NHIJ
NHI Hospitality International Journal
Vol. 4, No. 1, 2026, pp. 23 – 41
https://journal.poltekpar-nhi.ac.id/index.php/nhij

e-ISSN: 2987-2693

Performance Appraisal and Employee Outcomes in Hospitality: The Roles of Fairness, Goal Clarity, and Feedback Quality

Mohammad Ruhual Amin[1*]
[1] University of Dhaka, Dhaka-1000, Bangladesh
*Email: [1]m.r.amin@du.ac.bd

Keywords
Employee productivity; Employee motivation; Performance appraisal fairness; Goal clarity; Feedback quality

Article History
Received on 04th July 2026
Accepted on 30th September 2026
Published on 21st October 2026

Cite this article
Amin, M. R. (2026). Performance Appraisal and Employee Outcomes in Hospitality: The Roles of Fairness, Goal Clarity, and Feedback Quality, *NHI Hospitality International Journal*, 4(1), 23-41. https://doi.org/10.34013/nhij.v4i1.2927

Copyright @Author

Publishing License
This work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Abstract

Purpose of the Study: The aim of this study is to investigate the relationships between performance appraisal fairness, goal clarity, feedback quality, and employee productivity and motivation in the context of the hospitality industry. In particular, the study examines how employees' perceptions of these three dimensions of their organisational performance appraisal process are associated with their productivity and motivation.

Design/Methodology: In this quantitative study, 245 usable responses were collected through a structured questionnaire containing 23 five-point Likert-scale items adapted from Colquitt (2001), Sawyer (1992), and Steelman et al. (2004). Respondents from 14 hotels in Dhaka were selected using convenience and judgmental sampling. Data were analysed using descriptive statistics, Cronbach's alpha, Harman's single-factor test, Pearson correlation and multiple regression analyses.

Findings: The findings indicate that performance appraisal fairness, goal clarity, and feedback quality are positively and significantly associated with employee productivity and motivation. The regression model explained 63.4% of the variance in employee productivity and motivation. Feedback quality emerged as the strongest predictor (β = .405), followed by goal clarity (β = .291) and performance appraisal fairness (β = .166).

Research Implications/Limitations: The findings of this study have implications for performance management, human resource management and organisational behaviour in the hospitality industry, particularly for improving appraisal procedures, clarifying performance goals, and providing constructive feedback. However, the study was limited to hotels in Dhaka and relied on non-probability sampling and self-reported cross-sectional data. Accordingly, generalisation is constrained, and causal relationships cannot be established.

Novelty/Originality of the Study: The theoretical contribution of this study is the integrated application of Equity Theory and Goal-Setting Theory to explain employee productivity and motivation in the hospitality industry. By considering appraisal fairness, goal clarity and feedback quality together, the study identifies their distinct predictive contributions among hotel employees in Bangladesh, extending the application of these theories to hotel performance appraisal.

INTRODUCTION

One of the important components of human resource management is performance appraisal. This is a formal mechanism through which organisations assess employee contribution, provide developmental feedback, and make informed decisions regarding compensation management and employees' career progression (DeNisi & Murphy, 2017). Performance appraisals are more important in the hospitality sector, as employees are a crucial element of service delivery in this sector and are generally located on the front line (Ayoun et al., 2022; Chand, 2010; Woods et al., 1998). Moreover, in the hospitality sector, employee behaviour has a direct influence on customer satisfaction which eventually impacts organisational performance (Chand, 2010; Tsaur & Lin, 2004). It is therefore crucial that performance appraisal systems are perceived as effective and fair to ensure that the working environment remains productive and employees remain motivated towards their work and organisations (Ayoun et al., 2022; Kuvaas, 2006; Selvarajan et al., 2018).

Fairness is a central issue in performance management studies. Fairness has two key domains: distributive and procedural justice. Distributive justice, on the one hand, refers to the perceived fairness of appraisal outcomes. Procedural justice, on the other hand, relates to the fairness of the appraisal process (Colquitt et al., 2001; Erdogan, 2002). When employees experience fairness and openness in their performance appraisals, they are

more likely to be motivated, engaged, and committed to fulfilling organisational targets (Kim & Rubianty, 2011; Kuvaas, 2006). In contrast, negative perceptions towards the organisational practice of fairness, such as discrimination or ambiguity in performance ratings, are likely to lead to disengagement, decreased productivity, and increased employee turnover intentions (Colquitt et al., 2001; Kuvaas, 2006; Nadiri & Tanova, 2010).

In addition, goal specificity and the nature of feedback play a major role in influencing employee motivation and performance. Well-defined, clearly articulated, properly communicated specific goals targeted for employees, which are aligned with organisational goals, provide employees with a clear purpose and direction, increase their engagement and work performance (Kang et al., 2020; Locke & Latham, 2002; Park & Choi, 2020). In a similar vein, constructive and timely feedback gives employees opportunities for learning and development, which reinforce their positive behaviours and support their development needs (Giamos et al., 2024; Kluger & DeNisi, 1996; Pichler et al., 2020). Feedback quality is also an important element of the performance appraisal process as it reinforces employee productivity and motivation (Pichler et al., 2020). This highlights the importance of open and effective communication between subordinates and supervisors for better organisational performance.

In the hospitality industry, employee motivation, dedication, and work behaviour are particularly important because they directly shape service quality and the guest experience (Chand, 2010; Tsaur & Lin, 2004). Therefore, the effectiveness of performance reviews is not limited to how employee performance is assessed in an organisation. Instead, it also depends on how employees perceive fairness, clarity, and feedback associated with their organisational appraisal process. Hotels function in a competitive and dynamic environment, where they are always in search of possible strategies to maximise employee output and minimise turnover, as both influence the quality of service provided and business performance (Ayoun et al., 2022; Woods et al., 1998).

