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“Impact Of Job Insecurity and Ineffective Appraisal System on Employee’s Motivation with Mediating Effect of Job Satisfaction in Corporate Sector of Pakistan”



By:

Muhammad Hassan Ishaq

01-321222-027

Supervisor:

Firdous Ahmed Sehri

Department of Business Studies

Bahria University Islamabad

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Abstract:

The main purpose of the present study is to conduct an in-depth investigation on the relationship between Job insecurity and ineffective appraisal system on employee motivation through various studies, interviews, and surveys, especially from corporate sector of Pakistan to gather informative data which can help researchers to get insight and valuable information regarding this critical issue. The study endeavours to determine how job insecurity and ineffective appraisal system impact employees mentally and lower their productivity. The present study follows a positivist paradigm and employs a mix of descriptive and explanatory research. The unit of analysis is individuals, while the target population is limited to the employees working in the corporate sector of Pakistan. The sample size of the proposed study is 100 respondents that are drawn through probability sampling technique. Following a survey research approach, self-administered questionnaires are used as the sole instrument to collect the data from respondents. The results of the present study indicate that the dimensions of Job insecurity, ineffective appraisal system have a significant negative impact on employee motivation.

Title: The role and impact of job insecurity and ineffective appraisal system on employee's motivation on public and private company employees, with mediating effects of job satisfaction on public and private company employees in the corporate sector of Pakistan.

Purpose: The core purpose of this study is to analyse and develop a knowledgeable research of how job insecurity and ineffective appraisal system, with the mediating effect of job satisfaction, prove adequate to employees in the corporate sector of Pakistan.

Chapter 1: Introduction

1.1 Background:

In world of Business, the business sector or corporate sector (commonly referred to simply as "business") refers to "the part of the economy that is made up of businesses." It is the part of the national economy that excludes the economic activity of governments, private households, and nonprofit organizations that serve individuals. Especially in the current 21st century, the corporate sector is the heart of a country's economy. After the Industrial Revolution, competition between countries was industrial in nature, and ever since then, countries around the world have concentrated their efforts on the corporate sector, making the survival of developed countries unthinkable without the corporate sector. I can't. As time passes and technology advances, the business sector has grown and attracted more and more people. More developed countries show their future vision only to less developed countries (Karl Marx). Many people working in the corporate sector acquires skills and knowledge not only by working there, but also by continuing to gain experience in formal and informal business settings. The corporate sector consists of industries, organizations, foundations, etc., and is focused on generating profits and contributing to the country's economy. This study will primarily focus on industries in the corporate sector.

Pakistan Corporate Sector, also known as Pakistan Corporation, was established in the financial capital of Pakistan. On October 8, 1984, a program of policy measures was launched with a view to the development of Western corporate sector and business measures in Pakistan during the economic period of Pakistan. Since independence in 1947, Pakistan's economy has groomed into a semi-industrialized economy cantered on textiles, agriculture, and food production, but technological diversification has been promoted in recent years. Pakistan's GDP growth rate has gradually increased since his 2012, and energy supply and security have improved significantly. But decades of corruption and internal political strife have typically reduced foreign investment and slowed development. Although the nationalization program of 1972 caused an economic disaster, the privatization program left a large part of the nation's wealth in the hands of a relatively small number of so-called business oligarchs (industrialists), dramatically reducing the gap between rich and poor. expanded. Because of this, Pakistan has been unable to catch up with other countries around the world and strengthen its deep industrial roots, without which Pakistan's economy would have grown by leaps and bounds. Not only that, stereotypes and religious prejudices around the world prevented foreign investors from doing business with Pakistani nationals as they were either afraid or not interested in investing in Pakistan.

Sectors cannot operate in isolation. The people who lead and run the sector are the real strength behind any industry. These workers are important not only to this industry but to the entire country. Because they keep companies running and everything they produce, whether it's sales or production, depends on the collective synergies created by their workforce. Employee welfare in industry is very important. Because if employees are not taken care of properly, they will develop hatred towards the company, which will result in them not being interested in their work, which will eventually lead to a decrease in production. It affects businesses and therefore poses a threat to the country's economy. To strengthen the corporate sector, we need to focus on the history of the corporate sector and implement best practices of international standards. That way, employees will feel capable and motivated enough to put all their energy into it, without feeling downgraded by the sight of their foreign colleagues. for his work.

As mentioned earlier, human resources are at the heart of the business sector and keep the economy running. Employee dissatisfaction is a big problem for the industry and can seriously impact the quality of your company. The problems that the industry usually faces regarding employees are job insecurity, inefficient appraisal system, poor working environment, lack of employee cooperation, uncooperative management, low motivation and morale, lack of remuneration etc. In most cases, companies do not know the status of their employees, and even if they do, the industry may not be able to resolve their issues. This can cause serious problems for the industry, and the industry must develop strategies to address these issues to prevent its own closure. Companies should proactively engage with their employees to prevent any issues related to their employees and develop specific strategies as per international standards to avoid any kind of complications that employees may face. You need to maintain a positive relationship. The recent global economic crisis has resulted in high unemployment rates around the world, and workers are feeling insecure about their jobs. When combined with an inefficient rating system, it can have disastrous consequences for the business field. Because if employees have some anxiety about their work and do not get support from management, they will not be able to work with satisfaction and motivation, and although their performance will remain constant., the speed will decrease. To deal with this, the employee should first contact the authorities in charge of his or her problem and have them inform them that they are largely unaware of their comorbidity. In such cases, it is the duty of the management to find quick and effective solutions to avoid the difficulties of the employees, and for this the management must consider the motivation of the employees and while doing their work satisfactorily. You need to know a set of strategies and steps to do it.

