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Performance Appraisal in the Public sector: Benefits, challenges and
best practices

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Patras, Greece, May 2026

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Performance Appraisal in the Public sector: Benefits, challenges and best practices

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To my children, for being my greatest motivation.

To my parents, with love and gratitude for everything they have done for me.

Abstract

Performance appraisal has become an important aspect of human resource management in public organizations, as governments are trying to improve efficiency, accountability, transparency, and service quality.

This study examines the role of performance appraisal systems in the public sector, with particular emphasis on their benefits, challenges, and best practices. It examines employees' perceptions regarding the effectiveness, fairness, objectivity, and developmental role of performance appraisal in their organizations. In addition, the study investigates the influence of leadership support, organizational resources, and external factors on the appraisal process.

The empirical part of the study is based on quantitative research using questionnaires completed by public sector employees. Statistical analysis was applied to examine relationships between variables and compare perceptions with theoretical expectations.

The findings show that employees express mainly neutral to moderately positive views, but their responses are significantly lower than full agreement with theoretical assumptions. This indicates that employees are not fully convinced about the effectiveness of performance appraisal in practice.

The results also reveal a gap between theory and practice. Although appraisal systems are presented as developmental tools in the literature, employees often perceive them as formal and bureaucratic procedures. Perceptions of politicization and external influence also reduce trust in the system and in management.

In addition, feedback quality, evaluator training, and organizational support are key factors shaping employee perceptions. Where resources and institutional support are stronger, employees are more likely to view performance appraisal as useful for improving productivity.

Overall, the study concludes that the effectiveness of performance appraisal in the public sector depends on fairness, transparency, organizational support, and trust. The findings highlight the gap between theoretical expectations and practical implementation.

Keywords

Performance Appraisal, Public Sector, Performance Management, Human Resource Management, Employee Development, Organizational Effectiveness

Περίληψη

Η αξιολόγηση της απόδοσης αποτελεί πλέον μια σημαντική πτυχή της διαχείρισης ανθρώπινου δυναμικού στους δημόσιους οργανισμούς, καθώς οι κυβερνήσεις επιδιώκουν ολοένα και περισσότερο τη βελτίωση της αποτελεσματικότητας, της λογοδοσίας, της διαφάνειας και της ποιότητας των παρεχόμενων υπηρεσιών.

Η παρούσα μελέτη εξετάζει το ρόλο των συστημάτων αξιολόγησης της απόδοσης στον δημόσιο τομέα, με ιδιαίτερη έμφαση στα οφέλη, τις προκλήσεις και τις βέλτιστες πρακτικές τους. Εξετάζονται οι αντιλήψεις των εργαζομένων σχετικά με τη δικαιοσύνη, την αποτελεσματικότητα, την αντικειμενικότητα και τον αναπτυξιακό ρόλο των συστημάτων αξιολόγησης. Παράλληλα, διερευνάται η επίδραση της υποστήριξης της ηγεσίας, των οργανωτικών πόρων και των εξωτερικών παραγόντων στη διαδικασία αξιολόγησης.

Το εμπειρικό μέρος της μελέτης βασίζεται σε ποσοτική έρευνα, χρησιμοποιώντας ερωτηματολόγια που συμπληρώθηκαν από εργαζόμενους στον δημόσιο τομέα. Η ανάλυση των δεδομένων πραγματοποιήθηκε για τη διερεύνηση σχέσεων μεταξύ των μεταβλητών και τη σύγκριση των αντιλήψεων με τις θεωρητικές προσδοκίες.

Τα αποτελέσματα δείχνουν ότι οι εργαζόμενοι εκφράζουν κυρίως ουδέτερες έως μέτρια θετικές απόψεις, ωστόσο οι απαντήσεις τους είναι σημαντικά χαμηλότερες από την πλήρη συμφωνία με τις θεωρητικές παραδοχές. Αυτό υποδηλώνει ότι δεν είναι πλήρως πεπεισμένοι για την αποτελεσματικότητα της αξιολόγησης στην πράξη.

Τα ευρήματα αποκαλύπτουν επίσης ένα χάσμα μεταξύ θεωρίας και πρακτικής. Αν και η βιβλιογραφία παρουσιάζει την αξιολόγηση ως εργαλείο ανάπτυξης, οι εργαζόμενοι συχνά τη βιώνουν ως τυπική και γραφειοκρατική διαδικασία. Οι αντιλήψεις πολιτικοποίησης και εξωτερικών επιρροών μειώνουν την εμπιστοσύνη στο σύστημα και στη διοίκηση.

Τέλος, η ποιότητα της ανατροφοδότησης, η εκπαίδευση των αξιολογητών και η οργανωσιακή υποστήριξη αποτελούν καθοριστικούς παράγοντες για τη διαμόρφωση των αντιλήψεων των εργαζομένων. Όσο ισχυρότερη είναι η υποστήριξη και οι διαθέσιμοι πόροι, τόσο πιο θετικά αξιολογείται η συμβολή της διαδικασίας στην παραγωγικότητα.

Συνολικά, η μελέτη καταλήγει ότι η αποτελεσματικότητα της αξιολόγησης στον δημόσιο τομέα εξαρτάται από τη δικαιοσύνη, τη διαφάνεια, την οργανωσιακή υποστήριξη και την εμπιστοσύνη. Τα ευρήματα αναδεικνύουν το χάσμα μεταξύ θεωρητικών προσδοκιών και πρακτικής εφαρμογής.

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Λέξεις – Κλειδιά

Αξιολόγηση Απόδοσης, Δημόσιος Τομέας, Διαχείριση Απόδοσης, Διαχείριση Ανθρώπινου Δυναμικού, Ανάπτυξη Εργαζομένων, Οργανωσιακή Αποτελεσματικότητα

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List of Abbreviations & Acronyms

PA: Performance Appraisal

HR: Human Resource

HRM: Human Resource Management

1 Introduction

Performance appraisal in today's public organizations has become an important component of human resource management (Aguinis, 2019). Governments all over the world are trying to improve efficiency, accountability, transparency, and the quality of services they provide to citizens. Regarding this, performance appraisal systems are used to evaluate employee performance, support decision-making, and contribute to organizational improvement (DeNisi & Murphy, 2017). Despite the fact that performance appraisal systems are used extensively in the public sector, they still continue to cause discussion regarding their effectiveness, fairness, and overall impact on employees and organizations (Fletcher, 2001).

A large part of literature emphasizes that performance appraisal can contribute to various organizational outcomes. These include better development of employees, better alignment between individual performance and organizational goals and more informed decisions (Aguinis, 2019; DeNisi & Murphy, 2017). In the public sector specifically, appraisal systems are additionally linked to wider objectives such as accountability, fairness and the improvement of service quality. However, research also shows that the implementation of these systems is often complex and does not always give the results that are expected (Van Dooren et al., 2015).

Although there are theoretical benefits, performance appraisal systems in the public sector still have to deal with significant challenges. These include subjectivity and bias, lack of clear performance criteria, limited resources and resistance to change within bureaucratic structures (Barbieri et al., 2021). Moreover, public organizations must balance the various objectives, such as individual performance measurement and the broader mission of public service delivery. This makes the design and implementation of fair and effective appraisal systems particularly difficult.

Another important issue that is identified in the literature is the gap between theory and practice (DeNisi & Murphy, 2017). PA is usually presented as a strategic tool for development and organizational improvement (Armstrong, 2014). However, in many public organizations it remains a formal procedure that has limited impact on training,

career development or decision making processes (Van Dooren et al., 2015). This disconnect raises questions about the actual effectiveness of appraisal systems and the conditions under which they can truly add value.

Given these challenges, it is important to examine not only the theoretical role of performance appraisal, but also how it is perceived and implemented in real public sector contexts. Understanding both its benefits and limitations can help identify ways to improve its effectiveness and strengthen its contribution to human resource management.

The purpose of this dissertation is to examine performance appraisal systems in the public sector. It focuses on their benefits, challenges, and best practices. The study looks at how performance appraisal can support employee development and improve organizational performance. It also identifies the main difficulties in implementing these systems. Finally, it investigates practices that can make appraisals more effective. Through this analysis, the dissertation aims to provide a clearer understanding of the role performance appraisal plays in modern public administration.

This dissertation follows a mixed approach. The first part is a literature review that explores key concepts and theories on performance appraisal in the public sector. It discusses benefits, common challenges, and effective practices identified in public organizations.

The empirical part of the study uses quantitative research. Data were collected through questionnaires completed by public sector employees. The research examines employees' perceptions of the fairness, objectivity, effectiveness, and developmental value of performance appraisal. It also investigates how leadership support, organizational resources, and external factors affect appraisal processes. Statistical analysis is used to identify patterns, trends, and relationships in the data.

The findings show that performance appraisal can provide significant benefits to both employees and organizations when implemented effectively. At the same time, several challenges affect its success, including fairness issues, bias, resource limitations, organizational culture, and employee acceptance. The study also highlights that practices such as clear evaluation criteria, continuous feedback, employee participation, evaluator training, and linking appraisal to development can improve appraisal outcomes.

Like any research, this study has limitations. The empirical findings reflect the perceptions of a specific sample of public sector employees and may not represent all organizations. The use of a questionnaire limits in-depth exploration of participants' experiences. Finally, the study relies on existing literature, which may not capture all recent developments in public sector performance management.

The remainder of the dissertation is organized as follows. Chapter 2 presents a literature review, including concepts of performance appraisal, its benefits, challenges, and best practices. Chapter 3 describes the research methodology, including research design, data collection, and analysis. Chapter 4 presents the results. Chapter 5 contains the result analysis, in chapter 6 is the discussion of results and in the last chapter there are the conclusions.

2 Literature review

2.1 Understanding Performance appraisal in the public sector

Performance appraisal (PA) is a fundamental component of Human Resource Management in Public Sector organizations that contributes to the development of the employees and enhances organizational efficiency. Not only PA ensures that employees are fulfilling specific tasks but also ensures that they work in alignment with the broader goals of the organization (Barbieri et al., 2021). According to Abdijabbar Ismail Nor (2021) “PA is the process of determining and communicating to an employee how he or she is performing on the job and establishing a plan of improvement. And when properly conducted, performance appraisal not only lets employees know how well they are performing but also influences their future level of efforts and task directions.” At its simplest level, performance appraisal refers to a formal process of assessing employ performance against expectations and criteria that are already preset and has the aim to make informed decisions about development, reward s, and accountability (Aguinis, 2014).

However, Performance appraisal in the public sector is much more complex than that in the private sector. Public organizations are not primarily profit-driven: they are accountable to citizens, subject to legal frameworks and driven by principles of equity, transparency and public value. As a result, PA in the public sector is often embedded within broader performance management and governance systems that serve various goals beyond individual evaluation like accountability, strategic alignment and service quality improvement.

Theoretically, PA evaluates the work of an employee over time, through a structured process that involves managers or supervisors (DeNisi & Murphy, 2017). It is an important tool to support personell development and management. A superior sets the goals in cooperation with the employees and undertakes the task to provide them with feedback about their performance so that they can develop their skills (Sonnentag, 2002). “Performance appraisal is the systematic description of an employee’s strengths and weaknesses.” (Aguinis, 2014)

In practice, the implementation of PA in the public sector follows a particular model that mirrors public sector values, legal frameworks and organizational constraints. In contrast with the private sector, public organizations mostly operate within very complex hierarchical structures, rigid job classifications and extensive procedural safeguards, all of which influence the way the appraisal systems are designed and executed. These systems are often mandated and structured by civil service laws or formal regulations, which define the timing, the criteria and the obligations of both the managers and the employees (Barbieri et al., 2021; Van Dooren et al., 2015). For example, comparative studies in public organizations show that appraisal systems are formally approved and structured by law or regulation, even if their practical application sometimes fails to reach the intended goals due to bureaucratic procedure (Van Dooren et al., 2015; Barbieri et al., 2021).

PA in the public sector have a distinguishing feature: a great variety of objectives they are expected to serve. At one level, they are used for measuring individual performance in order to help supervisors examine how well employees fulfill their duties and take on responsibilities (DeNisi & Murphy, 2017). At another level, they serve organizational governance functions by promoting accountability, documenting performance and providing evidence for personnel decisions such as promotions or disciplinary actions (Gao, 2015). In many contemporary public organizations, the results of appraisal are also associated with broader organizational performance frameworks that are designed to support strategic policy goals and service delivery targets (Fryer et al., 2009).

In addition to the distinguishing features of public sector PA that we often see in academic analyses is the importance of multi-dimensional performance criteria. Private sector appraisal systems focus mostly on quantitative targets such as sales or revenues, while public sector ones mostly include a blend of quantitative and qualitative indicators. This means that public service performance might be evaluated based on policy implementation efficiency, the quality of services delivered to citizens, compliance with regulatory standards and contribution to the organizational mission. This multi-dimensional perspective adds conceptual richness but makes the design of appraisal systems quite more complex (Gao, 2015; Van Dooren et al., 2015).

Another very important thing about performance appraisal in the public sector is the concept of fairness and justice. Public organizations are expected to support principles of procedural and distributive justice (Kim & Rubianty, 2011). This means that employees should perceive the whole process of appraisal as transparent, equitable and impartial. Research on PA systems shows that perceptions of fairness play an important role in employee satisfaction, acceptance of appraisal feedback and their motivational responses (Taneja et al., 2024). When employees believe that the criteria, the processes and the results are fair, appraisal systems are more likely to achieve their organizational purposes (Narcisse & Harcourt, 2008).

Within this broader context, several key themes emerge from international research on performance appraisal in the public sector:

1. The Role of Performance Appraisal in Public Service Reform:

In the last few decades, many efforts were made towards the modernization of the public sector, including the reformation of performance appraisal systems. These reforms often stem from New Public Management (NPM) ideas emphasizing greater accountability, results-oriented management and performance measurement in government. As public organizations adopted these approaches, performance appraisal became an integral component of broader performance management structures that prioritize strategic outcomes rather than purely administrative evaluation (Chand & Naidu, 2020; Van Dooren et al., 2015).

2. Multi-Source Feedback and Bias Mitigation:

More and more often, the 360 degree feedback evaluation method, also known as multi-source feedback, is used to evaluate performance. This method gathers information from multiple stakeholder who interact with the evaluated individuals such as peers and subordinates. Its aim is to moderate common biases such as leniency or halo effects that occur when using the traditional top-down method. The 360-degree feedback model is recognized as a best practice in human resources, offering a comprehensive picture of performance that helps to deal with concerns of fairness (Barbieri et al., 2021; Zou et al., 2024).

3. Integration with Human Resource Systems:

PA in public organizations is more effective when it is integrated into broader HR systems that include training and development, career and succession planning. When the

results are linked to growing opportunities or organizational needs, they function not only as tools for assessing performance but also as mechanisms for fostering long-term skill development and building the overall capacity of the public sector workforce (Silva & Rodrigues, 2025).

4. Strategic Use of Performance Information:

One major evolution in performance appraisal is its increasing use as a strategic information source. Public sector organizations use performance information beyond individual evaluation, including internal decision-making for organizational improvement, monitoring operations, and accountability. Some comparative literature suggest that public sector performance appraisal processes are implemented not only to guarantee internal accountability but also to align employee performance with strategic policy objectives and external expectations (Hammerschmid et al., 2013; Gron & Kristiansen, 2022).

Although there are many benefits regarding the implementation of performance appraisal in the public sector, we should take into consideration the challenges as well. Because public sector organizations need to serve diverse populations and satisfy multiple stakeholders, designing appraisal standards that are both significant and fair is a persistent challenge (Boyne, 2002; Van Dooren et al., 2015). In addition to this, there must be a balance between individual assessment and public service value. This ensures that evaluations do not just reward individual achievement but also they support collaborative and mission – driven outcomes.

Another practical issue is that public organizations have to deal with some constrains like the lack of evaluator's training, bureaucratic processes and political interference all of which hinder the effectiveness of appraisal systems. In theory, performance appraisals are meant to be fair, support strategic objectives, and foster employee development. In practice, however, results often vary across different public sector contexts. To address this, researchers emphasize the importance of well-trained evaluators and continuous improvement of appraisal systems, ensuring that these processes align with both organizational goals and stakeholder expectations.

To summarize, understanding performance appraisal in the public sector requires seeing it as a multi-purpose practice. It is closely linked to organizational goals, public

accountability, and employee development. The concept has grown beyond simply measuring performance. Today, it is part of strategic HR and governance systems, while its effectiveness depends on several factors such as fairness, clarity, and integration with broader HR processes. It also relies on being responsive to the unique challenges of public administration.

2.2 Benefits of Performance Appraisal in the Public Sector

Performance appraisal is not just a bureaucratic procedure in the public sector. Exactly because of its multiple strategic and operational purposes, it offers significant benefits to both the organizations and their employees (Hou & Choi, 2022). Basically, PA systems provide a structured mechanism which evaluates how well employees contribute to organizational goals and offers insights that support decision-making, development, accountability and alignment with public sector objectives (DeNisi & Murphy, 2017). When they are implemented well, we gain organizational efficiency, employee development and enhanced service quality (Silva & Rodrigues, 2025; Gao, 2015).

One of the main benefits of performance appraisal is that it enhances individual and organizational performance (Aguinis, 2019). The feedback that is given by the appraisal systems on job performance, is very important for the employees because it helps them understand how their work is perceived and where improvement is required. (DeNisi & Murphy, 2017). In the literature on appraisal systems, structured feedback is viewed as a driver of performance enhancement because it allows organizations to identify strengths and weaknesses and also to make interferences when and where needed (Barbieri et al., 2021). Through this process of evaluation, the employees' tasks are in alignment with the priorities of the organization. In addition to this, the process achieves higher productivity and more effective service delivery (Gao, 2015; Silva & Rodrigues, 2025).

Another benefit of performance appraisal is that the expectations and goals are clarified. The missions in public organizations are mostly complex because multiple stakeholders are involved and the goals to achieve include citizens'

satisfaction, transparency and adherence to legal frameworks rather than financial outputs (Thusi, 2023). When performance criteria are linked to organizational objectives, employees are able to understand their roles within larger strategic aims. The performance expectations must be clear and measurable. This reduces ambiguity and supports employees to make efforts that contribute to creation of public value (Park & Choi, 2020). When individual tasks are aligned with organizational mission, then the purpose and shared goals among public servants is being reinforced (Ayers, 2015).

In addition to these advantages, performance appraisal is able to identify training needs and staff development. Performance evaluations can show gaps in skills or competencies. This may be faced through targeted training and professional development opportunities (Adolfsson et al., 2023). It is not the score or rating that matters the most. Effective appraisal should help organizations design training programs that built capacity and improve long –term performance (Giamos et al., 2024). For instance, managers can reach a conclusion about who needs further mentoring or training and in which areas. This gives them the opportunity to make the right decisions and enables a more personalized approach to human resource development. When using appraisal results for such purposes, employees take appraisal as a developmental process rather than a punitive one and this results by its turn engagement improvement and motivation (Vide et al., 2022).

Performance appraisal also contributes to organizational accountability and transparency (Barbieri et al., 2021). This is very crucial in the public sector because the decisions made about promotions, rewards or disciplinary actions must be defensible and equitable (Van Dooren et al., 2015). If criteria are transparent and evidence is documented , then the HR decisions are fair and the perceptions of bias or favoritism is reduced significantly. Employees that perceive the appraisal process as objective, improve their trust to their organization (Narcisse & Harcourt, 2008). This is very important for the public , where perceptions of fairness are tied to the legitimacy of governance processes.

Moreover, performance appraisal systems can strengthen employee engagement and commitment. Employees have an important role in achieving organizational outcomes. And when appraisal communication is focused on development and mutual understanding, this role is reinforced (DeNisi & Murphy, 2017). Research shows that when emphasizing

in career growth and skill enhancement then there are greater levels of work engagement among public employees (Silva & Rodrigues, 2025). In other words, employees who feel that the organization invests in their professional growth are more likely to show organizational commitment.

In addition, performance appraisal supports strategic human resource planning (Aguinis, 2019). The results of the appraisals provide valuable information about workforce capabilities and areas where improvement is needed (Barbieri et al., 2021). Supervisors can use this information to make decisions about hiring, staffing, succession planning and restructuring (DeNisi & Murphy, 2017). Moreover, this data can reveal systemic issues such as training needs, that are not apparent without a structured framework. So, appraisal contributes not only to individual assessment but to organizational learning and capacity building as well (Gao, 2015).

Another important advantage is that appraisal systems can also support reward and recognition systems (Aguinis, 2019). In the public sector, there are constraints that have to do with the ability to link performance directly to monetary incentives (Van Dooren et al., 2015). However, data can still give information for non-monetary recognition programs such as awards, public acknowledgment and development opportunities (Barbieri et al., 2021). When good performance is recognized, employees have high morale, positive behaviors and foster a culture of excellence. Furthermore, appraisal discussions can contribute to recognition through acknowledging achievements and clarifying future pathways (DeNisi & Murphy, 2017).

It is also important to note the role of performance appraisal in supporting organizational change and reform initiatives. It is obvious that public administration evolves over time in response to technological, social and policy changes. Appraisal systems can help the organizations adapt to these changes by reinforcing behaviors and outcomes that align with reform goals. (Van Dooren et al., 2015). For example, in organizations that prioritize accountability and results, appraisal systems can support these goals. They do this by focusing on measurable outcomes rather than relying solely on traditional tenure based evaluations. In this way, performance appraisal becomes part of a broader performance management culture.

However, the literature notes that the accomplishment of appraisal benefits depends on the quality of the system and the quality implemented (DeNisi & Murphy, 2017). Appraisal systems that lack clarity or are perceived as biased can undermine their intended benefits. On the opposite, if the systems incorporate structured feedback, clear criteria and multi-source perspectives they can have a positive impact on performance, engagement and organizational effectiveness (Barbieri et al., 2021).

To summarize, performance appraisal in the public sector offers multiple benefits that are essential for both individual employees and the organizations they serve. These include clearer performance expectations, enhanced individual and organizational performance, better identification of development needs, increased accountability and transparency, stronger employee engagement, and strategic use of HR information. Public sector organizations that invest in thoughtful and fair appraisal systems achieve better their goals and maintain a motivated workforce.

2.3 Challenges of Performance Appraisal in the Public Sector

Performance appraisal systems are intended to help public organizations improve employee performance. Despite their importance, these systems encounter challenges that limit their effectiveness. These challenges stem from both structural characteristics of public administration and practical implementation issues.

One of the most important challenges is bias and lack of objectivity in ratings (DeNisi & Murphy, 2017). Empirical studies of appraisal systems in the public sector have shown that supervisors often view inflated performance ratings, vague criteria, and inadequate backing for the evaluator as the main barriers to successful appraising (Lin & Kellough, 2019). Specifically, research based on the U.S. federal service that “inflated ratings, flawed standards, and a lack of support were the most problematic aspects of the appraisal process” (Lin & Kellough, 2019). This means that management does not always have the proper methods to evaluate the performance of employees (Barbieri et al., 2021). This might lead to inflated ratings because it becomes difficult for raters to give unbiased feedback due to fear of creating a problem. Such bias makes the whole process of evaluation less credible and ineffective (Kim & Rubianty, 2011).

Personal bias is one form of bias and can take many forms including favoritism, being lenient, or being overly strict towards employees due to personal connections, gender, age, race, or any other non-related aspect (Fletcher, 2001; DeNisi & Murphy, 2017). All these types of biases make the process of evaluation biased, which in its turn reduces its objectivity and leads to the unfair assessment, which could make people demotivated or even resentful towards those who evaluated them unjustly (Fletcher, 2001). For instance, a worker whose supervisor likes will be given a better performance rating compared to another one who performs just as well, but does not have good relations with his/her supervisor (DeNisi & Murphy, 2017). The best solution for overcoming this problem is to establish clear criteria and eliminate personal biases (Barbieri et al., 2021).

