360-DEGREE PERFORMANCE APPRAISAL: A KEY DRIVER OF EMPLOYEE MOTIVATION AND ENGAGEMENT

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Abstract
Research investigates how 360-degree performance appraisal affects employee motivation together with employee engagement. The research used quantitative analysis to obtain data by distributing an online questionnaire to 105 participants from different private-sector organizations. Statistical analysis produced three components which evaluated the relationship between multi-source feedback and vital behavioral outcomes through reliability and correlation and regression methods. The research shows that using performance appraisals from multiple directions creates better assessments of employee work that additionally leads to higher motivational levels and greater employee engagement. Organizational goals received greater commitment and loyalty from employees who received feedback from their supervisors and both their peers and subordinates because self-awareness and accountability combined with validation increased. The evaluation techniques found their strongest impact within hierarchical systems outside the Western world particularly in Pakistan thus indicating that 360-degree assessment methods boost both performance and employee engagement. The results from this research contribute fundamental knowledge for performance evaluation enhancement which leads to improved employee satisfaction together with organizational productivity ascendance.
Keywords: 360-degree performance appraisal, feedback system, employee motivation, employee engagement.

1.   INTRODUCTION

The successful execution of performance appraisals functions to link employee growth initiatives to business goals. The practice of relying solely on one supervisor's appraisal has faced significant criticism because of existing bias mechanisms and restricted view that damages staff growth along with motivation levels (Dangol, 2021). The need for organization-wide performance evaluation systems led to the rise of 360-degree performance appraisals as they have become the primary assessment method. Having input from supervisors together with feedback from peers and subordinates and customers can make 360-degree evaluations more accurate and objective for employee assessment (Ali, Abdalgani, & Dahlan, 2023).

High-quality 360-degree feedback offers essential components like constructive and neutral information coupled with self-awareness and recognition and fairness to enhance workplace motivation and employee engagement (Huda et al. 2022). The perception of fair and complete assessment components from employees leads to greater loyalty as well as higher motivation and productivity which drives organizational performance enhancement (Dhir, Dutta, & Ghosh, 2020).

Researchers study 360-degree appraisals because the precise impact of these evaluations remains unclear when motivating employees and retaining their engagement across diverse organizational structures (Karkoulian, et al. 2020). The objective nature together with accuracy of multi-source feedback stands validated by existing literature but research gaps remain regarding how these systems motivate and engage employees within non-Western hierarchical organizations especially in Pakistan. The absence of research on this subject becomes crucial because work environments are changing and adaptive performance management systems have gained more significance.

The research serves practical needs because it deals with significant aspects which directly help business leaders and human resource professionals achieve high-performing engaged labor forces. The study analyzes the direct relationships between 360-degree performance evaluation methods and their influence on motivation levels

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and employee engagement toward establishing evidence-based appraisal process enhancements that result in better organizational output.

In light of the above, the present study aims to:

- Examines how 360-degree performance appraisal methods directly affect employee motivational performance.
- Evaluates employee engagement with examination of appraisal systems.

The study adopts two specific research questions to guide its investigation:

- What effects do traditional 360-degree performance appraisals create on employee motivation?
- Through what means do 360-degree performance assessments affect employee engagement?

The research makes both practical and scholarly contributions by investigating these concerns to assist organizations in developing superior performance evaluation methods for workplace engagement and employee motivation.

2. LITERATURE REVIEW
2.1. 360-Degree Performance Appraisal

The 360-degree performance appraisal evolved during the late 1980s to replace conventional supervisor-centric evaluations because these methods exhibited biases and restrictive viewpoints (Fleenor, Taylor, & Chappelow, 2020). This method brought a transformation to performance management by merging supervisor and peer and subordinate and client feedback specifically for Western corporate environments (Moreno, 2020). The 1990s-introduced 360-degree performance reviews started a transformation to complete performance evaluations which make information accessible and demand accountability from different stakeholders (Das & Rajini, 2023). The feedback method is growing in importance across Asia and the Middle East because hierarchical workplace cultures require custom feedback approaches according to recent research (Malik, et al. 2022).

The theoretical foundation of 360-degree feedback matches Social Exchange Theory (Simbula, Margheritti, & Avanzi, 2023). because it shows how employee-stakeholder interactions produce trust and commitment between both parties. The implementation of multi-source feedback enhances organizational support perception that results in increased employee engagement (Wang, et al. 2023). The feedback received through 360-degree systems boosts motivation via intrinsic pathways because it meets Self-Determination Theory needs of autonomy and competence and relatedness according to van Woerkom, & Kroon, (2020).

