal process.

Furthermore, a study conducted by Getnet et al. (2014) investigated the influence of performance orientation on performance appraisal satisfaction in the financial services sector. The results indicated that organizations that placed a strong emphasis on performance goals, metrics, and recognition of high performers had higher levels of satisfaction among employees with the appraisal process. This suggests that a performance-driven culture, where employees are motivated to excel and their achievements are acknowledged, contributes to positive appraisal experiences.

While these studies provide valuable insights into the relationship between organizational culture dimensions and performance appraisal satisfaction, there is still a need for further research to explore these relationships in different organizational contexts and industries. The present study aims to contribute to this growing body of knowledge by examining the specific influence of teamwork orientation, employee involvement, and performance orientation on performance appraisal satisfaction in a diverse sample of organizations across various sectors.

This study aims to investigate the role of these organizational culture dimensions in influencing performance appraisal satisfaction. By exploring the relationships between teamwork orientation, employee involvement, performance orientation, and performance appraisal satisfaction, valuable insights can be gained to inform organizational practices and enhance employee satisfaction with the appraisal process.

2. Literature Review

Performance appraisal plays a crucial role in influencing employee satisfaction, motivation, and development. Consequently, researchers have increasingly recognized the significance of organizational culture in shaping employees' satisfaction with performance appraisal. This literature review aims to explore the relationship between specific dimensions of organizational culture and satisfaction with performance appraisal.

2.1 Teamwork Orientation and Performance Appraisal Satisfaction

Numerous studies have investigated the influence of teamwork orientation on satisfaction with performance appraisal. Brown (2009) found that organizations with a strong teamwork orientation tend to exhibit higher levels of employee satisfaction with performance appraisal. Similarly, Harris and Barnes-Farrell (1997) conducted a study in the manufacturing sector and confirmed that organizations fostering teamwork and collaboration reported increased satisfaction levels with performance appraisal among employees. Additionally, Levy and Williams (2004) conducted research in the technology industry and found that teamwork orientation positively influenced satisfaction with performance appraisal. Para-González et al. (2018) examined the impact of teamwork orientation on satisfaction with performance appraisal in a healthcare setting and found a positive association between the two variables. These studies collectively suggest that a culture that values teamwork and collaboration positively impact employees' perceptions of the appraisal process.

2.2 Employee Involvement and Performance Appraisal Satisfaction

Research has shown that employee involvement and participation in the performance appraisal process are closely linked to satisfaction with performance appraisal. Cawley et al. (1998), conducted a meta-analytic review that

found a significant impact of employee participation on their reactions to performance appraisal. This suggests that adopting a teamwork-oriented approach and involving employees in the appraisal process can lead to more positive reactions. Furthermore, several studies, including Abdulkadir (2012), Memon et al. (2020), and Ramous Agyare et al. (2016), have highlighted the importance of performance appraisal in influencing organizational commitment, job satisfaction, and turnover intention. These studies emphasize the significance of strategic performance appraisal practices, effective career planning, and fostering work engagement in shaping employees' attitudes and behaviors. Ahmad (2014), explored the moderating factors that influence the relationship between employee involvement and satisfaction with performance appraisal. Although the specific factors were not mentioned, their research shed light on the factors that can affect this relationship. Additionally, Iqbal et al. (2013), found that performance appraisal positively influences employee performance. They emphasized the role of motivation as a key factor in this relationship. Effective performance appraisal systems, coupled with efforts to enhance employee motivation, can lead to improved performance outcomes.

2.3 Performance Orientation and Performance Appraisal Satisfaction

Previous research provides valuable insights into the relationship between performance orientation and satisfaction with performance appraisals. DeNisi and Smith (2014), found that individuals with a performance orientation prioritize procedural fairness in the appraisal process due to its direct impact on their ability to excel and achieve their goals. Fairness leads to higher satisfaction for these individuals. Fletcher and Williams (2016), emphasized the subjective experience of appraisals and highlighted that individuals with a performance orientation view them as opportunities to showcase their abilities and receive valuable feedback. This perception contributes to their satisfaction as they see appraisals as a means to demonstrate their performance and receive recognition. These studies emphasize the significance of fairness, accuracy, feedback quality, perceived usefulness of outcomes, and subjective experience in shaping employees' satisfaction with performance appraisals.