Regardless of the established significance of performance appraisals, a gap exists between the way such systems are designed to operate and the way employees perceive and respond to them. In an organisation, when there is a lack of clear goals, constructive feedback is absent, and perceptions of unfairness are present; these factors can hinder positive employee and organisational changes. Although employee outcomes are linked with fairness, goal clarity, and feedback, more attention is needed to understand their relative contribution to employee motivation and productivity within hospitality settings (Ayoun et al., 2022; Golverdi et al., 2024; Lee, 2019). Recent evidence from hotel employees in Bangladesh and other developing-country contexts also highlights the relevance of organisational justice, appraisal practices, and developmental feedback for employee-related outcomes (Akter et al., 2024; Andoh et al., 2025; Yigrem et al., 2023).

Therefore, this study aims to examine these dimensions together to provide a clearer understanding of how performance appraisal practices can be better aligned with employee and organisational requirements. Taking the hospitality sector as the context, the particular focus of this study is to examine the relationships between employees' perceptions of the fairness of their organisational performance appraisal process, employee and organisational goal clarity, employee feedback quality, and their motivation and productivity. By examining these relationships, the study seeks to provide a clearer understanding of how positive employee outcomes are strongly associated with the organisational appraisal practices. The findings, in practice, have the potential to assist hospitality organisations in improving their performance appraisal practices while ensuring greater support designed for employee motivation, productivity, and service quality.

The aim of this study is to investigate the relationships between performance appraisal fairness, goal clarity, feedback quality, and employee productivity and motivation in the context of the hospitality industry. Furthermore, this study sets out the following specific objectives to address the aim:

To examine the relationship between perceived performance appraisal fairness and employee productivity and motivation in the hospitality industry.

To examine the relationship between goal clarity and self-reported productivity and motivation among hospitality employees.

To assess how feedback quality is associated with employee productivity and motivation in the hospitality industry.

LITERATURE REVIEW

Performance appraisal fairness and employee outcomes

Employees' perceptions of performance appraisal fairness are directly linked to employee motivation. Perceptions of fairness, including distributive and procedural justice, have significant effects on employees' motivation to work (Alkhyeli & Hazmilah, 2025; Colquitt et al., 2001; Erdogan, 2002). The sense of fairness in performance appraisal

is important in achieving high motivation in hospitality settings where both motivation and satisfaction are critical factors (Ayoun et al., 2022; Kim & Rubianty, 2011; Nadiri & Tanova, 2010; Selvarajan et al., 2018). The perception of fairness in terms of performance assessment, in turn, can result in an increase in the level of engagement and proactiveness among employees, which can contribute to increased productivity (Colquitt et al., 2001). On the other hand, elements that create perceptions of injustice, including grading biases or absence of transparency in appraisal criteria, have been established to lead to disengagement, lack of effort, and turnover (Erdogan, 2002; Nadiri & Tanova, 2010). Hence, managers in the hospitality sector need to ensure that performance appraisals are perceived as unbiased, reasonable, and meaningful to maintain a motivated workforce in their organisations.

The transparency that employees perceive in the performance appraisal process can influence their commitment level and their overall assessment of organisational fairness practices. When employees receive regular and open feedback during their performance review process, they feel valued and become committed to their work (Ayoun et al., 2022; Levy & Williams, 2004; Pichler, 2012). Previous studies have also highlighted the importance of clear articulation and communication of performance expectations of employees and the basis on which an organisation makes its employees' appraisal ratings (Kavanagh et al., 2007; Yigrem et al., 2023). When the process is transparent and employees are well informed about how they are being evaluated and when they feel that they are being assessed fairly, employees are more likely to demonstrate greater organisational commitment. These positive perceptions and stronger level of commitment then lead to improved organisational performance (Colquitt et al., 2001; Kavanagh et al., 2007). Evidence suggests that when reviews are participative and employees have an opportunity to provide input, there is greater confidence in the appraisal process, which in turn can strengthen their commitment to organisational goals (Kavanagh et al., 2007; Roberts & Reed, 1996). Participative appraisal systems, especially when combined with developmental feedback, have been shown to have a beneficial effect on motivation and job satisfaction among hospitality employees (Alkhyeli & Hazmilah, 2025; Ayoun et al., 2022; Kavanagh et al., 2007). Recent studies also highlight the relevance of organisational justice in hospitality settings, including its role in developing trust and employee service orientation (Akter et al., 2024; Wang et al., 2024).

Goal clarity and employee outcomes

An organisational performance appraisal procedure that establishes clear goals and when these goals are aligned with organisational objectives can contribute to higher self-reported productivity. Many scholars (Alkhyeli & Hazmilah, 2025; Lee, 2019; Locke & Latham, 2002) argue that employees are more likely to show higher productivity when they perceive that their individual goals are aligned with the overall organisational objectives. In addition, employees in the hospitality sector who experience goal-oriented appraisals with clearly defined performance expectations tend to show better performance outcomes (Kang et al., 2020; Roberts & Reed, 1996). When performance appraisals emphasise developing skills and future opportunities rather than focusing only on previous performance, they can encourage employees to contribute more effectively to organisational objectives and support both individual and organisational improved performance (Kuvaas, 2007; Lee, 2019; Park & Choi, 2020). In addition to the communication of what employees are expected to achieve, goal clarity plays a role in linking individual responsibilities with broader organisational objectives. In the hospitality sector, where service performance depends heavily on employees' understanding of expected standards, clearly defined and organisationally relevant goals can provide direction and reduce uncertainty about performance expectations (Kang et al., 2020; Park & Choi, 2020). Recent hotel research also suggests that clear job descriptions are particularly important for employees' in-role performance (Hai & Park, 2024).

Feedback quality and employee outcomes

Both the quality of feedback and the perceived justice of rewards have a key role to play in determining employee engagement and motivation. Employees can use feedback to identify their strengths and weaknesses. Besides, employees become more motivated and are more likely to improve their service performance when feedback is constructive and associated with performance goals (Ayoun et al., 2022; Pichler et al., 2020; Yigrem et al., 2023). Employees are likely to have higher job satisfaction and show improved performance when they perceive that organisational rewards are distributed fairly in accordance with their performance (Colquitt et al., 2001; Nadiri & Tanova, 2010). Employees perceive greater equity when they see that their performance evaluations are based on fair rewards. Consequently, this perceived fairness in the process further strengthens employee motivation and performance (Colquitt et al., 2001; Selvarajan et al., 2018). However, the effectiveness of feedback depends on how it is delivered and whether it directs employees towards task improvement rather than away from the task itself (Kluger & DeNisi, 1996).

