

## PERFORMANCE APPRAISAL POLITICS AND EMPLOYEES' PERFORMANCE IN DISTINCTIVE ECONOMIES

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**Abstract:** The study is to investigate the relationship between performance appraisal politics and employee performance in Fire Fighter Services of Canada, Malaysia and Pakistan by considering updated literature review related to research problem. The semi-structured questionnaires were used to collect data from total 445 valid respondents (115 from each country) out of 750 sample size through purposive sampling technique. In this cross-sectional research we employed Partial Least Squares Structural Equation Modeling (PLS-SEM) for the data analysis. The results confirmed that performance appraisal politics has negatively influenced the employees' performances in all three distinctive economies. Through funnel approach, it was evident that higher politics is evident in Pakistan, which is the least developed country among three. However, the visible traces of performance appraisal politics are evident in Canada too. Moreover, the higher anxiety and depression leads to reduce working efficiency of operational level employees. The current study is the pioneer in examining the relationship between performance appraisal politics and employee performance in the context of contrasting economies; developed and emerging economies. The study framework is significant in empirically testing other public and private sectors to examine the variables of interest. The managerial implications are based on the present findings to improve the quality of performances.

**Keywords:** Performance appraisal politics, Employees' performance, Working efficiency, Depression, Anxiety

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### Introduction

The thousands of people from different parts of the country use these fire-fighting services, also known as Rescue Services. Alone in Pakistan, Fire Fighter Services from 2004 to 2017, has been handled over 1,719,542 road traffic crashes, 2,268,310 medical emergencies, 103,149 fire emergencies, 7,185 building collapses, 169,178 crime incidents, 9,239 drowning cases, 1,412 different types of explosions and 427,313

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miscellaneous incidents (Tribune, 2018). Ontario Professional Fire Fighters Association (OPEFA) at times deal with over 46,000 emergencies in 48 hours (McDonald, 2017). The study of Subramaniam, Ali and Shamsudin (2012) revealed that there is intense pressure on the Malaysian Emergency services and rescue teams respond time is 84 seconds. Although, it is better than many other fighting teams, but the rescue forces are not highly motivated to work in longer span. The Rescue services have important role in n community as a lifesaving institute and maintaining the seven-minute response time (McDonald, 2017; Sabir et al., 2014; Subramaniam et al., 2012). This high standard of job implementation that should be maintained by the fire fighters required them to have highly skilled and performed employees. Many factors being reported to influence employee's performance (e.g. Wang et al., 2013; Vandenabeele, 2009). One of the factor is organizational politics (Rahman et al., 2011) particularly in performance appraisal system. This performance appraisal politics that could influence the level of job performance should be managed and considered by the management of Fire-fighting Rescue services in order to sustain the overall organizational performance.

Over the last several years numerous scholars, such as Lawong et al. (2018) and Rosen et al. (2017) with different theoretical models have tried to examine the impact of organizational politics on employee turnover intention (TOI). However, still, the relation seems a puzzle whose parts don't seem to be fixed. The performance appraisal politics construct is quite new, and becomes an emerging area of research among researchers (Hassan et al., 2017). The performance appraisal system of any organization is a process designed to encourage and reward the true performer (Rosen et al., 2017). Though an unbiased and sound appraisal system helps the firm in bringing up true leaders, most of the time in many organizations it is manipulated politically. The politically maneuvered appraisal systems not only affect employs performance but also instigate their performance by lowering their commitment to the organization (Rosen et al., 2017). The investigation of employee attitude and behavior has become an important topic in the context of management and organizational behavior such as employee's performance behavior (Moen et al., 2017). In other words, the area of management is highly concerned about the performance and behaviour of employees while little is known about the impact of performance appraisal politics.