It is common knowledge that highly satisfied employees are those that end up being highly productive employees, and every organization aims to achieve such employees (Spector, 1997). According to Gupta (2004) Job satisfaction can be seen as the wellbeing of an organization because employees are much efficient, motivated, and cooperative when they are satisfied with their work and their management, and when they are not; they are more likely to press towards grievances or turnover intensions. These days, many companies are facing issues with employee engagement, motivation, satisfaction, and retention as employees feel less motivated every day. This affects not only businesses, but also those who have not yet entered the corporate sector. Because demotivated and dissatisfied employees are always against their company and the entire corporate sector, and the young people who look up to such people are also demotivated and

dissatisfied. They will think about the negative image of the corporate sector and as a result will tell their friends not to do it. This whole cycle will result in very few young people wanting to enter the corporate sector. This industry will decline as very few people are interested in entering the corporate sector.

This research paper investigates the impact of job insecurities and ineffective appraisal system in public and private industries of the corporate sector and to study the role of job satisfaction as a mediator between job insecurities and ineffective appraisal system among the employees of public and private industries of corporate sector of Pakistan.

1.2 Problem Statement:

It is through the corporate sector that the economy of a country survives in the 21st century. An investment in the corporate sector today can be very positive step for future of the Pakistan economy in terms of profit generation, even after the death of the original owners, it will not stop working with proper management it will continuously grow. However, the problems that have rooted in the business sector are not to be taken light of and are not likely to be getting rid of anytime soon. An employee of a business individually might not be a big thing compared to the whole country but it with the collective efforts and the synergy produced by these employees that the country is surviving on. It is on them we look up to and put our expectations for the better future of our country and for the betterment of the generations to come.

However, this is no longer the case as governments and businesses fail to live up to the expectations placed on the industry and the benefits it brings. Pakistan has seen a significant increase in the number of distressed businesses in recent times due to several reasons. A company is considered sick if its financial situation is unsatisfactory and worsens over the years. We continue to incur losses and our capital reserves may be depleted over time. The organization is not in shape to meet its obligations because current liabilities exceed current assets. The rise in illnesses in the corporate sector is a major concern, affecting all types of businesses, including small, medium, and large enterprises. The scale of this problem is huge and could have serious implications and further repercussions for the economies of countries like Pakistan, which cannot afford to lose jobs or production. These problems cannot be solved immediately, but gradually over many years. First, you need to focus on the foundation of your company: the employees who run your company. A company can survive in this competitive business field only if its employees are satisfied. KavussiShal (1999) believes that appraisal systems are good tools to improve the quality and quantity of employee performance. Research also shows that employee perceptions of job insecurity negatively impact career and health outcomes. There are many other factors that influence the decline of the corporate sector, but we will mainly focus on these here.

Motivation involves moving people in a desired direction by the promise of a reward, rather than by threats or coercion. According to Hellriegel et al., motivation is an expression of an unmet need that creates a environment of stress or imbalance and causes the individual to focus on a goal-oriented pattern on restoring a state of balance through the satisfaction of the need. Thing. This means that motivation moves employees in an industry towards a goal-oriented pattern and helps them achieve the industry's goals. Mitchell pointed out that without organizational goals and objectives, motivation and performance cannot be discussed separately. Industry employees are not without personal needs and goals to look forward to in the industry. Employees have

different ambitions, attitudes, desire for responsibility. Employers must recognize that employees are forced by external factors such as personal mindset, politics, unions, school, and family. These factors collectively can have a huge impact on employee performance. What motivates employees is the ability to communicate unified goals to them and maintain lasting and harmonious relationships between all people. It is a force that encourages and encourages each employee's willingness to collaborate with each member of the team. Deci and Ryan argue that individuals tend to develop motivational drives related to the cultural environment in which they live, and these drives influence the way people view their work. He points out this accomplishment. Belonging, competence, and power are four types of motivation found in self-motivated individuals. When an employee is disengaged, it not only affects that employee's personal performance, but also the overall performance of all other employees in the industry. Therefore, motivation is a key driving force in any industry and is critical to the survival of the industry.

Employment insecurity refers to the perceived uncertainty about one's employment continuity. Even as the global economy recovers, job insecurity is likely to remain a threat to workers whose jobs are being taken over by AI and Technology. Consistent with this trend, there has been extensive research it negatively impact occupational and health outcomes. For employees to have a strong work ethic, high performance, low absenteeism rates, and above all, high levels of motivation and satisfaction, they must not feel insecure about their work. Holding on to feelings of unhappiness or resentment that are directly related to the company can be deadly. When employees experience high levels of job insecurity, they lose control and become powerless at work. Furthermore, employees with job insecurity believe that their work efforts are meaningless. A sense of loss of control and purpose prevents employees from fully participating in their work, which in turn leads to decreased motivation. Research on job insecurity shows that job insecurity plays a pivot role in making you to feel unmotivated and lack of control, which reduces motivation to work. Therefore, insecure workers are one of the main obstacles to the improvement of the industry.