In addition to reward fairness, the quality of feedback itself is important. High-quality and constructive feedback determines whether employees understand how their performance can be improved. When there is timely, specific, and constructive feedback available; employees enjoy the benefits of clearer direction, reinforce their desirable behaviours, and support the mechanism of continuous learning and development (Kluger & DeNisi,

1996; Pichler et al., 2020). As service quality in hospitality settings depends heavily on employee behaviour and interaction; constructive and effective feedback plays an important role in sustaining employee motivation and improving their work performance (Han et al., 2026). Recent research in hotel settings also shows that feedback can influence customer-service behaviour through feedback-based goal setting, while supervisor developmental feedback can support innovative work behaviour (Andoh et al., 2025; Menguc et al., 2024).

Theoretical framework

To explain how different dimensions of the performance appraisal process are associated with employee outcomes, this study draws on two interrelated theories: *Equity Theory* and *Goal-Setting Theory*. Equity Theory, through its underlying principles, explains how employees' perceptions of fairness influence their attitudes and behaviour. Goal-Setting Theory, on the other hand, through its components, explains how clear goals and performance feedback can shape employee motivation and performance (Colquitt et al., 2001; Locke & Latham, 2002). When key components of these two theories are integrated, as employed in this study, they help to design a theoretically supported framework that can examine the influence of performance appraisal fairness, goal clarity, and feedback quality on employee outcomes.

Equity Theory

Equity Theory, first proposed by Adams (1963), presumes that employees are motivated by perceptions of fairness, particularly their assessment with regard to the comparison between their contributions and the outcomes they receive. Adams (1963) argued that when employees perceive inequity between their inputs, such as effort, time, and ability, and the outcomes, such as compensation, recognition, and career advancement, the result is lower motivation, job dissatisfaction, and disengagement (Adams, 1963; Colquitt et al., 2001). On the other hand, employees become more motivated, committed, and are likely to perform better and respond (with their effort, time, and ability) more positively to organisational goals when they perceive fairness (Colquitt et al., 2001; Selvarajan et al., 2018).

The fairness perspective can be understood through distributive and procedural justice within the context of performance appraisal. Distributive justice refers to the fairness of outcomes such as promotions, salary raises, and awards resulting from performance appraisals (Alkhyeli & Hazmilah, 2025; Colquitt et al., 2001; Erdogan, 2002). Procedural justice, on the other hand, refers to the fairness of the procedures and processes followed in performance appraisals, including transparency, consistency, and allowing employees to give their feedback before decisions are made (Erdogan, 2002; Jawahar, 2007; Kavanagh et al., 2007).

Therefore, Equity Theory helps to explain why employees who perceive the appraisal process and its outcomes as fair are more likely to remain motivated and committed. On the other hand, employee perceptions of unfairness contribute to dissatisfaction, disengagement, or turnover (Colquitt et al., 2001; Nadiri & Tanova, 2010). Therefore, in the hospitality sector, Equity Theory provides a useful basis for understanding how employees' perceptions of fairness in the appraisal process are associated with their motivation and productivity (Ayoun et al., 2022; Nadiri & Tanova, 2010).

Goal-Setting Theory

The importance of setting specific, challenging but achievable goals for improving employee performance is a key focus of the goal-setting theory. Locke and Latham (2002) argue that clearly defined goals for organisational employees lead to higher performance because employees receive specific directions for their work and generally become more motivated to focus their efforts on that particular direction. Furthermore, the theory acknowledges the importance of feedback, where it stresses that useful feedback on employees' progress towards these goals is important for improving both employee and organisational performance.

In the performance appraisal of the hospitality sector, the Goal-Setting Theory is particularly relevant, because it provides greater insight into how goal clarity and feedback can influence employee motivation and performance. For example, goal clarity explains the extent to which performance goals are clearly defined and tied to the broader goals of the organisation. Clear, specific goals direct employees and help them focus their efforts towards achieving expected outcomes (Locke & Latham, 2002; Park & Choi, 2020). By providing employees with timely information about their progress, areas for improvement, and the expected behaviours, feedback, on the other hand, helps employees to achieve performance goals (Park & Choi, 2020; Pichler et al., 2020). Employees who are given constructive feedback and who perceive their goals as achievable are more likely to be committed and increase their work effort (Locke & Latham, 2002; Roberts & Reed, 1996). Hence, goal clarity and feedback operate as complementary elements of the appraisal process. Goals provide direction, while feedback allows employees to assess their progress and adjust their performance accordingly. Therefore, in the hospitality sector, Goal-Setting Theory provides a useful basis for gaining greater understanding of how clear performance

objectives and constructive feedback within the appraisal process are associated with employee motivation and productivity.

Integration of Equity Theory and Goal-Setting Theory

Together, the Equity Theory and Goal-Setting Theory provide a complementary analytical framework for understanding how performance appraisals are associated with employee outcomes. Equity Theory focuses on fairness in the appraisal process and outcomes. Goal-Setting Theory focuses on how clear and specific goals, together with performance feedback, guide employee motivation and performance. Therefore, by integrating these two theories, the current study considers three key dimensions of performance appraisal: performance appraisal fairness, goal clarity, and feedback quality. Firstly, from the perspective of distributive and procedural justice, perceived fairness stresses that, when employees perceive the performance appraisal process and its outcomes as fair, they are more likely to remain motivated and productive (Colquitt et al., 2001; Erdogan, 2002; Selvarajan et al., 2018). Secondly, specific and attainable objectives emphasise that when clear and well-defined performance goals are aligned with broader organisational goals, they generally provide employees with specific guidelines and direction and encourage them towards greater motivation and work performance (Locke & Latham, 2002; Park & Choi, 2020). Finally, with regard to Feedback Quality, constructive and timely feedback enables employees to understand their progress and areas for improvement. Therefore, the feedback supports continued employee motivation and performance (Pichler et al., 2020; Roberts & Reed, 1996).