Fire-fighting services is one of the paramount humanitarian emergency service providers in all three countries with a vast network disseminated in multiple zones having more than 100 million of the population. In Malaysia, the respond time for these employees is 84 seconds (Subramaniam et al., 2012), which is the best among all three considered economies. However, in Pakistan, these fire-fighters have significant role in the community by being involved in operations at an approximate of 9 hours

daily (Sabir et al., 2014), and it becomes a crucial responsibility of the management to ensure that employees' performances remain at top (Grabara et al., 2016). Similarly, the survey poll of Ontario Professional Fire Fighters Association (OPFFA) revealed that 88% of the workforce want the management to allow them to display their skills and need the fair appreciation for their efforts (McDonald, 2017). In regards of performance appraisal among these employees become important as they want to be treated well and fairly by their employers (Javed and Tariq, 2015). These employees tend to be are more committed, supported, effective and efficient in performing their tasks (Javed and Tariq, 2015), which subsequently enhance their employees' performance. Nevertheless, there is no conclusive evidence of comparative analysis to investigate the research problem. Additionally, the three distinctive economies considered in this study has one common feature that the organisational politics is evident in the Rescue services, irrespective of the type of economy. Hence, the present study aims to investigates the performance appraisal politics towards employees' performance in the Fire-fighting Services.

### **Literature Review**

The politics in performance appraisal defined as thoughtful attempts taken by individuals in order to achieve personal objectives of their political interests by exercising the highest possible courses of actions (Tziner et al., 1996). The appraisal system which can be manipulated through political maneuvering to satisfy vested self-interest and discourage justice is termed as politicised appraisal system (Tziner et al., 1996). Actually, the politics in appeals system is carried out by top management with the intention to promote their favorite people and they do so by fudge the appraisals scores or ratings (Chaudhry et al., 2016). For example, a manager may inflate ratings to gain employee goodwill or avoid conflicts over lower performance ratings and secondly high-performance rating used to give the maximum pay raised and promotions as well (Ahmad et al., 2010). Manager can reduce unethical behaviour among employees, and has a direct influence on the job satisfaction of employees who report directly, and have an indirect effect on job satisfaction as they help create a more ethical work environment (Szczepańska-Woszczyzna et al., 2015; Szczepańska-Woszczyzna, 2015). Given the prevalent nature of politics in performance appraisal processes, it is important to examine its impact on employees' attitudes and behaviors. Furthermore, when employees feel unfairly treated, they are likely to react by initially changing their job attitudes, followed in the longer term by responses that are more reactive such as intention to quit or vacating (Vigoda, 2000). Additionally, past studies found that performance appraisal politics is significantly related to employee performance (Poon, 2004).

The process of evaluating the performance, such as performance appraisals is one of the most important issues due to its positive influence on the development of the human capital resulting in higher performance. It also increases the motivation and job satisfaction, and neglecting those aspects would lead to negative effects which may increase voluntary turnover rate (Rubel and Kee, 2015). Furthermore, according to Al-Shuaibi et al., (2013) performance appraisal is a vital tool for organization, as through performance appraisal, employer would recognised the lacking skills among employees and further will plan a specific training and development activities for them. It also helps the organization in identifying the high achievers and distinguishing them from one other for the basis of a proper reward system which ultimately enhancing their commitment and reducing the turnover rate. Designing and implementation of the proper system of employee appraisal is increasingly the subject of non-material investments of enterprises. Their social dimension is expressed in creating an organizational culture in the company, in motivation system, development and improvement of staff, identification and integration of employees with managers (Rebilas, 2014)

Furthermore, improved services enable the country to have sustainable operations and economic growth. According to Katina et al., (2018) "sustainable economic development might serve as a tool for fostering the country's prosperity and helping it to overcome various threats that might stem from its geolocation, economic situation, natural resources, as well as many other internal and external factors that all play their decisive roles". One cannot also neglect here such aspects such as mobbing and harassment (Vveinhardt and Sroka, 2017) and nepotism and favouritism in the place of work (Sroka and Vveinhardt, 2017, 2018). Those issues play also an important role in sustaining a sustainable development of the country.