Performance appraisal refers to a process, in which we perform analysis to get data so we can evaluate the job performance of employee (Mondy, 1987). Identifying the employees who are motivated, learning, growing, and performing exceptionally in their work, and presenting them rewards as a sign of motivation and appreciation, to boost their performance are one of the essential factors in performance appraisal (Loker, 1977). Therefore, assessment can be considered an important element for identifying a person's talents and abilities, and its results can make progress, plans, and goals aware. In order to increase the volume of production and services and to bring about positive changes in trends, to improve the status of the workforce, the organization itself needs to realize the efficiency of its employees (KavussiShal, 1999). Despite continued efforts to develop more effective performance appraisal systems, there is compelling evidence that government agencies are dissatisfied with their evaluation methods (Fox, 1987). The main reason for this dissatisfaction is the complexity of the process and the impossibility of planning a comprehensive evaluation system. Evaluation systems are usually associated with the following problems: lack of adequate support from managers, impracticability, inability of evaluators to give correct and fair evaluations, and lack of correspondence with reality (Lures, 1980). According to Mirsepassi (1998), the current evaluation system is a window dressing and may not yield the expected results. It's just a formality and a waste of the manager's time. Many managers

who fill out evaluation forms place emphasis on employee seniority. In doing so, we will put an end to the spirit of creativity, tenacity, and integrity of young talent.

Job satisfaction is a key factor in improving performance and increasing personal satisfaction. Fisher and Hanna consider job satisfaction as a psychological factor and define it as the emotional adjustment to the job and working conditions. This means that when the right conditions are created in the workplace, an individual's job satisfaction increases. However, if the job is not satisfying or enjoyable for them, they will blame the job and, if possible, quit the job. Job satisfaction leads to persistence and normative commitment, which ultimately leads to an expanded work community. Employees who are satisfied with their jobs contribute positively to the organization, are more likely to perform better within the organization, and are less likely to leave the organization or accept a new job offer. It will be expensive. The more satisfied employees are with their jobs, the more motivated they will be and the more willing they will be to contribute to the industry, which will improve the overall performance of the industry.

When employees are fearful due to business downsizing, technological advancements, financial crises, lack of experience or training, lack of education, racial discrimination, etc., they basically become insecure about their jobs. However, this is completely natural. Second, compounding the problem is an inefficient rating system or we can say performance management system. This is because when there is no positive relationship or communication between employers and employees, and the stress of not being evaluated or recognizing their strengths and weaknesses, employees' anxiety and fear become even greater. Great people cannot accomplish anything important because they are exhausted. Therefore, it is important for the industry to take care of its employees to maintain the highest levels of efficiency and productivity. Therefore, this study aims to explore and fill the gap by investigating the effects of job insecurity and ineffective appraisal system on employee motivation and considering the mediating effect of job satisfaction.

1.3 Research Objectives:

- To examine the impact of job insecurities on employee motivation.
- To examine the impact of inefficient appraisal system on employee satisfaction.
- To investigate the mediating role of job satisfaction between job insecurities and employee motivation.

1.4 Research Questions:

- What is the impact of job insecurities on employee motivation?
- What is the impact of inefficient appraisal system on employee motivation?
- Does job satisfaction mediate the relationship between job insecurities, ineffective appraisal system and employee motivation?

1.5 Contributions of the Study:

We are already aware of the importance of this issue in the corporate sector, so it is essential that all employers are well informed about this issue. This study addresses the gap left by the lack of understanding and knowledge about the impact of job insecurity and ineffective appraisal systems on employee motivation through their mediating effects on job satisfaction of employees

in the corporate sector. It will help fill in. This study will make a great contribution to the business sector of Pakistan, especially the industrial sector. The corporate sector is the backbone of the economy and the main driver of economic growth in any country, especially in a developing country like Pakistan. It is difficult for a country to achieve rapid economic and gross domestic product (GDP) growth in the absence of a vibrant and dynamic business sector. The growth of the business sector not only increases the production of goods and services, but also plays an important role in creating employment opportunities. Therefore, every step should be taken to leverage the insights of the business sector and make it as efficient as possible, which will ultimately develop an industry with solid foundations and support the country and the generations to come. Help secure people's future. Furthermore, this study is not limited to the corporate sector. Motivation is important no matter where you are or what kind of work you do. You cannot work without motivation and satisfaction. This research will help employers create a better working environment where employees are satisfied with their jobs and feel less anxious, which will lead to empowering employees and improving employee relations. This research provides new opportunities for critical and creative thinkers to develop better policies and procedures to solve these problems. In the future, this study will always be available to researchers seeking knowledge about the future of Pakistan's corporate sector.