Similarly, measurement issues and unclear performance standards create obstacles to effective appraisal. In the public sector, the nature of the work is such that job duties are multifaceted and cannot be easily measured or quantified (Van Dooren et al., 2015). The job may be service-oriented and does not involve quantification in terms of monetary gains or production (Gao, 2015). Unlike private firms whose performance criteria could simply revolve around the number of sales or units produced, performance criteria in the public sector can be quite difficult to determine due to measurement issues that include qualitative outcomes, citizen satisfaction and compliance with regulations. These difficulties contribute to flawed performance criteria, making it challenging for supervisors to evaluate employees consistently and fairly (Lin & Kellough, 2019). When performance standards are ambiguous or subjective, the appraisal process becomes vulnerable to interpretation and inconsistency. This results in reducing its usefulness as a tool for improvement (Barbieri et al., 2021).

Another major challenge is the lack of institutional support and the resources needed for effective appraisal. The majority of public organizations have limited financial capacity to fund training, equipment, and staffing which are essential for proper implementation of performance appraisals (Van Dooren et al., 2015). Without adequate resources, it is difficult to establish standardized rating criteria, implement software systems to support performance appraisals, or conduct further development for employees through the outcomes of their appraisals (Barbieri et al., 2021). Public sector appraisers usually complain about inadequate training, time, and management support in performing evaluations (Lin & Kellough 2019). Performance appraisals require specific

skills that include the ability to provide constructive feedback, set realistic and measurable goals, and handle difficult conversations with employees. Without proper training, evaluators may struggle to perform these tasks effectively (Armstrong, 2014).

This lack of training can also create inconsistencies of performance appraisals among different departments of the same organization. Each evaluator has its personal style and a certain understanding of the performance criteria (DeNisi & Murphy, 2017). Depending on this, employees may receive feedback that varies. To make sure a PA system is effective, public organizations must invest in comprehensive training programs for evaluators. These programs must focus on how to assess performance fairly and constructively (Armstrong, 2014). Without such training, supervisors may rely on intuition rather than structured criteria. This increases the likelihood of bias and dissatisfaction among employees (Kim & Rubianty, 2011). Moreover, inadequate time allocated for the appraisal process forces evaluators to rush assessments and treat them as routine administrative tasks. The absence of organizational investment in performance appraisal reduces its strategic significance and may even make it seem like a mere procedural requirement rather than a mechanism for improving organizational effectiveness (Aguinis, 2019).

Political influences and external pressures make performance appraisal even more complicated in the public sector (Van Dooren et al., 2015). The election period, politics and the change of leaders can all make the priorities of the organization to change exactly because the organization depends on these. These external factors can affect how performance is measured. For instance, political directions may push for certain performance outcomes that do not align with employees established roles. This causes confusion between individual performance criteria and organizational expectations (Barbieri et al., 2021). Research also shows that organizational culture, power dynamics, and political pressures can distort appraisals and undermine their objectivity (Tarigan et al., 2025). In order to reduce political interference, it is essential for public sector organizations to implement independent oversight mechanisms. This ensures that appraisals are conducted fairly, based on merit, and free from political influence (Kim & Rubianty, 2011; Armstrong, 2014).

In addition to political factors, bureaucratic and hierarchical structures of public administration create serious obstacles (Van Dooren et al., 2015). Public institutions often

have strict hierarchies and procedural traditions that resist change. And this results in limiting innovation and moreover it is difficult to use more flexible practices (Barbieri et al., 2021). Resistance to organizational change means that even when appraisal systems are revised, old habits persist. This makes employees and managers to adhere to old inefficient methods of work. Furthermore, the inactivity of bureaucracy also slows the adoption of tools such as multi source feedback or continuous performance dialogues, which require changes in authority structures and empowerment of employees (DeNisi & Murphy, 2017).

Employee perceptions and attitudes toward appraisal systems represent another challenge. Employees tend to lose their trust in the appraisal procedure when they view it as unfair and irrelevant to their actual work (Narcisse & Harcourt, 2008). When employees are dissatisfied with appraisal outcomes, their motivation and job satisfaction may decrease, and they may become less committed to organizational goals (DeNisi & Murphy, 2017). Research in public sector settings has shown that perceptions of fairness and accuracy play an important role that shapes employees' reactions to appraisal systems. When employees believe that evaluations are unfair, their overall satisfaction with the process tends to decline (Lambert & Hogan, 2021). These negative perceptions can develop for several reasons, including past experiences with poorly implemented appraisal systems, lack of transparency in evaluation criteria, or inconsistent application of appraisal outcomes across different departments (Barbieri et al., 2021; Kim & Rubianty, 2011).

Resistance to change and low motivation among employees and managers is also another challenge. Employees may see appraisal systems as a threat to their job security rather than an opportunity for growth (Narcisse & Harcourt, 2008). When appraisal outcomes are linked to decisions about promotions or disciplinary actions employees can become defensive or disengaged (DeNisi & Murphy, 2017). Furthermore, if managers lack motivation to support the appraisal process, perhaps because they see it as extra work without clear benefit, appraisal systems are likely to be carried out superficially. This can result in minimal effort toward meaningful feedback or follow-up actions (Lin & Kellough, 2019). Such resistance limits the ability of performance appraisal systems to support organizational learning and improvement (Aguinis, 2019).

Another common problem faced by public sector organizations relates to the fact that performance appraisals take place rarely in such organizations. In many public sector

organizations, appraisals are conducted only once or twice a year (DeNisi & Murphy, 2017). This creates difficulties for those who need ongoing feedback to improve their performance. Since appraisals take place only once or twice a year, employees may continue making mistakes or underperforming without realizing it (Aguinis, 2019). They also do not get any chance to improve their performance due to lack of such feedback (Torrington et al., 2005). Regular and frequent performance appraisal allow continuous feedback and enable both managers and employees to address performance issues as they arise. By providing more frequent check-ins, public sector organizations can create a more dynamic performance management system that encourages continuous learning and improvement (Fletcher, 2001). Additionally, with more frequent evaluation meetings, there is a chance of making the process of conducting the annual evaluation meeting less stressful for employees.

In the public sector, performance appraisals are not always linked to meaningful rewards or career opportunities. The opposite happens in private sector organizations, where high performers are often rewarded with bonuses, raises, or promotions. As a result, employees may feel that their efforts are not being recognized or rewarded, leading to disengagement and low morale (Pfeffer, 1998). To overcome this, it is important for public sector organizations to link performance appraisals to non-financial rewards and career development opportunities. For example, employees who perform well during the appraisal process could be offered additional responsibilities or public recognition (Armstrong, 2014). By doing so, performance would be linked with employee motivation and engagement (Kuvaas, 2006).

Finally, the inability to integrate appraisals with other HRM processes diminishes the contribution of performance appraisals towards the organization (Aguinis, 2019). For instance, when an appraisal process takes place independent of other HRM processes such as training and development, rewards, career development, and succession planning, its results are less likely to lead to any organizational benefit. In most public-sector organizations, the outcomes of the performance appraisal process have little to do with the development of skills, staffing, and strategies within the organization, thereby leaving appraisals detached from practical issues (Van Dooren et al., 2015).

In summary, there are many challenges associated with performance appraisal in the public sector that limit its effectiveness. Some of them include bias and inaccuracies in

ratings, ambiguous measures, insufficient organization assistance and training, political pressure, bureaucratic culture, poor staff attitudes towards performance appraisal, resistance to change, lack of resources, and poor integration into other HRM practices. In order to overcome these challenges, a number of strategies must be adopted that take into account the specific nature of performance appraisals in public administration. This means improving capacities of both managers and employees in the area of performance appraisals and integrating appraisals into the overall performance management system.

2.4 Best Practices for Performance Appraisal in the Public Sector

Understanding the goals and procedures, in order to have an effective PA in the public sector, is not enough (Barbieri et al., 2021). It is very important to use the best practices that will ensure fairness and accuracy (Armstrong, 2014). Scholars agree that when appraisal systems that are based on evidence, are used, this results in the enhancement of the credibility of the system and in the improvement of employee engagement as well (Barbieri et al., 2021; DeNisi & Murphy, 2017). With its turn, this makes employees align their performance with organizational goals (Tarigan et al., 2025).

One of the most popular best practice is the use of clear and measurable criteria for measuring performance. When expectations are clear then the supervisors can make objective assessments (Barbieri et al., 2021). According to Barbieri et al. “well-defined performance standards and measurable criteria are essential for fair and effective evaluation”. These criteria must be tied with organizational goals in order to ensure that performance appraisal supports strategic priorities (Aguinis, 2019). When public organizations create standardized evaluation scales, that help stable application among the various departments, then the organization can only benefit. (Van Dooren et al., 2015).

Another best practice is to provide regular feedback during the whole year and not only once a year. When the feedback is continuous then employees can adapt their performance and improve themselves (Aguinis, 2019). According to Vide et al. “feedback that is timely and developmental increases employee engagement and fosters a culture of continuous improvement”. In order for the communication between supervisors and employees to be

strong, public organization must implement evaluations throughout the year, do quarterly check ins and also coaching sessions (DeNisi & Murphy 2017). By this tactic, the anxiety and distrust of the employee that has to do with only one critical performance, reduces and at the same time the opportunities for development are enhanced (Fletcher, 2001).

The use of multi source or 360 degree feedback is another recognized best practice (DeNisi & Murphy 2017). When all stakeholders from supervisors and peers to subordinates or even external stakeholders, participate in the performance process then the organizations have a global view of employee performance. And also the risk of bias that is inherent in the common evaluations is significantly reduced. “360-degree feedback provides a more comprehensive picture of employee contributions and reduces the impact of rater leniency or halo effects” (Barbieri et al., 2021). Public organizations that use this method enhance fairness and developmental value (Kuvaas, 2006).

Another best practice is the connection of performance appraisal to the development and training opportunities. Good PA systems can recognize the gaps that exist in skills and develop programs for each individual (Armstrong, 2014). When the results of the appraisal process are linked with training and mentoring, they are used to increase employees’ capabilities and not just to evaluate them. “Performance appraisals are most beneficial when they inform structured development programs that address identified gaps in competencies” (Tarigan et al., 2025). This practice prepares employees to be ready for more challenging tasks which in turn helps to develop succession plans (Van Dooren et al., 2015).

In addition to these practices, transparency and fairness are very crucial for PA systems to succeed. It is important for employees to understand exactly the process, the criteria but also the implications of the evaluation they have been through (Kim & Rubianty, 2011). A good practice is when the procedures are clear and well documented. The employees must be aware of the criteria and also they must have the opportunity to discuss feedback with the evaluators and express their opinion (Armstrong, 2014). Research shows that “perceptions of procedural fairness strongly affect acceptance of appraisal outcomes and engagement with development opportunities” (Vidè et al., 2023). By this way, employees show trust to the system. This reduces skepticism and strengthens accountability in the organization.

Another best practice is training evaluators thoroughly. Understanding the expectations of performance is not enough (Armstrong, 2014). It is important for supervisors to make evaluations objectively, to give useful feedback and manage difficult discussions. When evaluators are not properly trained then effective appraisal is difficult to be implemented (Lambert & Hogan, 2021). In order to improve the quality of the appraisal process the evaluators must be trained through workshops, mentoring and practical exercises. All these will help supervisors to understand how to evaluate employees more correctly and also give feedback more effectively (Armstrong, 2014; Aguinis, 2019).

Strategic use of performance data is another best practice. The results of the performance appraisal should not only be used to evaluate employees (Aguinis, 2019). It is very important to use this information to identify broader performance trends, support human resource planning, distribute resources more effectively and finally improve organizational strategies. According to Barbieri et al. (2021), “Data from performance appraisals, when aggregated and analyzed strategically, support evidence-based decision-making and organizational learning.” When results are connected with the goals of the organization, the whole process becomes more useful and meaningful rather than being just a formal procedure (DeNisi & Murphy, 2017; Van Dooren et al., 2015).

Best practices also include the encouraging of employee participation in the process. When employees participate in self assessment and goal setting, they feel more involved in their own progress (Aguinis, 2019; Fletcher, 2001). When the organization encourages this participation, the responsibility and motivation of employees is significantly increased (Kim & Rubianty, 2011). Moreover, it is easier for employees to align individual performance with the organization’s goals if they discuss these goals and their expectations with their supervisors (DeNisi & Murphy, 2017).

Finally, an important best practice is that the organizations should regularly review and improve their appraisal systems. If the organizational goals or the employees need change then the appraisal processes should change as well (Aguinis, 2019; DeNisi & Murphy, 2017). They can collect useful information through surveys, discussions or audits to see if the system is fair and effective. As Vidè et al. (2023) note, “continuous refinement of appraisal systems is necessary to maintain relevance and effectiveness in dynamic organizational contexts.” This is especially important in the public sector where

stability is required by civil service structures while adapting to new challenges is required (Van Dooren et al., 2015).

Applying all these best practices in the public sector is not always easy. Public organizations often face problems such as limited resources, political influence and resistance to change. However, appraisal systems can become much more effective when organizations invest in important areas such as clear evaluation criteria, transparency, evaluator training, employee participation, regular feedback, and continuous improvement. Using appraisal data in a more strategic way and connecting appraisal with employee development can also improve the overall process. When all these are properly used, performance appraisal is more likely to produce positive results for both employees and organizations.

To sum up, the literature on public sector performance appraisal emphasizes in several best practices that are associated all together and form the basis of effective and credible evaluation systems. These include:

- Clear, measurable, and consistent performance criteria
- Regular, structured, and developmental feedback
- Multi-source or 360-degree evaluations
- Linkages to training, development, and career planning
- Transparency and procedural fairness
- Evaluator training and support
- Strategic use of performance data
- Employee participation in appraisal processes
- Continuous monitoring and refinement of the system

Implementing these practices can help public sector organizations overcome common appraisal challenges, improve workforce motivation and capability, and align individual performance with broader strategic objectives

2.5 Conclusion

In conclusion, performance appraisal is very important in the public sector because it improves employee performance, promotes accountability and ensures that the organization accomplishes its mission and goals. PA systems have to deal with various challenges such as subjectivity, political interference and inconsistent criteria. However, these challenges can be moderated by implementing best practices like regular feedback, clear criteria and multi source evaluations. All these help the organization to increase the value and fairness of the appraisal process.

PA systems by adopting best practices can be more effective, thus improving the performance and motivation of employees and in addition to this they contribute to the achievement of the goals. It is a fact that performance appraisals will always be an essential tool that ensures that employees are working for the common good, even though they work under the pressure of providing high quality services in a complex political and social environment.

The successful implementation of PA systems in the public sector is crucial for the continuous success of these organizations. When performance appraisals are done properly, then the organizational effectiveness increases and the service delivery improves. In addition to this, a pathway for career development is provided that creates a workforce totally committed to serving the public in the best possible way.

To sum up, public organizations should consider PA as a tool for multiple purposes that matches accountability, employee development and strategic alignment. When it is carefully designed and uses transparent procedures then it could be really effective. Additionally, when the leadership is supportive and also invests in training and system improvements then effectiveness is achieved. In the end, a good appraisal system strengthens both the workforce and the broader public service mission.

3 Research Methodology

3.1 Purpose of the investigation

The global, general-purpose purpose of this study is to investigate the performance evaluation systems applied in public sector agencies and focuses on employees' perception of transparency, objectivity and reliability in employee evaluations as well as the expected improvement in work performance. Performance appraisal is closely associated with organizational effectiveness, employee development, and the quality of public services provided, making it one of the most important tools of human resource management.

Performance evaluation in modern public administration is not merely a record of employee performance but also a strategic management tool, a mechanism for organizational improvement, and a means of ensuring accountability. However, this process has a strong influence on the employee's psychology, commitment to work and satisfaction based on fairness, equal treatment, professional development, etc.

The study attempts to identify the strengths and weaknesses of current public-sector evaluation systems, including individual bias, political and external influences, the extent to which evaluators are adequately trained to provide constructive feedback, and whether clear objectives exist for measuring performance.

The study also intends to show if employees view performance evaluation as an actual impact on organizational functioning for improvement and development, personal growth and that of the organization as a whole. The objective is to extract useful conclusions regarding the implementation and functioning of assessment systems in the public sector by examining those dimensions above.

3.2 Research questions

In this study, we aim to address the following research questions:

- How much do you think employees pay attention to performance evaluations hoping to improve their professional performance and the organization?

- How do employees view transparency, reliability and objectivity in the public service performance appraisal process?
- To what extent do personal, political and external factors affect employee perception-based performance appraisal process?
- To what extent administrative support, feedback, appraiser training and resource availability impact employees perception regarding fair conduct of performance evaluations?

3.3 Research hypotheses

Conditions, theories and acknowledgments, specific hypotheses can be established.

- Performance appraisals serve a very useful purpose by enhancing employee performance and development.
- Worker point of view, assessment is not always transparent, neutral and impartial.
- Evaluation of performance is greatly influenced by politics, individual biases and extrinsic factors.
- Proper training of evaluators combined with systematic feedback and encouragement from management improves the efficiency of the evaluation process.

3.4 Research methodology

In the context of this study, a quantitative research design was adopted as it was considered more appropriate for the collection and analysis of data regarding employees' perceptions and attitudes toward public sector performance appraisal systems. Quantitative methods enable the systematic collection of responses from a large number of participants and allow comparable and measurable results to be extracted from them.

International literature on performance measurement, public sector implementation barriers and best practices in human resource management was used to design a structured questionnaire. The questions were divided in parts, thematically similar to the correlations

between the criteria answering how effective was the evaluation process if proofs of objectivity and transparency existed in support of feedback given to employees about their performance, if any political or personal influence was known, willingness and readiness of managers/support provided for best outcome from evaluators training etc.

Quantitative research was considered appropriate because it allowed employees' perceptions to be recorded in a systematic and objective manner. Statistical analysis was then used to identify patterns, relationships, and variations in the data.

This is a technical and exploratory study. It focuses on examining the interplay between context, processes, and attitudes in performance appraisal systems, in order to understand how modernization affects the relationships between public managers and employees.

3.5 Sample of the survey

The sample consisted of self-selected public sector employees who voluntarily participated in the study. A convenience sampling technique was used, and data were collected through electronically distributed questionnaires sent to employees willing to participate.

The 116 respondents were classified according to age group, educational level, and occupational position. The sample primarily consisted of public sector employees in non-managerial positions, accounting for more than 90% of the respondents. In addition, a relatively high proportion of respondents held a master's degree, indicating a generally well-educated sample.

3.6 Research tool

Data for this study were collected electronically through a structured questionnaire consisting of closed-ended questions. This method made it possible to gather information from many participants in a relatively short time and allowed for statistical analysis and comparison of the responses.

Thus, the questionnaire was designed specifically to meet the requirements of this study and was not based on any predefined or officially mandated research instrument. Instead,

these questions were constructed out of important dimensions that are part of international literature on public sector evaluation systems. The questionnaire was conceptually grounded in both theoretical and empirical studies examining performance appraisal, including issues of fairness, transparency, objectivity, feedback, rater training, and organizational support (Keeping & Levy, 2000; Boswell & Boudreau, 2000; DeNisi & Pritchard, 2006; Jawahar, 2007; Sheldon & Sowa, 2011), as well as political and personal factors influencing the evaluation process.

The theoretical framework was derived from these studies and served in identifying the core themes of the questionnaire but it was not intended to replicate specific items from previous research. This approach ensured that the research tool was aligned with the characteristics and objectives of the public sector context.

The questionnaire consists of 2 main sections. The first section consisted of demographic particulars, including the gender, age, educational background, years of experience and working position of participants. The second part included 35 employee statements, namely about the performance evaluation process, their benefits and difficulties encountered during its implementation, objectivity of the process, feedback collected from employees and administrative support offered to these processes and contributions of these processes in generating work efficiency within organizations.

Respondents were provided with a 5-point Likert scale with options from strongly agree to strongly disagree. The scale was chosen to assess attitudes and perceptions, which in turn lead to a quantitative relationship with the results. The data were analyzed prior to the final analysis; reliability checks performed used the Cronbach alpha coefficient for testing internal consistency of variables. The results showed an extremely high reliability (Cronbach alpha = 0.915) thereby proving that the measures were appropriate to explore the research questions of this study.

3.7 Data Collection Process

Data were collected using a questionnaire distributed electronically. Participants were informed that the study was conducted for educational purposes and could refuse or omit any questions. Their answers were anonymous.

Detailed instructions on how to answer before the completion of the questionnaire were provided in order to minimize the possibility of misunderstanding or misinterpretation. Since the study examined employees' perceptions and experiences on aspects related to work environment and administrative functions, ensuring participant anonymity was considered especially important.

In this regard, the questionnaire was presented in electronic version and the responses were collected and recorded in a format suitable for statistical analysis.

3.8 Data Analysis Method

Data were analyzed using the SPSS statistical program, which was employed to perform both technical and inductive statistical analyses. Descriptive Statistics were first conducted. Frequencies and percentages of each variable along with their charts were computed to illustrate the key trends and perceptions of participants in the public sector performance evaluation system.

Then, normality tests were conducted to verify that the variables followed a normal distribution through the Kolmogorov-Smirnov and Shapiro-Wilk tests. Test of normality indicated the distributions were not normal. Therefore, non-parametric statistical methods were employed in the subsequent analyses.

The Non-Parametric One-Sample Wilcoxon Signed Rank Test was used to compare the median responses with the theoretical midpoint of the Likert scale. This analysis helped assess the study hypotheses and determine whether participants' responses differed significantly from a neutral position. In addition, Spearman's rho correlation coefficient was calculated to examine the associations among the main study variables.

Finally, we conducted the categorical regression (CATREG) analysis in order to discover which factors affect employees' perception towards the effectiveness of performance evaluations. This method was deemed appropriate since it allows analyzing the association between categorical and ordinal variables, such as the Likert variables used in this research. Results were made available in tables and diagrams for easier understanding, comparison and interpretation of the results.

3.9 Research ethics

The study was conducted in full accordance with the fundamental principles of research ethics. Participation was completely voluntary, and no identity verification information was asked the employee.

Participants were informed that the study was conducted solely for academic purposes and that they had the right to withdraw at any stage without any consequences. In addition, all data were used exclusively for research purposes.

Anonymity and confidentiality were considered especially important throughout the process. Participants were encouraged to share their honest opinions about management practices and performance appraisal procedures within their organizations.

4 Results

4.1 Descriptive Analysis

This section presents the results of the statistical analysis based on the data collected through the questionnaire. It begins with an overview of the participants' demographic characteristics and the main trends in their responses. Reliability measures, descriptive findings, and the results of the statistical tests used to address the research questions are then presented. To keep the discussion concise, only the most important findings are included in the main text, while detailed frequency tables and charts are provided in Appendix A.

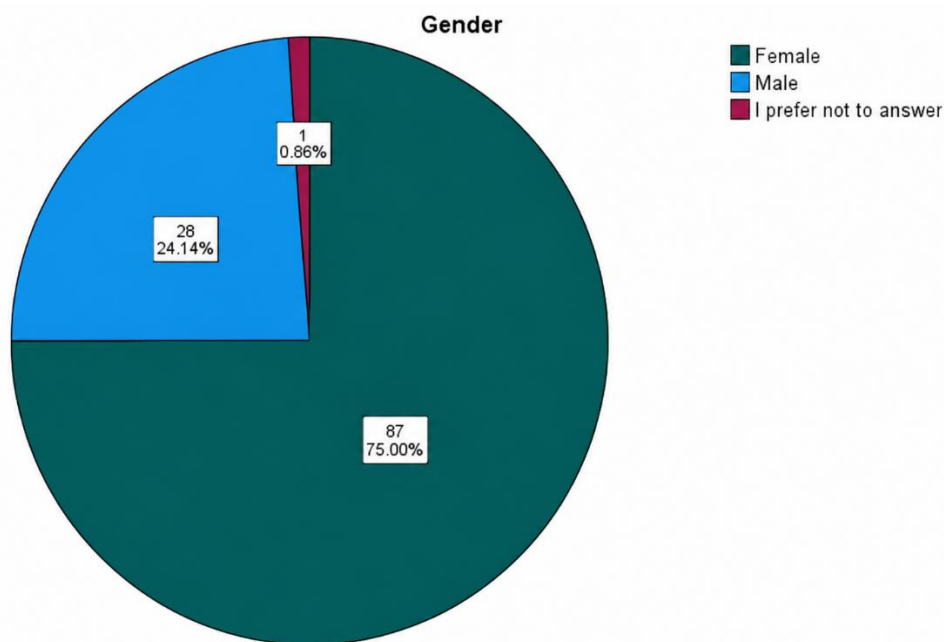


Table 1 Circular frequency diagram of the variable 'Gender'

The chart shows that the majority of participants are female, accounting for 75% of the sample. Men accounted for 24.14%, and a very small number of 0.86% refused to answer. These results show that the study sample was predominantly female-centered.