Patel, Messersmith, and Lepak (2013) defined employee performance as the given duties that should be performed effectively and efficiently. Employees who performed in their given duties could help organization to foster in their goal attainment. In regards of performance appraisal politics, past studies suggested that some forms of politics can affect the employee performance (Salimäki and Jämsén, 2010). In the other study, employee perceived that their performance was not appraising fairly, which is affecting their expectation to career development (Nurse, 2005). Additionally, performance appraisal politics and employee job satisfaction were also examined and the study found that when employee performance rating to be manipulated because of appraiser personal conflict and intention to punish others to reduce employee job satisfaction (Poon, 2004), which is directly related to employee performance (Biswas and Varma, 2011). Similarly, there are traces from the literature that anxiety and depression is higher among the employees facing organisational politics (Cicei, 2012; Haque and Aston, 2016; Haque et al., 2017; Haque et al., 2018; Kumasey et al., 2014).

Moreover, these studies to some extent confirmed that the working efficiency of workers reduce due to depression.

Based on literature review, the study proposed the following hypotheses.

*H<sub>1</sub>: The higher the performance appraisal politics leads to the lower the employees' performance.*

*H<sub>2</sub>: The higher performance appraisal politics creates anxiety and depression among workers.*

*H<sub>3</sub>: The Higher anxiety and depression leads to reduce working efficiency of the employees.*

## **Research Methodology**

### Population, Sample Size, and Respondent

This cross-sectional research study is conducted in the context of contrasting economies by specifically including Canada, Malaysia and Pakistan. On the scale of most developed to least developed scale, we considered these three countries based on their Human Development Index (HDI) and found that Canada is at one extreme (most developed) and Pakistan at other extreme (least developed) while Malaysia lies in the mid of both as (moderately developed). We targeted the Central zones in all three countries by focusing on the region having higher use of Fire-fighting services. In this study, we used cross-sectional design because the data was collected in one interval of time within three months. Although, there were variations in three countries regarding the sample size but using purposive sampling technique, we opted for equal representation. Thus, for the purpose of consistency, we targeted 250 sample in central region in all three countries and ensured that at least 40% is the response rate. Later, we decided upon drawing 115 respondent from central zone of each country. Thus, for this purpose, we opted for purposive sampling. In this regard, the strategy of Haque, Aston and Kozlovski (2018) was adopted to avoid personal bias and have fair representation of the respondents. Lastly, the validity and reliability were ensured through following the strategy of Faizan et al., (2018). As a result, we have had total 445 respondents (115 from each country). Since, the total combined rate is 46% from the considered sample framework, therefore, this is acceptable and enough to draw a logical conclusion. Moreover, the simple random sampling technique adopted and made the respondent selection to use the Microsoft Excel 2016 (RAND) function (Saunders and Lewis, 2015).

### Measures of Variables

For performance appraisal politics questionnaire of the study containing a seven-point Likert scale (Choi and Eboch, 1998). The scale of the variables adapted from past literature by considering 15 items from the questionnaire developed by Poon (2004) while 9 items related to employees' performance were considered from the scale of

Rodwell et al., (1998). Some of the questions related to appraisal politics include; “Avoid ratings that have negative consequences for employees”, “Inflate ratings to maximize rewards to employees” “Avoid low ratings to avoid written record of poor performance”, “Give equivalent ratings to avoid resentment and rivalries”, and “Give inflated ratings to avoid uncomfortable confrontation”. On the other hand, the item for employees’ performance included questions such as; “My work is always of high quality”, “I am proud of my work performance”, “I set very high standards for my work” and “It is my right to use all my sick leave allowance”. In addition to that, the 6 items were considered from the scale of Haque and Aston (2016) regarding anxiety, depression and working efficiency. These questions include; “I feel demotivated at times due to my health”, “My working efficiency reduce when my mood is off”, and “no proper appreciation depress me”.

