

UNDERSTANDING PERFORMANCE
APPRAISAL SYSTEM: A CASE STUDY OF
THE CIVIL SECRETARIAT OF GILGIT-
BALTISTAN



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CERTIFICATE

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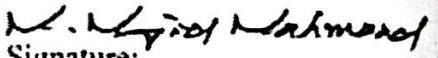
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AUTHOR'S DECLARATION

I **Ishfaq Hussain** hereby state that my MS thesis titled **Understanding Performance Appraisal System: A Case Study of the Civil Secretariat of Gilgit-Baltistan** is my own work and has not been submitted previously by me for taking any degree from Pakistan Institute of Development Economics or anywhere else in the country/world. At any time if my statement is found to be incorrect even after my Graduation the university has the right to withdraw my MS degree.

Date: 25-2-22



Ishfaq Hussain

Dedication

Dedicated to My Beloved Parents

ACKNOWLEDGEMENTS

First, I would like to thank ALLAH ALMIGHTY, the most gracious and the most merciful, for making me able to complete this task. Without HIS blessings, completion of this task would not have been possible.

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ABSTRACT

This study was aimed at examining the impact of performance appraisal on employee performance with the moderating role of supervisor support in the relationship between performance appraisal and employee performance. For this purpose, a qualitative research method was used. Data was collected in duration of two months from different departments of Civil Secretariat of Gilgit-Baltistan. Primarily 10 interviews were conducted, and finally it has been extended to 25 consecutively to meet the point of saturation and give a fair observation on the area under discussion. All the interviews were conducted with earlier appointment from interviewees at their office. As per direction from literature review no interview goes beyond the 30 minutes time. All the interviews were tape recorded for further examination and transcription. The study concludes that first, Supervisor Support plays a moderating role between the performance appraisal system and employee performance in the Civil Secretariat of Gilgit-Baltistan. Secondly, to improve the performance of an employee, there should be improvements in the Performance appraisal System. And finally, As the Supervisor's support increases the performance of the employee increases. This research may be used as a tool to fix the flaws in performance evaluation system, Annual Confidential Report (ACR) and Performance Assessment Reports of Civil Secretariat of Gilgit-Baltistan. This research is guideline for the public sector to check and consult the outcomes from this research.

Keywords: Public sector, Performance appraisal system, Employee performance, supervisor support.

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LIST OF ABBREVIATIONS

ACR	Annual Confidential Report
EP	Employee Performance
GB	Gilgit- Baltistan
HR	Human Resource
IO	Initiating officer
JD	Job Description
JP	Job Performance
KPI	Key Performance Indicators
PA	Performance Appraisal
PIDE	Pakistan Institute of Development Economics
PER	Performance Evaluation Report
RO	Reporting Officer
RQ	Research Questions
S&GAD	Services and General Administration Department
SS	Supervisor Support
UAE	United Arab Emirates

CHAPTER 1

INTRODUCTION

Chapter one introduces the study, sets the background, consists of the problem statement, objectives, questions, importance of the study, and definitions.

1.1 Background

To optimize efficiency is the main concern for the firm. Good organization performance refers to the worker's performance (Iqbal et al., 2013). Organization efforts to remain sustainable and viable, policymakers and HR experts need to work together more strongly in designing approaches that are fruitful and civilized. The adequate performance of workers does not exist by themselves. Administrative principles, knowledge, skills, loyalty, and performance appraisals affect worker's performance. According to numerous scholars, now a days those organizations will be treated as the best organizations which have the best human resource management practices. HRM focuses on workers linked areas for example design of the job, resource planning, and management of performance system, employment, recruiting rewards, and worker's relations. Performance assessment of the staff at any organization will be treated as the essential factor for the success of any organization globally (Dechev, 2010).

Assessment of performance is considered the most significant HR activity that is used to support and develop the current performance of the workers by administrators (Jabeen, 2011). Worker job performance is explained as those actions which can be assessed and evaluated are named as performance (Matolo, 2015). Performance

evaluation has slowly but surely become part of a more strategic method to assimilating human resource activities and company strategies by which companies strive to judge workers and enhance their capability and performance (Wanyama Wanjala & Kimutai, 2015). The phrase performance appraisal explains the assessment of people in the place of work regarding their work performance and probability for further growth (Rademan & Vos, 2001). Assessment of performance is the significant administration tool for measuring worker job performance, clarifying worker's decisions for example promotion, downgrading, or retention, and helping develop worker capacity by providing feedback. It also contributes to advancing supervisor–worker understanding and reinforces managerial values (Murphy & Cleveland, 1991). Furthermore, efficient performance appraisal is believed to inspire workers to strive for performance improvement by connecting appraisals to performance-contingent rewards (Perry et al., 1989). Performance appraisal can have noteworthy effects on the performance of workers and organizational efficiency (Lin & Kellough, 2019). The mindset and conducts of bosses play an imperative function in affecting staff feelings and behaviors (Duffy et al., 2002). Managers can assist as a medium between the company and employee, and their activities can significantly affect how workforces observe the companies work- family policies. This, all together, impacts specialist's work perspectives, which can impact their work execution (Mills et al., 2014). Support provided by a manager has been revealed to associate with worker performance (Mills et al., 2014). Earlier researchers have originated that generalized supervisor support is linked to various cooperative job-related outcomes, incorporating worker performance (Carlson et al.,

2011). Workers who are reliable to their firm normally feel a relationship with their firm, feel that they are well in and, feel they understand the firm targets. If the firm is having skilled workers but they are not dedicated then the organization cannot prosper even with the large chunks of money, raw materials (Kaur & Chauhan).

The mechanism of evaluating employee performance developed as human resource management practice with the emergence of “big” business at the start of twentieth century in the United States of America. Karl mark’s work can be said to expose big business to moral investigation and urge it to place an incentive on workers’ contribution instead of only on the production of its product (Newton & Schmidt, 2004). Development was not so fast and workers were considered as “means to an ends” in Kantian’s terminologies (Winstanley & Stuart-Smith, 1996). Following the second World War, big business or the present organization started utilizing performance appraisal, particularly for the voluntarily or non-union employees (DeLucca, 2008). Performance evaluation has a significant position in management process since World War II. Performance assessment is one of the oldest disciplines. Humankind evaluate themselves as well as others and society.

Execution assessment of government workers was at first presented in 1978 in the United States of America as a vital arrangement of Civil Service Reform Act, and it was subsequently included as a key part in the New Public Management Change waves. It has since been executed by government and public area associations all throughout the planet (Christensen et al., 2012). Lah and Perry (2008) Conducted a cross-national research in 2008, which informs that 93% of the countries belonging to

Organization for Economic Co-operation & Development (OECD) have implemented performance evaluation system for their civil servants.

In contemporary era public and private sector is working in a more competitive world due to globalization. So, they have more opportunities and at the very same time they have to face more challenges comparatively. The business world has transformed, HR practices are now considered as one of the major factor for achieving vision of any corporation (Becker & Huselid, 1998). Performance evaluation is an important chunk of performance administration and performance assessment is fundamental area of human resource management. Executives of the company, departmental heads and top administration utilizes execution appraisal framework to adjust staff execution with organization's vision. Execution the board is used for different purposes like; to characterize proportions of execution, screen the staff execution, and to give input to workers about their presentation. Execution evaluation is used to describe how much a specialist plays out his/her work satisfactorily. According to Ivancevich et al. (1990), different terminologies are being utilized for performance appraisal as per requirement; like performance review, performance evaluation, personnel rating, merit rating, employee evaluation and employee appraisal. Performance evaluation is a cycle of appraisal individual workers' performance and how it may be improved to contribute overall organization performance (Grubb, 2007).

Tanwir and Chaudhry (2016) Has analyzed the significance of performance supervision system in bureaucracies and assess the current structure of our country's performance assessment system of public employees and identified its key flaws. They also study few of the important political economy factors which becomes

obstacle for a new performance management system. Study ponders upon the performance evaluation system in the specific context of public employees of Islamic Republic of Pakistan., this performance assessment system which is currently being used in the public sector has started at the end of 1970s under the New Public Management reforms (Daley, 1992) all over the country. Tanwir and Chaudhry (2015) Has examined the present system of Performance evaluation in government sector and compared it with SMART system. They also look at the perception of government employees themselves and what they observe as the challenges of the current performance appraisal system and their views regarding SMART performance appraisal system. A research has been conducted on the significance of performance management system in public sector. Performance evaluation systems for teachers in public universities has been examined to find the challenges that are associated with the current system (Rasheed et al., 2011). A study has been done to investigate the requirement for replacement of traditional performance evaluation system in public sector by using a case study approach in India (Chouhan et al., 2016). Critical dimension of effectiveness in performance evaluation system of public sector has analyzed (Arnaboldi et al., 2015). Giovanelli et al. (2015) Have studied the issues in the design of performance appraisal systems in the health sector of Italy. Study analyzed whether utilization of performance measurement systems by individual decision makers has relationship with better performance (Anderson & Kimball, 2019). How nepotism occurs in the performance appraisal process (Rubin, 2015). Supervisors' perception of individual employee performance appraisal in United States of America's federal government level has been studies to identify the

operational and structural problems of the system (Lin & Kellough, 2019). Payne et al. (2009) Has conducted a study in the U.S.A and compared the online and traditional performance evaluation system. Rates' understanding on the dynamic cycle in the public help execution assessment framework by taking a gander at the intellectual preparing models steps included (Ahmad & Ali, 2004). The relationship between communication openness in performance appraisal system and job satisfaction has been studied by collecting the data from a privatized postal company in Sarawak, Malaysia (Ismail et al., 2014). A study has conducted in telecom sector of Pakistan to explore the relationship between employee perceive about performance appraisal and what impact this perception has on their work motivation (Malik & Aslam, 2013).

Performance appraisal system has not been studied in the public sector of Gilgit Baltistan. The researcher has investigated the impact of performance appraisal on employee performance with moderating role of supervisor support.

1.2 Problem Statement

There have been many studies conducted on performance appraisal system in the world, its application in third world countries like Pakistan has rarely been undertaken. The challenges faced in attempting to institutionalize a reform of this nature in such a struggling country could be said as a unique endeavor in many aspects. Secondly, this system of appraisal has been used since 1940s. It has been used in many developing countries since very start. India, Sri Lanka, Bangladesh and Pakistan are still using the same appraisal system in the public sector. The current performance appraisal system of the annual confidential reports (ACR) has outlived its utility and need to replace it.