1.6 Research Gap:

Employees are the heart of the company. With their skills, talents, and accomplishments, they shape our country's economy and contribute to its future survival every day. To ensure proper performance of your employees, you need to take care of them, just like a machine that requires regular maintenance to function properly. This responsibility lies with both employers and governments. Low motivation and dissatisfaction are among the most serious problems in the corporate sector. It is very important for employers to ensure that their employees are highly motivated and satisfied. In recent years, there has been an increasing trend of corporate failures around the world, both in the private sector, and especially in the public sector in general. Increasing competition and rapid changes in the global economic environment have increased the frequency of corporate bankruptcies in developed market economies. Since countries invest heavily in the corporate sector, industrial failure is unacceptable because all investments are immediately wasted. Therefore, this is a big risk and at the same time important for the future interests of the country. This is especially why countries invest in researching variables that improve industry performance and efficiency. Our investigation was essentially limited to a few variables, as it is neither possible nor effective to examine all variables at once. The study focused on job insecurity, ineffective appraisal systems, job satisfaction and employee motivation. We have discussed their importance for Pakistan's corporate sector one by one. Many studies have been conducted on job satisfaction. However, this study will provide a bridge between job security and inefficient appraisal system that could increase the satisfaction of public and private employees in the corporate sector of Pakistan. Management psychologists and management practitioners have long been interested in identifying the motivational factors and techniques that lead to high levels of motivation and performance. The lack of general knowledge about motivation appears to be a handicap for managers, not only in understanding employee motivation, but also in finding ways to address employee motivation problems. Therefore, it was important to study employee motivation to fill this illiteracy gap with facts and information from practical sources.

A common research finding is that job satisfaction is correlated with life satisfaction. This relationship is reciprocal: people who are satisfied with their lives tend to be satisfied with their jobs, and people who are satisfied with their jobs tend to be satisfied with their lives. In fact, the 2016 Flex Jobs Survey found that 97% of respondents believed that flexible work had a positive impact on their lives, 87% believed it helped reduce stress, and 79% believed that flexible work had a positive impact on their lives. We found that % believe flexibility helps them live a healthier life. An important finding for companies is that job satisfaction is only weakly associated with workplace productivity. This is important information for researchers and companies, as the idea that satisfaction and job performance are directly related is widely cited in the media and some non-academic management literature.

1.7 Scope of the Study:

The scope of this study is focused on the businesses of the corporate sector of Pakistan. The unit of analysis and the main target of this research are the employees of public and private corporations, to investigate the impact of job insecurities and inefficient appraisal system on employee motivation and the mediating role of job satisfaction. This research was done to increase the present the knowledge regarding this topic and for future reference.

1.8 Limitation of the Study:

Like most studies, this study is not perfect or ideal. This research may face many limitations and problems related to time, geography, resources, and many other variables. However, this study achieved its main objectives, making a larger and more influential contribution than expected. The first limitation is the unit of measurement for employees. Second, this study focuses only on the corporate sector and therefore only includes employees in listed and private companies in the corporate sector. Third, this study does not cover all cities and is affected by geological limitations. Different regions have different traditions, customs, and cultures, so they are bound by these walls. Finally, the study is cross-sectional. A cross-sectional study is an observational research design. This study was purely descriptive, and the population was observed.

Chapter 2: Literature Review

2.1 Job Insecurity:

Job insecurity is defined as to be uncertain that whether you will be able to keep your present job in future, as well as continuous fear of the possibility of job loss. It is a one of the big causes of mental stress for employee and cause lack of performance, motivation etc. In research, job insecurity primarily has been gestating as subjective in nature. It can be metamorphosed between cognitive and affective job insecurity with the first referring to the cognitive probability of losing one's job and the latter referring to the fear and worry of losing one's work. The out-turn that can be related to job insecurity cover wide range of things including illness and poor well-being as well as negative on job behaviour and undesirable reactions. Another way to differentiate job insecurity is differentiating between quantitative insecurity which allude to worrying about the

loss of job itself and qualitative which refers to worrying about losing important aspects of job, for example, salary bonus, insurances, and social/personal life.

It is important to know job insecurity as a troublesome affair that can mentally affect an employee not only at workspace but outside working environment (Sverke, Hellgren, & Näswall, 2006). Greenhalgh and Rosenblatt define job insecurity as "the perceived powerlessness to maintain desired continuity in a threatened job situation" (1984, pp. 438). Other authors have proposed alternative definitions: "a discrepancy between the level of security a person experiences and the level she or he might prefer" (Hartley, Jacobson, Klandermans, & van Vuuren, 1991, pp. 7), "one's expectations about continuity in a job situation" (Davy, Kinicki, & Scheck, 1997, pp. 323) or "concern about the continued existence of jobs" (van Vuuren, 1990, cited in De Witte, 1999).

Some researchers have found out that, within the process of job insecurity, two types can be found: subjective and objective (Klandermans & van Vuuren, 1999). Objective job insecurity means when circumstances threaten the working situation, while subjective job insecurity means the process of forecasting and personal experiences of the negative outcomes such event can have on the individual.

Lim (1997) described that job insecurity is certainly related with rough behaviour at work, such as absenteeism, non-punctual, looking for new roles. This specific area is very major part to consider because the skilled workers, who are the most valuable talent for the organization growth, are on top of the line to leave when they sense a threat to their jobs (Cheng & Chan, 2007)

Hartley et al. (1991) suggested that job insecurity is indirectly proportional to organizational productivity. The researchers refer to this phase as "psychological withdrawal," which takes place when employees are exposed to job insecurity in their work environment and their level of engagement and interest in work decreases, and their commitment to activities begins to decline. Refers to a situation that occurs. Roskies and Louis-Guerin (1990) also found evidence of a link between job insecurity and employees' lower work effort, self-confidence, satisfaction, and career optimism. A study conducted by Probst (2005) showed that job insecurity is associated with lower employee satisfaction, lower job satisfaction, lower supervisory satisfaction, and higher turnover intentions.