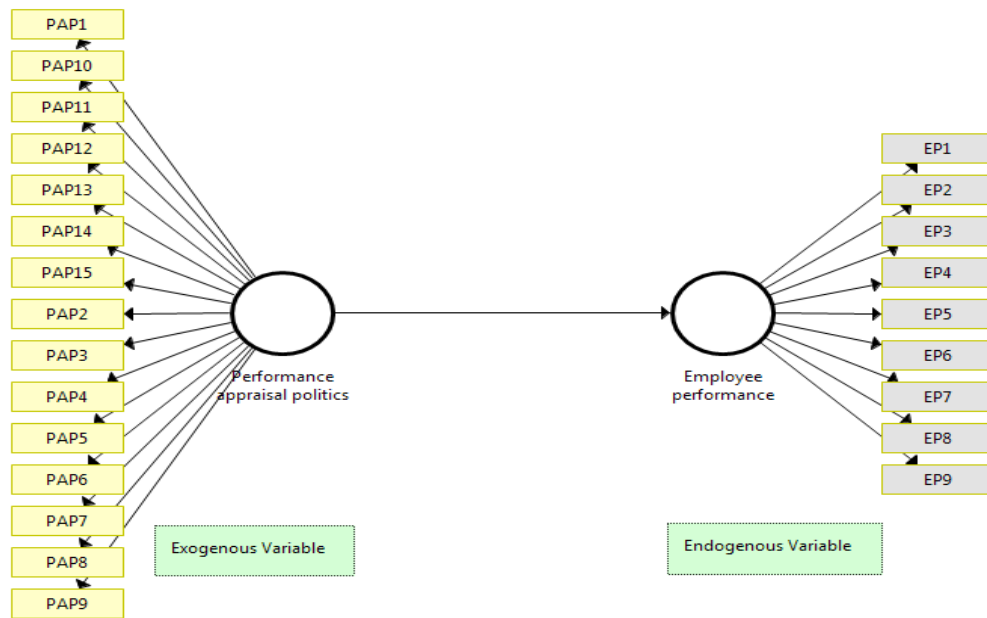


Figure 1. Theoretical framework

### Results, Data Analysis and Discussion

Smart-PLS statistical software is used for structural equation modeling (SEM) assessment (Ringle et al., 2015). The smart PLS-3 gaining popularity day by day due to its model parsimony and many studies used this software for accurate results in the context of Pakistan as well (Imran et al., 2017; Imran et al., 2018a; Imran et al.,

2018b). The performance appraisal politics is taken independent reflective first order construct. The endogenous variable employee performance treated as first order reflective construct.

Measurement Model Validation

Based on PLS (SEM), the assessment of measurement model has been analyzed properly by using Smart-PLS 3.2.7 (Ringle et al., 2015). To conclude the measurement model discriminant validity, reliability and convergent validity of the measurement of constructs was observed and keenly examined. The individual items reliability was examined through their loading and all items were reported as greater than 0.70 loading in all three countries context. Further, constructs reliability was examined through Cronbach alpha, composite reliability (CR), and average variance extracted (AVE). Table (1) shows all results of CR, AVE and Cronbach alpha, their values are higher than thresh hold values, such as Cronbach alpha (.070), CR (0.70) and AVE (0.50) in three countries context (Hair et al., 2014, 2016). The findings result, Furthermore, the figure 1 is also presents the constructs AVE and items loading values.

**Table 1. Finding of the measurement model (first order, reflective)**

	Pakistan			Malaysia			Canada		
	$\alpha$	CR	AVE	$\alpha$	CR	AVE	A	CR	AVE
Employee performance	0.932	0.945	0.709	0.901	0.920	0.591	0.957	0.964	0.750
Performance appraisal politics	0.943	0.95	0.596	0.845	0.883	0.520	0.951	0.958	0.675

Moreover, discriminant validity was analyzed to determine the model external consistency, based on the Fornell-Larcker Criterion and cross loading. According to Fornell and Larcker (1981) that AVE of the latent variable should be higher than the squared correlations between the latent variables. Thereby confirming the discriminant validity and the result can be seen in the table 2.