Due to this fact, there is a pressing need to study the performance appraisal system of government in different dimensions. Moreover, the poor performance of bureaucrats in the country is the main reason for bad governance. So, to cope with this issue of bad governance, we need to study the different dimensions of performance. The employee performance is directly related to the performance appraisal. The behaviors of reporting officers play an imperative role in affecting employee mindset and behaviors. The researcher decided to study the effect of performance appraisal on employee performance with moderating role of supervisor support. In the long run this study could also be a blue print of how to proceed further in attempting to institutionalize the appraisal system which has witnessed countless hurdles in achieving a comprehensive success.

1.3 Research Questions

The main questions of the study are:

RQ1: Does performance appraisal (PA) impact employee performance?

RQ2: Does supervisor support impact employee performance

RQ3: Does the supervisor support moderate the connection of Performance Appraisal (PA) and Employee Performance (EP)?

1.4 Research Objectives

The most significant objectives of the study are:

RO1: To study the connection between performance appraisal (PA) and Employee Performance (EP).

RO2: To examine the connection between supervisor support (SS) and employee performance (PA).

RO3: To examine the moderating role of supervisor support (SS) between Performance Appraisal (PA) and Employee Performance (EP).

1.5 Significance of Study

There was a need of this research as such model has not been studied in the context of Pakistan. This study will increase the inspiration for many other scholars to conduct further efforts in this region of research. Secondly, there is a need to fix the flaws of the performance appraisal system of government. Moreover, there was a need to understand the supervisor's understanding of the instrument and procedure of the performance appraisal system in the government setting.

The potential benefit of responding the research question can help government and practitioners for whom this topic is of interest, and can potentially be important to various government departments for evaluating their employees. This research can contribute to the field of human resource management and organizational development of Government. This study can also help top Secretaries and Additional Secretaries in understanding the impact of performance appraisal on employee performance. This research will provide support to the establishment division and Services and General Administration Department of Gilgit-Baltistan to improve the performance appraisal system. This will support a theoretical contribution in the literature research; moreover, it will elaborate the moderating role of supervisor support between performance appraisal and performance of the worker in the public sector of Pakistan. This study will help the sectors to better understand that how performance appraisal and supervisor support can affect worker performance.

1.6 Definitions

1.6.1 Performance Appraisal

Worker performance assessment should incorporate the strengths that the worker has demonstrated while doing his work. PA is just one aspect of a performance management structure in any government and is the procedure of evaluating the worker's performance towards attaining state's performance objectives. Performance appraisal focuses on the work, the workers' expectations, growth, efficiency, motivation effort, and the mindset of employees towards work (Aguinis, 2009).

1.6.2 Supervisor Support

Supervisor support is explained as employee's common observations regarding the level to which their supervisor's importance their role and think about their happiness (Casper et al., 2011). "Supervisor support has been discovered in terms of the quality of the supervisor-subordinate connection" (Nespoli, 2017).

1.6.3 Employee Performance

Work performance is an imperative subject that defines the destiny of the organizations. The more the performance the higher will be capital gains. EP as in the sort of execution assessment and the executives is the basic piece of effective HR the board and it is a generally pursued formative mediation in HR gatherings (Snell & Bateman, 2007). "The term employee performance signifies individual's work achievement after exerting necessary effort on the work which is linked by getting a significant work, engaging profile, and compassionate colleagues/employers around" (Badreddine & Aoun, 2019). To use HR fully and augment organizational success, an efficient worker performance management system is very important for a business organization (Pradhan & Jena, 2017).

CHAPTER 2

LITERATURE REVIEW

Current literature informs that the government of Pakistan is using annual confidential reports as the only tool to evaluate the performance of government officers. It also informs that this is the only system in public sector which is being using for evaluation, rewards, and punishment. In this paper researcher has used Gilgit-Baltistan as a case study to study the performance evaluation system and its impacts on performance of employees with moderating role of supervisors support.

Section two proffers the connected writing and studies after the exhaustive and in – profundity. This part presents an outline of prior examination on factors. It builds up the construction for the examination that incorporates the significant focal point of the examination clarified in this investigation. An audit of writing is an assessment of a center field that upholds the recognizable proof of specific exploration questions. An audit of writing needs to utilize and evaluate a wide range of sorts of sources consolidating instructive and proficient paper articles, books, and electronic assets.

2.1 Performance Appraisal and Work performance

One of the major instrument used for the assessment of the staff of any organization by HR department is performance appraisal (Tompkins, 1995). One of the major goal and objective of the performance evaluation of employees at any organization is to maintain the quality of work up to the mark, secondly give them motivation and familiar them with the code and conducts of work environment is another objective (Gizaw, 2010). The performance of an employee can be polished by giving them

trainings and for the effectiveness employees should be appraised (Cook & Crossman, 2004). Routine of any employee can be assessed by checking the targets given to employee and compare it with his/her co-workers. The performance further can be assessed by checking the achievement of the goals the employee has given. Performance appraisal is very imperative factor of HRM for attaining high performance objectives of corporation. The data gathered and execution evaluation give premise to enlistment and choice, preparing and improvement of existing laborers, and rousing and keeping a quality HR by precise and legitimate remunerating of their presentation (Lillian et al., 2011). For improving the company's performance and for the vision achievement of any corporation different firms in our country use various performance assessment systems. Performance assessment is important to manage employee's work efficiently and effectiveness (Iqbal et al., 2013).

(Siyum) investigated the influence performance appraisal on employee productivity in government and non-governmental hospitals. Data was gathered from 379 workers. The research conducted in Tigray, Ethiopia's governmental and non-governmental hospital's results informed that there the performance appraisal has impact on employee productivity. Al-Jedaia and Mehrez (2020) Examined the effect of performance appraisal on job performance focusing on the role of motivation in the public sector in Qatar. The overview was dispersed, and 294 reactions were gathered. The finish of the finding was that the presentation evaluation affected representative's inspiration and occupation execution. What's more, the discoveries represented a positive connection between's representative's inspiration and execution. Akhtar et al.

(2016) has studied the effect of high performance work practices on employees' performance through mediating role of employee engagement in banking sector of Pakistan. The data was collected from the banking staff of Multan. Results showed that all the investigation factors were emphatically identified with one another. All the more explicitly, superior work rehearses altogether affected the representative commitment and worker execution. Moreover, it was likewise affirmed that worker commitment interceded the connection between superior work practices and representative execution. Rasheed et al. (2011) Fabricates immediate and directing theories for the connection between four chose HR rehearses (representatives' enlistment and choice, workers preparing and improvement, workers execution examinations and workers remuneration framework), achievement of venture and "Islamic Work Ethics"(IWE) in project-based Pakistani associations. The theories have been affirmed by study information gathered from "4" major urban communities of the nation utilizing cross sectional plan. The discoveries proposed that less "ETD" any remaining three HR rehearses impact accomplishment of venture in PBOs; besides, they uncover directing impacts of IWE just on the association between training of "representatives enlistment and determination" and achievement of undertaking as seen by workers in the associations. Paracha et al. (2014) Upgraded the information on High Performance Work Systems (HPWS) - Performance relationship by introduced an audit of existing writing and recommended a complete structure for schools in instruction industry. The creators proposed that this not really settled in the instruction area while considering the "industry-explicit" interceding and unforeseen variables which might affect this relationship. The creators gave an

incorporated structure to gauge the impact of HPWS on execution. Ibrahim and Daniel (2019) Scrutinized the effect of performance assessment on staff's efficiency. The discoveries of the exploration study found that level headed and all around arranged superior of representatives usefulness, retraining and steady preparing are to be coordinated for individuals associated with evaluation program. Iqbal et al. (2013) A study has been conducted and gathered data from 150 employees and studied the relationship between performance assessment and employee performance. The author has come to know that there is a positive relationship between these two variables. It has been noticed in the study that the performance evaluation provides beneficial comments for the improvement of the employees and the staff has acknowledged it (Ahmed et al., 2011). This study also found that the assessment has substantial impact on the staff's performance, which helps them to change their perspectives about the biases. This has totally influenced their activities and the improvement has been noticed in the attitudes of the staff towards work in the organization. The responses in the assessment includes the recommendation for progress and acknowledgements of their best performances (Ahmed et al., 2011). Akinbowale et al. (2013) Said in that in the nutshell performance of the staff in the governmental and non-governmental organizations is totally dependent on the HR's policies regarding their assessments or work. Bates (2003) Has argued that the feedback of the work of staff is important because he believes and come to know, after extensive study on the relationship of these two factors, the feedback has played a good role in improvement of employee activities. Rudman (2002) Found that there is not a unified results regarding the relationship of performance appraisal and employee performance? It depends on the

scores of the performance appraisal if a worker has been appraised good in his/her assessment then that individual becomes encouraged and worked harder next time. The employees who do not scored good becomes demotivated and stopped performing on job. When financial rewards has been given to employees who performs good on job than it has been noticed that there performance improved with a great pace. Inversely, performance of the staff has affected who did not have been scored well because of loss of morale (Cook & Crossman, 2004).

2.2 Moderating role of Supervisor support

The ambience of office is very important for all the workers to work effectively. It affects the top management of any organization as well as the performance of low grade officials. If the environment of the office is not good, a person will hesitate to go to the work place. Secondly, it is an utter fact that the success of the organization is totally dependent upon the performance of the workers (Ramjee, 2018). The relationship of the employer with his/ her workers is another main factor for the performance of the firm. The boss will work better when he is being supported by his sub ordinates which ultimately will lead the organization to achieve the vision of the firm. (Bakotić, 2016). Now a days the business world is too competitive so the bosses must be very careful about the way of relationships they are maintaining with their subordinates. Study has proved that the manager's relations ship with his/ her sub ordinates is directly proportionate. The organization which has better manager- subordinate relationships are more successful than the businesses which do not have better relationships of managers with their coworkers. (Hampton Jr, 2019).