2.2 Employee Motivation

The performance of organizations depends heavily on employee motivation which affects work productivity and job satisfaction as well as employee retention patterns (Mardanov, 2021). The difference between intrinsic motivation and extrinsic motivation emerges through motivational theory since intrinsic motivation stems from work-related satisfaction and personal engagement but extrinsic motivation operates under external motivators such as promotional opportunities together with monetary rewards and acknowledgment (Van den Broeck, et al. 2021).

Performance appraisal systems derive their effects on motivation from multiple theoretical models. The human progress model presented by Maslow's Hierarchy of Needs (according to Kaufman, 2023). demonstrates how individuals advance from essential bodily necessities to individual self-actualization levels. The process of 360-degree evaluation meets higher-level requirements through helpful diverse feedback that leads to personal growth as well as improved self-knowledge for participants. Under Vroom's Expectancy Theory employees become motivated when they perceive their work actions will result in desirable effects (Lokman, et al. 2022). Organizations that use 360-degree appraisals provide complete feedback insight to workers about performance effects on organizational success which strengthens both internal motivational elements and external rewards (Kamaluddeen, 2020).

The literature demonstrates that multi-source feedback mechanisms within 360-degree evaluations can stimulate employee motivation through these three processes:

- Structural personal development functions simultaneously with self-understanding enhancement to motivate intrinsic action (supporting intrinsic motivation).
- The relationship between work commitment and compensation becomes clearer because it supports external motivational drivers.
- The prevention of unfair evaluation practices helps maintain employee perception of fair treatment.

2.3 Employee Engagement

Employee engagement describes the deep mental and emotional dedication workers show toward their workplace institution (Turner, & Turner, 2020). Employee engagement at high levels leads to higher workplace

productivity together with better job satisfaction while decreasing employee turnover levels (Memon, et al. 2021). Employee psychological ownership arises from the engagement concept since employees develop individual ownership goals for their organizational success (Jing, & Yan, 2022).

360-degree performance evaluations create substantial employee engagement by allowing various stakeholders to provide feedback that builds recognition and strengthens accountability (Abboud, 2021). Multiple feedback sources enable staff members to understand evaluation processes as complete and equitable. The resulting perception strengthens their organizational connection and their dedication toward achieving organizational targets. According to Na-Nan, Joungtrakul, Smith, & Sanamthong, (2022) the practice of multi-source performance reviews helps employees by validating their work and creating workplaces where staff feel recognized and possess power.

When employees participate in the feedback procedure it helps them reflect on themselves and take responsibility and these behaviors represent fundamental aspects of psychological ownership. Employee engagement increases when personnel become active in translating their received feedback which enhances both their organizational commitment and emotional connection to the company.
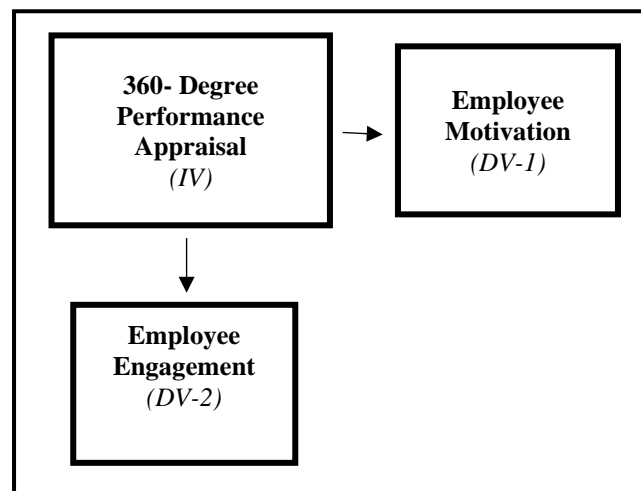
2.3.   Hypotheses

H$_1$: 360-degree performance appraisals are expected to have a significant and positive effect on employee motivation.

H$_2$: 360-degree performance appraisals are anticipated to have a significant and positive effect on employee engagement.

2.4.   Research Model

Figure 1.1: Research Model

3.   RESEARCH METHODOLOGY

3.1.   Research Design and Data Collection

This study employs a quantitative method to examine the effects of 360-degree performance appraisals on employee motivation and employee engagement. Data was collected via a structured questionnaire disseminated to employees across various industries. The hypothesis was tested with deductive approach.