**Table 2. Discriminant Validity (Fornell-Larcker criterion)**

Constructs	Employee performance	Performance appraisal politics
<b>Pakistan</b>		
Employee performance	<b>0.842</b>	
Performance appraisal politics	0.708	<b>0.772</b>
<b>Malaysia</b>		
Employee performance	<b>0.769</b>	

Performance appraisal politics	0.576	<b>0.721</b>
<b>Canada</b>		
Employee performance	<b>0.866</b>	
Performance appraisal politics	0.704	<b>0.822</b>

In respect of cross loading, Chin (1998) stated that each indicator loading should be greater than all its cross-loadings. Otherwise, “the measure in question is unable to discriminate as to whether it belongs to the construct it was intended to measure or to another (i.e., discriminant validity problem)”. However, achieve the cross loading and results can be seen in Table 3.

**Table 3. Cross loading**

Pakistan			Malaysia			Canada		
Items Labelling	EP	PAP	Items Labelling	EP	PAP	Items Labelling	EP	PAP
EP2	<b>0.859</b>	0.596	EP2	<b>0.828</b>	0.482	EP1	<b>0.702</b>	0.47
EP3	<b>0.823</b>	0.544	EP3	<b>0.804</b>	0.492	EP2	<b>0.907</b>	0.681
EP5	<b>0.881</b>	0.618	EP4	<b>0.738</b>	0.493	EP3	<b>0.877</b>	0.572
EP6	<b>0.845</b>	0.583	EP5	<b>0.763</b>	0.391	EP4	<b>0.718</b>	0.501
EP7	<b>0.836</b>	0.659	EP6	<b>0.806</b>	0.534	EP5	<b>0.928</b>	0.666
EP8	<b>0.829</b>	0.585	EP7	<b>0.758</b>	0.354	EP6	<b>0.887</b>	0.563
EP9	<b>0.821</b>	0.578	EP8	<b>0.754</b>	0.411	EP7	<b>0.927</b>	0.674
PAP1	0.642	<b>0.818</b>	EP9	<b>0.694</b>	0.297	EP8	<b>0.894</b>	0.669
PAP10	0.593	<b>0.830</b>	PAP2	0.457	<b>0.743</b>	EP9	<b>0.921</b>	0.644
PAP11	0.43	<b>0.781</b>	PAP3	0.426	<b>0.647</b>	PAP1	0.886	<b>0.687</b>
PAP12	0.517	<b>0.816</b>	PAP4	0.418	<b>0.787</b>	PAP10	0.522	<b>0.879</b>
PAP13	0.501	<b>0.708</b>	PAP5	0.469	<b>0.809</b>	PAP11	0.502	<b>0.866</b>
PAP14	0.415	<b>0.596</b>	PAP6	0.416	<b>0.666</b>	PAP12	0.499	<b>0.877</b>
PAP15	0.568	<b>0.762</b>	PAP7	0.362	<b>0.697</b>	PAP13	0.551	<b>0.902</b>
PAP2	0.673	<b>0.808</b>	PAP8	0.324	<b>0.684</b>	PAP14	0.599	<b>0.687</b>
PAP3	0.486	<b>0.724</b>				PAP15	0.522	<b>0.603</b>
PAP4	0.551	<b>0.798</b>				PAP6	0.384	<b>0.835</b>
PAP5	0.494	<b>0.701</b>				PAP7	0.495	<b>0.872</b>



PAP6	0.567	<b>0.829</b>				PAP8	0.477	<b>0.86</b>
PAP9	0.572	<b>0.822</b>						
Note: EP (employee performance), PAP (performance appraisal politics)								

The table above revealed that the items have acceptable discriminant validity as most of the items scored above 0.7, which is acceptable in social science researches (Gaskin and Harpell, 2014). Since, the major variables of research is employees' performance (EP) and performance appraisal politics (PAP). Thus, in cross-loading, we ensured that the exploratory factor analysis yield the results, which is acceptable in terms of validity aspect.