This integrated view is also consistent with broader performance-management research. Lee (2019), for example, considered goal-clarifying intervention, appraisal fairness, and feedback satisfaction within the same performance-management framework. Lee's (2019) work demonstrates that the motivational implications of performance management depend partly on employees' perceptions of appraisal fairness and feedback (Lee, 2019). Similarly, appraisal quality characterised by clarity and openness has been associated with different dimensions of employee performance (Babar et al., 2022).

In summary, the combination of Equity Theory and Goal-Setting Theory suggests that employees' responses to their organisational performance appraisal are not merely associated with their perception of fairness about the appraisal process. They also depend on whether performance expectations are clearly articulated and communicated and useful and constructive feedback is provided (Lee, 2019). This integration provides the theoretical basis for examining appraisal fairness, goal clarity, and feedback quality with regard to employee productivity and motivation.

Conceptual model and hypotheses development

The proposed conceptual model (see Figure 1) integrates the main concepts of Equity Theory and Goal-Setting Theory and proposes that performance appraisal fairness, goal clarity, and feedback quality are positively associated with employee productivity and motivation. Based on Equity Theory, employees who perceive the performance appraisal process as fair are more likely to respond positively in terms of their motivation and work performance. Fairness in appraisal reflects both distributive and procedural justice, including the fairness of appraisal outcomes and the procedures through which such outcomes are determined (Ayoun et al., 2022; Erdogan, 2002; Kim & Rubianty, 2011; Selvarajan et al., 2018). Previous research also indicates that performance appraisal fairness is positively associated with employees' motivation to improve their performance (Selvarajan et al., 2018). In hotel operations, where employees are evaluated on service delivery, guest interaction, teamwork, and adherence to service standards, perceptions of fair appraisal procedures and outcomes may therefore be particularly important in shaping their motivation and work responses. Therefore, the following hypothesis is proposed:

H1: Perceived performance appraisal fairness has a positive relationship with employee productivity and motivation.

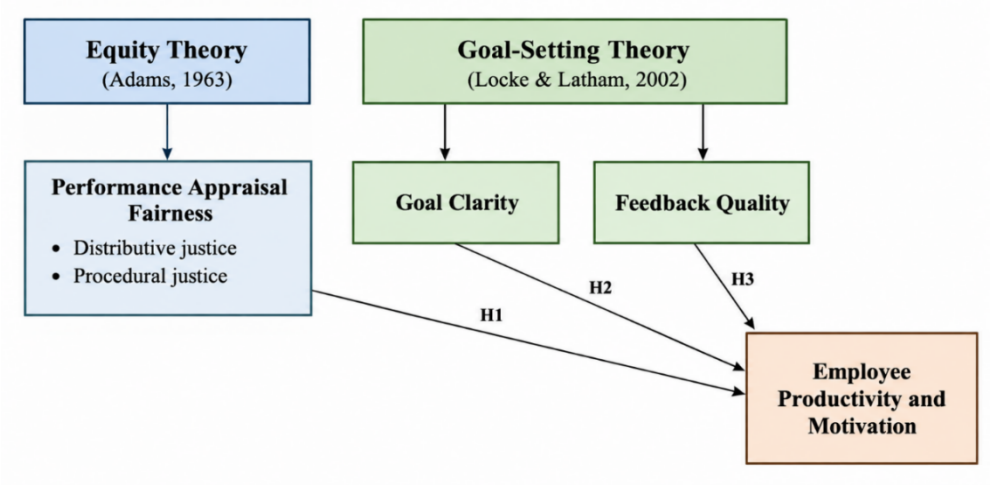


Figure 1: Conceptual model of the study

Goal-Setting Theory further suggests that clear and specific performance objectives provide employees with direction and help them concentrate their efforts towards expected outcomes (Locke & Latham, 2002). Empirical research also indicates that goal clarity is positively associated with individual performance and can play an important role in linking performance information with employee outcomes. When employees understand what is expected from them and how their individual goals relate to wider organisational goals, they are more likely to remain focused and productive (Park & Choi, 2020). This clarity is particularly relevant in hotel operations, where employees are required to perform coordinated service tasks within defined standards and departmental responsibilities. Therefore, this study proposed the following second hypothesis:

H2: Goal clarity has a positive relationship with employee productivity and motivation.

Feedback is also key to Goal-Setting Theory, as it enables employees to understand their progress towards established goals (both personal and organisational) and helps to identify areas that require improvement (Locke & Latham, 2002). Within performance appraisal, feedback can contribute to employees' appraisal reactions and subsequent performance-related responses (Pichler et al., 2020). Earlier appraisal research has also linked goal setting and feedback with favourable employee motivation and productivity outcomes (Roberts & Reed, 1996). Constructive and timely feedback can therefore support continued motivation and improved performance (Giamos et al., 2024; Han et al., 2026; Pichler et al., 2020). In hotel operations, such feedback can also help employees recognise service-performance gaps and adjust their behaviour in response to immediate operational and customer-service requirements. Accordingly:

H3: Feedback quality has a positive relationship with employee productivity and motivation.

Together, these hypotheses provide a direct link between the integrated theoretical framework and the conceptual model of the study. Figure 1 presents the proposed relationships among the three predictor variables (i.e., performance appraisal fairness, goal clarity, and feedback quality) and employee productivity and motivation.

METHODOLOGY

Research design

This study is deductive in nature and adopts a positivist philosophical stance to investigate the phenomena of interest (Park et al., 2020; Saunders et al., 2023). In this study, a quantitative research design was adopted to investigate the relationships between performance appraisal fairness, goal clarity, feedback quality, and employee productivity and motivation in the hospitality sector, with particular attention to hotel establishments in Dhaka city. The application of a quantitative approach allows the systematic and objective identification, collection, and analysis of numerical data and enables the identification of relationships among the study variables (Creswell, 2014; Malhotra, 2019). The study was conducted using a structured survey administered to employees working across different departments in hotel establishments.