According to Lazarus and Folkman's theory (1984, cited in Sverke et al., 2002), job insecurity is tense and stressful. More specifically, what transforms job insecurity into an immense source of stress is its unknown and out of control nature (Cheng & Chan, 2007; Sverke et al., 2002; Sverke et al., 2006). Research has also shown that common indicators of psychological well-being (e.g. Büssing, 1999; Hellgren et al., 1999) and life satisfaction (Lim, 1997) are lower among employees with job insecurity. is also shown. Other studies (e.g. Burchell, 1994; Hartley et al., 1991; Landsbergis, 1988; van Vuuren, 1990) found that levels of irritability and anxiety increased, as well as psychosomatic and somatic complaints (ranging from increased blood pressure to heart disease) has increased. (detected) will be added to this list.

- **H1:** Job insecurity has significantly negative relationship with employee's motivation.

2.2 Ineffective Appraisal System:

Performance Appraisal is considered as one of the most critical human resource practices (Boswell and Boudreau 2002). So, first we have to understand what is appraisal system? So basically, it's a method of evaluating employee performance after he/she has done his task or objective and to identify his/her strengths and weaknesses. It has a lot of importance in cooperate sector as a lot of employees always looking forward for their performance and their motivation depends on it.

Armstrong.M (2006) defined Performance Appraisal as the formal assessment and rating of individuals by their managers at, usually, an annual review meeting. While The Chartered Institute of Professional Development (CIPD) have a more comprehensive and in-depth definition which argues that 'A performance review is an opportunity for an individual employee and those involved in his or her performance (usually his or her supervisor) to have a dialogue about his or her performance and development and the support he or she needs from his or her supervisor. (CIPD, 2013).

Researchers have described main 6 types of errors in appraisal system:

2.2.1 Central Tendency:

Central tendency bias refers to the tendency of raters or managers to rate most employees as "average" when applying a rating scale. So, for example, when looking at a scale of points from 1 (poor) to 7 (excellent), with 4 being average, many managers refuse to use the points at either end. Almost all ratings tend to be in the 3-5 range.

2.2.2 Halo Effect:

The "halo effect" is the tendency in performance appraisals to rate employees as superior based on some highly impressive traits or accomplishments, assuming that the employee's other accomplishments are equally impressive. It means. For example, suppose she was so impressed with Hassan's time management that she ignored her rude behaviour towards her customers and her failure to call back to give them the information they requested.

2.2.3 Recency error:

Recency error happens when a supervisor uses recent events to rate the employee. This usually occurs due to a lack of documentation of the employee's performance over the course of the entire performance appraisal period. An employee who performed highly over the course of the appraisal period may be rated low if the most recent events were negative.

2.2.4 Personal biases:

When your personal biases influence your rating and this bias can come from attitudes and opinions about race, national origin, sex, religion, age, veterans' status, disability, hair colour, weight, height, intelligence, etc.

2.2.5 The sunflower effect:

Rating everyone high, regardless of performance, to make yourself look good or to be able to give more compensation. Although some studies showed the negative impact of these appraisals on employee and criticize it like Wiese C Buckley (1998, p.266) state that Doften, the goal of the evaluator is not to evaluate the performance of the employee, but to keep the employee satisfied and not to deleteriously influence employee morale.

- **H2:** Ineffective appraisal system has significantly negative relationship with motivation.

2.3 Employee's Motivation:

In psychology, motivation is an affair that initiates, directs, and maintains goal-directed behaviour. Motivation includes psychological, emotional, social, and cognitive forces that boost behaviour. In everyday language, the term "motivation" is often used to explain why a person does something. It is the driving force behind human activity. Therefore, from an employee's perspective, it is very important to remain motivated to perform their jobs effectively.

Bruce and Pepitone (1999) brought up an interesting point according to which managers cannot make employees feel motivated, managers can only sway what employees are motivated to do. An interesting thing to point out regarding the issue has been proposed by Wylie (2004), according to which members of management primarily should be able to hold the level of their own motivation at higher levels to engage in effective motivation of their subordinates. Accordingly, Wylie (2004) recommends managers to adopt a proactive approach in terms of engaging in self-motivation practices.

Similarly, researchers indicated that with job security employee is “neither happy nor unhappy” and hence influence job satisfaction. Job security has come under study from several theoretical perspectives, including as motivational villain to job performance. Also, rewards system plays an important role in employee motivation. Like, Luthans and Stajkovic (1999) concluded that advancement of human resources through rewards, monetary incentives, compensation, and benefits play an important role in keeping employee motivated and result good performance.

Similarly, organization culture contributes in this matter Barney and Steven Elias (2010) found a high interaction between job stress, time, and country of living. Leaders know that at the soul of every productive and growing business lies a supportive organizational culture and hardworking people collaborate with heart to produce great results (Gignac and Palmer 2011). Adewale and Anthonia (2013) state suitable employees must be carefully chosen by the Organization with the most accurate set of skills and identifying their capacities based on experiences The better the Organizational culture, the upper the motivational level of employees (Sokro, 2012). It was observed that if Organizations expand a strong culture of satisfy and identify employees” effort, it leads to increase motivation.