The manager's support means how much a boss is helping and training his coworker whenever the subordinate is facing problems. That really matters in the work place that the manager must be supportive in this regard. Secondly, how much the top management is listening the concerns of the employees of the organization? (Fenlason & Beehr, 1994). The moral support which a manager offers to his workers creates a supportive ambiance for the workers to work with dedication. This also boost up the moral and energy of the sub-ordinate (Wicks, 2005). The organizational support as a judgment of an employee about his/her organization that the extent to which it appraises their contributions and cares about their well-being (Shanock & Eisenberger, 2006). Conferring to the Organizational support theory (Fuller et al., 2003), employees always acknowledge those organizations which not only recompenses the determination and key competencies of staff members but also attempt to delight the socio- emotional needs through authorization, self-esteem and emotional support. In yield to this gesture affective commitment develops and social exchange occurs between two parties and employees felt obligation to attain the aims and goals of the business creatively and efficiently (Kurtessis et al., 2017). In correspondence to previously conducted studies the perceived organization support was found to be a remedy for undesirable consequences of work family conflict (Casper et al., 2002). This antagonizing alliances of organizational support with inter role conflict produce an "antidote effect" therefore employees receive special treatment from work place and apply in family life appropriately (Masuda et al., 2012)

One of the main duties of a manager is to give facilitation to their staff in struggling of achieving tasks (Ellen III et al., 2013). In spite of the reality that the top management have official system for resource attaining accessible for the staff, gaining access to the fundamental and important resources regularly is impossible by hierarchically observed resources (Hochwarter, 2012). In this way, it is conceivable that specialists are probably going to shape up the apparent administrator support towards their directors as individuals who have the ability of tending to the laborers necessities by acting strategically (Ellen III et al., 2013). Broadly portray the apparent administrator support as an effect perspective on workers towards the activities performed by managers to give representatives significant assets to advancement individual, bunch, or authoritative purposes. This conceptualization sees the managers can do a lot to extend assets for representatives and that the possible practices to do as such are not obliged to traditional and formal channels (Mintzberg, 1985). These sort of activities in the management has been named as unofficial or not officially authorized by the firms. (Ellen III et al., 2013).

Talukder and Galang (2021) Has conducted an extensive study and checked the relationship of workers performance and supervisor's support with mediating impact of job, life satisfaction and work-life balance. Data was collected from 305 workers of business sector in Sydney a city of Australia. The researchers have come to know that there is positive connection between these two variable. Alkhateri et al. (2018) Has done a research study in the educational departments of United Arab Emirates. Ras-Al-Khaimah was taken as the case study where 494 workers were taken as

sample. The sample was randomly selected from this organization. The results of the research was there is a positive relationship between variables which means perceived supervisors support projects the job satisfaction and affective organizational behavior. Secondly, job satisfaction and affective organizational behavior can forecast the turnover intension of workers.

Organizational support gives a reflection of strong bound between workforces and organization due to favorable treatments as per expectations of the employees and this ended up with constructive outcomes like job satisfaction and organizational commitment. It is the responsibility of the managers to encourage individuals to utilize their personal strengths and fix their problematic burdens of job demands and stresses (Van Woerkom, Bakker & Nishi, 2016). A firms backing can strengthen the relation of workforces and firm, this positive relation also leads to do the job joyfully. Once the workers gain the support of the company they feel secure and that backing boosts up the morale of the staff, which ultimately leads to the job commitment (Van Woerkom, Bakker & Nishi, 2016). The best managers do not take all the authorities with them rather they delegate the relevant authorities to their sub ordinated. This shows the confidence of the management on the employees of their organization. Because of this confidence the employees feels good and give their best back to the companies. Staff become loyal with such sort of firms and rendered their services to these companies for decades and life time as well. The top management also involved their employees in the decision making (Boamah et al., 2018). For professionalism proved functioning and maximizing productivity, the nurturing of perceived organizational support is essential because of two reasons firstly, it will help

employees' adaptability and rehabilitation in physical settings according to the challenging situations. Secondly, it will advance employees' learning capabilities and aptitudes to use new technological tools efficiently. In replication of several empirical findings, organizational support is found to be the predictor of staff satisfaction and supreme organizational performance, but ambiguity in an environment encompasses an adverse influence on the employees' competencies and loyalty (Cullen et al., 2014). It is also believed that formal rewards, verbal recognition and employee-friendly practices amend workforces' behavioral intentions, boost their morale and enhance overall performance (Smith & Lewis, 2011).

The demands of the millennial workforce are exclusively different from the Generation-Z. According to the needs and wants of the millennial workforces, they aspire for work engagement, they wish for career growth, they desire for coaches rather than bosses, and they are willing to build their strengths and fix their weaknesses. Last but not the least, they are strongly convinced that they want to execute things in a different way through innovation, constant learning and determination. Unfortunately, Pakistan is a developing nation with limited resources to spend on the health sector and technological advancements. Due to the lack of effective manpower management techniques and underprivileged technical assistance, our hospitals are standing with many problems. Organizational support enhanced employees' positive work attitudes and commitment for their organizations, therefore, constructive feedback, tangible rewards, eradicating uncertainty related to job insecurity may craft a sense of belonging and enthusiasm (Imran et al., 2016)

Kim et al. (2017) Analyzed the directing jobs of apparent manager, associate, and hierarchical help in the connection between enthusiastic work and occupation execution in the carrier administration setting. An example of airline stewards working for one significant carrier organization in South Korea partook in this investigation. The airline stewards' true occupation execution information were given by the carrier organization. For information investigations, a progression of various leveled directed relapse examinations were utilized. The outcomes showed differential balance impacts of the three wellsprings of help at work. In particular, the positive connection between profound acting and occupation execution was fortified by apparent administrator and associate help. The negative connection between surface acting and occupation execution was exacerbated by apparent chief help, demonstrating the opposite buffering impact. Seen authoritative help showed just primary impacts on representative execution with no balance impacts.

Achour et al. (2013) Has analyzed a study regarding supervisors role by taking 300 female workers in one of the research institute of a famous city of Malaysia named as Kuala Lumpur. He has checked the moderating role of supervisor support among work-family demands and the life satisfaction of an employee. The author has come to know that the female staff always needs the support of their immediate boss in the work place. He also recommended that the organization who want their female staff to be productive they must have cooperative managers because the female workers work better in such ambience where supervisors have maximum support. Comparatively the female always needs more support in the field than the male workers.

Karasek et al. (1982) The female staff are comparatively not stable emotionally, so they also need more support in the work place. The firms needs to support their staff morally and ethically for the attainment of the vision of the company. If proper backing has been given to the staff and managers showed care the female staff worked efficiently and effectively. Researchers has acknowledged that if immediate boss is supportive then there will be minimum work load. The sub ordinates will feel better and relaxed even after exhaustion. If the manager is not supporting his/ her employees then they will not perform well and they will feel work pressure more.

Anderson et al. (2002) The social scientists and research experts have recommended that workers/ employees should be given social as well as moral support in the work field for improving the productivity and better health care (Russell et al., 1987) and self-worth (Wong & Cheuk, 2005) said it has been noticed that the stress has inverse relationship with work performance. Similarly, the individuals who has been given emotional support by their immediate bosses and top management in the firms perform better and come to work place happily. They have balanced life (Thomas et al., 1994). Human Resource experts believes that the work – life balance is not an individual's personal matter rater it is being affected by the support the management and especially the person under whom you are working directly. If the attitude of your boss is supportive you will always perform better in the work place and you will have more prosperous life at home as well (Rodgers & Rodgers, 1989). If the staff is comfortable with the ambiance of the company then he / she will be more loyal with

the company. The staff will focus on the vision achievement of the company when he/ she feels his/ her work is been given worth. They always will value the company (Hampton Jr, 2019).

Gagnon and Michael (2004) Those workers will have better and more life job satisfaction, organizational commitment and job performance who feels that their work has been valued in the organization. The employees who believes that their work is not being valued and not being treated well will not work for the company whole heartedly. Backing of the firm always generates good results and if supervisor is supportive then the results will even better.

O'Brien (2014) Has stressed on the fundamentals of having fantastic relations with immediate bosses so that they can work as a team for the achievement of the company's vision. The writer also wrote about the relationship of firm and staff that there better relation always leads to the effective and efficient ambiance. The better relations also makes employees capable of conflict management and workers work for longer period of time in such companies. Singh (2015) Has studied the impact of connection of the relation of manager with his/ her subordinate on the left over ration in the health sector. He has come to known that there is an inverse relationship between these two variables. The professional help of the manager with the staff is better employees not tend to left the companies. Inversely, if the employees are not comfortable with the attitudes of the management then they tend to left more frequently.

For attaining the vision and mission of the firm the manager's support is essential. This support creates a synergy effect on the work place. Which ultimately benefited the organization. Precisely, whenever the performance assessments are done in the firm then the best managers train their subordinates as per the needs. They also polish the skills which staff needs to improve. This becomes a win- win situation for the employer and workers in the organization. The employees will become competent in their work and employer will maximize his profit by utilizing the capabilities of his/ her staff (Noe, 1986). Azman et al. (2009) Uncovered that manager support goes about as a determinant of occupation execution and director correspondence doesn't go about as a determinant of occupation execution. This outcome affirmed that director's job is an incomplete foreseeing variable of occupation execution in the authoritative example. In the authoritative setting, bosses have offered satisfactory help and utilized great correspondence rehearses (give criticism, energize conversation and straightforwardly convey data on preparing) when managing preparing programs. Most of the workers see that director backing can prompt higher occupation execution in the business.

2.3 Performance Evaluation:

Performance assessment is one of the technique for gaining the actual data of a worker and to know about the worth of him/ her (Chouhan et al., 2016).It is the deliberate assessment of the person regarding their performance at work and their potential for advancement (Jacobs et al., 1980).These measurements are ordinarily done by the immediate boss of an employee and can serve different organizational purposes (Armstrong, 1998).