### Structural Model Assessment

After the assessment of the measurement model, the structural model was assessed to draw the conclusion. The structural model evaluated by the path coefficient.

#### Relationship Assessment between Performance Appraisal Politics and Employee Performance

The bootstrapping method was performed (with 5000 sub-sampling for 500 responses) to determine the beta and t-values and outcome of data analysis can be seen in the table 4. The decision was made on the base of t-value, which should be greater than the threshold value of 1.96 at significance level .05.

**Table 4. Findings of structural model**

Hypothesis	<i>B</i>	SD	T Value	Decision	<i>f</i> <sup>2</sup>	<i>R</i> <sup>2</sup>
<b>Pakistan</b>						
Performance appraisal politics → Employee performance	-0.708	0.071	9.911	0.000	0.501	0.502
<b>Malaysia</b>						
Performance appraisal politics → Employee performance	-0.576	0.096	6.016	0.000	0.496	0.325
<b>Canada</b>						
Performance appraisal politics → Employee performance	-0.704	0.048	14.562	0.000	0.404	0.496
*** <i>p</i> <0.1, ** <i>p</i> <0.05, ns= nonsignificant ( <i>p</i> >.05) (Two Tail)						

The results of the study show the negative significant relationship between performance appraisal politics and employee performance. Hence, we fail to reject hypothesis 1. In other words, higher performance appraisal politics leads to negatively affect the employees' performance in all three countries.

**Table 5. Findings of structural model**

Hypothesis	B	SD	T Value	Decision	f <sup>2</sup>	R <sup>2</sup>
<b>Pakistan</b>						
Performance appraisal politics → Anxiety and Depression	-0.513	0.042	11.21	0.000	0.502	0.512
<b>Malaysia</b>						
Performance appraisal politics → Anxiety and Depression	-0.412	0.074	8.126	0.000	0.464	0.331
<b>Canada</b>						
Performance appraisal politics → Anxiety and Depression	-0.847	0.082	6.266	0.000	0.422	0.493
***p<0.1, **p<0.05, ns= nonsignificant (p>.05) (Two Tail)						

The results confirmed that the performance appraisal politics create anxiety and depression. Thus, we fail to reject hypothesis 2. In other words, the anxiety and depression are evident among the employees in three countries due to higher performance appraisal politics.

**Table 6. Findings of structural model**

Hypothesis	B	SD	T Value	Decision	f <sup>2</sup>	R <sup>2</sup>
<b>Pakistan</b>						
Higher Anxiety and Depression -> Working Efficiency	-0.526	0.037	6.03	0.000	0.504	0.507
<b>Malaysia</b>						
Higher Anxiety and Depression -> Working Efficiency	-0.427	0.091	9.761	0.000	0.471	0.356
<b>Canada</b>						
Higher Anxiety and Depression -> Working Efficiency	-0.712	0.065	8.321	0.000	0.401	0.411
***p<0.1, **p<0.05, ns= nonsignificant (p>.05) (Two Tail)						