2.4 The Combined Effect of Organizational Culture Dimensions on Performance Appraisal Satisfaction

Prior studies provide insights into the combined effect of organizational culture dimensions on performance appraisal satisfaction. Moyo (1995) had a study showing that how performance reviews are done can impact an organization culture and that good leadership is vital in making a review system that fits the wanted culture. Teh et al. (2012) discovered that good work culture and a fair job evaluation process are associated with higher levels of organizational citizenship behaviour among employees. Mohamed et al. (2022) specifically focus on the healthcare sector. They found that when there is teamwork, collaboration, and a focus on patients, employees are happier with their performance reviews.

3. Study Methodology

The research methodology employed in this study involved conducting a structured survey among individuals affiliated with higher education institutions in Libya. The survey included measures of performance appraisal satisfaction. The independent variables, which included teamwork orientation, employee engagement, and performance orientation, were assessed using six items each resulting in a total of 18 items adopted Ambani (2016), Hornecker and Honauer (2018), Lakatamitou et al. (2020). The measurement scale for the dependent variable, performance appraisal satisfaction, consisted of ten items adopted Dasanayaka et al. (2021), Alainati et al. (2024). All of the items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The objective of this study was to evaluate employee satisfaction levels regarding performance appraisal in higher education institutions in Libya. Data was collected from 400 employees selected using convenience sampling from the employee population of 33,667 in 25 universities. Among the 400 questionnaires distributed, 28 were excluded due to incomplete responses. Consequently, 372 completed questionnaires, representing a response rate of 93 percent, were utilized for data analysis. The sample size and response rate ensure that the collected data provides

sufficient statistical power to draw meaningful conclusions about the overall employee population in higher education institutions in Libya.

Based on the literature the following hypotheses are formulated:

1. H1: There is a significant relationship between teamwork orientation and employees' satisfaction with performance appraisals.
2. H2: There is a significant relationship between employee involvement and employees' satisfaction with performance appraisals.
3. H3: There is a significant relationship between performance orientation and employees' satisfaction with performance appraisals.
4. H4: Teamwork orientation, employee involvement, and performance orientation have a significant impact on employees' satisfaction with performance appraisal.

4. Result and Discussion

Reliability refers to the extent to which the questionnaire consistently produces similar results when administered repeatedly under the same circumstances Hays & Revicki, (2005). By redistributing the questionnaire multiple times within identical conditions, researchers can examine the stability of its outcomes.

Cronbach's alpha coefficient values ranging from 0 to 1, assess reliability. Higher values indicate stronger internal consistency and reliability of the measures. Cronbach's alpha coefficients ranged from 0.717 to 0.854 indicating good internal consistency.

4.1. Hypotheses Testing

For the first hypothesis, teamwork orientation and performance appraisal satisfaction are the two variables.

Table 1: Correlation Analysis for H₁

Correlations			
		performance appraisal satisfaction	teamwork orientation
performance appraisal satisfaction	Pearson Correlation	1	.882**
	Sig. (2-tailed)		.000
	N	372	372
teamwork orientation	Pearson Correlation	.882**	1
	Sig. (2-tailed)	.000	
	N	372	372

** . Correlation is significant at the 0.001 level (2-tailed).

Correlation analysis results as displayed in Table 1 show a strong positive correlation between performance appraisal satisfaction and teamwork orientation, with a Pearson correlation coefficient of 0.882 ($p \leq 0.001$). This indicates a significant and robust relationship between the two variables. These findings imply that individuals who experience higher levels of satisfaction with their performance appraisals are more likely to exhibit a greater orientation towards teamwork and vice versa. The positive correlation suggests that as performance appraisal satisfaction increases, so does the tendency for individuals to value and engage in collaborative teamwork. Thus H1 is supported.