Performance evaluation is a process through which an employer accounts his/ her staff working in the firm. This process can be done in through different methods, different organizations use various techniques for measuring the work of their employees (Aguinis, 2009). Wilson (2005) Supported the idea and explored that overall performance management is both a method nor only step system, it can be considered as a manner that consists of expertise of employees about what their managers anticipate of them, their motivation to carry out well, mentoring and evaluation in their performance aimed at figuring out regions wherein the upgrades are wished. Rowland and Hall (2012) said that an evaluation can be administrative and developmental. The administrative evaluation in common could be a component of an execution overseeing strategy which can result in compensation increment and other rewards, such as promotion, career opportunities, and can be a remedy for punishments (Rowland & Hall, 2012). On the other hand, developmental evaluation deals with employees performance and usually sits uneasy within a formal system (Rowland & Hall, 2012). Mechanisim of personnels' performance are considered (e.g. qualittues, shortcomings, identifying training needs, promotion, and analyzing poor performance (Abu-Doleh & Weir, 2007). Further, performance evaluation could be a systemetic and intermittent method that asses the performance of personnels' and decides their input to the organizational objectives (Manasa & Reddy, 2009). Twomey and Harris (2000) has conducted a study and found that with too many advantages of performance evaluation, there are also disadvantages. This study also come to know that it is difficult to discover the connection between employees job performance and organizational performance. Normally, there main issues from which

from which various confusions produce. One of the major issue with the performance assessments is there can be problematic circumstances for the companies if they do not did it perfectly because the human natatures are not same. Secondly, the another main reason of insufficiency for usage of performance assestemets is that there is no tool till so far which is perfect. Agan the cultures of the forganizations also vary from place to place and employer to employer (Schraeder et al., 2007). Dusterhoff et al. (2014) revelaed in a study that has recorded various aspects connected “to responses to performance appraisals in general and appraisal satisfaction, in particular”. This study found that “beyound the performance evaluation result itself, specialists have discovered that appraisal reactions are influenced by perception of fairness and the relationship between the supervisor and the employee. Some researchers have informed that various personnels are not satisfied with their performance evaluation system (Sudarsan, 2009).Research has found that biasness and injustice evaluator are often problems perceived by various personnels.However, evaluators biases are appeared to be more of an issue in public sectors (Sudarsan, 2009).

Further, Dusterhoff et al. (2014) informs: The performance evaluation procedure is the main link between individules behavior and organization’s stategic goals. Study has came to known that there are various reason related to reactions specifically about appraisal satisfaction, and generally about performance evaluation. They also determined that appraisal feedback is influenced by perceptions of fairness and the association linking the employee and his or her supervisor (Dusterhoff et al., 2014).

According to Shahraji et al. (2012) major aims of the performance assessment is to collect the information about the staffs working in the organization. This information

will help the managers and executives to take the necessary decisions for the progress of employees. Performance appraisal is an important mechanism for transforming the attitudes of personnel (Morrow & C.P, 2011).

Performance evaluation has been described as maybe the most broadly discussed, talked and written on and obscured research area in HR throughout the entire existence of mankind management (Wright, 2002). Performance evaluation can be described as an episodic assessment of the result of employees against specific expectations (Yong, 1996). The procedure contains observing and assessing individual's performance in the office in relation to defined bench marks. Traditional methods to performance appraisal treated it as an assessment activity, whereas current methods are more anxious with information processing within the performance evaluation decision making procedure (Ahmad & Ali, 2004).

Execution examinations are utilized for various reasons and can significantly affect, performance feedback, promotion, training & development, and recognizing a person's quality and shortcomings. Private and government sector need to exhibit that there have been enhancements in execution and that objectives and targets are being accomplished (Wisniewski & Stewart, 2004). Performance evaluations play an important role in the success of company because it is the base for the decision makings regarding retentions of high performers and provides direction to employees who are lacking competencies (Smith & Rupp, 2003). This statement has been proved by a review of the business literature, (Drucker, 1994), cited in (Abu-Doleh & Weir, 2007) said that employees are the strategic assets of the company, they can decide the future of the company. Brumback (1988) Proposes that performance assessments

have been utilized for two fundamental reasons. For helping HR executives to take decisions regarding compensation and promotion is the first reason. Secondly, for achieving the development goals, such as preparing employees and evaluation of their training and development requirements. For assessing productivity and competencies of workers at work station, performance appraisal system (Ivancevich et al.) can be used as a significant management tool (Armstrong, 1998). Performance evaluation has direct effect on job satisfaction and motivation of employees (Ahmad & Ali, 2004). Similarly, (Tziner, Murphy, & Cleveland, 2002) have given a detailed list of uses of performance evaluations. They created and empirically affirmed an earlier grouping of these utilizations into four factors:

- 1) Between- individuals (compensation, management, upgrade, appreciation of performance, retention/termination, and identifying below average employees)
- 2) Within-individuals (identifying individuals training requirements, feedback, decisions of transfers and tasks, identifying strengths and weaknesses of employees)
- 3) System maintenance (employee planning, Identifying organizational training requirements, assessing aim accomplishments, assessing staff systems, and determining organizational development requirements)
- 4) Documentations (documenting employee decisions, criteria for validation research, and following legal requirements).

Tziner, Murphy, & Cleveland, (2002) asserted that with such assorted purposes for performance evaluations, creating one framework that will fulfill all necessities is a troublesome job. So as to build and improve a specific examination framework, the

capacities that it is to serve should initially be articulated. With respect to manners by which performance appraisal frameworks are actualized, different issues concerning usage may emerge, for example, what parts of execution are evaluated; regardless of whether execution is depicted as story (positioned or appraised); the standards whereupon decisions are based (social versus results); the sort of scales utilized for rating; who directs the evaluation; and how often evaluations are conducted. Along these lines, past studies has focused on the results accomplished by various sorts of evaluation instruments, for example, graphic rating scales (GRS); ranking; forced distribution; behavioral observation scales (BOS); 360-degree feedback; management by objectives (MBO); behavioral anchored rating scales (BARS); and peer- and self-assessments (Abu-Doleh & Weir, 2007). Anyway, Cascio (1991) brought up that these various kinds of evaluation instruments can be utilized for developmental decisions (within-individual) and for employee decisions (between-individual comparison).

2.4 Public Sector Evaluation:

Performance evaluation of government officials is important in any country/ state (Jackson, 2009). Public sector is accountable and answerable to public at all levels (Jackson, 1993). The answerability is not only considered in financial matters but also in social and human context as well (Curtis et al., 2005) Performance Evaluation system can be used as a tool to measure the performance of employees (Bryon, 2000) and have to link with reward (Briscoe & CLAUS, 2008). Performance evaluation system in government analyzes the individual components and quantify

perception as to how good the individual component of the performance appraisal system are working (Simons, 1994). Government's performance evaluation is an important factor of making personnel more productive and is used as a tool to boost the performance and productivity of employees (Clinton & Nykodyan, 1996). Evaluation of workers efficiency is a significant managerial job performed in companies (Gundersen, 1992). It is the basic instrument for meeting the managerial requirements of the modern organizations (Daley, 1992). Workers observations of performance assessments and workers stress and experienced job satisfaction has been examine by (Gabris & Ihrke, 2001)in public sector of India. (Lah & Perry, 2008) conducted a cross-national research in 2008, which informs that 93% of the countries belonging to Organization for Economic Co-operation & Development (OECD) have implemented performance evaluation system for their civil servants. Currently different studies witnessed that different countries around the globe has adopted separate performance appraisal in administration and civic organizations (Bissessar, 2000). Performance appraisal is a management tool used for motivation and effective utilization of human resources. The tool is used for various purposes in the human resource management like determining compensations, salaries, promotions, transfers, and development of potential employees in an organization. The basic aim of this study if to scrutinize the need for updating the outdated performance appraisal systems with the modern techniques (Chouhan et al., 2016).

2.5 Public Sector in Pakistan & Performance Evaluation System:

Before introducing a new version of performance evaluation system, this portion offers some understandings regarding the Annual confidential Reports which is now being called Performance Evaluation Reports. Currently, our country does not have any proper performance management system, the performance evaluation reports were previously called annual confidential reports (ACR). Departmental heads and executive officers in public sector were using this tool to assess the subordinates. It is one of the most significant criteria for evaluating whether an employee should be given promotion to the next scale or should he/ she remains in the same scale. The performance appraisal reports ought to be meritorious and on actual performances (Waber, 1968). As per Weber and his followers the performance assessment ought to be a goal and just evaluation of the employee, and officer should be recommended for promotion if he/she deserves to be as per their appraisal reports. If officer is lacking the competencies for higher position and what sort of training is need further should be written on the report. Though, it has been acknowledged that the current performance assessment is not following the proper channel, that's the reason of having many flaws in this evaluation system (Tanwir, 2010). Furthermore, the remarks are general, simplistic, and comments on the reports are not on rational grounds (Tanwir, 2010). The National Commission for governance reforms in our country informs that the bureaucracy is using this report as a weapon against the junior employees in the public sector of Pakistan rather assessing them on just basis. A study conducted by (Usman et al., 2014) on the common performance system in our country found that fairness perception and critics on method are the most

significant predictors of performance evaluation satisfaction. The research highlights that significance of effective performance management system. Another study related to this topic has done in telecom sector by (Malik & Aslam, 2013) in our country ratifies that perceived fairness is a fundamental and very important portion of performance assessment system for personnel's enthusiasm. They current system still lacks the important factors on the assessment reports in the government of Pakistan. The civil services reforms documented (1998) by World Bank also informs that there is no connection between performance and promotion in the civil servants of Pakistan. The promotions given in public sector of Pakistan is purely based on seniority, which ultimately becomes a demotivating factor for high performers. Career advancement and performance does not have any link in Pakistan's public sector.

The deficiency of the ACR in checking execution is affirmed by (Cheema & Sayeed, 2006) they informed that the current assessment system stresses the individual characteristics of the official as opposed to setting objective and quantifiable focuses against which execution can be surveyed. Apparently performance and ACR have little relationship. After separation of subcontinent in 1947, Pakistan and India are still following the same assessment system in public sector which British government was introduced during their era and have exactly the same tool. The name of this tool has been changed in our country now which is called Performance Evaluation Reports. While assessing the performance management system of India (Kashikar, 2012) notifies that the appraisal system in India remain the tool of control a legacy of the British rule. Pakistani performance evaluation reports (PER) also suffers from same problems. It does not have calculable goals and target norms and remains vulnerable

to political influence. A qualitative research conducted by (Haque, 2007) on the perception of the bureaucrats, informs that the posting and transfer of civil servants are not on the basis of the merit, and rather are being made on political pressure and personal relations. There is a requirement of key performance indicators for well-organized administration and performance, (Haque, 2007) informs that performance cannot be assessed and rewarded on merit until and unless job description is clear. The author has conducted a study and informs about the significance of performance assessments in public sector and also identified the loopholes in the current assessment system of our country. They have used survey method for evaluation of present system. Based on this research they have recommended a revised tool for measure the performance of workers associated with government of Pakistan. Pakistan does not have performance management system currently. Rather we have performance evaluation reports, which now a days is called performance evaluation reports. This document is written by the reporting officer/ initiating officer which further signs by the counter signing officer. Annual confidential reports is one of the most important criteria for the promotion of the employee (Tanwir & Chaudhry, 2016). The study has been done in the context of civil bureaucracy of our country. This paper scrutinized the assessment system prevails in our country since its inception in context of the new public management reforms which was introduced in during late 1970s (Daley, 1992) across the world including our country. The study discloses that the performance assessment system of public sector is a unified system which is being used in federal as well as in all provinces including Azad Kashmir and Gilgit-Baltistan. It has also been acknowledged that the system has strengthens but it

is being manipulated through political interferences and number of other issues (Hanif et al., 2020).