The results confirmed that the anxiety and depression adversely affect the working efficiency of employees. Thus, we fail to reject hypothesis 3. In other words, employees' working efficiency reduces due to the existing anxiety and depression. Furthermore, the coefficient of determination ( $R^2$ ), effect size ( $f^2$ ) and cross-validated redundancy ( $Q^2$ ) criteria used to validate the structural model of the study as well. However, the coefficient of determination ( $R^2$ ) is a major part of a structural model

assessment. The  $R^2$  is a measure of model's predictive accuracy and the value of  $R^2$  consider as 0.25 (weak), 0.50 (moderate), and 0.70 (strong) respectively (Hair et al., 2014, 2016). In our case, ( $R^2$ ) bring moderate variation in Pakistan and Canada (0.502 and 0.492) while weak in Malaysia (0.332), the PAP explained 50% to employee performance in Pakistan and Canada while 32% in Malaysia (Table 4). Moreover, the effect size is explained as the exogenous variable contribution into endogenous variable  $R^2$  values. The values of  $f^2$  are considered as small (0.02), medium (0.15) and large (0.35) respectively (Cohen et al., 2013). The current study found the effect size of PAP in Pakistan ( $f^2 = 0.501$ ), Malaysia ( $f^2 = 0.496$ ), and Canada ( $f^2 = 0.404$ ) are large (Table-4). However, considering other two aspects; anxiety and depression as well as working efficiency, the impact is moderate with large size effect (Table 5 and 6).

The present study found the negative influence performance appraisal politics in Pakistan ( $\beta=-0.708$ ,  $t=9.911$ ); Malaysia ( $\beta=-0.576$ ,  $t=6.016$ ); and Canada ( $\beta=-0.704$ ,  $t=14.562$ ) on employee performance. In other words, high performance appraisal politics is decreasing expected employee performance. Thus, low employee performance will affect the overall institute performance as well. The current study results consistent with past studies (Bodla and Danish, 2009; Vigoda-Gadot, 2007). Additionally, the results showed that the performance appraisal politics, which is a type of organisational politics is evident in all three countries; In Pakistan ( $\beta=-0.513$ ,  $t= 11.21$ ), Malaysia ( $\beta=-0.412$ ,  $t=8.126$ ) and ( $\beta=-0.847$ ,  $t=6.266$ ). Hence, this study to some extent support the work of Cicei (2012) and Kumasey et al. (2014). Furthermore, considering the anxiety and depression in relation to working efficiency is evident that in Pakistan ( $\beta=-0.526$ ,  $t=6.03$ ), Malaysia ( $\beta=-0.427$ ,  $t=9.761$ ), and Canada ( $\beta=-0.712$ ,  $t=8.321$ ). Hence, in this regard, current finding supports the work of Haque and Aston (2016), Haque et al., (2017) and Haque et al. (2018). Thus, this proven that higher employee performance appraisal politics will leads to lower employee performance, which is not good for any institute. Therefore, the management of Fire-fighting services should take the serious step regarding performance appraisal politics to control the positive employee performance. Moreover, the employees of Rescue teams should understand the performance appraisal procedure and react according to their performance and deserve rights. According to Rodwell et al. (1998) that there are many factors affecting the employee performance, one of the factors is performance appraisal politics. Thus, employee should also work on their performance and should control this kind of negative factors.

### Conclusion and Managerial Implications

The results of the study shown that negative significant relationship between performance appraisal politics and employee performance in Fire-fighting employees. In other words, the increase of performance appraisal politics will decrease the

employee performance in working in Rescue departments. The employee perception regarding performance appraisal politics is confirmed through this current study. The study findings are very important for management for the better understanding of the work environment and they can control the politics within the organisation as well as could increase the employee performance up to expectations. The higher Management of Fire-fighting Services should make sure transparent and merit-based performance appraisal of the employees. Furthermore, lower management team, such as supervisor should involve in decision making regarding employee performance, this strategy can enhance the understanding of employees regarding their performance appraisal is clear and fare, which will help to reduce the performance politics and will enhance the employee performance at accepted level. Furthermore, the higher management should communicate and define the organisational goals clearly among the employees. Lastly, management should educate employees about the political knowledge and activities that could help them to handle political actions against them.