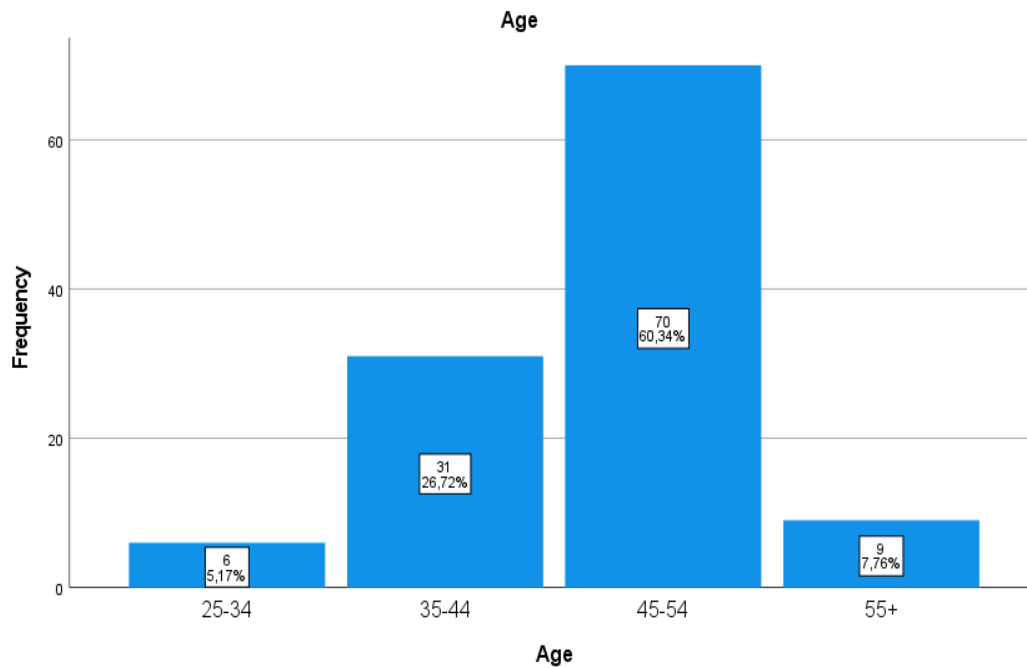


Table 2 Frequency bar chart of the variable "Age"

As can be seen from the chart, most of the participants are employees between the ages of 45 and 54 (60.34 %). The youngest age group represented only 5.17%, while participants aged 35 to 44 accounted for 26.72%. The findings indicate the sample is skewed toward older persons.

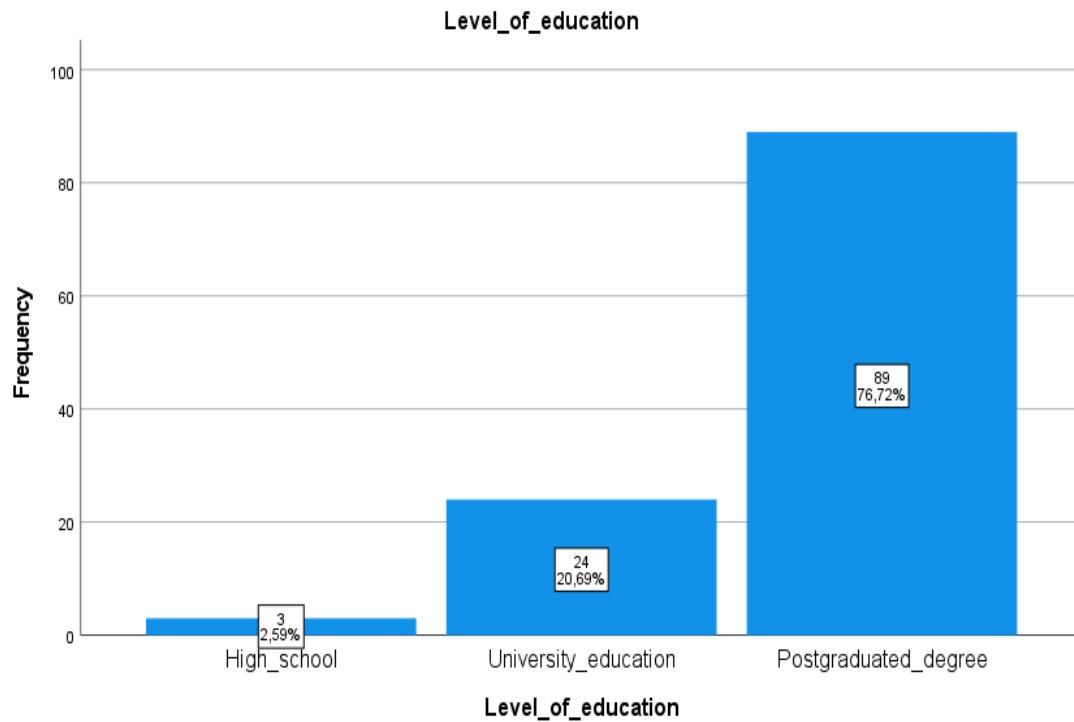


Table 3 Frequency bar chart of the variable "Education Level"

The chart shows that the majority of participants have master's degrees, with a rate of 76.72%. At the same time, 20.69% have a university education, only a very small number have a high school diploma. Therefore, this specimen is characterized by a particularly high level of education.

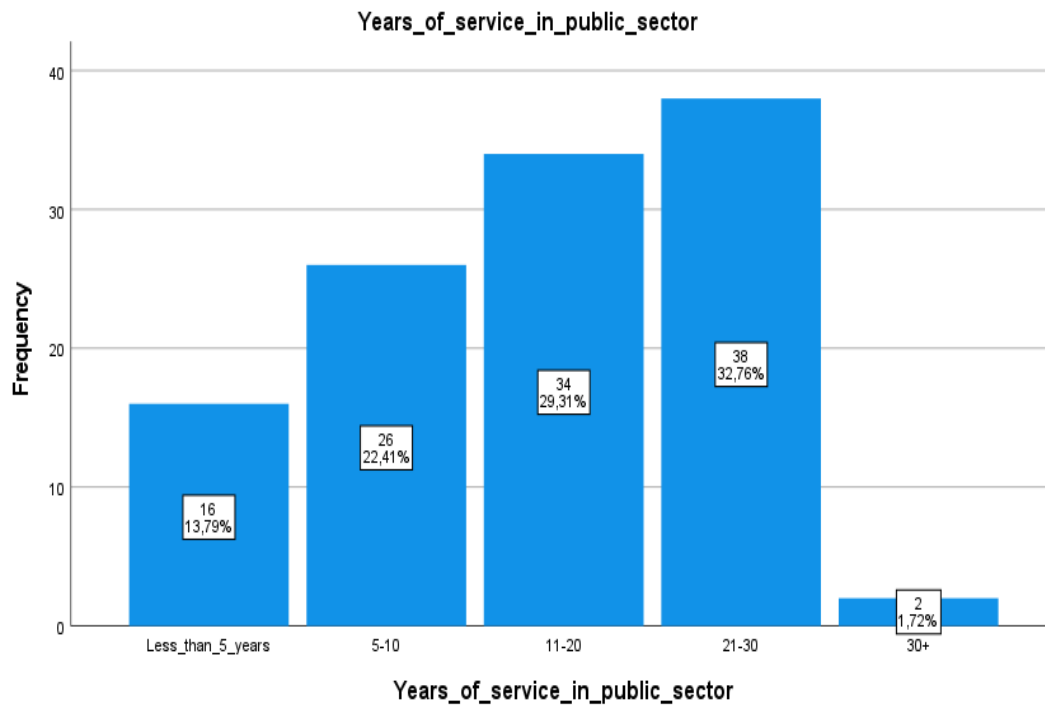


Table 4 Frequency bar chart of the variable "Years of service in the public sector"

The chart indicates that 32.76% of participants had between 21 and 30 years of experience in the public sector, while 29.31% had between 11 and 20 years of service. Only a relatively small number of respondents reported more than 30 years of experience. These findings suggest that the sample is largely composed of highly experienced public sector employees.

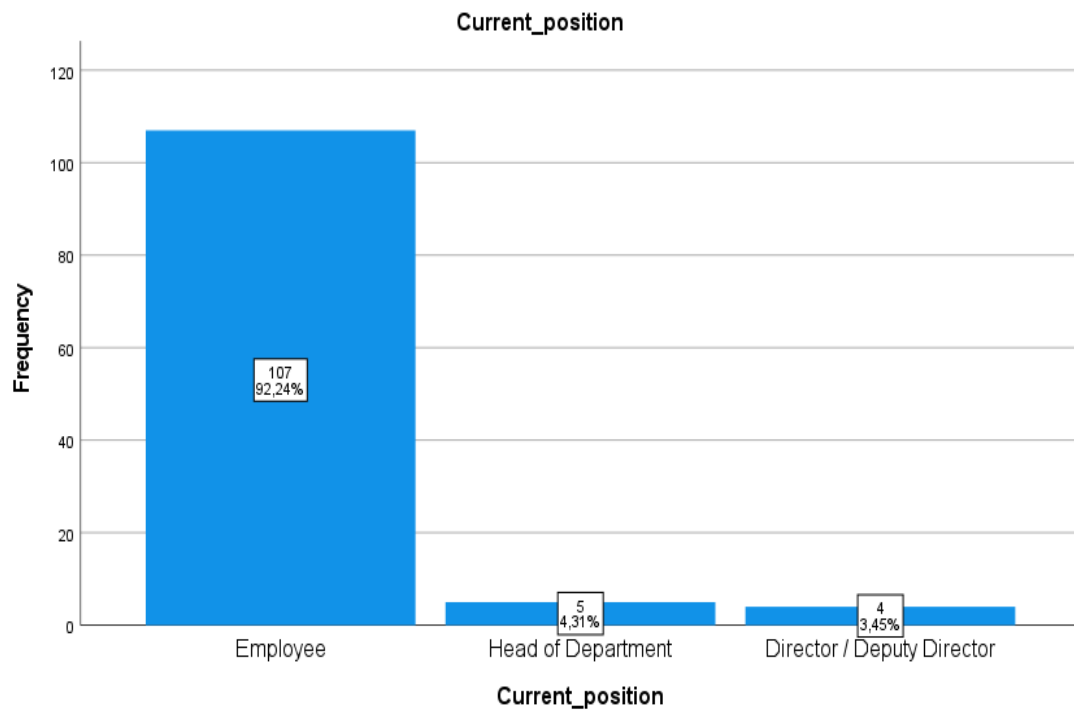


Table 5 Frequency bar chart of the variable "Current Position"

The chart shows that the majority of participants hold employee positions, with a percentage of 92.24%. The ratio of department heads and managers is much smaller. The results show that the sample is mainly representative of workers who do not hold senior management positions.

Normality tests were conducted to investigate whether the variables in the survey followed a normal distribution. This control plays a key role in statistical analysis, as it defines the statistics tests to be carried out during the survey.

For all variables in the questionnaire, Kolmogorov-Smirnov and Shapiro-Wilk tests were performed. This check was performed to see if the data fulfilled the conditions for using parametric statistical techniques or whether a non-parametric analysis technique was required instead.

The tests concluded that the variables were not normally distributed at a significance level of 0.05. In this regard, we opted for non-parametric statistical control methods, like Wilcoxon signed-rank tests and Spearman correlation coefficients since they are considered more appropriate for data derived from less regular form which come out of Likert scales.

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
1a. Performance appraisal enhances employee productivity.	0,234	116	0,000	0,888	116	0,000
2a. Performance appraisal contributes to improving employee performance.	0,212	116	0,000	0,903	116	0,000
3a. Performance appraisal supports employee development.	0,205	116	0,000	0,906	116	0,000
4a. Performance appraisal promotes employee accountability.	0,196	116	0,000	0,910	116	0,000

5a. Performance appraisal increases employee engagement.	0,183	116	0,000	0,906	116	0,000
1b. Performance appraisal is implemented in a fair manner.	0,224	116	0,000	0,841	116	0,000
2b. Evaluators have sufficient knowledge of the appraisal process.	0,250	116	0,000	0,875	116	0,000
3b. The performance appraisal criteria are clear, measurable, and objective.	0,246	116	0,000	0,872	116	0,000
4b. The performance appraisal process is reliable.	0,223	116	0,000	0,890	116	0,000
5b. Performance appraisal is conducted transparently and provides constructive feedback.	0,214	116	0,000	0,892	116	0,000
1c. Performance appraisal is influenced by political preferences or external factors.	0,264	116	0,000	0,875	116	0,000
2c. Employees believe that performance evaluations do not always reflect their actual performance due to external pressures.	0,303	116	0,000	0,836	116	0,000
3c. Evaluations are based exclusively on objective	0,233	116	0,000	0,887	116	0,000

criteria.						
4c. Politicization or external influences undermine the credibility of the appraisal process.	0,264	116	0,000	0,831	116	0,000
5c. Performance appraisal procedures protect employees from unfair treatment.	0,257	116	0,000	0,883	116	0,000
1d. Supervisors provide adequate guidance and support during the appraisal process.	0,209	116	0,000	0,906	116	0,000
2d. Leadership encourages employee participation in the appraisal process.	0,176	116	0,000	0,916	116	0,000
3d. Employees have access to the results of their performance appraisal.	0,163	116	0,000	0,917	116	0,000
4d. Leadership is committed to implementing the performance appraisal system effectively.	0,224	116	0,000	0,896	116	0,000
5d. The availability of resources and support enhances the effectiveness of the performance appraisal system.	0,174	116	0,000	0,915	116	0,000
1e. Performance appraisal is based on clear and	0,222	116	0,000	0,903	116	0,000

measurable criteria.						
2e. Systematic feedback and guidance are provided to employees after the appraisal process.	0,232	116	0,000	0,819	116	0,000
3e. It includes multiple sources of evaluation (multi-source feedback).	0,171	116	0,000	0,912	116	0,000
4e. Performance appraisal is linked to opportunities for professional development and career advancement.	0,212	116	0,000	0,894	116	0,000
5e. Performance appraisal procedures are implemented consistently and fairly across the organization.	0,211	116	0,000	0,885	116	0,000
1f. Performance appraisal is influenced by personal bias.	0,273	116	0,000	0,831	116	0,000
2f. Political or external factors influence the performance appraisal process.	0,251	116	0,000	0,886	116	0,000
3f. Employees receive regular and constructive feedback regarding their performance.	0,199	116	0,000	0,882	116	0,000
4f. The lack of proper training for evaluators reduces the quality of the performance appraisal	0,263	116	0,000	0,855	116	0,000

process.						
5f. Limited time and insufficient resources negatively affect the effectiveness of performance appraisal.	0,272	116	0,000	0,873	116	0,000
1g. Performance appraisal contributes significantly to improving employee performance.	0,179	116	0,000	0,913	116	0,000
2g. Performance appraisal is implemented with transparency and fairness.	0,222	116	0,000	0,882	116	0,000
3g. Performance appraisal provides useful information for improving organizational effectiveness.	0,180	116	0,000	0,903	116	0,000
4g. I am satisfied with the results of the performance appraisal process.	0,191	116	0,000	0,887	116	0,000
5g. The performance appraisal process strengthens employees' commitment to organizational goals.	0,209	116	0,000	0,903	116	0,000
a. Lilliefors Significance Correction						

Table 41 Regularity Matrix of Research Variables (Kolmogorov-Smirnov and Shapiro-Wilk)

Normality tests for all investigational variables were conducted in order to determine whether the data is normally distributed and to guide the selection of the appropriate

statistical method before analyzing the results. For all variables, the significance values (Sig.) obtained from both tests were below 0.05, indicating that the data did not follow a normal distribution. Such deviations from normality are common in Likert-scale responses and social science survey data. Based on these findings, non-parametric statistical methods were selected for the analysis. Specifically, the one-sample Wilcoxon signed-rank test and Spearman's rho correlation coefficient were employed, as these techniques are considered appropriate when the assumption of normality is not satisfied. The results of the normality tests therefore supported the use of non-parametric methods for the reliable analysis and interpretation of the study findings.

A reliability analysis was implemented to evaluate the reliability and internal consistency of the research tools used in this study. In particular, Cronbach's alpha coefficient was calculated to determine the extent to which the questionnaire items were related to one another and consistently measured the theoretical dimensions which are being studied. This test is particularly important in quantitative surveys using Likert-type questionnaires as it helps ensure the stability and reliability of participants' responses. High levels of internal consistency indicate that the questionnaire provides a coherent measure of the constructs being examined. The results of the reliability analysis confirmed that the research instrument was appropriate for collecting dependable data and for supporting subsequent statistical analyses. Consequently, the findings of the study can be considered methodologically sound and statistically reliable.

Reliability Statistics	
Cronbach's Alpha	N of Items
.915	40

Table 42 Reliability table of the research tool (Cronbach's Alpha)

The Cronbach's alpha coefficients for all questionnaire variables are presented in the above table. Cronbach's alpha measures the internal consistency of a research tool, indicating the extent to which questions in the same research tool measure similar concepts or phenomenon. The overall Cronbach's alpha coefficient for the 40 variables included in

this study was 0.915. This value is considered very high and demonstrates excellent internal consistency and reliability of the questionnaire. In other words, the items were strongly related to one another and consistently measured the dimensions under investigation. The necessity of this test was justified as it was important to ensure that the tool for research is reliable and verified for use in order to measure the variables under study prior to statistical analysis. Since the alpha value is greater than the standard limit of 0.70, the questionnaire is considered to certainly support the findings of this research.

4.2 1st Research Question

In this study, spearman correlation coefficients were used to examine the existence and strength of relationships among the questionnaire variables. As the survey variables were Likert scale-derived, and since the data did not fit normal distribution derived from Kolmogorov–Smirnov and Shapiro-Wilk normality tests, the use of this non-parametric technique was considered appropriate. Spearman index is a rank-based non-parametric correlation coefficient that performs a correlation analysis to explore the association between ordinal variables. In this way, we were able to identify if and how employee perceptions of performance evaluations are linked and also in which proportions, such as the relationships between objectivity, politics, feedbacks and fairness.

	1f. Performan ce appraisal is influenced by personal bias.	2f. Political or external factors influence the performan ce appraisal process.	3f. Employees receive regular and constructiv e feedback regarding their performanc e.	3c. Evaluatio ns are based exclusivel y on objective criteria.	5c. Performan ce appraisal procedures protect employees from unfair treatment.
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1f. Performance appraisal is influenced by personal bias.	Correlation Coefficient Sig. (2-tailed) N	1,000 116	,542** 116	-,269** 116	-,472** 116	-,462** 116
2f. Political or external factors influence the performance appraisal process.	Correlation Coefficient Sig. (2-tailed) N	,542** 116	1,000 116	-,221* 116	-,425** 116	-,445** 116
3f. Employees receive regular and constructive feedback regarding their performance.	Correlation Coefficient Sig. (2-tailed) N	-,269** 116	-,221* 116	1,000 116	,296** 116	,306** 116
3c. Evaluations are based exclusively on	Correlation Coefficient Sig. (2-	-,472** 0,000	-,425** 0,000	,296** 0,001	1,000 0,000	,595** 0,000

objective criteria.	tailed) N	116	116	116	116	116
5c. Performance appraisal procedures protect employees from unfair treatment.	Correlation Coefficient Sig. (2-tailed) N	-,462** 0,000 116	-,445** 0,000 116	,306** 0,001 116	,595** 0,000 116	1,000 116

Table 43 Table of Spearman correlations between variables of performance evaluation

The results presented in the above table show the Spearman correlation coefficients among the main variables of the study. This analysis was conducted to examine the strength and direction of the relationships between employees' perceptions of public sector performance appraisal systems.

A positive and statistically significant relationship was found between the perception that evaluations are influenced by personal bias and the belief that political or external factors affect the appraisal process ($r = 0.542$, $p < 0.001$). This finding suggests that employees who perceive greater personal bias in performance evaluations are also more likely to believe that political influences play a role in determining evaluation outcomes.

At the same time, a negative and statistically significant correlation was identified between perceptions of personal bias and the belief that evaluations are based solely on objective criteria ($r = -0.472$, $p < 0.001$). In other words, stronger perceptions of subjectivity are associated with lower levels of trust in the objectivity of the appraisal system.

The analysis also revealed a positive relationship between developmental feedback and employees' perceptions of protection from unfair treatment during the evaluation process ($r = 0.306$, $p < 0.001$). This result indicates that meaningful and constructive feedback contributes to a stronger sense of fairness and support among employees.

Furthermore, the perception that evaluations are conducted according to objective standards was strongly associated with the belief that appraisal procedures protect employees from arbitrary treatment ($r = 0.595$, $p < 0.001$). This finding suggests that greater objectivity in performance assessments enhances employees' trust in the fairness and legitimacy of the evaluation system.

4.3 2nd Research Question

In this study, the one-sample Wilcoxon signed-rank test was used to evaluate if the responses of participants are statistically significantly different from the theoretical baseline values of the Likert scale. This is a non-parametric test, which is appropriate for all data from ordinal scales (e.g. the Likert scale in the survey questionnaire). As both the Kolmogorov-Smirnov and Shapiro-Wilk normality tests indicated that the variables did not follow a normal distribution, then the chosen method must therefore be the Wilcoxon. Consequently, the assumptions required for parametric statistical methods were not satisfied, making the Wilcoxon signed-rank test the most appropriate analytical approach. The Wilcoxon test enabled the study to assess whether participants tended to agree, disagree, or remain neutral regarding statements about performance evaluation in the public sector.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig. ^{a,b}	Decision
1	The median of 1a. Performance appraisal enhances employee productivity. equals 4,00.	One-Sample Wilcoxon Signed Rank Test	0,000	Reject the null hypothesis.

2	The median of 3a. Performance appraisal supports employee development. equals 4,00.	One-Sample Wilcoxon Signed Rank Test	0,000	Reject the null hypothesis.
3	The median of 4a. Performance appraisal promotes employee accountability. equals 4,00.	One-Sample Wilcoxon Signed Rank Test	0,000	Reject the null hypothesis.

a. The significance level is ,050.

b. Asymptotic significance is displayed.

Table 44 Hypothesis Checklist with the One-Sample Wilcoxon Signed Rank Test

The one-sample Wilcoxon signed-rank test was conducted to examine whether employees' responses differed significantly from the theoretical value of 4.00 on the Likert scale, corresponding to the response category "Agree." The analysis focused on three dimensions: employee productivity, employee development, and accountability. The results revealed statistically significant differences for all three statements ($p < 0.001$), leading to the rejection of the null hypotheses. This indicates that how respondents respond to these statement items is not easily categorized with respect to theoretical thresholds, and therefore employees do not strongly agree with any of these statements overall. In other words, participants questioned whether performance appraisals enhance productivity, supports employee development and promotes accountability within the organization. Both results indicate that although evaluation is often regarded as an important management tool, employees are not very confident about its effectiveness in practice.