Sampling procedure

The target population of this study was employees working in hotels in Dhaka, Bangladesh. To ensure greater representativeness, multiple types of hotels and employees across departments in a hotel, such as Front Office, Housekeeping, Food and Beverage, Culinary, Human Resource, Sales and Marketing, IT, Engineering, Finance, and Security, were considered for the study sample. Both convenience and judgmental sampling techniques were used in this study. Both of these sampling techniques are useful in situations where the researcher needs to sample a specified population with relevant experience or knowledge (Andrade, 2021; Malhotra, 2019). At the initial stage of the study, an initial set of 26 hotels was identified and preliminarily selected for the study. The hotels were selected using multiple characteristics present in the market, such as types (e.g., upscale, mid-scale), size (e.g., large, medium, small), geographic location (e.g., Dhaka North, Dhaka South), and ownership (e.g., private, chain). Afterwards, these selected 26 hotels were approached and invited with the help of their human resource management departments to participate in the study. Employees from 14 out of these 26 hotels finally participated in the study, and a total of 269 survey responses were collected during the three-week data collection period, where 245 were finally usable. To reduce the possibility of the sample being concentrated within a single type of hotel or functional area, the initial hotel selection considered variation in hotel type, size, geographic location, and ownership, while respondents were drawn from employees working across different hotel departments. These steps helped to broaden the organisational and functional coverage of the sample, although the use of non-probability sampling means that the possibility of sampling bias cannot be completely ruled out.

Furthermore, to ensure that the sample respondents had a necessary level of exposure to their organisational performance appraisal system, a minimum of one year of experience in their respective organisations and at least one previous exposure to performance appraisal were set as the minimum cut-off point. Hence, the sample consisted of employees who had worked in the organisation for a minimum of 1 year and had at least one previous exposure to performance appraisal to ensure that selected respondents were suitable to evaluate the fairness and effectiveness of the system. This was done to ensure that only employees who had experienced the appraisal process were incorporated in the study.

Survey instrument

The data were collected through a structured survey questionnaire. The survey instrument was developed using the principal constructs of performance appraisal fairness, goal clarity, feedback quality, and employee productivity and motivation. In addition to the demographic and employment-related questions, the survey instrument covered 23 measurement items. These 23 measurement items were adapted from Colquitt's (2001), Sawyer's (1992), and Steelman et al.'s (2004) studies. A five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree) was used to collect the data for these 23 measurement items. The first part of the questionnaire was designed to collect demographic and employment-related information, e.g., years of experience. In the second part of the questionnaire, 6 items were included for performance appraisal fairness. These 6 items were used to assess employees' perceptions of distributive and procedural justice. The items covered questions linked to fairness, transparency, consistency, and participation in the appraisal process. Goal clarity and Feedback quality sections (i.e., third and fourth sections of the questionnaire) covered 5 items in each section. The items of the Goal clarity section were included to assess the extent to which employee goals were clearly defined, articulated, and communicated and to what extent these goals were aligned with organisational goals. Next, the Feedback quality section's items were designed to assess the timeliness, beneficial nature, and usefulness of employee feedback and its influence on employees' performance improvement. Finally, the employee productivity and motivation section covered 7 items, and was designed to assess employees' perceptions of how appraisal practices were associated with their motivation, engagement, and personal and organisational performance and development.

Data collection

The questionnaire was administered electronically and in person to employees with the assistance of the human resource departments of the selected hotels. The survey was conducted over a period of three weeks. Respondents participated voluntarily and were assured that their responses would remain confidential. A total of 269 responses were received from employees across different departments of 14 hotels in Dhaka City. Among these 269 questionnaires, in the first step of data cleaning and preparation, 7 questionnaires were excluded from the data set as the sample respondents did not comply with the inclusion criteria, i.e., one year of work experience and at least one previous exposure to performance appraisal. Afterwards, in the second stage of data cleaning and preparation, 17 incomplete questionnaires were excluded from the data set because of missing information. Therefore, the final data set comprised 245 responses.

Data analysis

In this study, various descriptive and inferential statistical tests were used to analyse the data. First, descriptive statistics were used to summarise respondents' demographic characteristics and to report the mean and standard deviation of the study constructs and variables. Reliability testing was conducted using Cronbach's alpha to assess the internal consistency of the measurement scales (Tavakol & Dennick, 2011). Pearson correlation analysis was used to examine the direction and strength of the relationships among performance appraisal fairness, goal clarity, feedback quality, and employee productivity and motivation (Schober et al., 2018). Multiple regression analysis was then employed to assess the relative predictive contribution of the key constructs (Schneider et al., 2010), i.e., performance appraisal fairness, goal clarity, and feedback quality, to employee productivity and motivation. Both correlation and regression analyses were conducted after testing their respective assumptions such as linearity, homoscedasticity, normal distribution of the standardised regression residuals, multicollinearity, and influential outliers. In addition, the possibility of common method bias was examined using Harman's single-factor test. All 23 measurement items were entered simultaneously into an unrotated principal component analysis. This helps to assess whether a single factor accounted for the majority of the variance. The study hypotheses (H1-H3) were tested using the findings of the correlation and regression analyses. All inferential statistical tests were conducted at a significance level of $p < 0.05$.

Ethical considerations

All survey responses were treated as confidential. Names or any other identifying information were not collected during the survey to ensure the respondents' anonymity. The survey was voluntary and no incentives were given. Employees were advised that they could withdraw from the survey without any adverse consequences. Each participant was informed about the purpose of the study through a participant information sheet and informed consent was obtained before they completed the questionnaire.

RESULTS

Profile of the respondents

The profile of the respondents is presented in Table 1. Among the respondents, 63.67% were male and 36.33% were female. In terms of age structure, the largest group of respondents was the 26–33 age group (37.14%), followed by the age group of 18–25 (30.21%). Together, respondents aged between 18–33 represented approximately 68% of the sample respondents. In contrast, respondent aged over 40 represented only approximately 15% of the sample respondents. In terms of work experience, a large proportion of the sample respondents (approximately 64%) had up to 5 years of work experience. On the other hand, only approximately 21% (n=51) of the sample respondents had at least 9 years of work experience in the hospitality industry. In the department category, the highest number of sample respondents (approximately 20%) were from sales and marketing departments, followed by food and beverage departments (14.29%). In addition, the culinary and food and beverage departments together represented approximately 25% of the sample respondents. Overall, the demographic profile indicates a relatively young workforce with limited work experience across different functional areas of the hotel.