The present study findings will be enhanced the understating among researchers, management and practitioners about performance appraisal politics and employee performance. More specially, the higher and lower management of Rescue services departments will control the performance appraisal politics. This study helps them to work on employee performance to control the performance appraisal politics. Furthermore, current study revealed that management of public department specially in all three considered economies should control the performance politics and make the fare and clear employee performance appraisal system. Besides this the study findings are beneficial for employees to understands the performance politics dynamics, which can help them to attain their rights. This kind of information will also help employees for having better understanding of their higher performance.

Future studies should be considered the third variable to clarify the relationship between performance appraisal politics and employee performance. In other words, future study should introduce the third variable, which can decrease the performance politics and can enhance the employee performance, such as moderating variable (i.e. employee's commitment). The present study's framework can be validated in other government and private organisations to get in depth generalize the results. This is a cross-sectional study; future study can adopt the longitudinal method.

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#### POLITYKI OCEN PRACOWNIKÓW I WYDAJNOŚĆ PRACOWNIKÓW W ZRÓŻNICOWANYCH GOSPODARKACH

**Streszczenie:** Badanie ma na celu analizę związku między polityką oceny wyników a wynikami pracowników w służbach straży pożarnej w Kanadzie, Malezji i Pakistanie, biorąc pod uwagę zaktualizowany przegląd literatury dotyczący problemu badawczego. Kwestionariusze, częściowo ustrukturyzowane, zostały wykorzystane do zebrania danych z łącznej liczby 445 ważnych respondentów (115 z każdego kraju) z 750 wielkości próby

poprzez celową technikę pobierania próbek. W tym przekrojowym badaniu do analizy danych wykorzystano modelowanie równania metodą najmniejszych kwadratów (PLS-SEM). Wyniki potwierdziły, że polityka oceny wyników negatywnie wpłynęła na wyniki pracowników we wszystkich trzech wyróżniających się krajach. Poprzez podejście lejkowe okazało się, że wyższa polityka jest widoczna w Pakistanie, który jest najsłabiej rozwiniętym krajem spośród trzech. Jednak widoczne ślady polityki oceny wyników są również widoczne w Kanadzie. Ponadto wyższy lęk i depresja prowadzi do zmniejszenia wydajności pracy pracowników na poziomie operacyjnym. Obecne badanie jest pionierem w badaniu związku między polityką oceny wyników a wynikami pracowników w kontekście kontrastujących gospodarek; rozwinięte i wschodzące gospodarki. Ramy badania są istotne w empirycznym testowaniu innych sektorów publicznych i prywatnych w celu zbadania zmiennych będących przedmiotem zainteresowania. Implikacje zarządcze opierają się na obecnych ustaleniach w celu poprawy jakości występów.

**Słowa kluczowe:** polityka oceny wyników, wydajność pracowników, efektywność pracy, depresja, lęk

#### 绩效评估政策和员工在不同经济体中的表现

**摘要:**本研究旨在通过考虑与研究问题相关的最新文献综述,研究加拿大,马来西亚和巴基斯坦消防员服务中绩效评估政策与员工绩效之间的关系。半结构化问卷用于通过有目的的抽样技术从750个样本量中的445个有效受访者(每个国家115个)中收集数据。在这个横截面研究中,我们采用偏最小二乘结构方程模型(PLS-SEM)进行数据分析。结果证实,绩效评估政治对这三个独特经济体的员工绩效产生了负面影响。通过漏斗方法,很明显巴基斯坦的政治更为明显,巴基斯坦是三个国家中最不发达国家。然而,在加拿大,表现评估政治的明显痕迹也很明显。此外,较高的焦虑和抑郁导致操作级员工的工作效率降低。目前的研究是在对比经济背景下检验绩效评估政治与员工绩效之间关系的先驱;发达和新兴经济体。该研究框架在经验测试其他公共和私营部门以检查感兴趣的变量方面具有重要意义。管理方面的影响是基于目前的调查结果,以提高表演质量。

**关键词:**绩效评估政治, 员工绩效, 工作效率, 抑郁, 焦虑