2.4 Mediating Role of Job Satisfaction:

Different experts have diverse approaches towards defining job satisfaction. Some of the most phrased definitions on job satisfaction like Hoppock defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Job satisfaction is a complex and multifaceted concept that means different things to different people. Job satisfaction is typically associated with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an inner state. For example, it can be associated with a sense of personal accomplishment, whether quantitative or qualitative (Mullins, 2005). Spector (1997) identifies three important characteristics of job satisfaction. First, organizations must act on human values. Such organizations will be designed to treat workers fairly and with respect. Secondly, employee behaviour influences the business functions and activities of the organization depending on their job satisfaction. It can be concluded that job satisfaction leads to positive employee behaviour and conversely, job dissatisfaction leads to negative behaviour. Third, job satisfaction serves as an indicator of organizational activity. Assessing job satisfaction allows you to define different levels of satisfaction for different organizational units. There is also a positive relationship between job satisfaction and employee loyalty. A study by Vanderberg and Lance (1992), in which he surveyed 100 information services professionals over a five-month period, showed a strong relationship between job satisfaction and employee loyalty. Their research found that higher job satisfaction increases employee loyalty. Therefore, the importance of job satisfaction becomes especially clear when we consider the many negative consequences of job dissatisfaction, including Examples: lack of loyalty, increased absenteeism, increased accidents, etc.

H3: Job satisfaction mediates the relationship between job insecurity, ineffective appraisal, and Employee Motivation.

2.4.1 Relationship of Job insecurity & Ineffective appraisal system on employee motivation with mediating role of Job satisfaction:

Both job insecurity and ineffective appraisal system has a relation with employee motivation and have their share of impact on it. A recent meta-analysis found that job insecurity can have pervasive negative effects both for employees and their organizations. Specifically, job insecurity was shown to be related to lower job satisfaction, and employee motivation to perform better greater incidence of physical health conditions, higher levels of psychological distress, reduced job performance, and lower job involvement. Job insecurity has also been identified as as a major source of job stress, leading to increased feelings of time pressure and role ambiguity lower organizational commitment and effect employee motivation (Sverke et al., 2002).

Job security is a great motivator for people to move forward in life. Knowing that you are safe and protected in any endeavour in which you are involved brings a sense of satisfaction and fulfilment. When people feel safe and secure, they can achieve other things they want (Abolade, 2013). Similarly, other research has shown that it is natural for employees without job security to be dissatisfied with their jobs, and that this has a direct impact on their work motivation. It has been. They have reduced creativity and problem-solving abilities, which negatively impacts employee performance within organizations (Probst, Stewart, Gruys, Tierney, 2007). Performance appraisal system is not only an important tool of human resource management for developing employees, but also used by various companies to reward employees in the form of bonuses, promotions, salary increases, etc. This helps motivate employees to improve their performance and, in the future, performance appraisals to reward employees will also be used in various motivation theories such as reinforcement theory. (Tariya and Berim, 2010). Simply put, to motivate your employees, you need to evaluate them based on their performance and provide benefits accordingly. Perhaps the key to ensuring good employee performance lies in providing the right working environment. Such an environment typically includes fair treatment, provision of support, and effective communication and collaboration. According to Maley (2013), these are exactly the qualities that an effective performance appraisal system produces. Although the focus has been on performance appraisal as a motivational tool, research in this area strongly suggests that performance appraisal systems can be used to increase motivation (Chen & Eldridge, 2010; Appelbaum et al., 2011). However, the relationship between performance appraisal and employee motivation is often studied using traditional or general methods, which tends to obscure the relationship. For example, traditional performance appraisal usage has been criticized for rewarding "win-lose" outcomes rather than "win-win" outcomes where the system encourages supportive and collaborative behaviour. (Rowland & Hall, 2012).

Many employers have found that "happier" employees who are satisfied with their jobs tend to be more motivated and perform better at work. His 2015 study conducted by Professor Andrew J. Oswald from the University of Warwick found that happiness at work can increase productivity by at least 12%. Job satisfaction refers to an employee's satisfaction with general job characteristics and influences employee morale and motivation. It also refers to the level of satisfaction that arises from employees' job expectations and service conditions. employee satisfaction

2.5 Theory:

Some important theories related to employee motivation and how satisfaction of their job has impact on it include.

2.5.1 Maslow's hierarchy of needs theory

Abraham Maslow analysed that a person will be motivated when his needs which are part of life are met. The need starts from the below level basic needs and keeps moving up as a lower-level need is fulfilled. Below is the hierarchy of needs:

- Physiological: Physical survival needs like food, water, and shelter.
- Safety: Social and physical protection

- Social (belongingness and love): The need for association, affiliation, friendship, and so on.
- Self-esteem: The need for being respected and recognition.
- Self-actualization: The opportunity for personal development, learning, and challenging work. Self-actualization is the highest-level need to which a human being can aspire.

2.5.2 Motivator-Hygiene factors – Herzberg's motivation theory

Herzberg's hygiene factors vs. motivators workplace motivation theory It is one of the most empirical and convincing theories of motivation. This is the only theory of motivation that distinguishes between demotivating factors and true motivating factors. Introducing the concept of exercise and motivation. And it has produced more replications than any other study in the history of industrial and organizational psychologies.