Table 1: Demographic profile of respondents (N = 245)

Categories	Types	Frequency (N)	Percentage (%)
Gender	Male	156	63.67
	Female	89	36.33
Age	18-25	74	30.21
	26-33	91	37.14
	34-40	44	17.96
	41-50	27	11.02
	Over 50	9	3.67
Work Experience	1-2 years	81	33.06
	3-5 years	76	31.02
	6-8 years	37	15.10
	9-10 years	29	11.84
	Above 10 years	22	8.98
Department	Sales & Mktg.	48	19.59
	Human Resource	29	11.84
	Finance	18	7.35
	Culinary	27	11.02

Food & Beverage (F&B)	35	14.29
Front Office	29	11.84
Housekeeping	18	7.35
IT	14	5.71
Engineering	11	4.49
Security	10	4.08
Others	6	2.44

Descriptive statistics

Table 2 presents the mean and standard deviation of the key constructs used and examined in the study. Overall, the sample respondents indicated high levels of employee productivity and motivation (Mean = 4.48). For the predictors, the mean scores for Goal clarity (4.19), Feedback quality (3.95), and Performance appraisal fairness (3.91) were also found above the midpoint. However, considering the standard deviation, the most variability was observed for Feedback quality (SD = 1.05), compared with 0.63 for Employee productivity and motivation. It is important to highlight that the mean scores for all four constructs (i.e., performance appraisal fairness, goal clarity, feedback quality, and their own productivity and motivation) were above the neutral midpoint (scale score 3) of the five-point Likert scale. These findings suggest generally positive perceptions among the sample respondents of their organisational performance appraisal fairness, goal clarity, feedback quality, and their own productivity and motivation. Nevertheless, the presence of comparatively larger standard deviations for feedback quality (SD = 1.05) and performance appraisal fairness (SD = 0.96) also suggests greater variation in employees' experiences and assessments of these two aspects of their organisational appraisal process.

Table 2: Descriptive statistics for key constructs of the study

Variable	N	Mean	Std. Deviation
Performance Appraisal Fairness (PAF)	245	3.91	0.96
Goal Clarity (GC)	245	4.19	0.84
Feedback Quality (FQ)	245	3.95	1.05
Employee Productivity & Motivation (EPM)	245	4.48	0.63

Reliability analysis

Cronbach's alpha (α) was used to determine the internal consistency of the measurement scales for the four constructs and their respective items. Overall, the findings suggest satisfactory internal consistency of the measurement scales for the four constructs. The Cronbach's alpha (α) values for all four constructs were found above the accepted threshold of .70 (Malhotra, 2019). The highest Cronbach's alpha (α) value was found (α = 0.92) for Employee productivity and motivation, and the lowest value was found (α = 0.80) for Goal clarity. This indicates that the items used to measure each construct were internally consistent.

Table 3: Reliability of survey scales (Cronbach's Alpha)

Constructs	Number of Items	Cronbach's Alpha (α)
Performance Appraisal Fairness (PAF)	6	.87
Goal Clarity (GC)	5	.80
Feedback Quality (FQ)	5	.84
Employee Productivity & Motivation (EPM)	7	.92

Common method bias

The study data were collected from the same respondents using a single questionnaire. Hence, this study used Harman's single-factor test to examine the potential presence of common method bias. All 23 measurement items were entered into an unrotated principal component analysis. As shown in Table 4, the first component accounted for 48.59% of the total variance. This value was below the commonly used 50% threshold, suggesting that a single factor did not dominate the variance in the measures (Podsakoff et al., 2003). However, the result should not be interpreted as completely ruling out the possibility of common method bias.

Table 4: Harman's single-factor test for common method bias

Component	Initial Eigenvalue	% of Variance	Cumulative %
1	11.405	48.586	48.586
2	1.405	7.108	55.695
3	1.041	4.524	60.219

Note: Principal component analysis was conducted using all 23 measurement items without rotation. Three components had eigenvalues greater than 1.

Correlation analysis

Following the reliability and common method bias analyses, Pearson correlation (r) analysis was used in this study to examine the relationships among the key variables. However, before conducting the Pearson correlation analysis, this study first examined the prerequisite assumptions of correlation analysis: linearity and any presence of serious influential outliers. These prerequisite assumptions were tested through scatterplots (see Figure A1). As depicted by the scatterplot matrix, the relationships were found to be linear, and no substantial curvilinear patterns or extreme influential observations were identified in the study constructs' dataset. Therefore, Pearson correlation was considered appropriate for examining the relationships among the study constructs.

The findings show that there are positive and statistically significant relationships exist among fairness in performance appraisal, goal clarity, feedback quality, and employee productivity and motivation (see Table 5). Among the constructs, the strongest positive association was found between Feedback quality and Goal Clarity ($r = .81$, $p < .001$). In addition to the positive and statistically significant associations found among the key variables, as shown in Table 5, the findings provide initial support for the proposed relationships outlined in the hypotheses (H1-H3). Specifically, Performance appraisal fairness was positively associated with employee productivity and motivation ($r = .67$, $p < .001$). This finding provides initial support for H1. Goal clarity was also positively associated with employee productivity and motivation ($r = .74$, $p < .001$). Thus, the result provides initial support for H2. Finally, Feedback quality showed the strongest positive association with employee productivity and motivation ($r = .76$, $p < .001$) and provided initial support for H3.