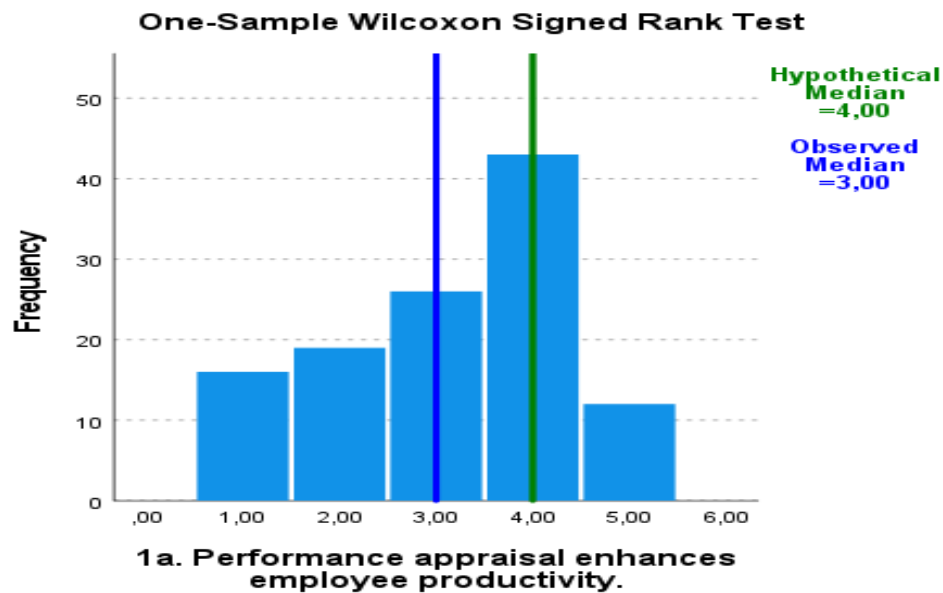


**Table 45 Chart One-Sample Wilcoxon Signed Rank Test for the variable
"Performance evaluation boosts employee productivity"**

The chart shows that the observed median of the response (3.00) is lower than the theoretical median (4.00). These results show that participants are not fully convinced that performance evaluations substantially improve employee productivity.

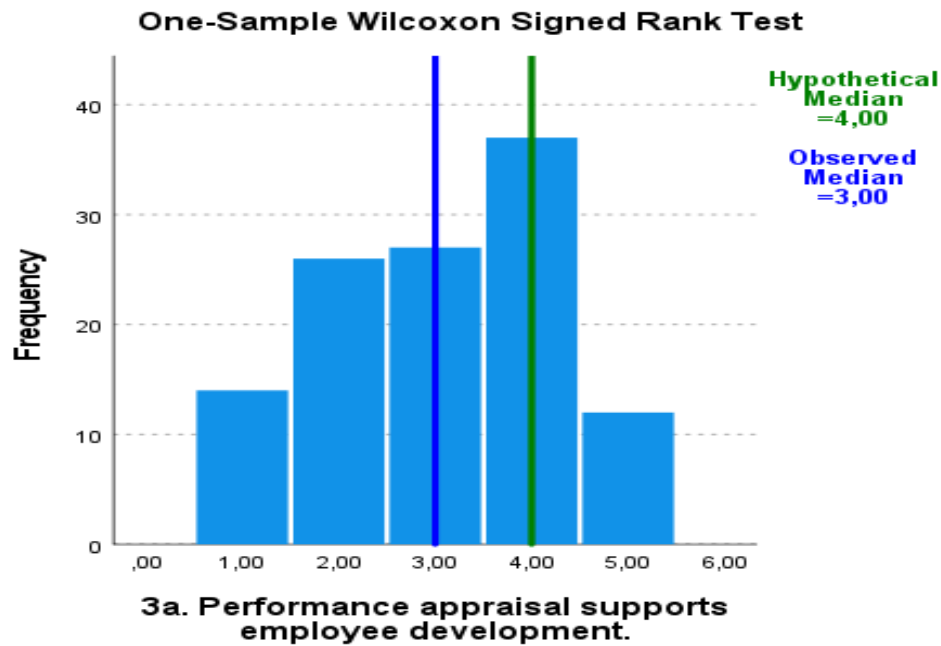


Table 46 Chart One-Sample Wilcoxon Signed Rank Test for the variable "Performance evaluation supports employee development"

The chart shows that the observed median response (3.00) is lower than the theoretical baseline median (4.00). These results show that employees are skeptical that performance evaluations make a real contribution to their professional development.

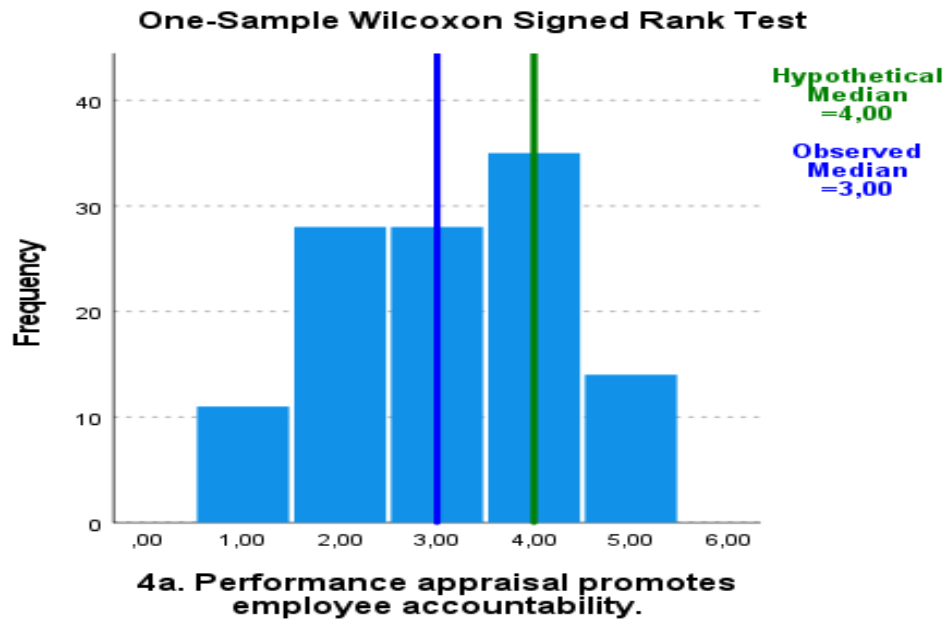


Table 47 Chart One-Sample Wilcoxon Signed Rank Test for the variable "Performance evaluation promotes employee accountability"

The graph shows that the observed median response (3.00) is lower than the theoretical median (4.00). This result shows that participants are not fully convinced that performance evaluations make a substantial contribution to improving employee accountability.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig. ^{a,b}	Decision
1	The median of 5a. Performance appraisal increases employee engagement. equals 2,00.	One-Sample Wilcoxon Signed Rank Test	<,001	Reject the null hypothesis.

a. The significance level is ,050.

b. Asymptotic significance is displayed.

Table 48 Case Dashboard with the One-Sample Wilcoxon Signed Rank Test for the variable "Performance Evaluation Increases Employee Engagement"

The one-sample Wilcoxon signed-rank test was conducted to determine whether employees' responses regarding the statement "*Performance appraisal increases employee engagement*" differed significantly from the theoretical median value of 2.00. The results were statistically significant ($p < 0.001$), leading to the rejection of the null hypothesis.

This finding indicates that participants' responses differed significantly from the theoretical reference value, suggesting that employees held clear views regarding the relationship between performance appraisal and employee engagement.

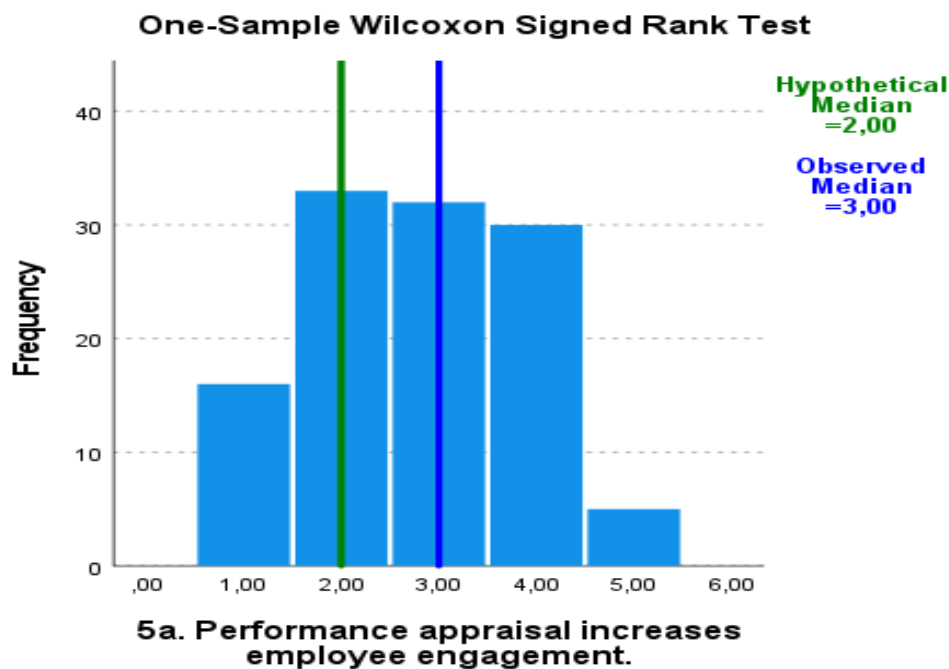


Table 49 Chart One-Sample Wilcoxon Signed Rank Test for the variable "Performance Evaluation Increases Employee Engagement"

The chart shows that the observed median response (3.00) is higher than the theoretical baseline median (2.00). These results show that participants tend to be more neutral or positive about whether performance evaluations enhance employees' participation in the organization.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig. ^{a,b}	Decision
1	The median of 5d. The availability of resources and support enhances the effectiveness of the performance appraisal system. equals 3,00.	One-Sample Wilcoxon Signed Rank Test	,139	Retain the null hypothesis.

a. The significance level is ,050.

b. Asymptotic significance is displayed.

Table 50 Case Checklist with the One-Sample Wilcoxon Signed Rank Test for the variable "Availability of resources and support enhances the effectiveness of the rating system"

The above table presents the results of the one-sample Wilcoxon signed-rank test for the variable measuring the contribution of resources and organizational support to the effectiveness of the performance appraisal system. A theoretical median value of 3.00 was used as the reference point for this analysis.

The results indicate that the test was not statistically significant ($p = 0.139 > 0.05$), leading to the retention of the null hypothesis. This suggests that there is no statistically significant difference between the observed median and the theoretical median.

Accordingly, respondents appear to hold a neutral view regarding whether the availability of resources and organizational support enhances the effectiveness of the appraisal system.

Since the data were collected using a Likert-scale questionnaire (1–5) and the normality tests indicated that the variables were not normally distributed, the Wilcoxon signed-rank test was considered the most appropriate non-parametric method for this analysis.

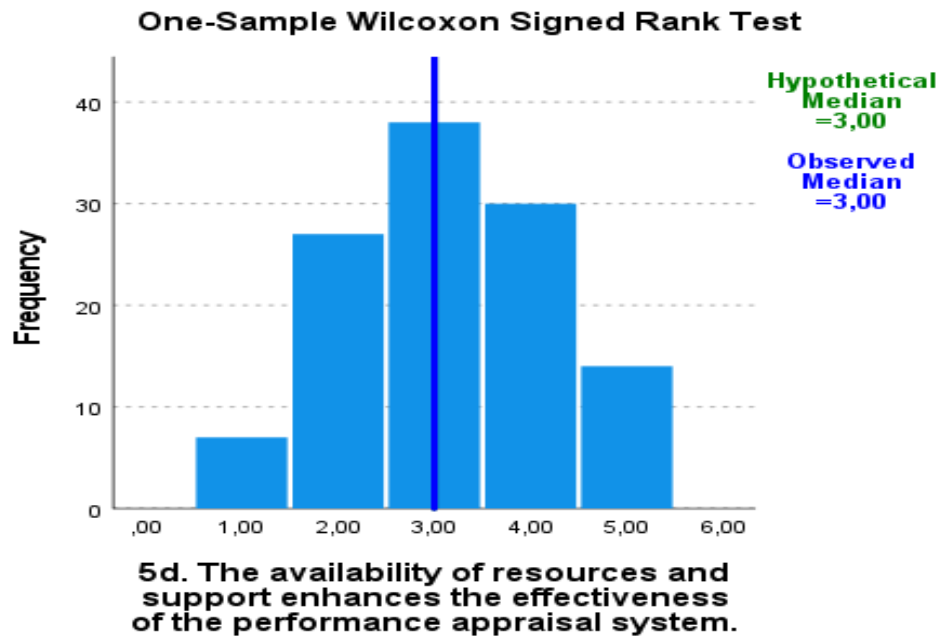


Table 51 Chart One-Sample Wilcoxon Signed Rank Test for the variable "Availability of resources and support enhances the effectiveness of the rating system"

The results show that the observed median response (3.00) is equal to the theoretical median (3.00). These results show that participants maintain an overall neutral position on whether the availability of resources and support increases the effectiveness of the appraisal system.

4.4 3rd Research Question

		2a. Performan ce appraisal contribute s to improving employee performan ce.	1c. Performan ce appraisal is influenced by political preferences or external factors.	2d. Leadershi p encourage s employee participati on in the appraisal process.	3d. Employee s have access to the results of their performan ce appraisal.	4d. Leadershi p is committed to implement ing the performan ce appraisal system effectively.	5d. The availability of resources and support enhances the effectivene ss of the performan ce appraisal system.
2a. Performance appraisal contributes to improving employee performance.	Correlation Coefficient	1,000	-,349**	,183*	,359**	,432**	,403**
	Sig. (2-tailed)		0,000	0,049	0,000	0,000	0,000
	N	116	116	116	116	116	116
1c. Performance appraisal is influenced by political preferences or external factors.	Correlation Coefficient	-,349**	1,000	-0,151	-,186*	-,330**	-0,093
	Sig. (2-tailed)	0,000		0,105	0,046	0,000	0,321
	N	116	116	116	116	116	116
2d. Leadership encourages employee participation in the appraisal process.	Correlation Coefficient	,183*	-0,151	1,000	,603**	,515**	,361**
	Sig. (2-tailed)	0,049	0,105		0,000	0,000	0,000
	N	116	116	116	116	116	116
3d. Employees have access to the results of their performance appraisal.	Correlation Coefficient	,359**	-,186*	,603**	1,000	,438**	,317**
	Sig. (2-tailed)	0,000	0,046	0,000		0,000	0,001
	N	116	116	116	116	116	116
4d. Leadership is committed to implementing the performance appraisal system effectively.	Correlation Coefficient	,432**	-,330**	,515**	,438**	1,000	,500**
	Sig. (2-tailed)	0,000	0,000	0,000	0,000		0,000
	N	116	116	116	116	116	116
5d. The availability of resources and support enhances the effectiveness of the performance appraisal system.	Correlation Coefficient	,403**	-0,093	,361**	,317**	,500**	1,000
	Sig. (2-tailed)	0,000	0,321	0,000	0,001	0,000	
	N	116	116	116	116	116	116

Table 52 Table of Spearman correlations between attendance, administrative support, and efficiency variables of performance evaluation

The table above presents the results of the Spearman correlation analysis between different aspects related to performance improvement, employee engagement, access to evaluation

results, leadership involvement, and the availability of resources and support within the performance appraisal system.

The results indicate a positive and statistically significant relationship between the perception that performance appraisal improves employee performance and the belief that leadership is committed to the successful implementation of the evaluation system ($r = 0.432$, $p < 0.001$). These results indicate that management support for the evaluation process was positively associated with employees believing that the evaluation will help improve performance.

Employee engagement in the evaluation process was also strongly and positively correlated with access to evaluation results ($r = 0.603$, $p < 0.001$). These results suggest that transparency and communication with employees about evaluation outcomes are associated with active employee participation.

Furthermore, a positive association was found between leadership involvement and the availability of resources and organizational support ($r = 0.500$, $p < 0.001$). These results indicate that employees notice the available resources and organizational support when management strongly supports the assessment system.

Conversely, perceptions that evaluations are influenced by political or external factors were negatively associated with employees' views of leadership commitment to the genuine implementation of performance appraisal systems ($r = -0.330$, $p < 0.001$). In other words, the stronger the perception of political interference, the lower the level of trust in management's willingness to ensure a fair and effective evaluation process.

Overall, the correlation analysis helped identify the key factors that strengthen or weaken the reliability, credibility, and effectiveness of performance appraisal systems in the public sector.

4.5 4th Research Question

This study used categorical regression (CATREG) analysis to identify the most important predictors of employees' perceptions regarding the effectiveness of performance appraisal systems. This method was considered appropriate because the study variables were derived from Likert-scale responses and were therefore ordinal in nature, meaning that they did not fully satisfy the assumptions required for conventional linear regression

analysis. CATREG is a regression technique that allows the examination of relationships between a dependent variable and multiple categorical or ordinal independent variables. The best scaling procedure converts categorical variables into numerical values so that their impacts may be examined in the same regression model simultaneously. In this study, the statement “*Performance appraisal increases employee productivity*” was used as the dependent variable. The independent variables included supervisor guidance, employee involvement in the evaluation process, access to evaluation results, administrative support, feedback quality, the availability of resources, and evaluator training. The CATREG analysis made it possible to determine which of these factors had the strongest influence on employees’ perceptions of performance appraisal effectiveness. In addition, standardized beta coefficients and significance levels were used to assess both the direction and the strength of these relationships.

Model Summary

Multiple R	R Square	Adjusted R Square	Apparent Prediction Error
.635	.403	.299	.597

Dependent Variable: 1 a. Performance appraisal enhances employee productivity.

Predictors: 1 d. Supervisors provide adequate guidance and support during the appraisal process. 2d. Leadership encourages employee participation in the appraisal process. 3d. Employees have access to the results of their performance appraisal. 4d. Leadership is committed to implementing the performance appraisal system effectively. 5d. The availability of resources and support enhances the effectiveness of the performance appraisal system. 2e. Systematic feedback and guidance are provided to employees after the appraisal process. 4f. The lack of proper training for evaluators reduces the quality of the performance appraisal process.

Table 53 Model Summary Table of CATREG Analysis

The model demonstrates a moderate level of explanatory power. The R^2 value of 0.403 indicates that 40.3% of the variance in employees’ perceptions of the contribution of performance appraisal to productivity is explained by the independent variables included in the analysis. This suggests that factors such as leadership support, employee

involvement, feedback, and available resources play a meaningful role in shaping employees' views of performance appraisal effectiveness.

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	46,747	17	2,750	3,891	<,001
Residual	69,253	98	,707		
Total	116,000	115			

Dependent Variable: 1a. Performance appraisal enhances employee productivity.
Predictors: 1d. Supervisors provide adequate guidance and support during the appraisal process. 2d. Leadership encourages employee participation in the appraisal process. 3d. Employees have access to the results of their performance appraisal. 4d. Leadership is committed to implementing the performance appraisal system effectively. 5d. The availability of resources and support enhances the effectiveness of the performance appraisal system. 2e. Systematic feedback and guidance are provided to employees after the appraisal process. 4f. The lack of proper training for evaluators reduces the quality of the performance appraisal process.

Table 54 ANOVA table of CATREG analysis

The ANOVA table shows that the regression model is statistically significant, with a significance level of less than 0.001 ($p < 0.001$). These results confirm that the independent variables included in the model have an overall impact on employees' perceptions of whether performance appraisal increases productivity.

Coefficients

	Standardized Coefficients		df	F	Sig.
	Beta	Bootstrap (1000) Estimate of Std. Error			
1d. Supervisors provide adequate guidance and support during the appraisal process.	0,117	0,136	3	0,737	0,533
2d. Leadership encourages employee participation in the appraisal process.	-0,315	0,236	2	1,791	0,172
3d. Employees have access to the results of their performance appraisal.	0,250	0,232	3	1,168	0,326
4d. Leadership is committed to implementing the performance appraisal system effectively.	0,095	0,248	3	0,147	0,931
5d. The availability of resources and support enhances the effectiveness of the performance appraisal system.	0,496	0,174	2	8,108	0,001
2e. Systematic feedback and guidance are provided to employees after the appraisal process.	0,088	0,162	3	0,294	0,830

4f. The lack of proper training for evaluators reduces the quality of the performance appraisal process.	-0,005	0,127	1	0,002	0,969
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Dependent Variable: 1a. Performance appraisal enhances employee productivity.

Table 55 Table of Coefficients of the CATREG analysis with the dependent variable of productivity enhancement through performance evaluation

The table presents the results of the Categorical Regression (CATREG) analysis, where employees' perceptions that performance appraisal enhances productivity (1a) was used as the dependent variable. The independent variables included supervisory support, leadership involvement, access to appraisal results, feedback provision, evaluator training, and the availability of resources and organizational support.

The results indicate that most predictors were not statistically significant, as their p-values exceeded the 0.05 threshold. Specifically, variables such as supervisory guidance ($\beta = 0.117$, $p = 0.533$), leadership encouragement of participation ($\beta = -0.315$, $p = 0.172$), access to appraisal results ($\beta = 0.250$, $p = 0.326$), leadership commitment to implementation ($\beta = 0.095$, $p = 0.931$), systematic feedback ($\beta = 0.088$, $p = 0.830$), and evaluator training ($\beta = -0.005$, $p = 0.969$) did not demonstrate statistically significant effects on employees' perceptions of productivity improvement.

In contrast, the availability of resources and organizational support (5d) emerged as the only statistically significant predictor ($\beta = 0.496$, $p = 0.001$). This indicates a strong and positive relationship between the perception of adequate organizational resources and employees' belief that performance appraisal contributes to improved productivity.

These findings suggest that structural and resource-related factors play a more critical role in shaping employees' perceptions compared to managerial or procedural aspects of the appraisal system. In particular, when employees perceive that sufficient resources and support are available, they are significantly more likely to view performance appraisal as an effective tool for enhancing productivity.

Finally, the correlation and tolerance statistics indicated that no serious multicollinearity problems existed among the independent variables. The predictors complemented one

another without compromising the stability or interpretability of the regression model, supporting the reliability of the analytical results.

4.6 Summary of the results of the descriptive analysis

Data from the qualitative analysis indicated that employees are generally reticent to use existing performance evaluation systems in the public sector. Participants knew that assessment was a useful theory as something through which HR performance and development could be enhanced, but replied that they did not think the potential of this kind was being fully capitalized on.

Workers were cautiously optimistic with regards to evaluations are beneficial when it comes to productivity, professional development and accountability in particular. Equally, in tandem with this third response was another response from a large portion of our respondents querying whether the system for evaluation is being applied uniformly, transparently and objectively.

A key takeaway from the survey is employees' views on whether political, personal or other outside forces affect how they are evaluated. Many participants felt these interventions still play a role in the ultimate determination produced by the assessment, and thus erode trust in the system.

Simultaneously, employees particularly highlighted systematic feedback after the process completion; appropriate training for evaluators; participation of employees in evaluation process; organizational support and availability of resources as effective factors for evaluation. The results of the study indicates that these conditions enhance both the acceptability and reliability of rating systems.

Lastly, participants seem to attach special importance to the commitment of both management and supervisors towards effective implementation of the evaluation system. The more the employees feel their leadership is actively backing the process, the more favorable the performance picture on overall.

Just as overall, the outcomes of performing technical evaluation do no longer recommend workers rejecting performance assessment structures. Instead, they see it as a tool for good that should help public institutions function better. They, however, argue that system

efficiency plays a big role in objectivity, transparency, feedback mechanism problems and challenges with training and support for the organization which make it straining to adopt.

5. Discussion of Results

This study mostly aimed to investigate the perceptions of public sector employees regarding performance appraisal systems in terms of their effectiveness, fairness and reliability. The results of this study are particularly interesting as they validate the different theoretical approaches established in the theory part while also identifying critical weaknesses regarding how evaluation systems are practiced.

Although many respondents moved toward positive or neutral responses, Wilcoxon statistical tests indicated that the median of the responses was statistically lower than theoretical exact agreement. These findings indicate that public sector employees do not seem to become totally convinced about the practical value and effectiveness of performance appraisals as used in everyday organizational life.