2.5.3 Job characteristics model-theory – Hackman and Oldham

The job characteristics model, designed by Hackman and Oldham, this is based on the idea that the task itself is the key to employee motivation. Job enrichment and job rotation are two of his ways to make work more varied and rewarding and promote motivation in the workplace. It identifies five core work characteristics that influence three important psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of actual outcomes), which in turn influence work practices (skill diversity, task identity, task importance, autonomy, and feedback). Work outcomes (job satisfaction, absenteeism, work motivation, etc.). Five core job characteristics can be combined to create a job motivational potential score (MPS). This can be used as an indicator of the extent to which a job is likely to influence employee attitudes and behaviour.

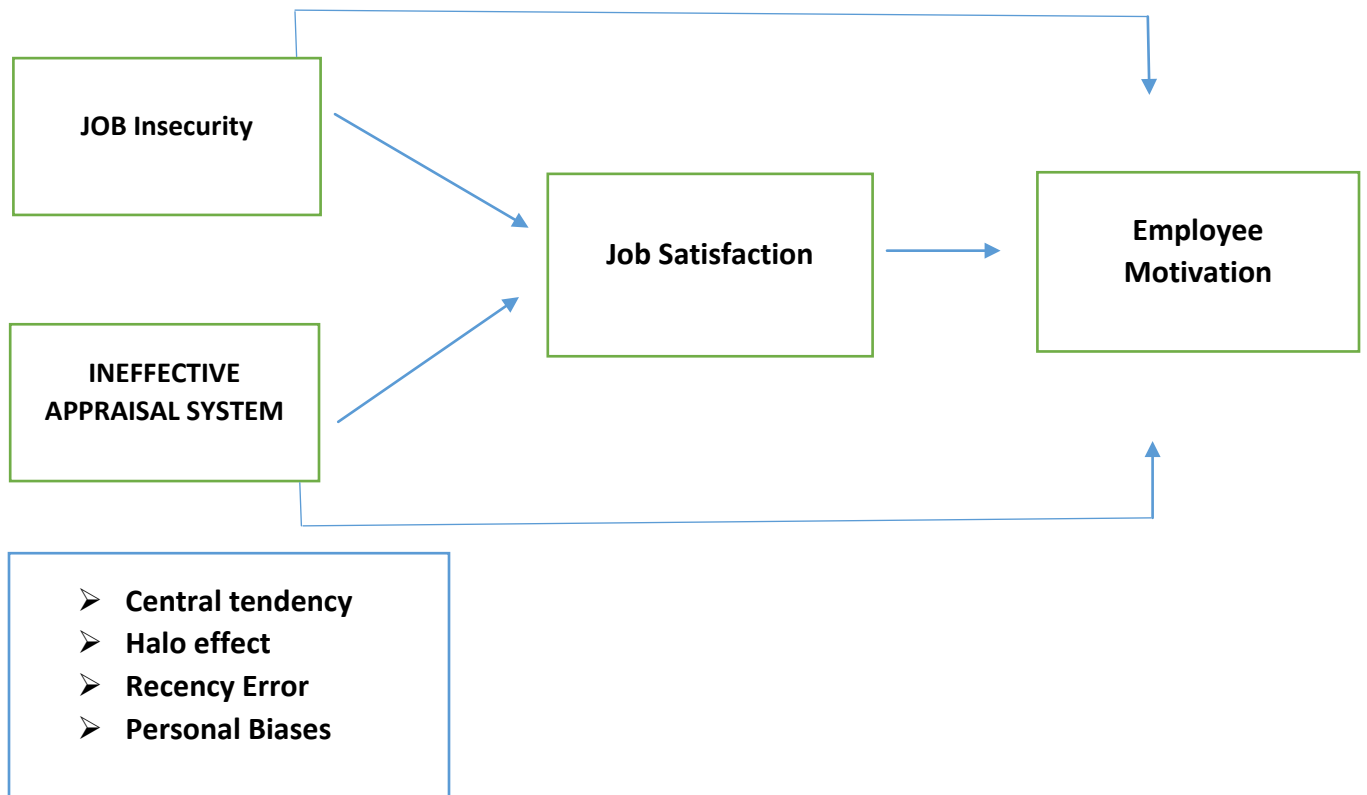
Hackman and Oldham's job characteristics motivation theory proposes that high workplace motivation is related to experiencing three psychological states whilst working:

- Meaningfulness of work
- Responsibility
- Knowledge of outcomes

2.5.4 Locke's Value Theory

This theory was developed by E.A. Locke. This theory states that job satisfaction occurs when an employee's work results match what he or she desires. Therefore, the higher the performance that employees value, the higher the employee satisfaction. The less they receive because of their evaluation, the less satisfied they will be. In other words, a discrepancy between the current job content and the employee's desired job content leads to job dissatisfaction. The greater the discrepancy, the greater the dissatisfaction with the job, and vice versa. This theory focuses management's attention on aspects of the job that cause dissatisfaction and changes them so that employees feel satisfied.

2.6 Theoretical Framework:



In this diagram, it is shown that there are two independent variables “Job Security” and “Ineffective Appraisal System” whereas Ineffective Appraisal system could have four possible errors Central tendency error, Halo effect, Recency error and Personal biases. The dependent variable is “Employee Motivation” and the “job Satisfaction” is mediating variable. Following are the hypothesis that came out of this study:

- ❖ **H1:** Job insecurity is negatively related to employee motivation in corporate sector of Pakistan.
- ❖ **H2:** Ineffective Appraisal System is negatively related employee motivation in corporate sector of Pakistan.
- ❖ **H3:** Job satisfaction mediates the relationship between Job insecurity, Ineffective appraisal system and employee motivation.