2.6 Theoretical framework

Evaluation involves employee performance comparison with the objectives that has been described in the beginning of the appraisal period (Lillian, Mathooko & Sitati, 2012). This study was anchored on reinforcement Theory by (B.F.Skinner,1938) to justify human behavior. Reinforcement theory barely considers the relationship between behavior and its aftermaths. It focalizes on how to adjust employee performance in the work setting by use of supervisor’s support.

The good appraisal and supervisor must communicate to employee that how the performance of them can improved and motivates him (Lillian, Mathooko & Sitati, 2012).

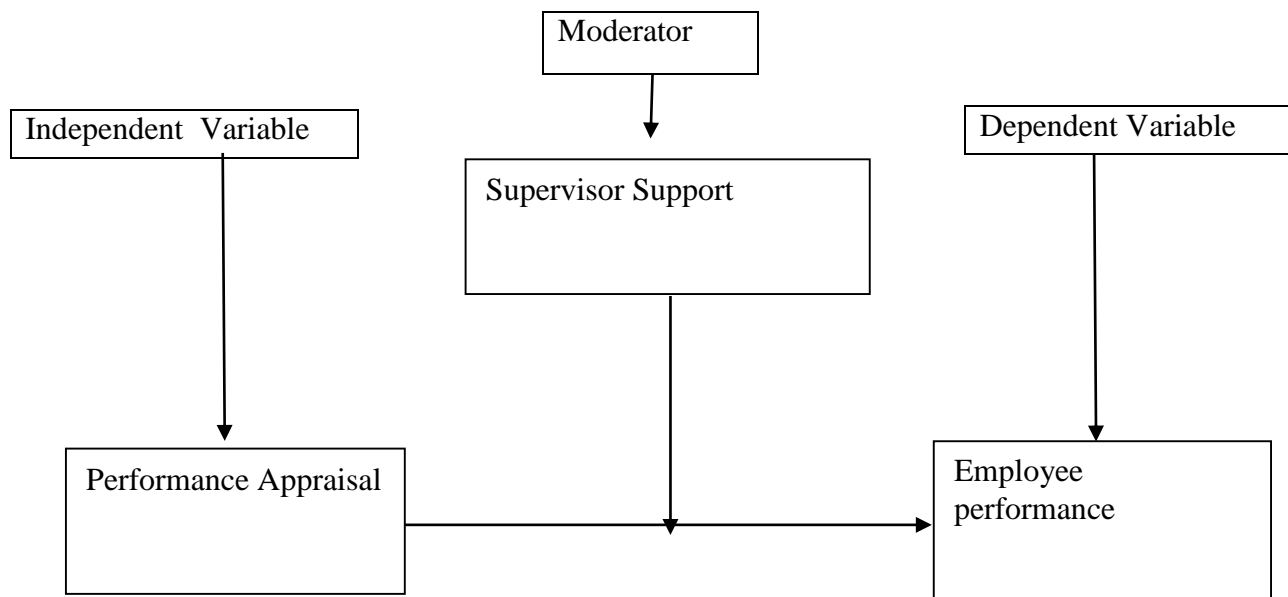


Figure 1: Theoretical Framework

CHAPTER 3

RESEARCH METHODOLOGY

The methodology is a way to achieve study targets. Various kinds of research methodologies exist that incorporate Qualitative and Quantitative. Qualitative research focuses on getting facts by informal communication its concerns with the actions and opinion of the target audience regarding the specific subject. Qualitative research has not relied on a single method and doesn't have a place with a single region (Denzin & Lincoln, 2011). It draws on ideas in phenomenology, interactions, and different backgrounds to draw attention to worth more willingly than quantity (Brewer, 2003). At the same time, Quantitative methodology focuses on getting facts by close-ended and in the statistical way it concerns with the numerical facts. It very well may be called a kind of accurate investigation into a community marvel or human problem, testing a theory dependent on aspects that are projected with information and analyzed with measurements to decide whether the theory is relevant and on the off chance that it explains the matter under consideration (Gay & Airasian, 2000)

In this research, the author has selected to conduct qualitative research, as the research nature is qualitative about all characters. The aim of this section is to discuss the research procedure and distinctively the procedure that was applied to this study. Research methodology primarily focuses on the design of research and different data gathering techniques.

As being the confluence of emerging market and gateway to international markets. The government of Gilgit-Baltistan need to work vigilantly. For achieving the vision of state officials of all the tier as important as the head of the state. So, their

accountability of the performance is necessary. The destiny from developing to development will soon accomplished if the official in all the tiers of the government will work with full dedication. For this very purpose, all the officers need to be assessed. Though they have been assessed since the inception of Pakistan. But the pace of development is no up to the mark till so far. So, researcher has decided to study the performance appraisal system which is being used in the government sector of the country. Researcher has taken Civil Secretariat of Gilgit-Baltistan as the case study and conducted in-depth interviews from the top tier officials of the province. Because of limited resources the researcher will conduct interviews of 25 senior officers. Who has assessed the subordinated and played a role of initiating and counter signing officers in the past. This will help the researcher to know about the both sides of the picture. As those officers who are now assessing their subordinates were used to be the subordinates in some time of their career.

3.1 Design of Research

According to (Rubin 1987), a research design is a fundamental approach to examine the theory. Research design means creating a plan for gathering and investigating the facts (Zikmund et al., 2003). Bell and Bryman (2015) Describe a research design as a set that is used for assessing the management study and is a structure to create the facts to support the questions of the study. A good study design is to help the researcher to obtain reliable and practical analysis. Likewise, it supports the enhancing of the advantages in the study. Normally there are main two approaches for the best research in the subject of social sciences and this is identified as the qualitative approach and the other is a quantitative approach. The research design consists of the type of study, time horizon, and unit of analysis, population, technique, and size of sample which are as follows:

3.1.1 Type of Study

This study focused on scrutinizing the effect of performance appraisal on the performance of workers with supervisor support as a moderator in Public sector organizations. The study sample is the workers working in the Public sector of Gilgit Baltistan. In this study, a deductive approach was used which suggested the procedure of previous studies and presented theories to support hypotheses which are additionally investigated empirically to verify the recommended theory. Some of the research methods being used in qualitative research are one-on-one interviews, focused groups, qualitative observation, case study, record keeping, and ethnographic research.

In this study, in-depth interviews were used. “An in-depth interview is an open-ended, discovery-oriented procedure to get detailed facts regarding a topic from respondent”. In-depth interviews are a qualitative study method; their objective is to discover in-depth a participant's viewpoint, experiences, thoughts, and viewpoints. The purpose of in-depth interviews is to comprehend the fundamental inspirations, viewpoints, thoughts, and feelings of participants on a specific subject.

3.1.2 Study Setting

The research setting can be seen as the objective, social, and intellectual site in which the investigator conducts the research. In a non-contrived setting, research can be done in the natural setting where work proceeds usually. Correlation researches are always conducted in non-contrived settings. In qualitative research, the focus is primarily on meaning-making, and the investigator studies the members in their natural settings. This study was conducted in a natural work environment where participants responded without any intervention and with self-respect and integrity.

3.1.3 Time Horizon

Longitudinal and cross-sectional are the two important types of time horizon. Longitudinal studies are repeated over an extended stage. Studies of cross-sectional are limited to a particular period. While the bulk of researches (cross-sectional) are quantitative, these designs can also be qualitative or mixed-method in their study design. Cross-sectional designs are used in numerous social methodical fields and medical and economic research. The advantage of a cross-sectional research design is that it facilitates authors to contrast numerous different variables at the same time. This study is restricted to a definite time frame and for this reason, the cross-sectional

time horizon was used. Data were collected in two months from different Public sector organizations of Gilgit Baltistan.

3.1.4 Unit of Analysis

Unit of analysis is a vital part of the research. Unit of analysis means individuals who are considered for the data gathering. It could be individuals, corporations, and any kind of sector from where we can gather facts or any information. In this study, employees of the Public sector organizations of Gilgit Baltistan were taken as the unit of analysis.

3.1.5 Ethical considerations.

The area of study is definitely not a sensitive one. The respondents have signed on the consent form before audio records. It is the social research ethics that all the participants have participated volunteer. The consent form used in this research has been attach in annexure-A. Because of the high benchmark set by the university administration, it was necessary to sign the consent form with the respondents. The reason of this forms was to inform them about their rights and obligations of being participant. Secondly, it was researcher's ethical duty to educate them about the usage of data extracting from them and assuring the secrecy of the data as well. It was also informed them about their voluntary participation and the talked about the authority which they have with them till publication of this paper, during this all process if they want to withdraw as a participant they can. As it was a volunteer participation so

participants were allowed to withdraw from interview at any stage if they do not want to continue. All the question were open ended and respondents were not asked my question which would upset my respondents morally or ethically.

Furthermore the respondents of the study did not belong to any vulnerable group. Secrecy and confidentiality, an essential moral thought, was guaranteed. Majority of the interviewees showed their concern not to use their names rather they have wished to remain their names confidential. However, some of the participants have agreed to mention their names if needed with a condition of approval before use. Transcriptions have not been attached with thesis because of their size, but, at any stage of the research, if somebody is keen on confirming the information gathered, these are accessible with me. All of the respondents were audio recorded with the authorization of the members, there was no recognizable proof on the audio tapes to guarantee privacy.