Such result is strongly connected to international literature, because performance appraisal systems in public sector are usually considered as administrative and bureaucratic processes instead of instruments for development and performance enhancement. The theoretical part does highlight that the usefulness of the assessment is largely dependent on how specific the objectives are, or if continuous feedback mechanisms are in place and if are linked to development and training opportunities. The results demonstrate that these conditions do not seem to be sufficiently satisfied in the public sector context.

Employees meanwhile recognized just how much political, personal and external factors shaped the performance evaluation process. The majority of the participants agreed that performance evaluations are influenced by political and personal factors rather than being based solely on objective criteria. Such finding corresponds with well-developed theories of politicization, organizational culture, and personal bias within the field of public administration.

This awareness remains important. Research suggests that a failure to maintain objectivity decreases employee trust in the evaluation system, maximizes disengagement, and minimizes acceptance of the process. The Spearman correlation revealed that employees who believed the evaluations were politicized or personal had lower trust in top and middle management as well as the performance evaluation system itself.

There were also similar findings regarding feedback, evaluator training, and administrative support. Employees complained that evaluation feedback given in responses was often not appropriate, structured or meaningful and suggested that weaknesses in the evaluator training compromised the quality of the evaluation. This is in line with a broader theoretical argument about the importance of such data as a crucial precondition for comprehensive, and therefore reliable, assessments.

A notable result found was an analysis through CATREG of areas that correlate to perception that performance assessments will improve employee productivity. The findings indicated that availability of resources and organizational support are the most significant variables. These results indicate that benefits were only believed by employees, when support with evaluation, organization and investments in human and administrative resources was also present.

In theory, employees understand that performance appraisal is meant to make them better workers and more productive. But what really concerns us are fairness, transparency, neutrality and trust in management. This paradox corroborates theoretical propositions that account for the difference between the promise and actual function of appraisal systems in not only their design but implementation, organizational culture and employees' trust in management.

5.1 Research Limitations

Like all empirical studies, this study is subject to certain limitations that need to be taken into consideration when interpreting the results. The original sample of the survey consisted exclusively of public sector employees who agreed to answer a questionnaire. Thus, these findings should not be generalized beyond public sector employees or other organizational contexts. Moreover, the questionnaire was developed based on the relevant literature, which supported its theoretical content validity. However, other forms of validation were not conducted, and this should be considered as a limitation of the study.

Moreover, data collection was solely based on participants' references to themselves. This technique can be affected by individual awareness, biased assessments, or socially favorable results that may modify the precision of some results.

Third, the study has a temporal nature (data were collected during a certain period). Thus, this research reflects the perceptions of employees at one point in time and cannot analyze changes in attitude over periods.

In addition, the use of convenience sampling may have introduced selection bias, as participants who chose to respond could differ systematically from those who did not participate.

Finally, while the quantitative methodology enabled the statistical examination of relationships among variables, it did not allow for an in-depth exploration of employees' personal experiences regarding performance appraisal systems.

5.2 Suggestions for future research

The limitations of this study also point to several promising directions for future research. First, although such studies are useful, it would be better if they were conducted on a larger scale, including staff from various public sector organizations. This would increase the possibility of generalizing the results.

However, it would also be especially valuable to consider comparative studies between public and private sectors, by analyzing whether perceptions differ with respect to fairness of performance evaluation systems, effectiveness or reliability.

Future research could also adopt qualitative or mixed methods with data collected from interviews or focus groups to provide a richer understanding of these issues. The employees then explore the reasons he or she has for questioning how objective and transparent the appraisal process may be.

Notably, future research examining the role of political, personal and external factors in evaluation process might be highly relevant. Survey results indicate survey respondents consider these aspects as major factors affecting the ultimate action taken by their

employers. Consequently, further study is necessary to assess the mechanisms through which these effects develop and influence organizational performance.

Moreover, the functioning of the appraisal system may be explored in more depth especially with respect to feedback, evaluator training and administrative support. The findings of this study indicated that these factors are strongly associated with the acceptability and utility of performance appraisal. Understanding how they contribute to the effectiveness of evaluations could help public organizations improve their performance management practices.

And last but not least, research on digital technologies, artificial intelligence (AI) and machine learning (ML) applications in the setting up of public sector performance evaluation systems will be especially welcome. As public organizations continue to use more digital technologies, future research could explore the benefits and challenges of using technology-based performance evaluation systems.

6 Conclusions

Particularly, the findings of this study highlight both the potential and the limitations of performance appraisal systems in the public sector. But managing human resources with performance evaluation has greater weaknesses and limitations for implementation in the public sector, according to our analysis.

In terms of employee perceptions, results show that employees view the performance appraisal more as a growth opportunity of performance, improved productivity and a chance for development in their careers. But it appeared that only a small number of the participants were entirely convinced that current appraisal systems are ensuring these objectives are achieved in everyday administrative practice.

At the same time, there was a well-developed perception that the appraisal system could be influenced by personal, political and outside considerations — all of which undermined belief in the fairness of employee evaluations. Participants feared that the appraisal process may be non-transparent, impartial or meritocratic.

Another major finding from the study was that feedback, evaluator training and administrative support matters. The results suggest that performance appraisal systems are more effective when employees receive systematic feedback, when evaluators are properly trained, and when sufficient organizational support is available. Without these elements, the effectiveness and credibility of the system may be significantly weakened.

Furthermore, the CATREG analysis produced significant results in that access to resources and organizational support were found to be the most influential determinants impacting employees' perception of performance appraisal positively. This suggests that the operational and organizational infrastructure supporting the evaluation process is more critical than the formal criteria or procedural rules of the system.

Overall, this study concludes that public sector performance appraisal systems can provide significant opportunities to improve organizational performance and efficiency. Making assessments more transparent and less influenced by political factors and personal relationships, providing constructive feedback during the appraisal process along with creating evaluator training programs could significantly improve the perceived fairness and usefulness of these systems.

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Appendix A: Tables of frequencies, percentage & graph based on the statistical output

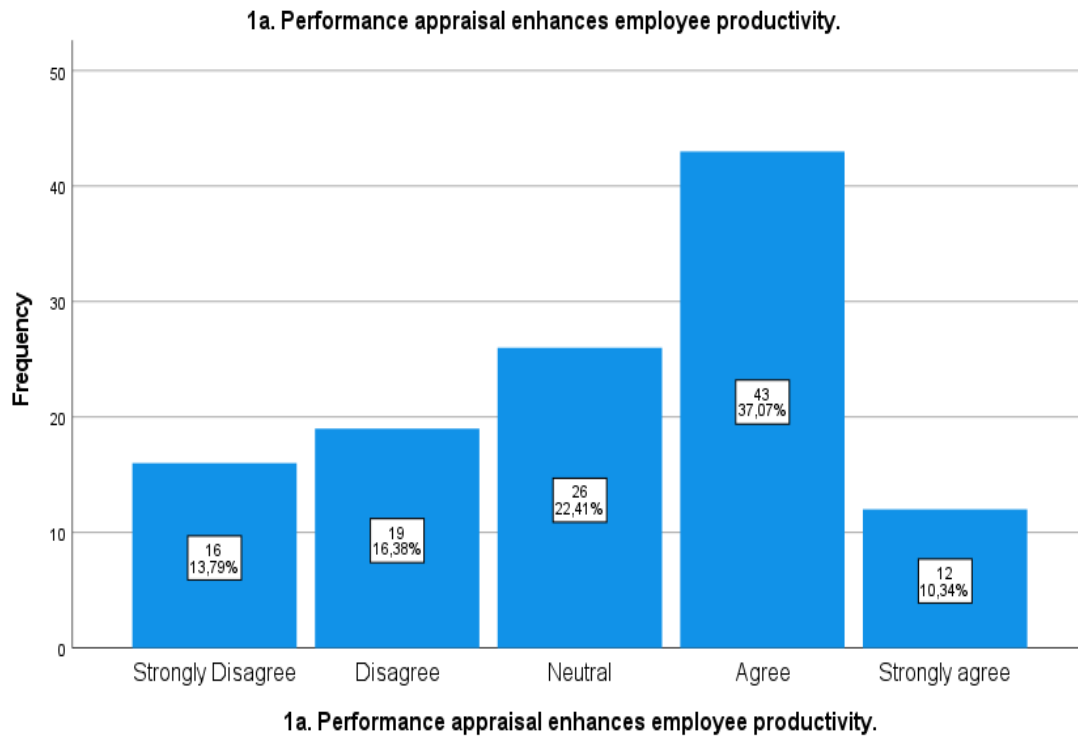


Table 6 Frequency bar chart of the variable "Performance evaluation enhances employee productivity"

From the chart, we can see that most of the participants say – Yes, Performance evaluations are helpful for employee productivity — 37.07% agree with this statement. Simultaneously, a large number either remain neutral or dissent. Overall, the results indicate a positive behaviour that the evaluation helps enhance work performance.

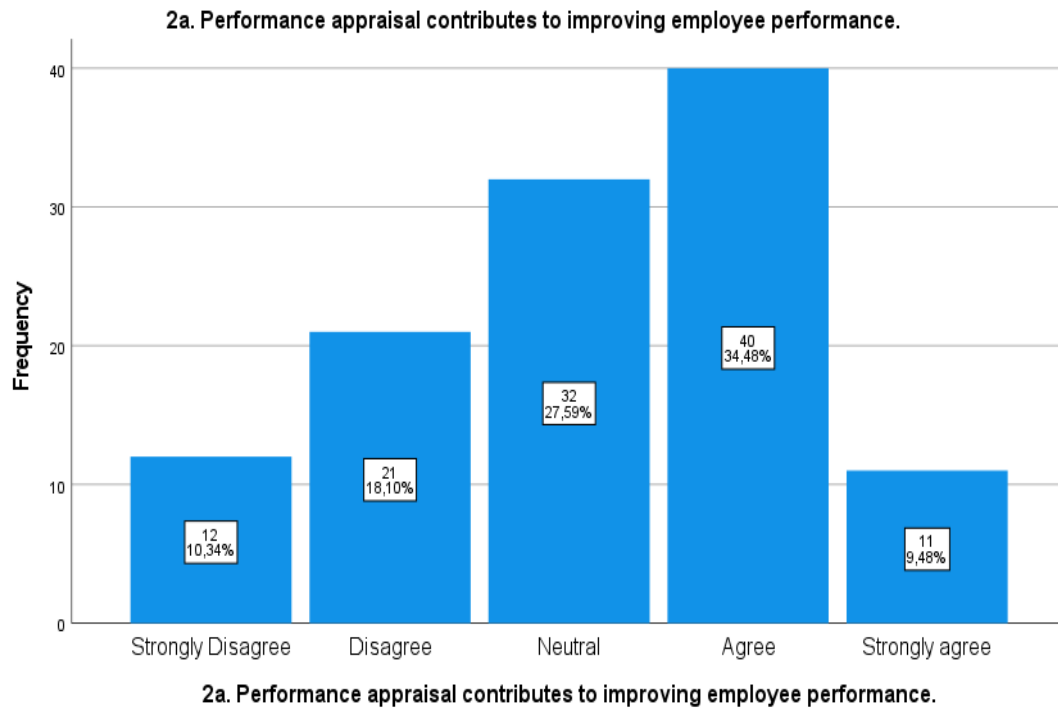


Table 7 Frequency bar chart of the variable "Performance evaluation helps improve employee performance"

The chart shows that the largest proportion of participants (34.48%) agreed that performance appraisal helps improve employee performance. A considerable number of respondents also expressed neutral views, while only a small proportion disagreed with the statement. Overall, the findings suggest that employees generally perceive performance appraisal as a useful tool for enhancing work performance and supporting individual improvement.

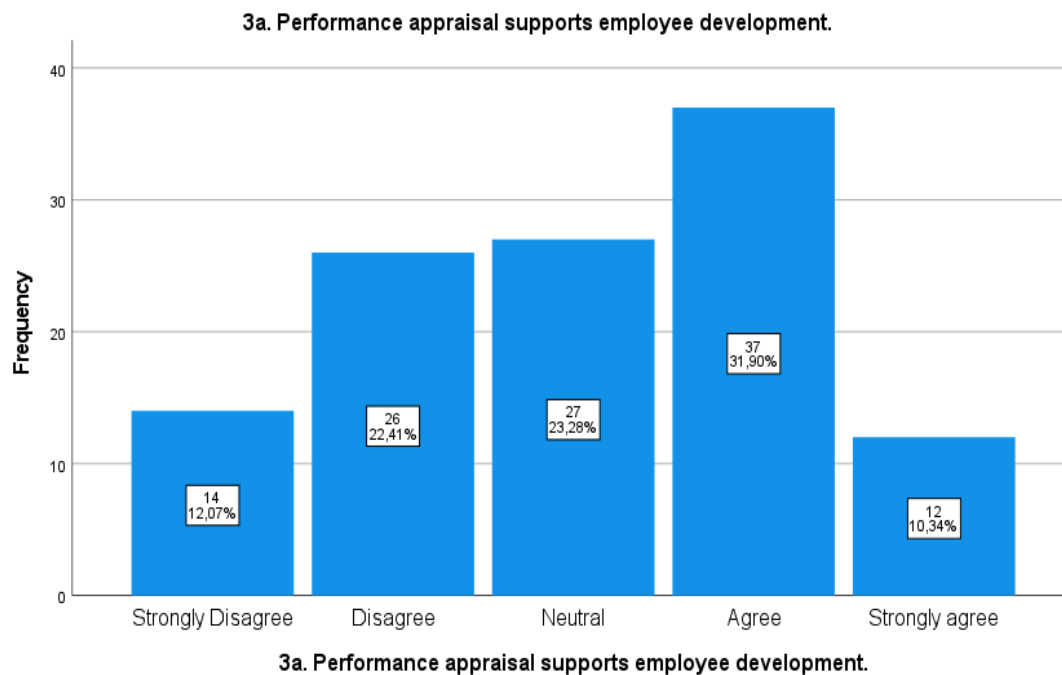


Table 8 Frequency bar chart of the variable "Performance evaluation supports employee development"

As shown in the chart, 31.90% of participants strongly agreed that performance appraisal contributes positively to employee development. However a major part of the sample holds a neutral position or disagrees, suggesting there is disagreement about the developmental role evaluation can play. On balance, the trend of assessments as part of professional development seems quite promising.

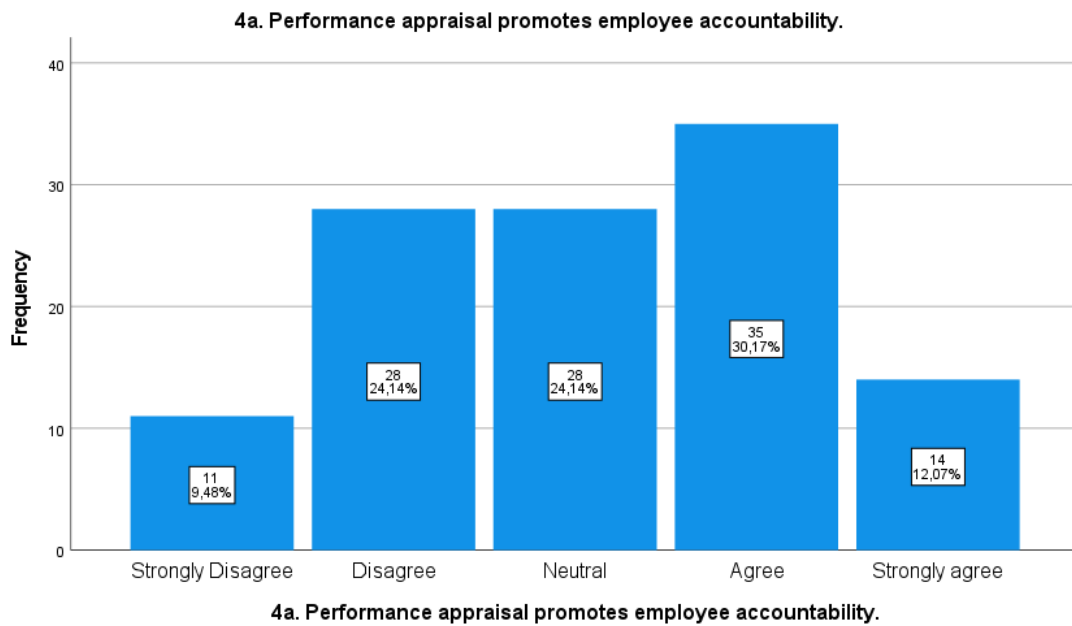


Table 9 Frequency bar chart of the variable "Performance evaluation promotes employee responsibility"

According to the chart, the highest rate of agreement that performance appraisals promote employee accountability is 30.17%. Meanwhile, there are also many neutral responses and dissenting opinions, indicating a continued diversity of views among employees. Overall, employees display a somewhat positive attitude toward the contribution of performance appraisal to accountability.

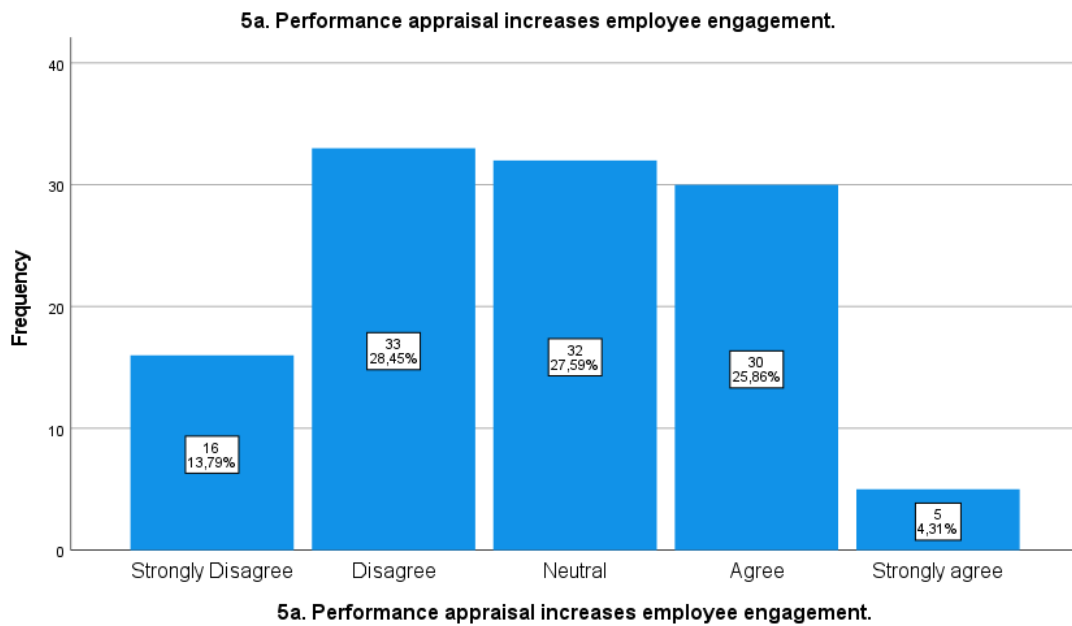


Table 10 Frequency bar chart of the variable "Performance evaluation increases employee engagement"

The chart above demonstrates that participants' views on whether performance appraisals lead to greater employee engagement were relatively split. Disagreement had the largest share (28.45%) and there was a sizeable percentage for both neutral and consensus positions. The findings reveal that the Influence of assessment on employee engagement is not viewed uniformly across respondents.

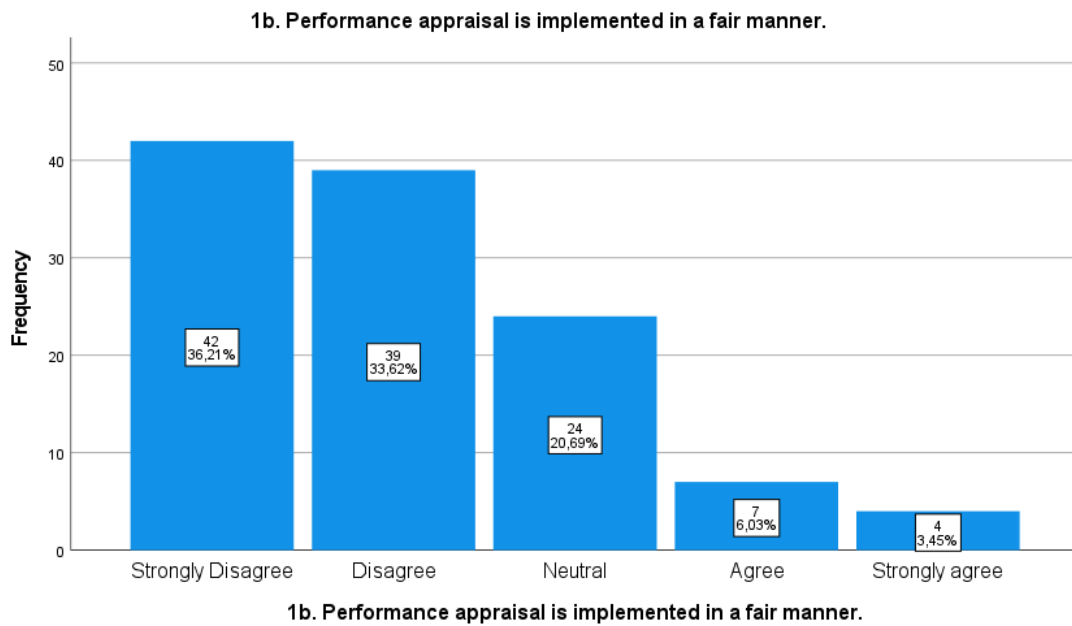


Table 11 Frequency bar chart of the variable 'Performance evaluation is applied fairly'

The chart reveals that most respondents disagree with the view of performance appraisal is fairly applied. In particular, "strongly oppose" (36.21%) and "disagree" (33.62%) are the highest percentages that suggest an extremely low approval rate among them. The findings indicate that fairness and objectivity in the evaluation process is a huge concern for employees.

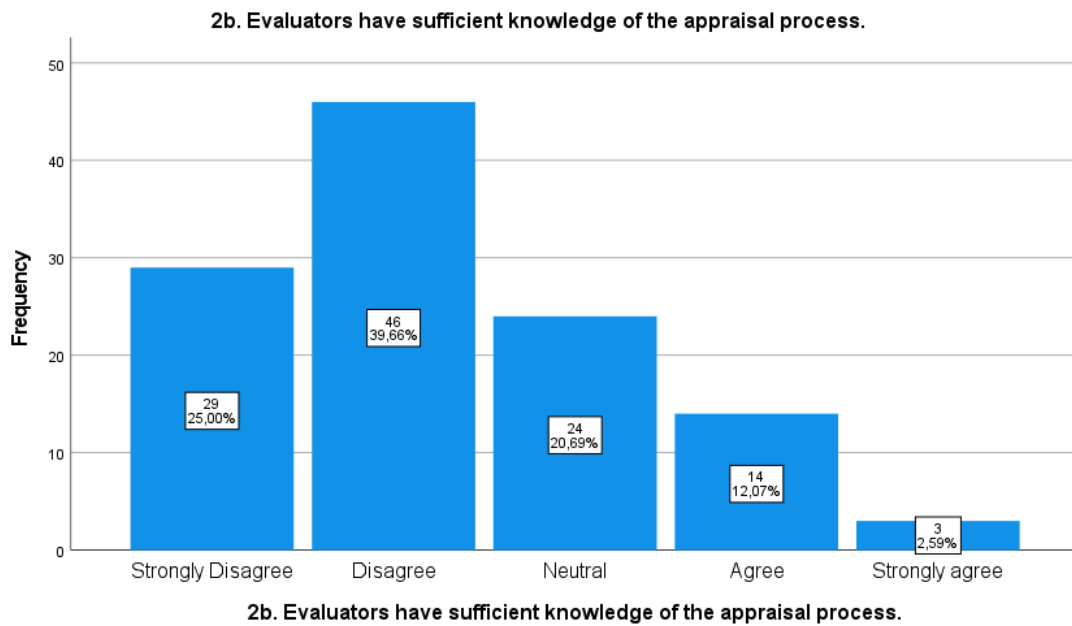


Table 12 Frequency bar of the variable "Assessors have sufficient knowledge of the evaluation process"

The chart reveals that most of the participants disagree with the perception that evaluators are adequately knowledgeable concerning the assessment process. More specifically, this is the category where "disagree" has the highest percentage (39.66%) and many also expressed strong disagreement. The findings leads employees to believe that there's a need for better education and training of evaluators.