The primary data for this research was collected through online using a structured questionnaire survey sent out to employees of various organizations that have implemented a 360-degree performance appraisal system. The secondary data was gathered from textbooks, journals and relevant publications.

A structured questionnaire that comprises closed-ended and 5 points Likert scale items make up the survey. Every questionnaire was sent out separately, and clear instructions were provided to each respondent before taking part into survey. Intend of the questionnaire was to collect demographic data about the participants as well as their opinions on how the 360-degree performance appraisal affect their motivation and engagement.

3.2. Sampling Strategy and Sample Size

A convenience sampling technique was employed, taking into account the availability and willingness of employees to participate (Mweshi, & Sakyi, 2020). The final sample comprised 105 respondents from various private-sector organizations. Although convenience sampling has its inherent limitations, this sample size is consistent with prior studies in similar contexts. Future research might employ more rigorous sampling procedures, such as stratified or random sampling, and utilize power analysis to justify larger sample sizes.

3.3. Data Analysis Procedures

Data were analyzed using IBM SPSS Statistics (Version 27). The following steps were undertaken in the analysis:

3.3.1 Demographic Analysis

Descriptive statistics were used to summarize the demographic characteristics of the respondents. The sample consisted of 79% male and 21% female participants. Age distribution was as follows: 42.9% (18–30 years), 32.4% (31–40 years), 16.2% (41–50 years), and 8.6% (above 50 years). Regarding educational background, 41% held a graduate degree, 35.2% held a master's degree, 19% had a postgraduate qualification, and 4.8% had a doctoral degree. In terms of work experience, 23.8% were at the entry level, 42.9% at the intermediate level, 21.9% at the middle level, and 11.4% at the senior/executive level.

3.3.2 Reliability testing

A common indicator of internal consistency dependability is Cronbach's alpha, which quantifies how closely related a group of items are to one another.

Through tools like Cronbach's alpha, reliability analysis aids researchers in determining the extent to which scale items draw on the same underlying concept. Establishing the validity of psychological and educational tests requires reliability analysis (Gitomer, et al. 2021).

All of the constructions in our analysis had Cronbach's alpha values substantially higher than the permitted threshold, ranging from 0.846 to 0.902. This demonstrates that the items internal consistency good to excellent level, validating the reliability of our evaluations. Further result statics are given in Table 3.1.

Table 3.1: Cronbach's Alpha Reliability Analysis

Construct	Cronbach's Alpha
360 Degree Performance Appraisal	.896
Employee Motivation	.902
Employee Engagement	.846

3.3.3 Correlation Analysis

The strength and direction of correlations between variables are frequently examined in quantitative research using correlation analysis, which aids in the discovery of patterns and linkages (Mohajan, 2020).

Table 3.2: Pearson's Correlation Coefficients

	360-Degree Performance Appraisal	Employee Motivation	Employee Engagement
360-Degree Performance Appraisal	1	.863[**]	.846[**]
Employee Motivation	.863[**]	1	.837[**]
Employee Engagement	.846[**]	.837[**]	1

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

Table 3.2 depicts the results that independent variable (360 Degree performance appraisal) has positive and significant relationship with dependent variables (Employee Motivation & Employee Engagement). Result illustrates r= .837, .846 & .863, which means there is very strong positive relationship between independent variable and dependent variables. The *P* value is <.001, which means statistically significant relationship proved.

3.3.4 Regression Analysis

In quantitative research, regression analysis is a key method for evaluating hypotheses. It supports or refutes the researchers' hypothesis by offering evidence to evaluate the direction and intensity of correlations (Meyer, Van Witteloostuijn, & Beugelsdijk, 2020).

The following hypothesis are proposed to be tested with simple linear regression analysis to assess the effects of 360 degree performance appraisal on employee motivation and employee engagement.

H_1: 360-degree performance appraisal has a significant and positive effect on employee motivation.