Identification marks has not been marked in any tap as all the interviews were recorded. They also have been assured about it. Author has assured his respondents about the confidentiality of the recorded taps. The researcher has talked with the participants for introductory session and taken appointments from the respondents before visit. Out of 36 officers contacted, 25 officers have responded back and agreed to take part in this research. The officers were secretaries, additional secretaries, deputy secretaries, and section officers. The researcher has visited physically to the public servants, who has shown their consent for participation. The interviewees was informed about the terms and conditions of the participation before start of the discussion. Once they agreed and signed on the consent form. One of the main

objective of signing the consent form was to educate the interviewees about the aim of this study, their secrecy and management of the data interviewers has extracted through them. At the very start of discussion the respondents were intimated that the whole information provided by them will be remained anonymous. Information provided by them will be secured in a private place which will not be accessible to anyone other than interviewer himself. The researcher has started formal discussion about the topic. Interviewees has been educated that the interviewer will have their taped audios and will transcribe for his research purpose but again the soft form will not be shared with anyone other than author himself. Finally, the author will remove the data after his completion of dissertation. The participants also encouraged the face to face interviews because they also believe that it is most suitable form of interaction for such purposes and some has acknowledged that they would never be this much open if they have been interviewed on telephone or through other means. Codes have been used for describing the information gained from respondents. Also, later the thesis is examined and defended by the author the information gathered will be destroyed.

3.2 Population, Sampling technique, sample size

3.2.1 Population

Because of the restricted resources, it is not possible to collect the data of the whole population. As in this case, the study population was the entire Public sector of Gilgit Baltistan. As Public sector played a very important role and it is

gaining significance due to the people's interest from the last few years. For that reason, the author selected the Public sector in this study. Facts were collected for different variables specifically performance appraisal, supervisor support, and employee performance. The facts were then evaluated to get the desired outcomes.

3.2.2 Sampling Technique

This is a method or procedure of selecting a representative part of the population for the research. The purposive sampling technique was used to get an accurate sample from the population. This technique, also identified as selective, or subjective sampling is a type of non-probability sampling in which authors depend on their own decision when selecting members of the population to take part in their studies. This method is mostly used in qualitative research for the recognition and compilation of information-rich cases linked to the observable fact of interest. The interviewees must be a grade 17 or above officer of civil secretariat of Gilgit-Baltistan and must have at least 3 years of experience in grade 17.

3.2.3 Sample Size

Data was collected by using the purposive sampling technique. Interviews were conducted with secretaries, additional secretaries, deputy secretaries, and section officers of Civil Secretariat of Gilgit-Baltistan. According to Green & Peloza (2011), the average numbers of interviews in past studies are from 15-25 but

25 are sufficient. Primarily 10 interviews were conducted, and finally it has been extended to 25 consecutively to meet the point of saturation and to give a fair observation on the area under discussion. All the interviews were conducted with an earlier appointment from interviewees at their office. As per direction from the literature review no interview goes beyond 30 minutes. All the interviews were tape-recorded for further examination and transcription. An audio recorder was used to record the interviews. The audio recorded during the interviews and field notes taken where required were documented in form of text for superior study and explanation (Green & Pelosa, 2011). The data once gathered, write down, and at last analyzed is interpreted in outcome form which is the part of chapter four.

CHAPTER 4

RESULTS

This chapter presents the results of the analysis of the interviews with the public servants of civil secretariat of Gilgit-Baltistan to know their views about the research question. It is a thematic analysis where nine major themes were identified. For the sake of confidentiality codes has been used instead of interviewee's names. In this section, a brief review will be drawn to validate in general whether all the measures are aligned with the level of the study participants' overall performance appraisal in the Public sector and what could be the most related aspects to predict their performance. Primarily 10 interviews were conducted and finally 25 were selected consecutively to give a fair observation on the area under discussion. All the interviews were conducted with an earlier appointment from interviewees at their office.

4.1 Performance Appraisal Being Used

The Annual Confidential Report (ACR), which is now called Performance Evaluation system has started in 1940s. It has been used in many developing countries since very start. India, Sri Lanka, Bangladesh and Pakistan are still using the same appraisal system in the public sector. This appraisal system is used to evaluate the performance of public sector employees annually. The main goal of the Annual Confidential Reports is to take the decisions of the promotions.

Annual Confidential Report (ACR- Annual Confidential Report) or Personal Evaluation Report (PER) is being used in Public Sector. The Civil Secretariat of Gilgit-Baltistan is using the same system. This system is implemented in the federal government of Pakistan as well as other provinces of Pakistan. (ACR- Annual Confidential Report) is an old system that consists of a form. The ACR is appraised by the senior officer of the department called Initiating or Reporting Officer. There is another senior officer who countersigns the ACRs after reporting officer initiates them. Most officers write the ACRs in time (from 1st January to 31st December) of every year while many workers come to get appraised when their promotion is due through Departmental Promotion Committee (DPC).

One of the respondent who has studied from one of the prestigious institute of the world, who also has been rendered his services in private sector for 10 years. And has an experience of more than a decade in the public sector of Gilgit-Baltistan has shared his views about performance appraisal system of Civil Secretariat of Gilgit-Baltistan.

“There is no yardstick through which performance may be gauged. The system which we have in place is PER. After 2009 self-governance order Gilgit-Baltistan, which was initially called Northern Areas has given some autonomy. So, we were supposed to devise our own performance appraisal system but unfortunately, it was not done. So we are running Federal Government’s Personal Evaluation Report’s Performa until time. Which is known as Annual Confidential Report or Personal Evaluation Report. It is systematic problem.”

(Respondent 12)

One of the interviewee further talked about the performance appraisal system, who has more than twenty years of service in the public sector. The officer has been working in different departments of civil secretariat of Gilgit-Baltistan.

“Annual Confidential Report system is used as a performance appraisal system. The senior officer writes the Annual Confidential Report of juniors. Every worker is assessed in the public sector of Gilgit-Baltistan. The one who writes the Personal Evaluation Report is known as initiating officer or reporting office. The initiating officer of reporting officer is the immediate boss of an employee and the second senior officer who counter signs the Annual Confidential Report is known as countersigning officer.”

(Respondent 02)

In the public sector the officers above grad 17 can write the Annual Confidential Reports of their sub-ordinates. Every immediate boss above grade 16 is called reporting officer and the second senior officer is called countersigning officer, who actually countersigns the Annual Confidential Report or Performance Evaluation Report.

Another respondent argued that there is a unified appraisal system in all the government departments of Pakistan. Likewise, the same system has been adopted by Civil Secretariat of Gilgit-Baltistan since very start.

“The prevailing system is Personal Evaluation System (PER) or Annual Confidential Report (ACR). Performance Appraisal System in Government departments is measured through ACR. It helps to evaluate an employee and their performance throughout the year. This is a unified system following in all over the country (including Azad Kashmir).

(Respondent 05)

This young officer has joined the civil services of Pakistan through Provincial management services in 2017. He was showing keen interest about the performance appraisal system of the government. He further added that

“There must be orientation sessions about this system and there should be extensive trainings given to the public servants at the civil services academy or somewhere else.”

(Respondent 05)

4.2 Effect of Performance Appraisal on Employee Performance

The achievement of a business regularly relies upon its representatives. In case they are profoundly energetic to succeed and are useful in their errands, the organization has a superior shot at arriving at its objectives. Directors and business pioneers need to give helpful criticism to employees on their presentation so they know where they stand and which regions they need to improve. Performance evaluation have various constructive outcomes on workforce and the whole business.

There is a positive impact of performance evaluation on worker performance. When an employee has positively appraised his motivation increases and next year he tries to maintain the level of performance he achieved the last year or maybe greater. So performance appraisal system based on a logical assessment of the workers enhances the employee performance. A bureaucrat during a discussion session with interviewer stat that.

“There is direct link between employee performance and performance appraisal. Workers are encouraged and service delivery gets better after positive assessment.”

(Respondent 02)

The officer has experienced that there is a positive relation between performance evaluation and employee performance. According to him the best appraised employees performs better than those who are not appraised good.

Another officer shared the same views regarding the effect of performance appraisal on the employee performance. The officer has served in seven different departments of the civil secretariat of Gilgit-Baltistan, who has diverse experience in terms of working with people from different backgrounds.

“Yes, there is an impact if it is exercised in letter and spirit. There is no confidentiality in writing ACR. If it is written truly there might be an impact on performance.”

(Respondent 17)

I argue that there might be negative relationship between performance appraisal and employee performance. A respondent reconfirmed about the effect of performance appraisal and employee performance.

“Yes, I believe that positive appraisal increases the performance of the workers. And again there is a positive impact of performance appraisal on worker performance. ”

(Respondent 07)

4.3 Flaws of Performance Appraisal System

In the private sector, performance is measured after every fixed period that is not up to one year. Every employee is given feedback and directed to overcome his

deficiencies in any area. The employees are advised and counsel by their high ups when they make mistakes. Similarly, an employee is rewarded when he makes an exceptional difference or contribution to the performance of the organization.

But in the public sector, there is an old redundant system that deals only at the end of the year. For the entire year, employee is unchecked and neither has he received any guidance or advice from his supervisor. When the departmental promotion committee issues the seniority lists and employees are told to submit their ACRs, they rush to the initiation officer for ACRs. The reporting officer or initiation officer thinks that his subordinate may be deprived off of the promotion if I do not write his positive ACR. Most of the participants of our interviews were discussing the flaws of the performance appraisal system.

” In Pakistan, there is no strong system of accountability. It needs to overhaul the whole system. The system needs to be changed. There is political interference in every field of Govt. affairs. Pakistan was considered among the top countries in the 1960s because there were no political interferences. Not due to political interferences, independent policies cannot be made.”

(Respondent 16)

Moreover, one of the senior officer who has experience in both public and private sector of this country has expressed his views by comparing the private and public sector of the region.

“In the private sector, good work is appreciated while bad work may lose the job of an employee. But in Govt. Sector at the end of the year ACR is filled which consists of reporting officer and countersigning officer. It is not an effective system in the public sector. There are loopholes.”

(Respondent 08)

The officer has utter believe that the private sector of this country has the better performance appraisal system than the public sector. He showed his concerns regarding the procedure being followed here in government. He said it is just a formality where an officer visits his initiating officer/ reporting officer for writing of annual confidential reports when their promotions are due. One of main reasons of filling the performance appraisal systems as formality is for the promotion purposes. Departmental Promotion Committee promoted the employees who are performing up to the mark so that very purpose employees rush to reporting officers' and countersigning officers' offices for filling up of their performance appraisal approvals.

Likewise, another officer shares some same views regarding the appraisal system of Government and acknowledged that the employees came at the end of the year with the request for good remarks in it.