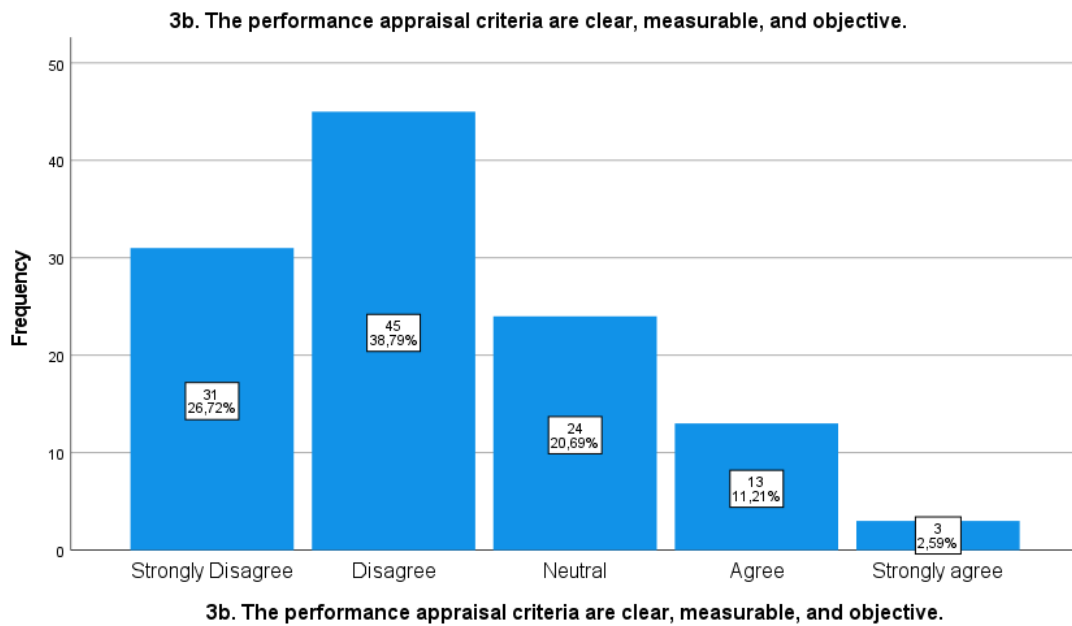


Table 13 Frequency bar chart of the variable "The evaluation criteria shall be clear, measurable and objective"

As you can see in this chart, most participants do not agree with the statement that it is very clear, measurable and objective which criteria were used for evaluation. The biggest share is in the 'against' (38.79%) and also a very high absolute disapproval rate. Essentially, employees are largely stating that the objectivity and clarity of the evaluation standards is coming into question.

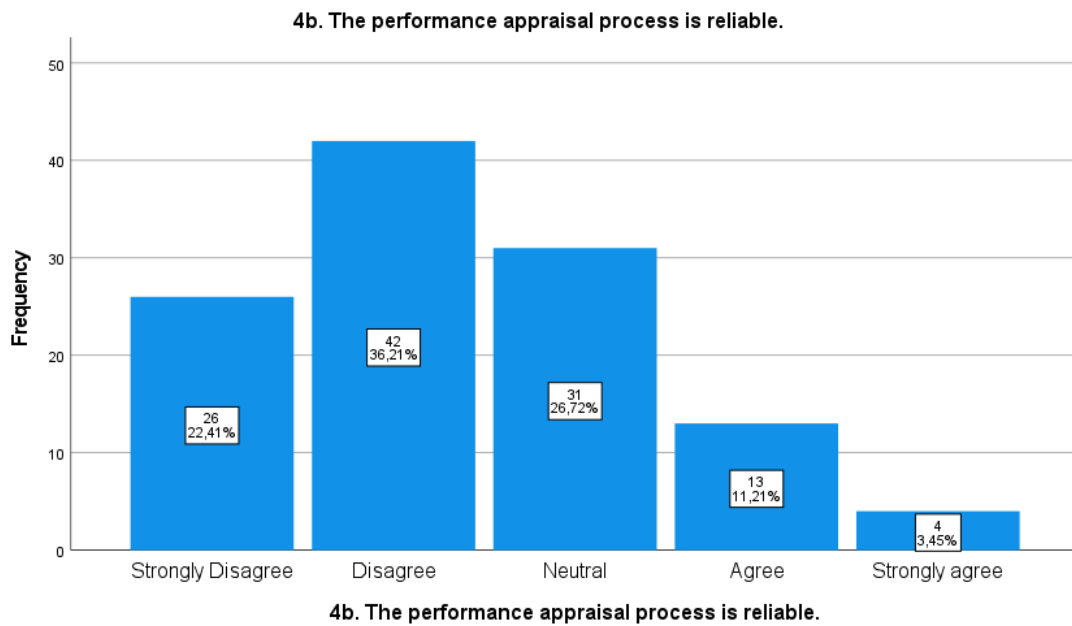


Table 14 Frequency bar chart of the variable "The evaluation process is reliable"

The figure shows that the vast majority of participants disagree with the position that the assessment process is reliable. The share of negative opinions is the highest in the disagree category (36.21%), and the percentage of absolute disapproval is also quite high. These results indicate that employees have very little faith in their evaluation process being reliable.

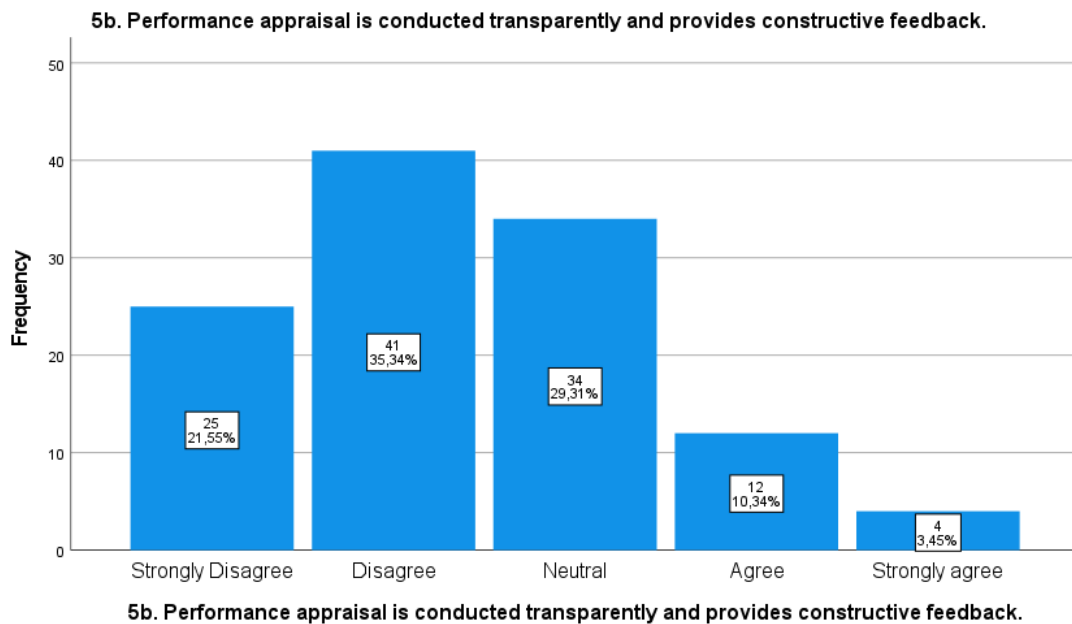


Table 15 Frequency bar chart of the variable 'Performance evaluation shall be carried out in a transparent manner and shall provide constructive feedback'

According to the chart, most respondents disagree that the performance appraisal process provides transparent and constructive feedback. In particular, 35.34% of participants selected the category “Disagree,” while a considerable proportion also expressed neutral views. The results reveal that employees believe the evaluation process does not always lead to constructive and transparent feedback.

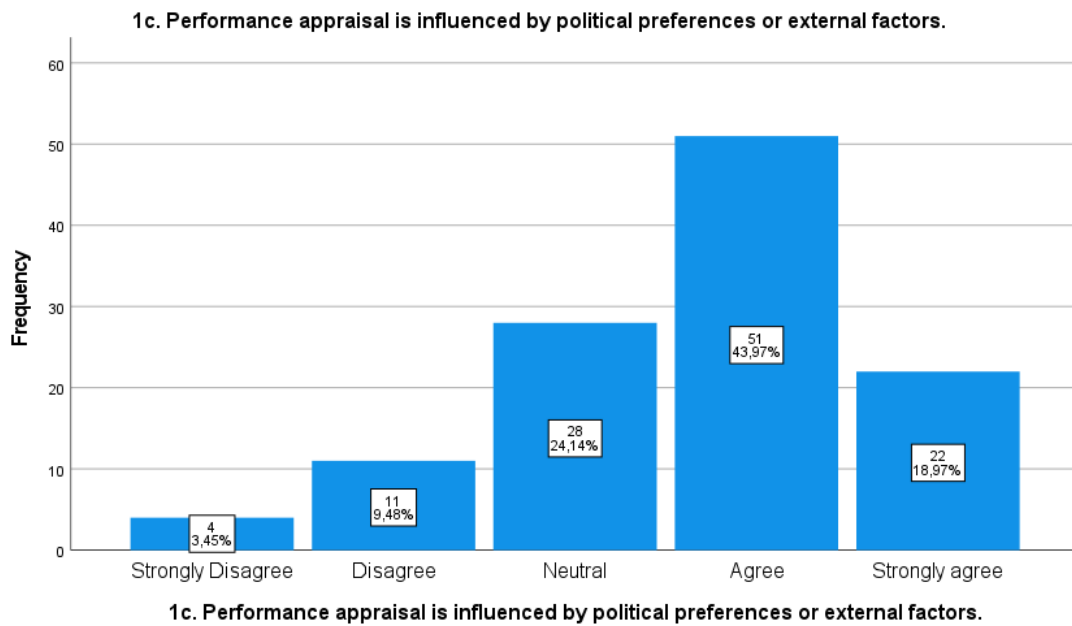
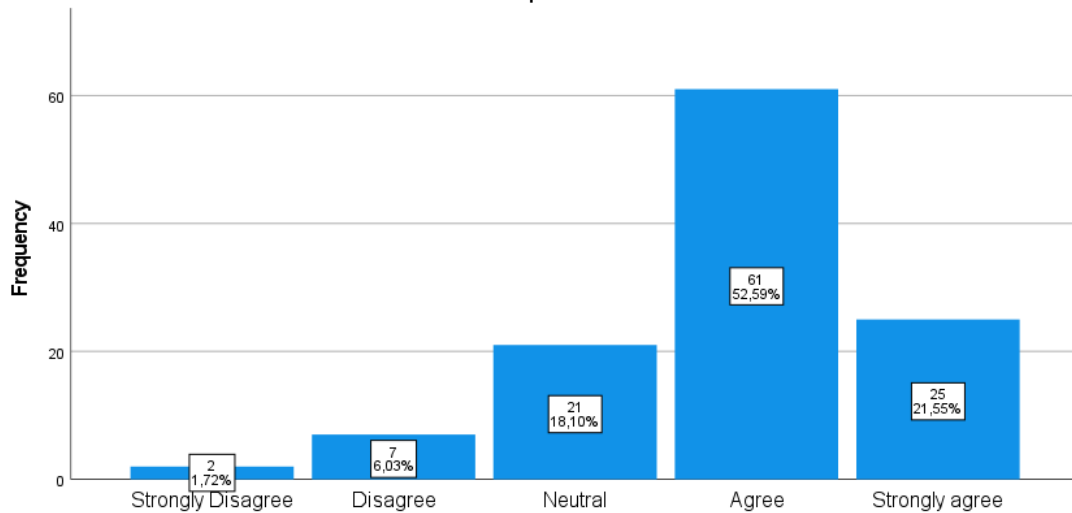


Table 16 Frequency bar chart of the variable "Performance evaluation is influenced by political preferences or external factors"

The chart indicates that most respondents believe that political or external influences affect the performance appraisal process. In particular, the highest proportion of participants selected the category "Agree" (43.97%), while a considerable number also strongly agreed with the statement. These findings reveal significant concerns among employees regarding the objectivity, fairness, and independence of performance evaluations from external interference.

2c. Employees believe that performance evaluations do not always reflect their actual performance due to external pressures.



2c. Employees believe that performance evaluations do not always reflect their actual performance due to external pressures.

Table 17 Frequency bar chart of the variable "Employees believe that ratings do not always reflect their actual performance due to external pressures"

The chart indicates that most respondents believe performance appraisals are influenced by political or external factors. In particular, the highest proportion of responses falls under the "Agree" category (52.59%), while a considerable percentage also selected "Strongly Agree." Overall, these findings suggest that employees perceive the evaluation process as being affected by external pressures, raising concerns about its objectivity and independence.

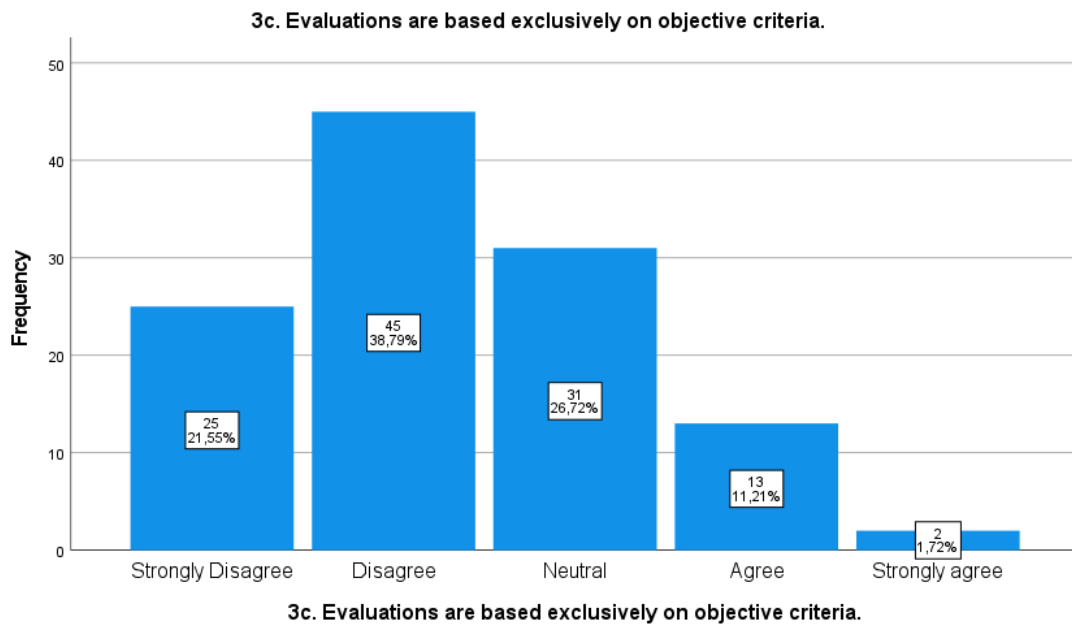


Table 18 Frequency bar chart of the variable "Assessments are based solely on objective criteria"

The chart indicates a clear disagreement with the claim that assessments are based purely on objectivity. In particular, the highest proportion of participants selected the category "Disagree" (38.79%), while the percentage of those who strongly disagreed was also substantial. The results showed a lack of faith on the part of employees that an evaluation process could ever be completely objective.

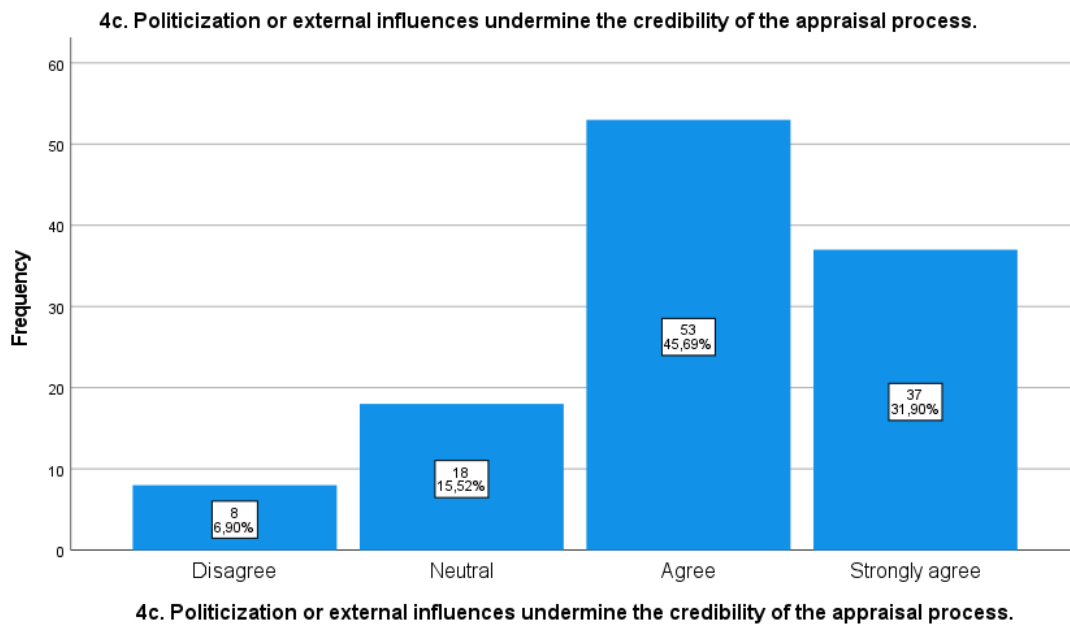


Table 19 Frequency bar chart of the variable 'Politicisation or external influences undermine the credibility of the evaluation process'

As the chart demonstrates, most of the respondents agree that politicization and influences from outside undermine the credibility of the evaluation process. Interestingly, the largest percentage (45.69%) occurred in 'Agree' whilst it had the highest absolute response for strongly agreeing (31.9%). The data indicates that employees exhibit high levels of distrust in both the objectivity and reliability of the appraisal system.

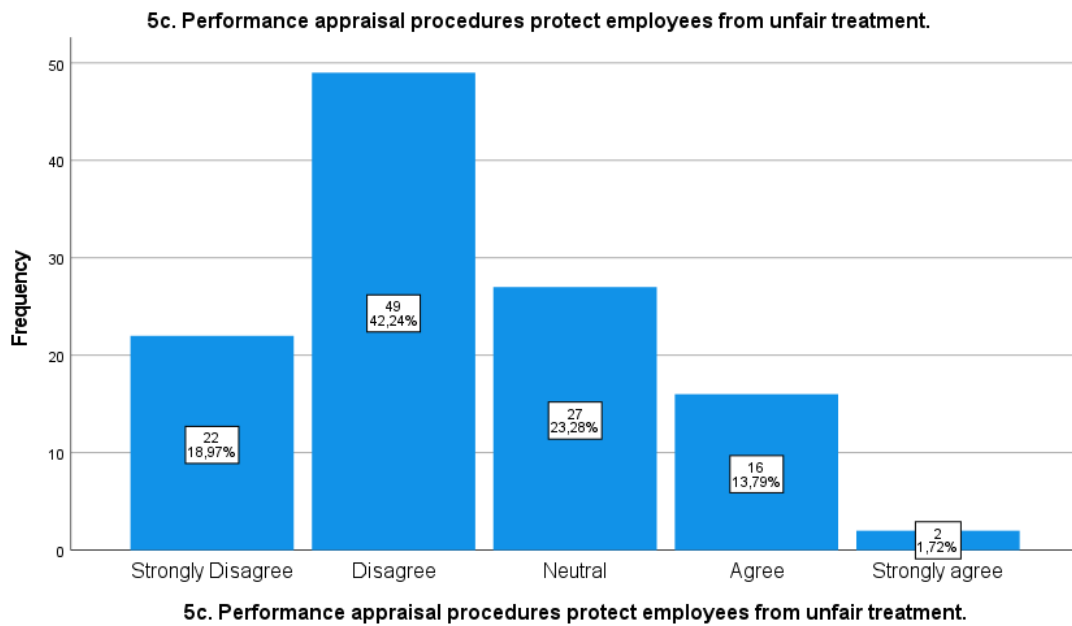


Table 20 Frequency bar chart of the variable "Evaluation procedures protect workers from unfair treatment"

The chart indicates that most respondents do not believe that the performance appraisal process provides adequate protection against unfair treatment. In particular, the highest proportion of participants selected the category "Disagree" (42.24%), while strong disagreement was also relatively high. These findings suggest that employees do not feel sufficiently protected by existing appraisal systems and question their ability to ensure fairness and safeguard employees from arbitrary practices.

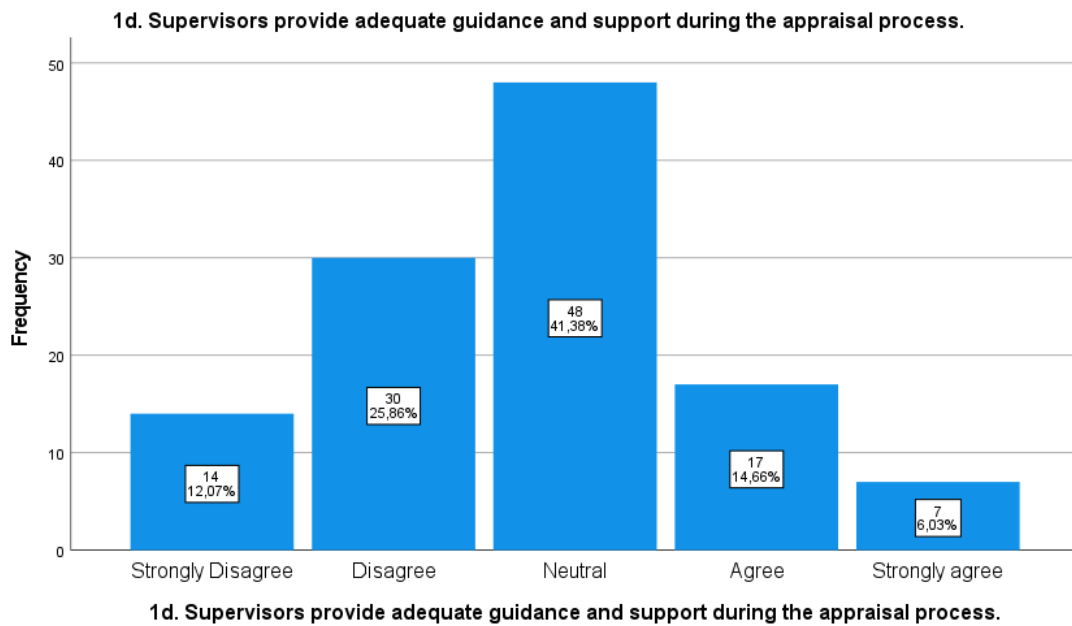


Table 21 Frequency bar chart of the variable "Supervisors shall provide adequate guidance and support during the evaluation process»

The chart reports that most respondents remain neutral about whether the supervisors provide sufficient guidance and support through the assessment process. While a significant number protest and many approve. The findings suggest that the evaluators are not entirely satisfied with the support they get in executing the evaluation process.