Chapter 3: Research Methodology

3.1 Research Design:

Research design of my study is Quantitative & it is cross-sectional in nature as sample is collected at one time from diverse group of employees and the relationships between variables are determined. In this study, deductive approach is used as the study is supported by the previous theories and research data. The hypothesis will be tested which were derived from the literature review.

3.2 Population:

In this study our main focal point is corporate sector of Pakistan so in corporate sector of Pakistan, The Securities and Exchange Commission of Pakistan (SECP) has registered 920 new companies.

Of the 920 companies 21 public unlisted companies, 840 private companies, and 37 single member companies. In addition, they also registered 11 foreign companies, 9 NGO's and 2 companies limited by guarantee. And the workforce in this sector is approx. 65000 including executives and non-executives' employees.

3.3 Sampling:

The sample should be illustration of the population to make sure that we can generalize the findings from the research sample to the population. So, we take 100 employees as sample size out of which 50 were from public sector and 50 were from private sector of Pakistan.

3.4 Sampling Technique:

. We have used Stratified random sampling technique in our study because the corporate sector was categorized as public and private sector.

3.5 Unit of Analysis:

Unit of study in this research were employees working in corporate sector of Pakistan including executives and non-executives also males and females.

3.6 Measures:

The questions included in the questionnaire were related to job insecurity and ineffective appraisal system like how job insecurity effect their performance and what errors they face in appraisal system and how these things put impact on their motivation and questions related to job satisfaction that how and when they feel satisfied to their jobs and its impact on their motivation. And most of questions were measured by 5-point Likert Scale with the responses ranges from 1-5 and some were their general opinions.

3.7 Data Collection:

Data was collected through questionnaires.

3.8 Data Analysis:

Data collected through the questionnaire will be analysed using google analysis.

3.9 Results and Findings:

The study reveals a significant negative correlation between job insecurity and employee motivation in the corporate sector of Pakistan. Especially in private sectoremployees were very unsatisfied experiencing higher levels of job insecurity tend to display lower levels of motivation, impacting their overall job performance and engagement. and results showed most of them were in age group of 30-45 because of their family's future was also on stake. And in public sector employees were more satisfied with their job security but were unsatisfied with appraisal systembecause in public sector promotions were mostly rely on recommendations rather that performance and its was playing a pivot role in demotivating them. Based on the findings, management should consider implementing strategies to reduce job insecurity, such as transparent communication and clear career development paths.

Chapter 4: Conclusion

4.1 Conclusion:

The overall result of this research is very beneficial as it helps the reader to understand the relationship and influence of job insecurities and ineffective appraisal systems on an employee's motivation. It also helped us to understand how job satisfaction mediates the relationship between Job insecurity, Ineffective appraisal system and employee motivation.

The research highly focused on job insecurities. Job insecurities are natural. Every employee is insecure regarding his job to some extent. Since the results of the questionnaires of our research proved that these insecurities negatively affect the motivation level of the employees thus it is essential to deal with it effectively. The less the employee will be job-insecure, the higher the motivation level will be and vice versa. The management should take care of their employees by giving specific training and knowledge so that the employees can learn new skills and gain experience from it. This surely helps the employee to recognize his worth in the corporation. This recognition of self-worth ultimately results in his motivation levels being boosted lowering his job insecurities. Furthermore, it will also help the employee to be satisfied with his job which will lower absenteeism and turn over intentions significantly.

This research also investigated the appraisal systems which are just as important in the industry as the employee himself. An industry with an effective appraisal system will help to achieve an environment of positive challenge and competition among the employees. With the acknowledgement of their respective strengths and weaknesses they are bound to be motivated to work on them while utilising their critical and creative skills to further increase their strengths and lower their weaknesses achieving a special worth in their working environment. This will ensure a highly motivated workforce with immense synergy that will ultimately increase the performance and efficiency output of the corporations.

This study also offers insight to corporate sector who seek to enhance and elevate job satisfaction among employees in public and private corporations. It allowed us to understand the significance of job satisfaction of an employee. One should not expect someone who is not satisfied with his job to provide any output. Only a satisfied employee can be motivated to do his work efficiently and not the other way around.

This research is sure to bring in to light the many problems that are being faced by the corporate businesses and provide an idea of how to effectively deal with them and solve them.

4.2 Limitations and Future Recommendations:

The first and foremost recommendation that this research suggests is that there is a dire requisite for the corporate businesses to build and implement significant strategies and procedures focusing on how to deal with job insecurities and ineffective appraisal systems to ensure the high levels of motivation and satisfaction among the employees. If these problems are not dealt with in the corporate industries by the management in a timely manner, then they can cause deep-rooted and long-lasting complications for the industry. Secondly, this study is not constrained to the corporate sector only, but it can be found to be useful in any service sectors of the country. And lastly, the corporate industries should take proper steps to ensure that the management is well informed and properly trained regarding these complications so that they can easily detect, diagnose, and rectify the reasons that caused the employee such complications. Such steps will surely help the employee to be highly motivated and satisfied with his job.

Due to the very narrow time limit the study it was not possible to add much more depth to the study and to also make it much more descriptive. Furthermore, it is highly likely that due to the emotions the respondent was feeling at the time of answering his questionnaire he became biased. Also, the lack of information regarding a variable could have altered the answer of the respondent.

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