“It is written at the end of the year when an employee approaches his reporting officer with the request that his ACR should be written with good remarks. Largely there are lacunae that performance is measured at the time of promotion rather than continuously.”

(Respondent 08)

Some of the respondents acknowledged that the Annual Confidential Report is not confidential and not being submitted timely. They showed concerns regarding the procedures followed by the officials.

“Yes in terms of procedures and outcomes somehow it is an effective system but unfortunately, it is not properly used.”

(Respondent 05)

One of the very senior officer was not happy about the timely submission of the personal evaluation reports. Officer showed apprehensions about the secrecy of the annual confidential reports. He complained that the personal evaluation report should be written secretly and must be submitted secretly. But in public sector the reports were written in front of the employees. Which is against the law. This act also kills the actual aim/objective of the performance evaluation system.

“There is no timely submission. ACR should be confidential but it is written in front of the worker.”

(Respondent 06)

“I believe it is an absolute system and it needs to be changed entirely. There are many loopholes as it is an old and outdated system. There are chances of improvement in this system. The big drawback is the lack of confidentiality.”

(Respondent 14)

There is always room for improvement. Most of the officers are happy with this system because their promotions do not get disturbed. But one of interviewee said that there is need of research for gap analysis of performance appraisal system. What actually needs to be changed?

“Gap Analysis is needed in this current performance appraisal system of Gilgit-Baltistan.”

(Respondent 21)

4.4 Lack of Key Performance Indicators

Some changes are needed to be done in this old and redundant system. If this system is to be continued like it is, then there should be some addition of KPIs which must be assigned to every employee before the start of the year, and employees' performance should be measured against those KPIs at the end of the year. Every employee must know his job description so that his performance should be measured against those descriptions. The employee must know their objectives and that fulfillment of objectives should be reflected in the (ACR- Annual Confidential Report). In developed countries, the system is moving toward e-governance hence the performance management system should move from a traditional system to a digital system. The performance of an employee should be measured through different inputs received from the general public, from his seniors, colleagues, and subordinates even. One of the most senior officer has acknowledged that there is need of targets to be set for employees at the start of the year. So that based on them their evaluation can be done.

“ACR form is standard, there are no KPIs. There should be some key performance indicators. Workers must be given annual tasks and their performance should be measured based on performance in those tasks”

(Respondent 12)

Another bureaucrat working on the same grade with extensive experience shared the similar views.

” Tasks, goals, and KPIs must be set for the workers, and performance should be measured against those targets. E-Governance system should be implemented.”

(Respondent 14)

A young officer who has joined the civil services recently also has same thoughts regarding key performance indicators. He said there should be set targets for staff at and there performance should be appraised on the basis of those targets. Either they have achieved the goals or not. If they have done their tasks effectively and efficiently than they should be rewarded with good remarks in their evaluation reports.

“KPIs should be assigned to every individual for performance appraisals.”

(Respondent 21)

4.5 Favoritism

In general response, it is confirmed that there is a factor of favoritism while appraising the performance of employees. There is a factor of personal liking dislike and it is reflected in ACRs. Employee through one way or another way coerces officers for positive (ACR- Annual Confidential Report) ratings. Employees belong to the same geographical area, city, culture, and religion. So there are chances of liking, disliking based on which ACR is written. Nevertheless, very few officers are upright and fair while writing the ACR, but mostly it is done favoritism basis. Most of the respondents has talked about the favoritism.

“Most PERs are done on personal relationships and officer face is used instead of work. There is a factor keeping the dynamics of the area. As we are all locals and share the same culture, language and norms. So we have to favor our employees.”

(Respondent 14)

Some of the interviewees said that it is very common to favor the employees in the department. It is a natural phenomenon that sentiments are involved in relationships. So the relationships is one of the main factor which impacts the performance evaluation of employees.

“There is the factor of relationship that affects while writing ACR. There are many factors that cause to write ACRs in favor of employees. Personal relationships are influenced and it is usually reflected in ACRs. Writing good ACRs for those who are even not performing better is very common activity in the civil secretariat.”

(Respondent 14)

A participant said that currently reports of evaluation are not written on rational grounds. Anyone can easily find out biases in the reports.

“Now a day, in my opinion, few ACRs are written on a genuine and fair basis.”

(Respondent 5)

An experience officer who has been rendering his services for fourteen years in the same department share his views regarding appraisal system used in the civil secretariat of Gilgit-Baltistan.

“As far as ACR is concerned, it is important for the career of an employee. My personal practice always remained to do justice while writing the ACRs but there are some factors which make me compelled to write in favor of employee even against my will.”

(Respondent 5)

Another officer feels the same regarding favoritism.

“There are flaws in the performance management system right now. The system is not fair enough. It is purely relationship-based. All the ACRs are on face value rather than performance-based”

(Respondent 21)

4.6 Implementation of Performance Appraisal System

As far as the procedures are concerned, the present system can evaluate correctly but there need some modifications. The only lacking is in terms of implementation. There is no confidentiality in terms of ACRs evaluation. The (ACR- Annual Confidential Report) system has covered the main aspects of performance appraisal including behavior with the general public, financial responsibly, acceptance of responsibility, knowledge of laws & rules, supervisor and guidance, ability to make the decisions. These attributes are gauged on the scale from Very Good, Satisfactory to Unsatisfactory. The initiating or reporting officer agrees or disagrees with the portion where an employee writes his targets and their achievement. The reporting officer comments about his further fitness for promotion. If the (ACR- Annual Confidential Report) is truly filled and justly deal, then it may be a useful system otherwise it is just a piece of paper only intended to design for promotion in the name of confidentiality. Respondents argued that there are implementation issues of performance appraisal system. One of the participant said.

“In the public sector, it is not implemented in letter and spirit. The existing appraisal system does not discriminate between a high performer and a low performer. In the end performance of both workers will be measured in the same way.”

(Respondent 14)

Some of his other colleagues also agree with his statement and added.

“PER system if implemented in letter and spirit, it is a good system. There is a need for certain changes. If we want to have results, then Performance appraisal systems should have done as instructed by the establishment division.”

(Respondent 15)

Moreover, a respondent who was working in the law department of civil secretariat of Gilgit-Baltistan gives his views.

“As per law Civil Servant Law, 2011 of Gilgit-Baltistan performance appraisal system is already present but the only need is to implement it in letter and spirit.”

(Respondent 22)

The same respondent further said. There is a large difference between public sector and private sector when it comes to the implementation of procedures. Performance appraisals are not written on rational grounds rather staffs are being appraised on sentimental grounds.

“If it is implemented truly like the private sector, it will have an enormous impact on worker performance. ACRs are generally written based on a soft corner so that he may be promoted.”

(Respondent 22)

4.7 Lack of HR department/ Personnel/Specialist

The existence of HR department is essential component of any organization regardless of its size. The main responsibility of HR department is to maximize the productivity of the employees and to protect the company or department from any issue that may arise. Compensation and benefits, recruitment, firing, training and development are the main functions of the HR department. One of the core function of the HR department is the Performance Evaluation of the employees. The private sector in our country has HR System but unfortunately the public sector does not have any specialized department. Establishment Division is working as the HR department for the federal government and the Services and General Administration department is working as the HR department of Civil Secretariat of Gilgit- Baltistan. During our interviews the senior officers of civil secretariat feels that there should be a specialized department in public sector to deal with the Human Resource. One of the employee who is part of this system for decades acknowledged that.

“There should be trained HR staff and a successful system should be adopted as the practice is being done in developed countries. There should be some different performance appraisal systems. There must be an HR section dealing with the issue. In the public sector, it does not either exist or is not capable enough to measure the performance.”

(Respondent 03)

Moreover, another officer who is working in the Services & General Administration department and has more than a decade experience shared his views.

“In the private sector, there is a proper HR system that measures performance, in the public sector, ACR is written yearly. Due to a

lot of promotions and transfers officers are changed and due to new officers, performance is not measured properly in a short time.”

(Respondent 13)

4.8 Emotions and Performance Appraisal of Civil Servants

Emotions are pure human psychological phenomena. A worker is fundamentally influenced by their behaviors in the work environment. A worker's work can easily be influenced by the behaviors of others. What representatives feel and what they express their feelings means for their exhibition. Feelings straightforwardly impact dynamic, imagination and relational relations. This study also examines the impact of emotions and feelings on the performance appraisal of any employee. The relationship psychology says that the relation between coworkers impact the work performance and work environment as well. For instance if an employee is poor and he has succeeded in getting the sympathies of his immediate boss can result good marks for him in his appraisal. And if an employee has some garages for a subordinate then he/she can easily manipulate them in ACR.

“ACRs are generally written based on a soft corner so that he may be promoted. Mostly, our officers are rating their sub-ordinate not on rational grounds rather they rate employees emotionally.”

(Respondent 13)

Expressing his view the young officer showed his concerns that the aged officers in the government sector always showed sympathies to their subordinate employees. Another officer at the same office also shared his views and showed his concerns that the Annual Confidential Reports are written on emotional grounds. While talking to

researcher he said moods also play a vital role while appraising your employees. If you are having a good day and you are writing the performance appraisal of your employee at that day then you definitely will appraise him better. Secondly, if you are having a bad day and your employee come to you for his/ her personal evaluation report you will not appraise him/ her better.

“If it is done objectively and rationally then the performance management can help people to understand the Gilgit Baltistan Civil Secretariat's strategic main concerns but I have observed it's been done in a different manner. Offer's mood also really matters while writing Annual Confidential Reports. There are good days and bad days.”

(Respondent 12)

Another officer who has been writing the Performance Evaluation Reports for many years talked about the rationality.

“Almost all ACRs are written satisfactorily and nobody gives grudges to his subordinates especially when the promotion board is going to promote the workers.”

(Respondent 12)

4.9 Tool of the Performance Appraisal System

Some of the officers who has been working in public sector for decades has shown their concern about the tool of performance evaluation system.

“The appraisal system's purpose is to give feedback but actually, it is not done in this manner. The reason over here is that the tool do not have any portion for detailed feedback of the initiating/ reporting officers. I am not satisfied with the tool, which has been used in the public sector of Gilgit-Baltistan.”