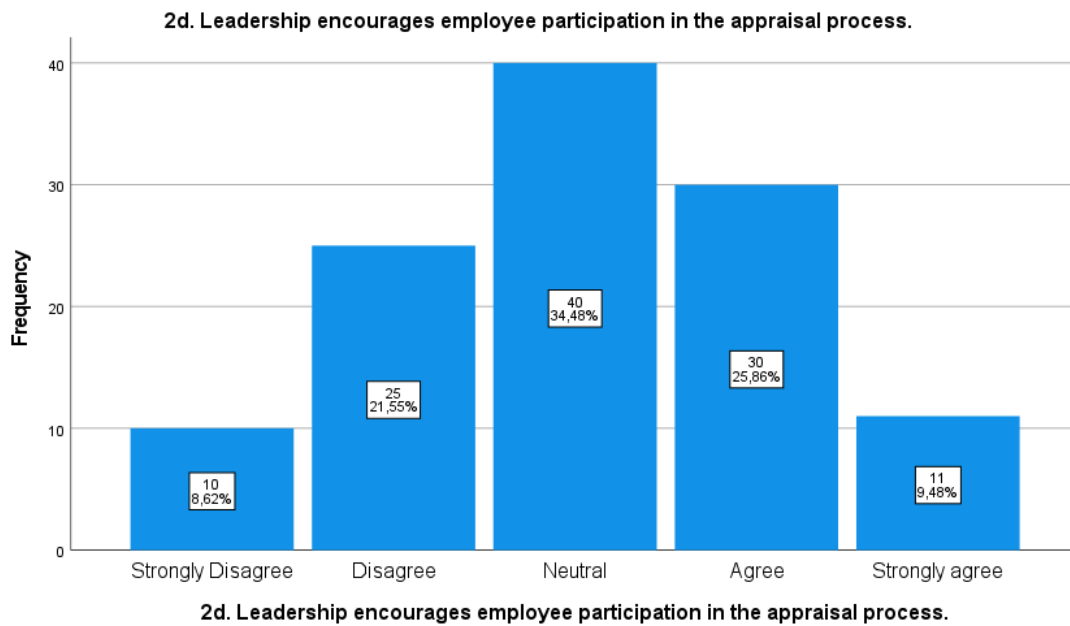


Table 22 Frequency bar chart of the variable "Leadership encourages employee participation in the evaluation process"

The chart indicates that most respondents have a neutral response to the question of whether management encourages employee involvement in evaluations. On the one hand, the rate of agreement is a bit greater than the disagreement which makes it somewhat positive. In general, results indicate that employees are insufficiently involved in the evaluation process.

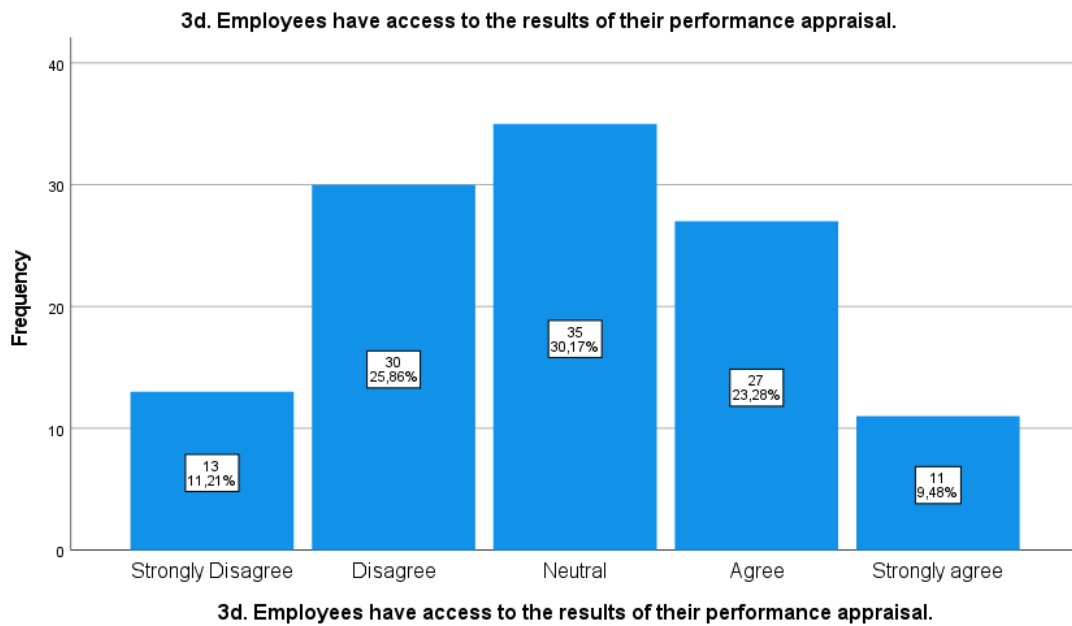


Table 23 Frequency bar of the variable "Employees have access to the results of their assessment"

The bar graph indicates that most respondents are neutral about whether employees receive the results of the evaluation. Simultaneously, the dissent rate seems higher than consensus: suggesting many employees feel the results approach is sometimes lacking or ambiguous. Overall, the results indicates at a relatively moderate satisfaction position of transparency of employee information.

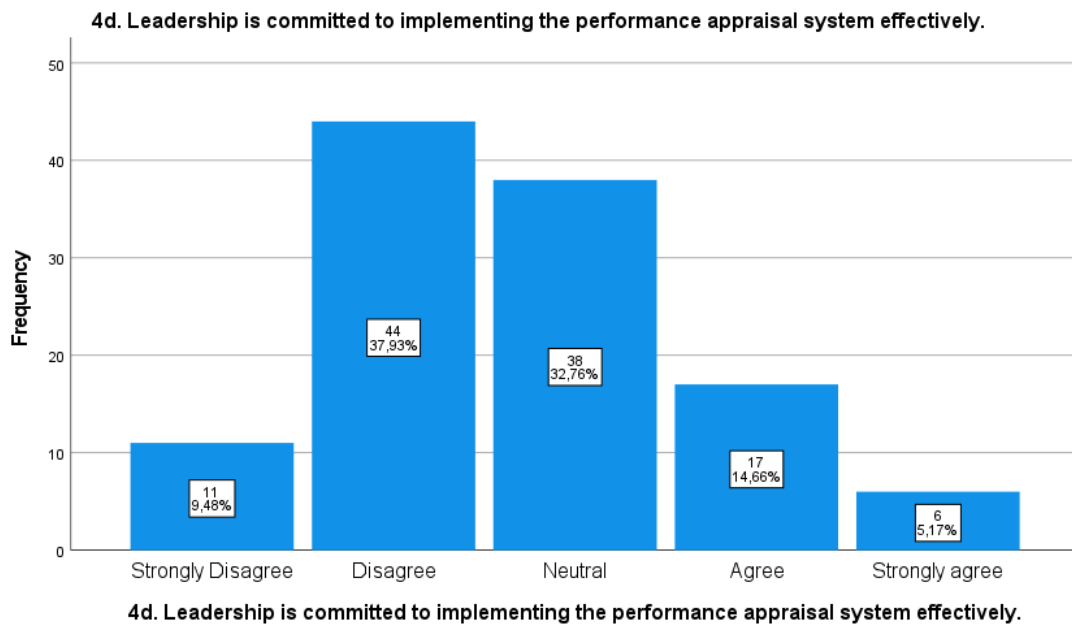
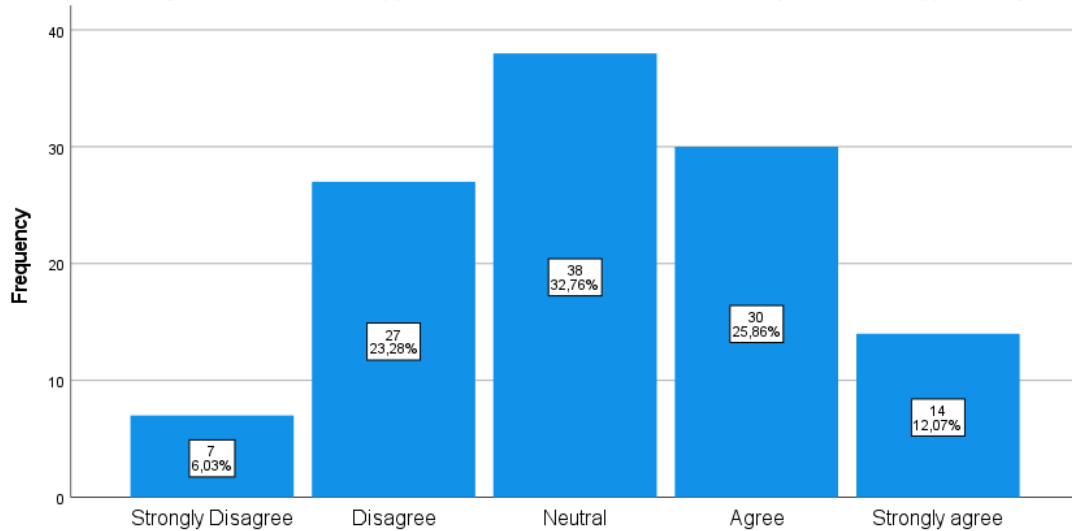


Table 24 Frequency bar chart of the variable "Leadership is committed to implementing the performance evaluation system effectively"

As the chart shows, a large proportion of respondents do not believe that leadership is fully committed to implementing the performance appraisal system as intended. The largest proportion is within the disagree with (37.93%) and many remaining neutral. Employees do not seem to have complete faith in managements support and believes in this process according to our findings.

5d. The availability of resources and support enhances the effectiveness of the performance appraisal system.



5d. The availability of resources and support enhances the effectiveness of the performance appraisal system.

Table 25 Frequency bar chart of the variable "The availability of resources and support enhances the effectiveness of the performance evaluation system"

The chart shows that most respondents remain neutral about whether the availability of resources and support makes the appraisal system more effective. At the same time the level of agreement is seeming to be little higher than the disagreement, which means a positive and cautious approach. In general, the results imply that although employees acknowledge the need for support and resources, they do not always that these are provided sufficiently.

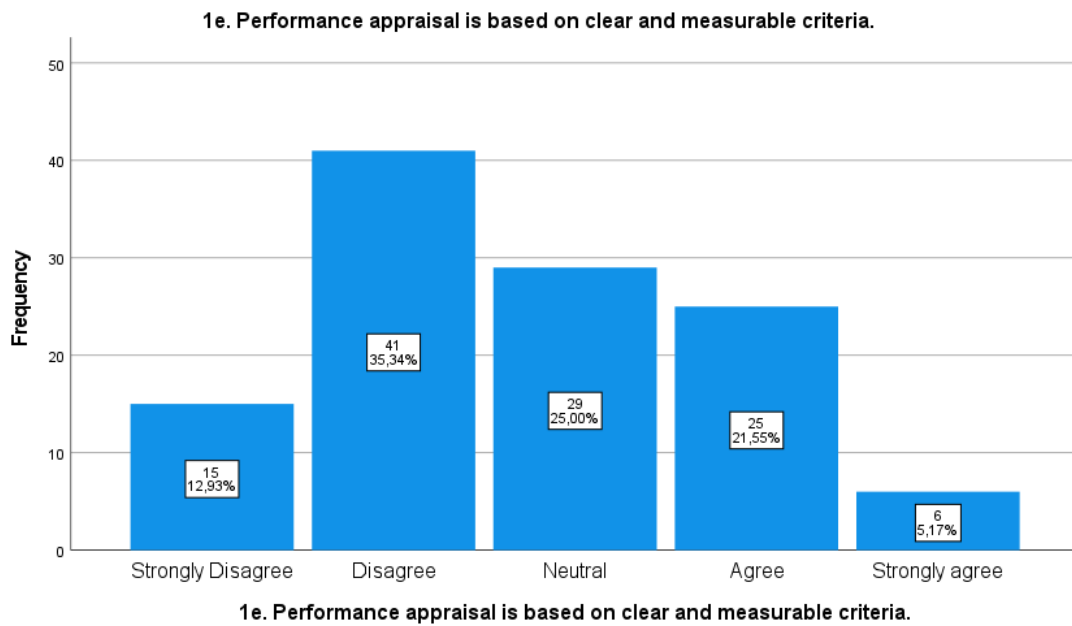


Table 26 Frequency bar chart of the variable "Performance evaluation is based on clear and measurable criteria"

The chart shows that most participants are in disagreement with the idea that performance appraisal is based on clear and measurable criteria. Specifically, the maximum percentage falls on the "disagree" class (35.34%), and an important percentage within the neutral position. The findings indicate that employees believe the evaluation standards are neither clearly defined nor objective.

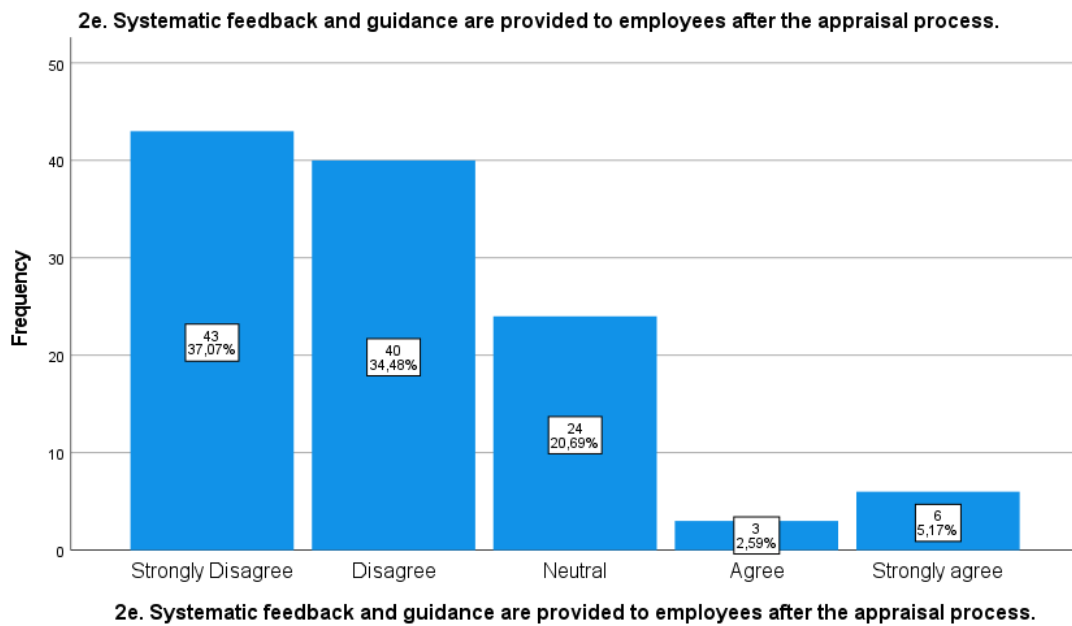


Table 27 Frequency bar chart of the variable "Systematic feedback and guidance provided to employees after the evaluation process"

The chart shows that a large majority of participants disagree that employees receive systematic feedback and guidance after performance evaluations. The highest proportions of responses were "Strongly Disagree" (37.07%) and "Disagree" (34.48%). Overall, the findings indicate that employees believe the appraisal process lacks sufficient follow-up support and constructive feedback.

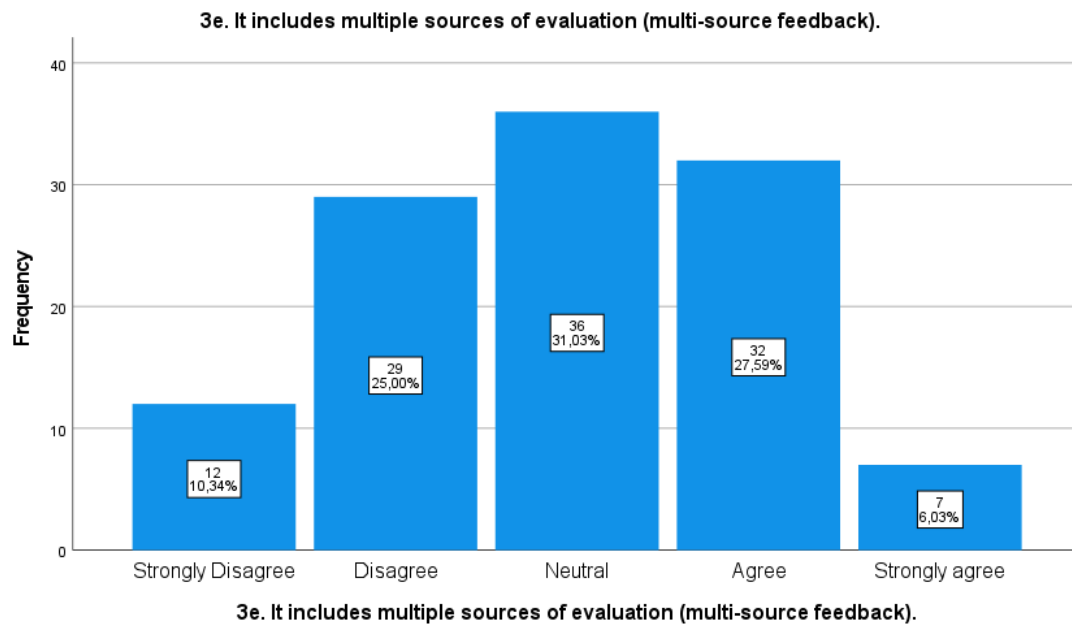


Table 28 Frequency bar chart of the variable "The evaluation process includes multi-source feedback"

The chart indicates that most respondents adopted a neutral position on this issue, suggesting uncertainty with such practices. Overall, the findings imply that multi-source evaluation methods have not been fully integrated into public sector performance appraisal systems.

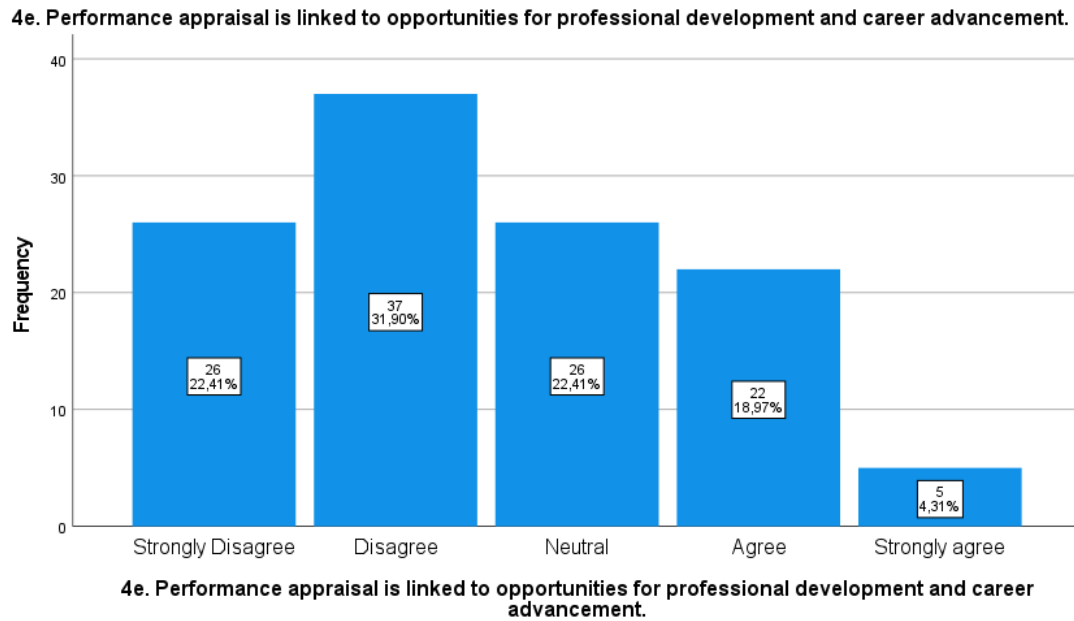


Table 29 Frequency bar chart of the variable "Performance evaluation is associated with opportunities for professional development and professional development"

The largest proportion of respondents (31.90%) disagreed that performance appraisal serves as a pathway to career advancement and professional development opportunities. In addition, a considerable number of participants adopted a neutral position on this issue. Employees are not convinced that the evaluation system contributes to professional growth.

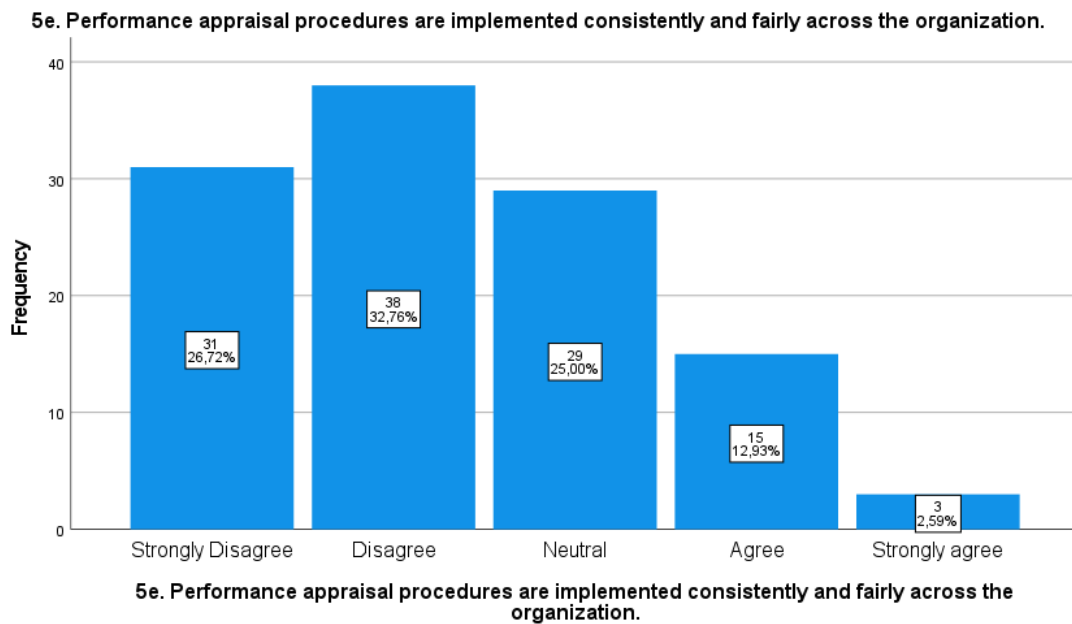


Table 30 Frequency bar chart of the variable "Evaluation procedures applied consistently and fairly across the organization"

As shown in the chart above, most respondents disagree that the appraisal process is implemented consistently and fairly across the organization. The biggest share is placed in the 'opposition' (32.76%) and absolute disagreement is very high too.

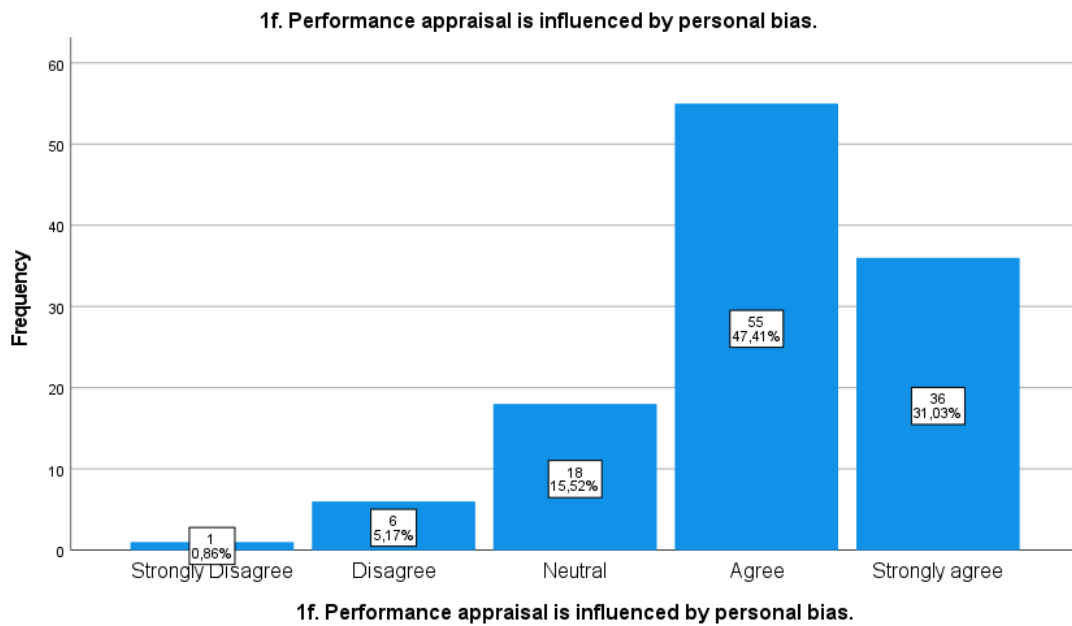


Table 31 Frequency bar chart of the variable "Performance evaluation is influenced by personal biases"

The chart shows that the majority of respondents believe that personal bias influence the performance appraisal process. The highest percentage of participants selected the "Agree" category (47.41%), while a substantial proportion also strongly agreed (31.03%). These findings indicate that employees perceive subjectivity and personal bias as important factors affecting performance evaluations.