Table 5: Pearson correlation matrix of study constructs

Correlations

		Performance Appraisal Fairness (PAF)	Goal Clarity (GC)	Feedback Quality (FQ)	Employee Productivity & Motivation (EPM)
Performance Appraisal Fairness (PAF)	Pearson Correlation	1	0.730**	0.720**	0.670**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	245	245	245	245
Goal Clarity (GC)	Pearson Correlation	0.730**	1	0.810**	0.740**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	245	245	245	245
Feedback Quality (FQ)	Pearson Correlation	0.720**	0.810**	1	0.760**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	245	245	245	245
Employee Productivity & Motivation (EPM)	Pearson Correlation	0.670**	0.740**	0.760**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	245	245	245	245

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

Multiple regression analysis

To ensure the appropriateness and robustness, the assumptions with regard to multiple regression analysis (i.e., normality, linearity, homoscedasticity, multicollinearity, and the presence of influential observations) were first tested before conducting the multiple regression analysis. This study found that the histogram was approximately

bell-shaped and the points in the normal P–P plot were reasonably close to the diagonal line (see Appendix Figure A2 and A3). This visual examination suggests an approximate normal distribution of the standardised regression residuals (Malhotra, 2019). In addition, the residuals were scattered around the value 0, and no clear curve-shaped or funnel-shaped pattern (see Figure A4) was evident in the scatterplot of standardised residuals against standardised predicted values. Hence, the findings of the absence of curvilinear or funnel-shaped patterns in the dataset support the satisfactory compliance with the multiple regression's linearity and homoscedasticity assumptions (McDonald, 2014).

The research also found no issue of multicollinearity among the constructs: Performance appraisal fairness, goal clarity, and Feedback quality. Multicollinearity of these constructs was evaluated using tolerance and variance inflation factor (VIF) values. As presented in Table 6, tolerance values ranged from 0.299 to 0.419, and VIF values ranged from 2.387 to 3.347. Here, all tolerance values exceeded the suggested threshold of 0.20; and all VIF values were below the suggested threshold of 5 (McDonald, 2014). Hence, it can be claimed that there is no evidence of multicollinearity among the study constructs. The detailed statistics for collinearity diagnostics are presented in Table A1 in the appendix.

Table 6: Multicollinearity diagnostics for predictor variables

Predictor	Tolerance	VIF
Performance Appraisal Fairness (PAF)	.419	2.387
Goal Clarity (GC)	.299	3.347
Feedback Quality (FQ)	.308	3.244

Finally, standardised residuals ranged from -2.272 to 2.579 (within +/- 3), the maximum Cook's Distance was .030 (well below 1.00), and the maximum Mahalanobis Distance was 11.300 (see Table 7 and Table A2 in the appendix for detailed statistics). These findings suggest that no individual observation exerted an excessive influence on the regression model, or in other words, the absence of influential observations (Malhotra, 2019; McDonald, 2014). Therefore, considering all of the aforementioned test results together, it is reasonable to say that the research data set complies with the required assumptions of the regression analysis.

Table 7: Diagnostics for influential observations

Diagnostic	Minimum	Maximum	Interpretation
Standardised residual	-2.272	2.579	Within approximately ±3
Cook's Distance	.000	.030	Well below 1
Mahalanobis Distance	.078	11.300	Below 16.27 for 3 predictors at p < .001

Three independent variables, performance appraisal fairness, goal clarity, and feedback quality, were entered into a multiple linear regression model to assess their relative predictive contribution to employee productivity and motivation. The regression model of this study was found to be statistically significant, $F(3, 241) = 139.293$, $p < .001$ (see Table 8). In addition, as presented in Table 9, the test results showed that the multiple correlation coefficient (R) was 0.796, indicating a strong relationship between the dependent variable and the aforementioned set of independent variables. Together, these results suggest that employee productivity and motivation is strongly associated with the combined set of performance appraisal fairness, goal clarity, and feedback quality. Besides, the value of the coefficient of determination (R^2) was found to be 0.634. This means, 63.4% of the variance in employee productivity and motivation can be explained by the above three predictors.

Table 8: ANOVA for the multiple regression model

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	61.423	3	20.475	139.293	<.001
Residual	35.424	241	0.147		
Total	96.846	244			

. Dependent Variable: Employee Productivity & Motivation (EPM)
. Predictors: (Constant), Feedback Quality (FQ), Goal Clarity (GC), Performance Appraisal Fairness (PAF)

Table 9: Multiple regression model summary

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	0.796	0.634	0.630	0.383

Predictors: (Constant), Feedback Quality (FQ), Goal Clarity (GC), Performance Appraisal Fairness (PAF)
Dependent Variable: Employee Productivity & Motivation (EPM)

Table 10 further shows the regression coefficient values of the three predictors. The test results showed that all three predictor variables were statistically significant and positive predictors of employee productivity and motivation. Feedback quality (β = .405) emerged as the strongest unique predictor of employee productivity and motivation, which is consistent with the findings of the correlation analysis (see Table 5). The second statistically significant predictor was goal clarity (β = .291), followed by the last predictor, performance appraisal fairness (β = .166). The regression analysis, therefore, indicates that each of the study predictor: performance appraisal fairness, goal clarity, and feedback quality makes a distinct contribution to explaining variation in employee productivity and motivation. These statistically significant and positive associations of the predictors provide further support for the proposed relationships outlined in H1, H2, and H3.

Table 10: Multiple regression coefficients

Coefficients[a]							
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Tolerance**	**VIF**
	B	Std. Error	Beta (β)				
(Constant)	2.18	0.127		17.178	<.001	-	-
Performance Appraisal Fairness (PAF)	0.109	0.04	0.166	2.764	0.006	0.419	2.387
Goal Clarity (GC)	0.218	0.053	0.291	4.078	<.001	0.299	3.347
Feedback Quality (FQ)	0.243	0.042	0.405	5.77	<.001	0.308	3.244

a. Dependent Variable: Employee Productivity & Motivation (EPM)

DISCUSSION

The findings of this study demonstrate that, in the hospitality setting, performance appraisal fairness, goal clarity, and feedback quality are positively associated with employee productivity and motivation. Moreover, the findings suggest that in the employees' experience of their organisational performance appraisal process, the contributions of these three dimensions are different but complementary. The findings together support the proposed integrated theoretical framework of this study, which was developed by combining the Equity Theory and Goal-Setting Theory. The findings further support that fairness affects how employees perceive the appraisal process and its outcomes, while goal clarity and feedback provide direction and information for improving performance (Babar et al., 2022; DeNisi & Pritchard, 2006; Roberts & Reed, 1996).