(Respondent 9)

Likewise, another bureaucrat also has same concerns about the tool of performance appraisal system. He said that the current annual confidential report is not reliable because it is outdated system. He also have given recommendation to scrutinize the employees from every aspect and angle. The immediate boss should not have the whole authority to examine his subordinates rather the subordinates should also have given some power to assess their superior officers. According to him, the performance evaluation system should be decentralized where every staff/ employees should give his/her views about each other so that value based performance evaluation method could be introduced in the organization. The tool should also offer comments and recommendations for improvement of the staff.

“The existing Performance Evaluation Report and Annual Confidential Report systems are obsolete and redundant. I would recommend that performance should be measured through all aspects.”

(Respondent 10)

The previous respondent highlighted that Annual Confidential Reports system is absolute and redundant. 10th respondent of this study believes that annual confidence report has certain critical loopholes which create performance evaluation a bit difficult. This respondent argued that when we have decentralized method of evolution, it can be used for personal gains because Annual Confidential Reports can be influenced by jealousy among employees. So one can easily manipulate his/ her subordinates by using this tool.

“The performance appraisal system being used here is not fair enough in terms of methods, results received on a performance basis. I believe the tool, which has been used here has many loopholes. This instrument needs to be updated.”

(Respondent 12)

One of the respondent reconfirmed that performance evaluation system being used in the civil secretariat of Gilgit Baltistan is not an efficient system. He also complained about the reliability and implementation. He further suggested that this complex appraisal system should be replaced with a simple system. So that the personnel who are writing the performance evaluation reports can write it in a better manner.

“Annual Confidential Report is not a good tool and is not being used properly. Annual Confidential Report is a complicated thing that needs to be simple. If reporting officer implements it in true letter and spirit then it is the best system.”

(Respondent 17)

Majority of the respondents are not happy with the mechanism and instrument used here in the government of Gilgit-Baltistan. They also believe that their colleagues who are working in different department in federal government and other provinces are not happy too with this outdated instrument. Especially the young officers criticized the current performance appraisal system of the country. They feel there must be an efficient and effective performance appraisal system. Which should replace the current system.

“It is a totally failed mechanism and not a fair enough system.”

(Respondent 23)

CHAPTER 5

DISCUSSION

5.1 Discussion

Performance is the main concern of an employee as well as the organization. Employee performance is the prime focus of an employee who is working day and night to improve it. Employees and organizations take the necessary steps to improve performance. For this purpose, an individual tries to inculcate skills and techniques. Organizations spend millions of dollars to train their employee. Human Resource Management arranges training from different resourceful persons for performance improvement of the employees. The performance of employees is the key concern in the corporation. This study focuses on discovering the influence of performance appraisal (PA) on the performance of workers and also analyses the moderation role of supervisor support.

The employees presenting high performances manage the corporations and usually have higher chances/opportunities for individuals than those who present low performance. Performance is associated to attribute so the hired person works exactly on the same line as required by the organization. It has been observed that the performance of an employee is not only associated with exact target achievement but is also linked with the judgment and evaluation process. In organizations, the supervisors analyze, examine and measure the performance. Organizations always require high-performing employees, the organizations need to get the goals. In competitive markets there are several rivals; organizations always develop a

competitive advantage for the high performance of the organization. The performance of an employee is not only related to work-related performance but is also related to technical abilities, organizational overall environment, social settings inside the organizations where employees achieve their goals and targets. It can be said that performance is a vast topic which is equally hard to cover in all aspects. The performance of employees adds value to the organization and it ultimately gives progress to the organization.

A performance appraisal system refers to a method devised by the organizations to measure the performance of the employees. The performance appraisal system measures the performance of an individual and based on this evaluation different decisions are made. Different organizations use different appraisal systems depending upon the nature and mode of working. Public and Private organizations use separate appraisal systems. The purpose of these appraisal systems is to reward or punish the employee based on achievements quarterly, biannually, and annually. Performance appraisal systems are critically and intelligently design as it defines the overall direction of the organization in terms of Human Resource Management.

The research under observation refers to the impact of the performance appraisal system (A case study of the Gilgit-Baltistan Secretariat) with moderating role of Supervisor Support. Annual Confidential Report (ACR- Annual Confidential Report) or Personal Evaluation Report (PER) is being used in Public Sector. The Civil Secretariat of Gilgit-Baltistan is using the same system. This system is implemented in the federal government of Pakistan as well as other provinces of Pakistan. (ACR- Annual Confidential Report) is an old system that consists of a form. The ACR is

appraised by the senior officer of the department called Initiating or Reporting Officer. There is another senior officer who countersigns the ACRs after reporting officer initiates them.

As far as the procedures are concerned, the present system can evaluate correctly but there need some modifications. The only lacking is in terms of implementation. There is no confidentiality in terms of ACRs evaluation. The (ACR- Annual Confidential Report) system has covered the main aspects of performance appraisal including behavior with the general public, financial responsibly, acceptance of responsibility, knowledge of laws & rules, supervisor and guidance, ability to make the decisions. These attributes are gauged on the scale from Very Good, Satisfactory to Unsatisfactory. The initiating or reporting officer agrees or disagrees with the portion where an employee writes his targets and their achievement. The reporting officer comments about his further fitness for promotion. If the (ACR- Annual Confidential Report) is truly filled and justly deal, then it may be a useful system otherwise it is just a piece of paper only intended to design for promotion in the name of confidentiality. When an employee has positively appraised his motivation increases and next year he tries to maintain the level of performance he achieved in the last year or maybe greater. So performance appraisal system based on a logical assessment of the employees enhances the employee performance.

Supervisor Support is a significant factor in the organizational mode of working.

Supervisor Support refers to the assistance of the supervisor in the discharge of duties.

Those supervisors who are friendly and helpful make easy the life of an employee, while those who are tough, non-cooperative, and hardliners give tough time to

employees. It is safe to say that supervisor support is the prime factor in the organization that has a positive impact on employee performance. In this study, supervisor support is taken as a moderator between the performance appraisal system and employee performance. Here supervisor refers to an immediate boss or in this case study it refers to (Reporting officer- Initiating Officer). The employees having cordial relations with the supervisor flourish well as compared to employees who do not.

In general response, it is confirmed that there is the factor of favoritism while appraising the performance of employees. There is a factor of personal liking dislike and it is reflected in ACRs. Employee through one way or another way coerces (Positive Enforcement) their officers for positive (ACR- Annual Confidential Report) ratings. Employees belong to the same geographical area, city, culture, and religion. So there are chances of liking, disliking based on which ACR is written. Nevertheless, very few officers are upright and fair while writing the ACR, but mostly it is done favoritism basis. American psychologist Burrhus Frederic Skinner was best known for his groundbreaking theories on behavior. Along with his associates, Skinner proposed the Reinforcement Theory of Motivation. It states that behavior is a function of its consequences—an individual will repeat behavior that led to positive consequences and avoid behavior that has had negative effects. This phenomenon is also known as the ‘law effect’.The following outcomes of the research are being laid down as under: Supervisor Support playing a moderating role between the performance appraisal system in the Civil Secretariat of Gilgit-Baltistan and employee performance.

To improve the performance of an employee there should make improvements in the Performance Appraisal System.

As the Supervisor's support increases the performance of the employee increases.

5.2 Practical Implementations

- This research may be used as a tool to fix the flaws in the Performance Appraisal System Annual Confidential Report (ACR), PER (Personal Evaluation Report) of the Civil Secretariat of Gilgit-Baltistan.
- This research is a guideline for the public sector to check and consult the outcomes from this research.
- The Establishment Division of Federal Government and Services and the General Administration Department may remove faults/ flaws and introduce a system that may be a digital system having an input of all stakeholders.
- This research may invite the attention of S&GAD to conduct training of the Reporting Officer/ Initiating Officer to logically initiate the ACRs and rational assessment of incumbents.
- This research identifies the gap area which clearly shows that this redundant system has been over dated.

5.3 Theoretical Implications

- This study contributes to the literature on PER and emphasize primarily on the performance appraisal system reforms in the public sector.
- This research presented empirical evidence on performance appraisal system and employee performance as there is little published research on individual employee performance in context of public sector in the literature.
- Another contribution to knowledge is that it is the first study of its kind in Gilgit-Baltistan with respect to performance appraisal system, that takes into account the supervisor's support that seemed to be absent in previous studies.

5.4 Limitation of the Research

- This research only covers the public sector that too only the Civil Secretariat of Gilgit-Baltistan.
- In this research private sector is ignored and the performance appraisal system has not been evaluated.
- The sample size is too small which is not a true depiction of the whole research scenario.
- This participant of this research are all males.
- Research has focused only on high-grade officers belonging to bureaucracy while cadres' staff has been ignored

5.5 Future Directions & Recommendations

- This research may be extended to the private sector and a comparison may be made between the two appraisal systems of public and private sectors.
- Another mediating variable may be added to this model, i.e. Motivation.
- This research may be extended to other government departments and the sample size may be increased to get more reliable results.

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APPENDIX A

(Consent Form)

Understanding Performance Appraisal System: A Case Study of the Civil Secretariat of Gilgit-Baltistan

I agree to participate in a research thesis led by Ishfaq Hussain (Research scholar) at Pakistan Institute of Development Economics, Islamabad. The purpose of this research is to specify the terms of my participation in the study.

- Participation involves being interviewed. The session will last approximately 30 minutes. Being a researcher to take written notes during the session. I also may record the interview via audio or videotape. It is clear to me that in case I do not want the interview to be taped I am at any point of time fully entitled to withdraw from participation.
- I have been given sufficient information about this research. The purpose of my participation in this project has been explained to me and it is clear.
- I have read and understood the points and statements of this form. I have had all my questions answered to my fulfillment, and I voluntarily agree to participate in this study.

Demographics

Name _____

Age _____

Gender _____

Qualification _____

Experience _____

Date _____

APPENDIX B

(Interview Guide)

1. What is the performance management system used here?

2. Do you think that the appraisal system of an organization is fair enough in terms of procedures, outcomes received based on performance?

3. What is your overall opinion about the effect of the performance appraisal on employee's performance?

4. Do you think that positive performance appraisal influences employee performance?

5. Do you think that performance management can help people to understand the organization's strategic priorities?

6. What would you recommend to be done differently in the performance appraisal?

7. Do you think that your supervisor gives you helpful feedback about work performance?

8. Do you think that your supervisor is fair and does not show favoritism?

9. Do you think that your supervisor takes your performance throughout the evaluation period rather than based on the relationship you have with him/her?

10. Do you always get the expected results of the performance evaluation whatever you are expecting?