Table 3.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863[a]	.746	.743	2.63088

a. Predictors: (Constant), 360-Degree Performance Appraisal

Table 3.4: ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2088.928	1	2088.928	301.801	.001[b]
	Residual	712.919	103	6.922		
	Total	2801.848	104			

a. Dependent Variable: Employee Motivation

b. Predictors: (Constant), 360-Degree Performance Appraisal

Table 3.5: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.276	1.316		10.085	.001
	p	.602	.035	.863	17.372	.001

a. Dependent Variable: Employee Motivation

The data exposes that dependent variable (employee motivation) was regressed on independent variables i.e 360 degree performance appraisal. The independent variable significant predict employee motivation, p-value is <.001, which shows that the factor under study has a cogent impact on employee motivation. Moreover, the *R-square = .863* portrays that the model explains 86.3% of the variance in employee motivation.

Furthermore, coefficients were further evaluated to determine the influence of the factor on the response variable (Employee Motivation). H1 evaluates whether 360 degree performance appraisal significantly and positively affects employee motivation. The results revealed that 360 degree performance appraisal has significant and positive impact on employee motivation (p-value <.001) Hence H1 was supported.

H2: 360-degree performance appraisal has a significant and positive effect on employee engagement.

Table 3.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846[a]	.716	.713	3.72073

a. Predictors: (Constant), 360-Degree Performance Appraisals

Table 3.7: ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3594.045	1	3594.045	259.613	.001[b]
	Residual	1425.917	103	13.844		
	Total	5019.962	104			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), 360-Degree Performance Appraisals

Table 3.8: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.561	1.862		4.062	.001
	p	.790	.049	.846	16.113	.001

a. Dependent Variable: Employee Engagement

Results show that criterion variable (employee engagement) was regressed on predicting variables i.e. 360 degree performance appraisal. The independent variable significant predict employee engagement, *p*-value is <.001, which shows that the factor under study has a significant impact on employee engagement. Moreover, the *R-square* = .846 portrays that the model explains 84.6% of the variance in employee engagement.

Furthermore, coefficients were further evaluated to determine the influence of the factor on the response variable (Employee Engagement). H2 evaluates whether 360 degree performance appraisal significantly and positively affects employee engagement. The results discovered that 360 degree performance appraisal has significant and positive impact on employee engagement (*p*-value <.001) Hence H2 was supported.

Table 3.9: Result

	Hypothesis	Result
H₁	360-degree performance appraisal has significant and positive effect on employee motivation.	**Supported**
H₂	360-degree performance appraisal has a significant and positive effect on employee engagement.	**Supported**

4. ETHICAL CONSIDERATIONS

The study implemented ethical practices to secure participant rights together with confidential information protection. Everyone learned about the study objective and the voluntary status of participation. There was anonymous data collection and the research protocol gained approval from the ethics committee before data collection began.

5. DISCUSSION

Research findings from this study emphasize the usefulness of 360-degree performance reviews in boosting employee motivation and workplace dedication by demonstrating their effectiveness in developing behavioral results through multi-source feedback mechanisms. Research findings show that multi-source performance reviews through 360-degree methods lead to notable improvements in both worker drive and work commitment levels. Theory and experimental research has consistently shown that multi-source feedback approaches enhance team members' development through increased professional growth and self-awareness and fair assessments which both support intrinsic and extrinsic motivation (Chan, et al. 2021).

The regression analysis results show that receiving feedback from multiple sources strengthens motivation efficiency. The feedback system makes employee-purpose-action relationship clear so employees understand that striving harder leads to desirable results. The feedback quality improves through peer and supervisor and subordinate input which helps minimize evaluation biases and enhances fairness in assessment. Employee intrinsic motivation increases when the organization provides fair appraisal processes because workers understand their performance receives validation through diverse viewpoints.

The appraisals that include multiple viewpoints demonstrated strong connections with employee engagement levels. Detailed multi-source feedback given to employees leads to strengthened organizational attachment both emotionally and mentally. The results confirm that recognition processes leading to self-ownership create better psychological engagement based on the research of Morewedge, et al. (2021). Both validation of performance achievements and supportive conditions for professional development yield enhanced employee engagement through this impact.

Results from the study confirm that 360-degree feedback systems achieve more than basic motivational effects because they provide employees with additional empowerment. The appraisal systems encourage employees to think deeply about themselves and their tasks thus generating a self-directed relationship for professional development. The integration of this feedback drives internal motivation that produces two key effects on organizational operations: increased work-driven motivation and enhanced employee willingness to participate in goal achievement.

The study strengthens academic knowledge through numerical analysis which shows how current motivational and engagement theories fit into today's performance appraisal systems such as Maslow's Hierarchy of Needs and Vroom's Expectancy Theory. The research findings provide implementation strategies to HR professionals alongside business leaders who try to establish performance review systems that are both fair and effective. Organization performance improves when businesses include 360-degree feedback as it builds engaged workers who feel motivated to perform better.