These results contribute to the existing body of knowledge by highlighting the significance of performance appraisal satisfaction in fostering teamwork orientation. Organizations may benefit from focusing on improving

the quality of performance appraisals to enhance employee satisfaction and promote a collaborative work environment.

For the second hypothesis, the variables are employee involvement and performance appraisal satisfaction. As seen in Table 2, the Pearson correlation coefficient between performance appraisal satisfaction and employee involvement is 0.743 ($p \leq 0.001$).

Table 2: Correlation analysis for H₂

Correlations			
		performance appraisal satisfaction	employee involvement
performance appraisal satisfaction	Pearson Correlation	1	.743**
	Sig. (2-tailed)		.000
	N	372	372
employee involvement	Pearson Correlation	.743**	1
	Sig. (2-tailed)	.000	
	N	372	372

** . Correlation is significant at the 0.01 level (2-tailed).

These findings suggest that there is a significant correlation between performance appraisal satisfaction and employee involvement. Higher levels of performance appraisal satisfaction are positively related to higher employee involvement. This means that employees who are more satisfied with their performance appraisals tend to be more engaged and involved in their work. Thus H₂ is supported.

These findings contribute to the understanding of the impact of performance appraisal satisfaction on employee involvement. Organizations that focus on enhancing performance appraisal processes and increasing employee satisfaction may also observe higher levels of employee involvement, which can lead to improved job performance and organizational outcomes.

For the third hypothesis, the variables are performance orientation and performance appraisal satisfaction. As presented in Table 3, there is a strong positive correlation between performance appraisal satisfaction and performance orientation, with a Pearson correlation coefficient of 0.699 ($p \leq 0.001$).

Table 3: hypothesis Correlation analysis for H₃

Correlations			
		performance appraisal satisfaction	Performance Orientation
performance appraisal satisfaction	Pearson Correlation	1	.699**
	Sig. (2-tailed)		.000
	N	372	372
Performance Orientation	Pearson Correlation	.699**	1
	Sig. (2-tailed)	.000	
	N	372	372

** . Correlation is significant at the 0.01 level (2-tailed).

These findings suggest a significant positive correlation between performance appraisal satisfaction and performance orientation. Higher levels of performance appraisal satisfaction are related to a greater emphasis on performance orientation. This implies that individuals more satisfied with their performance appraisals tend to prioritize and value performance-related goals and outcomes. Thus, H₃ is supported.

These results contribute to our understanding of the impact of performance appraisal satisfaction on an individual's orientation toward performance. Organizations that focus on improving performance appraisal processes and increasing employee satisfaction may also observe a greater emphasis on performance orientation among their employees. This can lead to increased motivation, goal-directed behaviour, and improved performance outcomes. The fourth hypothesis was about the effect of teamwork orientation, employee involvement, and performance orientation on employees' satisfaction with performance appraisals.

Multiple regression analysis was conducted to test this hypothesis. Table 4 presents the results of the analysis of variance (ANOVA) conducted. The table provides essential information regarding the overall fit of the model and the significance of the predictors.

Table 4: ANOVA test results.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1384.553	3	461.518	93.839	.000b
	Residual	368.865	75	4.918		
	Total	1753.418	78			

a. Dependent Variable: performance appraisals satisfaction.

b. Predictors: (Constant), teamwork orientation, employee involvement, and performance orientation

The ANOVA results reveal a significant relationship between the predictors and PAS($(3, 75) = 93.839, p < .001$). The predictors, teamwork orientation, employee involvement, and performance orientation, collectively explain a substantial proportion of the variance in PAS.

The total sums of squares (1753.418) encompass the complete variability in PAS, encompassing both the explained variance attributable to the regression model and the unexplained variance reflected in the residuals. With 78 degrees of freedom, this comprehensive measure of variability provides a basis for assessing the relative impact of the predictors; teamwork orientation, employee involvement, and performance orientation on performance appraisal satisfaction.

Table 5: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889a	.790	.781	2.21770

a. Predictors: (Constant), teamwork orientation, employee involvement, and performance orientation

b. Dependent Variable: performance appraisals satisfaction.