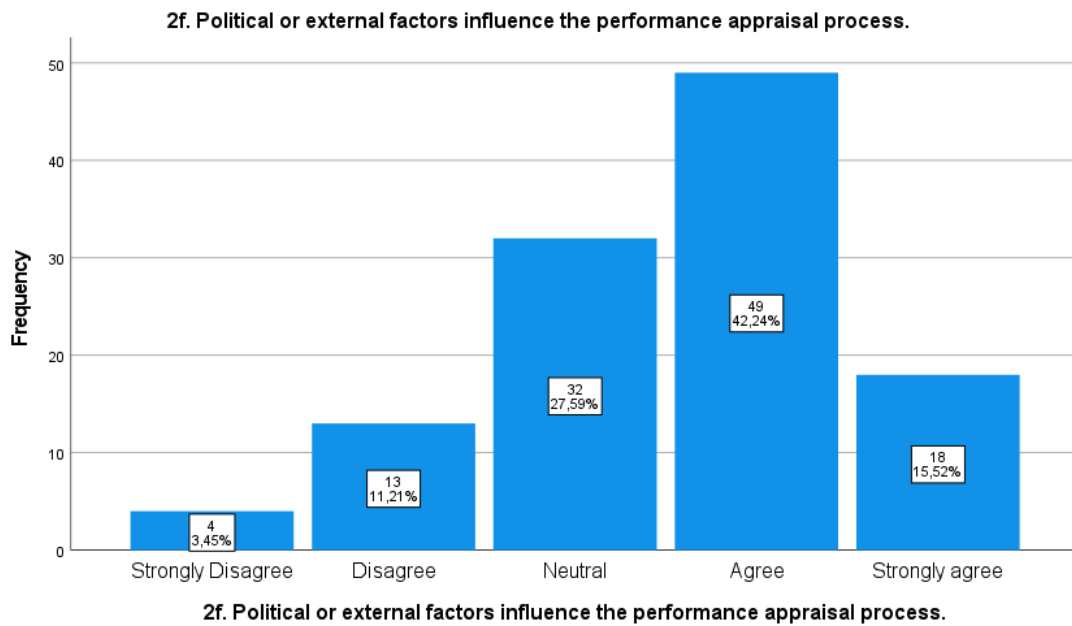


Table 32 Frequency bar chart of the variable "Political or external factors affect the performance evaluation process"

The chart shows that most participants agree that political or external reasons may influence the performance evaluation process. The highest percentage of respondents selected the "Agree" category (42.42%), while a considerable number of participants also remained neutral. Results indicate that employees perceive the appraisal system as not always operating independently and objectively.

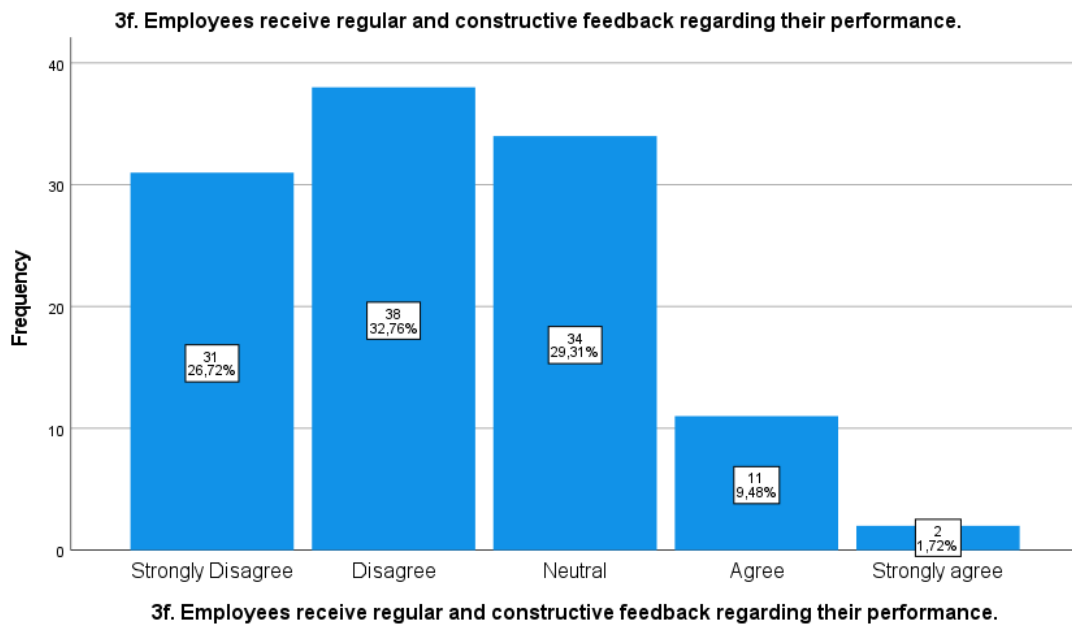


Table 33 Frequency bar chart of the variable "Employees receive regular and constructive feedback on their performance"

The chart shows that most of the respondents believe that employees do not receive frequent and constructive feedback on performance. The highest rates were recorded in disagree (32.76%) and strongly disagree (26.72%), while positive responses remained relatively low. These findings suggest that employees perceive feedback within the appraisal process as neither systematic nor sufficiently useful.

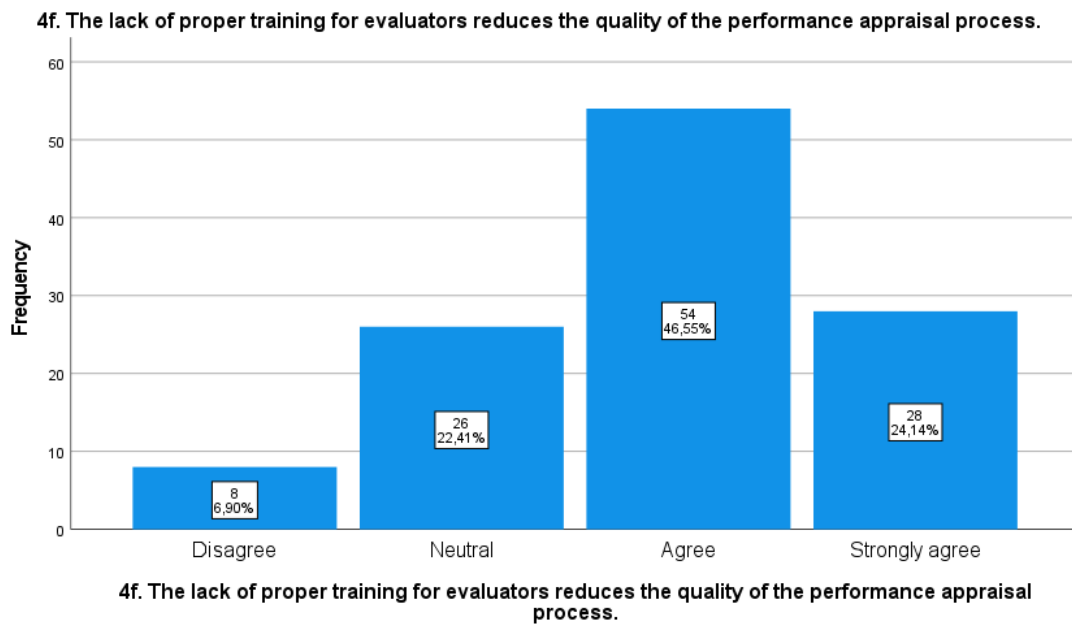


Table 34 Frequency bar chart of the variable "Lack of proper training of evaluators reduces the quality of the performance evaluation process"

The chart shows that most participants agree that inadequate training of evaluators reduces the quality of the performance appraisal process. The highest percentage of respondents selected the "Agree" category (46.55%), while a substantial proportion also strongly agreed (24.14%). These findings suggest that employees consider proper evaluator training to be very important for effective performance appraisals.

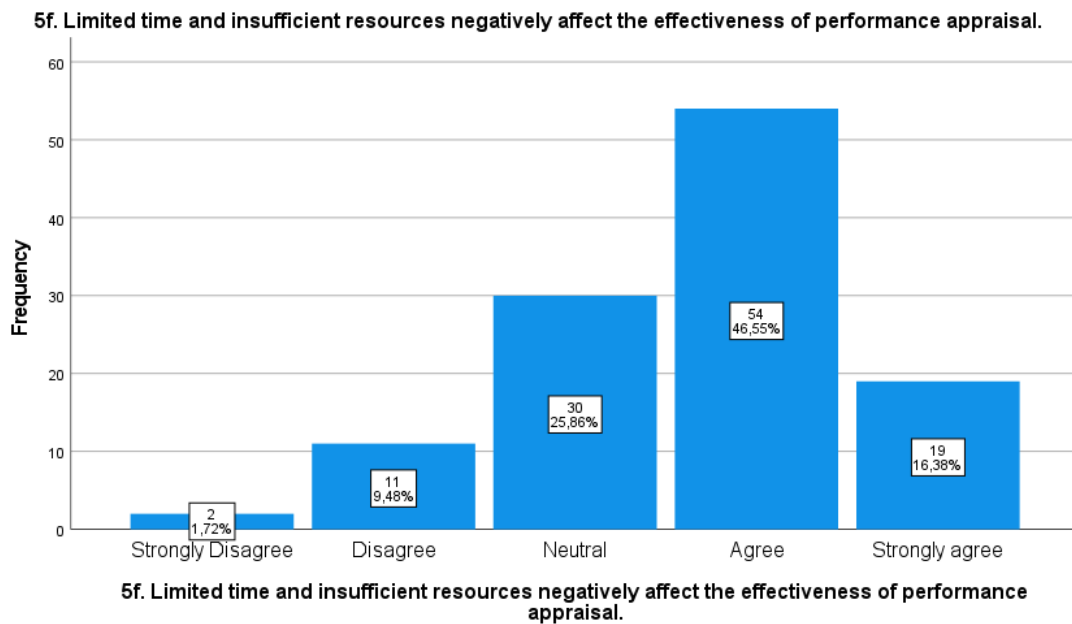


Table 35 Frequency bar chart of the variable "Limited time and insufficient resources negatively affect the effectiveness of performance evaluation"

The chart indicates that the two most common reasons given by participants for their reluctance to conduct performance evaluations are limited time and scarce resources. The highest percentage is from the 'Agree' category (46.55%), and the total agreement rate is also substantial. The findings revealed that employees consider insufficient resources and time to be a significant barrier to ensuring the evaluation process is carried out adequately.

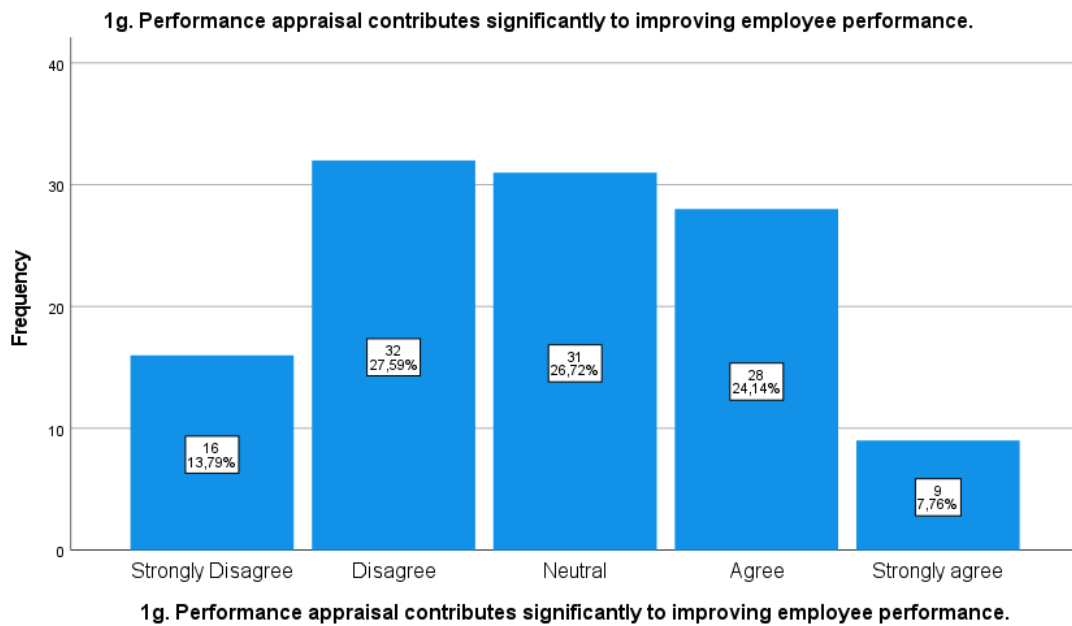


Table 36 Frequency bar chart of the variable "Performance evaluation contributes substantially to improving employee performance"

The chart presents mixed views regarding whether performance appraisal contributes to improved employee performance. Although many participants agreed with the statement, a considerable proportion either disagreed or remained neutral. These findings suggest that while employees recognize the potential benefits of performance evaluation, not all are convinced that it leads to substantial improvements.

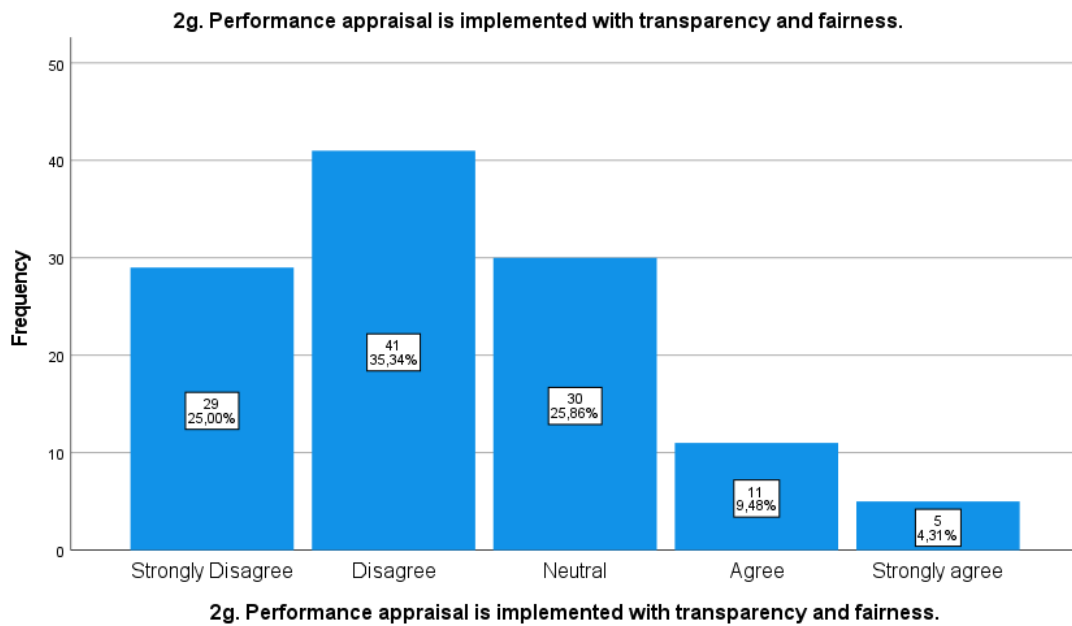


Table 37 Frequency bar chart of the variable "Performance evaluation is applied transparently and fairly"

As shown in the chart, most respondents disagreed with the statement that performance evaluations are entirely unbiased. The highest proportion of responses was recorded in the "Disagree" category (35.34%), while strong disagreement was also relatively high. These findings suggest that employees have concerns about the fairness, transparency, and objectivity of the performance appraisal process in the public sector.

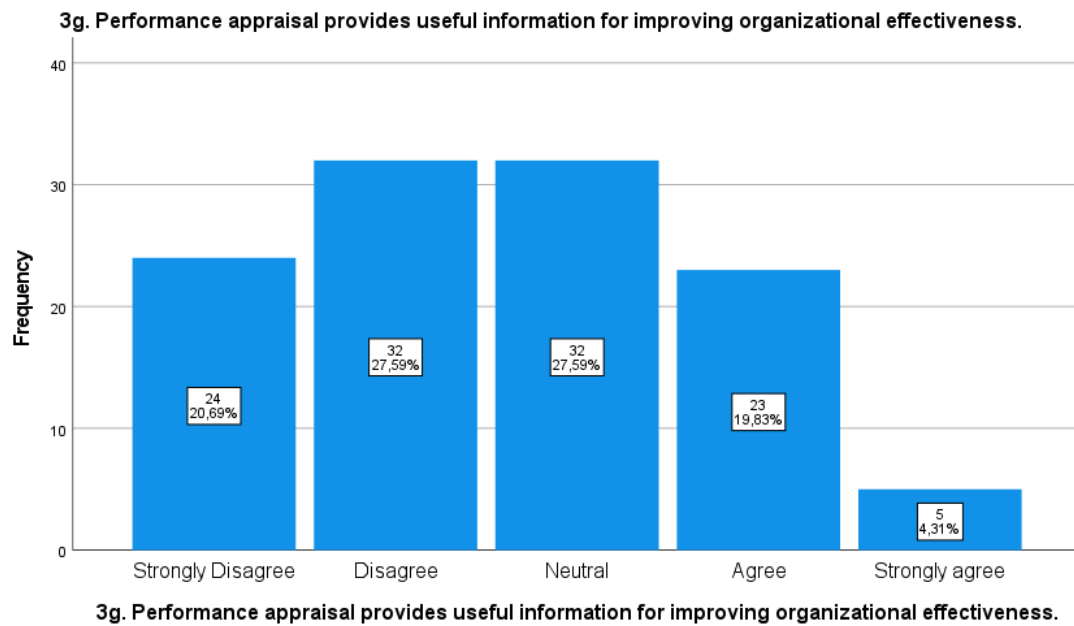


Table 38 Frequency bar chart of the variable 'Performance evaluation provides useful information to improve organisational efficiency'

Based on the chart above, it can be seen that opinions among participants are balanced on whether performance evaluations provide adequate input for improving efficiency in organizations. The findings indicate employees are not completely sure the evaluation system is actually helping in improving the functionality of organization.

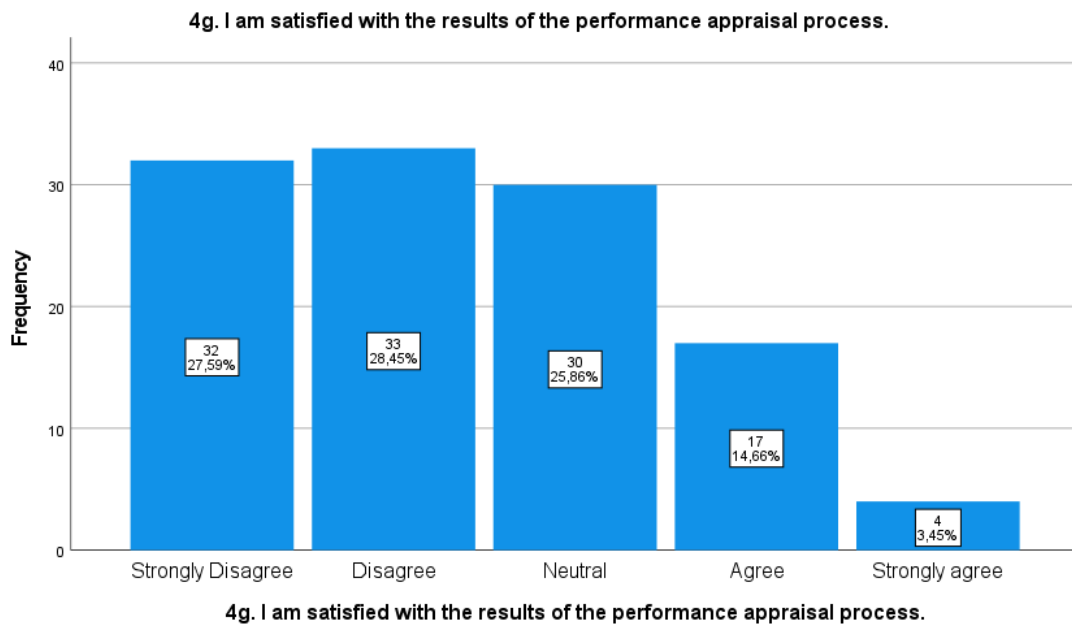


Table 39 Frequency bar chart of the variable "I am satisfied with the results of the performance evaluation process"

According to the chart, most participants expressed dissatisfaction with the outcomes of the performance appraisal process. The highest percentages were recorded in the "Disagree" (28.45%) and "Strongly Disagree" (27.59%) categories. The results reveal that employees are generally not satisfied with how the results of their evaluations are represented and used.

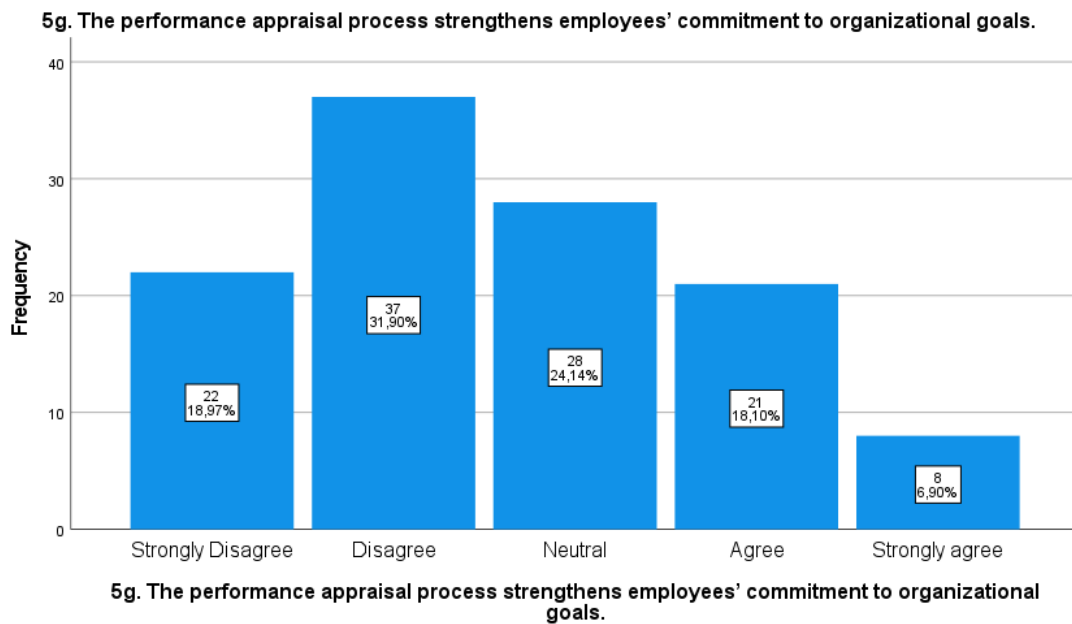


Table 40 Frequency bar chart of the variable "The performance evaluation process enhances employee engagement in organizational goals"

As shown in the chart, most respondents disagreed that performance appraisal strengthens employees' commitment to organizational goals. The highest proportion of participants selected the "Disagree" category (31.90%), while a considerable number also expressed neutral views or strongly disagreement. These findings suggest that employees do not perceive performance evaluations as an effective mechanism for reinforcing their commitment to the organization.

Author's Statement:

I hereby declare that, in accordance with article 8 of Law 1599/1986 and article 2.4.6 par. 3 of Law 1256/1982, this thesis/dissertation is solely a product of personal work and does not infringe any intellectual property rights of third parties and is not the product of a partial or total plagiarism, and the sources used are strictly limited to the bibliographic references.