The promotion of inclusive feedback practices at the societal level produces enhanced employee well-being together with increased job satisfaction. Such developments result in higher productivity accompanied by reduced turnover alongside positive organizational culture that benefits both organizational personnel and community members in the broad sense.

6.   CONCLUSION

Employee motivation and engagement stood as the research focus to analyze 360-degree performance appraisal impacts on employee practices within non-Western hierarchical organizations especially in Pakistan, which had been absent in prior studies. The study results reveal that multi-source feedback systems deliver important benefits which improve both motivational elements and employee engagement processes. The implementation of 360-degree evaluation results in workers developing more pocketed fairness degrees as well as improved self-understanding while maintaining a greater connection to their duties thus yielding enhanced workplace performance.

The primary contribution of this research shows that 360-degree evaluations function as a successful system which helps workers improve themselves while developing organizational loyalty. Organizations seeking to optimize employee wellness and business performance effectiveness should put multi-source feedback programs into strategic operational use.

The research provides useful direction to business leaders and HR professionals since detailed feedback from multiple sources acts as an effective tool to enhance both workforce motivation and engagement. Future investigations must delve into supplemental influencing elements such as leadership approaches and company cultures because they will help explain how 360-degree feedback impacts workforce results.

Research findings validate that organizations should implement well-rounded performance assessment methods because they produce dedicated workers which produces better organizational results and elevated employee contentment rates.

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Questionnaire

This survey questionnaire statements related to "360-Degree Performance Appraisal: A Key Drive of Employees Motivation and Engagement" including both positive and negative aspects. These statements aim to gather insights from employees who have experienced or participated in a 360-degreeperformance appraisal system. The response format is 5 point Likert scale. You may rate your response as 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree & 5= Strongly Agree.

Section I: Demographic

Gender	1		2	
	Male		Female	
Age	1	2	3	4
	18 to 30	31 to 40	41 to 50	Above 50
Academic Level	1	2	3	4
	Graduate	Master	Postgraduate	Doctoral
Experience Level	1	2	3	4
	Entry Level	Intermediate Level	Middle Level	Senior or Executive Level

Section II: 360-Degree Performance Appraisal

		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	The 360-degree performance appraisal system provides comprehensive feedback about my performance.					
2	The feedback from the 360-degree appraisal system is fair and unbiased.					
3	I receive constructive and actionable feedback from my 360-degree appraisal.					
4	The multi-source feedback provided in the 360-degree appraisal helps me identify my strengths.					
5	The 360-degree performance appraisal system effectively evaluates my contributions to the organization.					
6	The 360-degree appraisal system fails to provide a clear understanding of my performance.					
7	I believe that the 360-degree performance appraisal is biased and subjective.					
8	The feedback I receive from the 360-degree appraisal is often vague and unhelpful.					
9	I feel that the 360-degree appraisal system does not accurately capture my job performance.					
10	The 360-degree performance appraisal process is overly complicated and ineffective.					

Section III: Employee Motivation

		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	Receiving feedback through the performance appraisal system motivates me to perform better.					
2	I feel intrinsically motivated to improve my skills after receiving feedback on my performance.					
3	The constructive feedback I receive inspires me to set higher personal goals.					
4	The appraisal process enhances my enthusiasm to contribute to organizational success.					
5	I feel recognized and valued, which significantly increases my motivation at work.					
6	I often feel demotivated by the performance appraisal process.					
7	Feedback from the appraisal system makes me feel discouraged from trying to improve.					
8	I feel that the appraisal process reduces my enthusiasm for work.					
9	The evaluation process leaves me feeling undervalued and unmotivated.					
10	I am less likely to put in extra effort after receiving negative feedback from the appraisal system.					

Section IV: Employee Engagement

		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	I feel a strong sense of commitment to my organization.					
2	I am highly engaged in my daily work tasks.					
3	I am enthusiastic about contributing to my organization's goals.					
4	I feel emotionally connected to my organization.					
5	I take pride in my work and am eager to contribute to its success.					
6	I often feel detached and disinterested in my work.					
7	I do not feel a strong connection to my organization.					
8	I rarely feel excited about my job.					
9	I feel disconnected from the goals of my organization.					
10	I am not particularly motivated to go beyond my basic job requirements.					