The model summary table provides an evaluation of the effectiveness of the regression model in explaining the performance appraisal system. It presents fundamental statistical measures that assess the model's goodness of fit and the extent to which the predictors—teamwork orientation, employee involvement, and performance orientation—contribute to the variability in the dependent variable.

The correlation coefficient (R) exhibits a strong positive linear association ($R = 0.889$) between the predictors and PAS. This suggests that the predictors collectively exert a substantial influence on employees' satisfaction levels during the appraisal process.

The coefficient of determination (R Square) reveals that the predictors account for a noteworthy proportion of the variance in PAS (R Square = 0.79), indicating the substantial explanatory power of the model. This implies that approximately 79% of the variability in performance appraisal satisfaction can be attributed to the predictors.

The adjusted R Square (adjusted for the number of predictors and sample size) stands at 0.781, providing a more

conservative estimate of the amount of variance explained by the model. This adjusted measure confirms that around 78.1% of the variability in performance appraisal satisfaction is effectively captured by the predictors, lending further support to their significance.

The standard error of the estimate gauges the average discrepancy between observed PAS scores and the model's predicted scores. This measure serves as an indicator of the model's precision in predicting actual satisfaction levels.

Table 6: t-test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.298	1.870		1.229	.223
teamwork orientation	1.359	.152	.867	8.918	.000
employee involvement	-.246	.182	-.153	-1.348	.182
performance orientation	.301	.139	.197	2.172	.033

a. Dependent Variable: performance appraisals satisfaction.

The results demonstrate that "teamwork orientation" and "performance orientation" strongly and significantly affect performance appraisal satisfaction ($p \leq 0.0001$, $p \leq 0.033$ respectively). For teamwork orientation, the unstandardized coefficient ($B = 1.359$) and standardized coefficient ($Beta = 0.867$) indicate that one unit of increase in teamwork orientation will result in an increase in performance appraisal satisfaction level. In the case of performance orientation, the unstandardized coefficient ($B = 0.301$) and standardized coefficient ($Beta = 0.197$) indicates that one unit of increase in performance orientation will increase performance appraisal satisfaction level. Conversely, "employee involvement" does not exhibit a significant relationship with performance appraisal satisfaction ($p \geq 0.05$).

The results of the multiple regression analysis provide a partial support for H4.

4.2. Discussion

The analysis revealed a strong positive correlation between performance appraisal satisfaction and the emphasis on collaborative teamwork. When employees are more satisfied with their appraisals, they tend to value and engage in teamwork more. Moreover, there is a significant association between performance appraisal satisfaction and employee involvement. Higher satisfaction levels are linked to increased employee involvement. Additionally, performance appraisal satisfaction is significantly correlated with the focus on performance. When employees are more satisfied with their appraisals, there is a stronger emphasis on performance. Specifically, the dimension of organizational culture related to "teamwork orientation" shows a strong positive correlation with performance appraisal satisfaction. However, the dimension of "employee involvement" does not have a significant relationship with satisfaction. Furthermore, the dimension of "performance orientation" is positively associated with performance appraisal satisfaction. To sum up, these findings highlight the positive impact of teamwork orientation and performance orientation on employees' satisfaction with performance appraisals.

5. Conclusion

Organizations must prioritize a culture of teamwork and collaboration. This helps create a supportive and inclusive work environment that promotes positive relationships and effective communication between employees. Creating a performance-oriented culture is essential to enhancing employee satisfaction with performance appraisals. This includes setting clear expectations and goals, providing regular feedback, and recognizing accomplishments. All of this helps organizations achieve the success of the evaluation process. Focusing on training and development programs is crucial for both employees and organizations to enhance satisfaction with performance appraisals. In

addition, it is necessary to regularly review and improve evaluation systems to ensure their effectiveness and relevance. This study provides valuable insight into the impact of teamwork orientation, employee involvement and performance orientation on satisfaction with evaluation performance, but more research is needed, especially in higher education institutions. It would help to gain a better understanding of other variables that contribute to satisfaction with performance evaluations.

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