The identified positive relationship between performance appraisal fairness and employee productivity and motivation supports the argument of Equity Theory. This study strengthens the Equity Theory by providing evidence that employees respond to how fairly they perceive their contributions and outcomes to be evaluated. In other words, employees are more likely to respond positively towards their work and the organisation when they perceive that their performance ratings, appraisal procedures, and associated outcomes are fair. Fairness can provide a basis for trust and confidence in the organisational performance management system by extending beyond the organisational appraisal procedure. This finding is consistent with earlier studies highlighting the importance of distributive and procedural justice in shaping employee motivation and performance (Alkhyeli & Hazmilah, 2025; Ayoun et al., 2022; Nadiri & Tanova, 2010; Selvarajan et al., 2018). Recent hospitality research also shows that organisational justice can influence employee relationship quality and service orientation (Wang et al., 2024).

This study found that Goal clarity is also positively associated with employee productivity and motivation. The findings provide support for the application of Goal-Setting Theory in the performance appraisal context. Performance expectations become more specific and understandable as Goal clarity provides employees with

clear direction. Employees can remain more focused in their job responsibilities and tasks when they have a clear understanding of what is expected of them and how their individual responsibilities contribute to wider organisational goals and objectives (Park & Choi, 2020; Roberts & Reed, 1996). This reflects the central proposition of Goal-Setting Theory that clear and specific goals reinforce employees' effort and encourage their persistence towards expected organisational performance outcomes (Locke & Latham, 2002). Goal clarity is particularly important for maintaining consistent performance in hospitality organisations, as employees generally work within defined service standards and coordinated departmental roles (Kang et al., 2020). Recent hotel research also identifies clear job descriptions as particularly important for employees' in-role performance (Hai & Park, 2024).

Among the three dimensions, feedback quality emerged as the strongest predictor of employee productivity and motivation. This finding indicates that the quality of communication between supervisors and employees may be particularly important within the appraisal process (Levy & Williams, 2004; Pichler et al., 2020). Constructive, timely, and specific feedback enables employees to understand their progress, recognise areas requiring improvement, and adjust their behaviour accordingly (Giamos et al., 2024; Pichler et al., 2020). When feedback is provided in a supportive and developmental manner, it can also reinforce employees' sense that the organisation is concerned with their improvement rather than appraisal being used only as an evaluative mechanism (Han et al., 2026). In this respect, feedback is not merely an assessment activity; it can also serve as a means of supporting learning and continued performance improvement (DeNisi & Pritchard, 2006; Pichler et al., 2020). One possible explanation for the comparatively stronger role of feedback quality is the immediate and interactive nature of hotel service work, where employees often need to respond quickly to guest needs and operational problems. In such settings, timely feedback, for example during service recovery or routine operational briefings, can provide more immediate guidance for adjusting employee behaviour than periodic formal appraisal alone. Recent hotel research similarly demonstrates the importance of feedback for employee behaviour, showing that feedback-based goal setting can support proactive customer-service behaviour and that supervisor developmental feedback can contribute to innovative work behaviour (Andoh et al., 2025; Menguc et al., 2024).

In sum, the findings and the theoretical clarification of this study suggest that an effective performance appraisal system is multidimensional and not solely dependent on a single practice. In the performance appraisal system, fairness provides legitimacy to the appraisal process, goal clarity provides direction, and feedback quality provides the developmental information needed for employees to respond and improve. These dimensions therefore represent related but distinct aspects of performance management that can collectively support employee productivity and motivation (Babar et al., 2022; Lee, 2019). This integrated interpretation extends the application of Equity Theory and Goal-Setting Theory by showing how fairness-based and goal-based mechanisms can be considered together within the performance appraisal process in a hospitality setting.

CONCLUSION

This study examined the relationships between performance appraisal fairness, goal clarity, feedback quality, and employee productivity and motivation in the hospitality industry. According to the data collected from employees at different hotels located in Dhaka, the findings indicate that all three dimensions are positively associated with employee productivity and motivation. The regression results further indicate that each dimension makes a distinct contribution, where feedback quality emerged as the strongest predictor. Overall, the study demonstrates that employees' responses to performance appraisal are associated with both the fairness of the process and the way performance expectations and feedback are communicated. A communicative, fair, and open performance management system can therefore provide an important organisational mechanism for supporting employee motivation and productivity in the hospitality industry.

Theoretical implications

In the performance appraisal context, the findings of this study contribute to the integrated application of Equity Theory and Goal-Setting Theory by showing that fairness, goal clarity, and feedback quality are each positively associated with employee productivity and motivation. This study highlights that, in situations where employees feel that the appraisal process and its outcomes are fair, they are more likely to respond positively to their organisational performance management system, supporting the findings of Ayoun et al. (2022) and Selvarajan et al. (2018). This study further confirmed that clarity of goals provides direction by helping employees understand what is expected of them and how their performance contributes to achieving organisational goals. These findings strengthen the claims made by Locke and Latham (2002) and Park and Choi (2020). Furthermore, feedback quality emerged as the strongest predictor of employee productivity and motivation, suggesting that constructive feedback can support employees in identifying areas for improvement and adjusting their performance

accordingly (Han et al., 2026; Pichler et al., 2020). Collectively, the study stresses the importance of considering the organisational performance appraisal process through complementary fairness-based and goal-based mechanisms. Through the integrated application, Equity Theory explains why employees' perceptions of fairness matter, and Goal-Setting Theory explains the importance of clear performance expectations and constructive feedback. Compared with considering either of these theories, i.e., Equity Theory or Goal-Setting Theory, alone, the integration of these two theories provides a broader explanation of employee responses to an organisational performance appraisal system (DeNisi & Pritchard, 2006; Lee, 2019).

Practical implications

In practical terms, the findings have several implications for hospitality managers. Hospitality organisations that are seeking to improve their employee productivity and motivation should ensure that their appraisal procedures are perceived as fair, employees' performance objectives are clearly defined and aligned with organisational objectives, and managers are able to provide timely and constructive feedback to their subordinates (Ayoun et al., 2022; Han et al., 2026; Roberts & Reed, 1996). Besides, the comparatively stronger role of feedback quality also suggests that managers should not treat performance appraisal merely as a periodic rating exercise (DeNisi & Pritchard, 2006; Levy & Williams, 2004). Greater attention should be given to the quality of communication between supervisors and employees. More attention needs to be given to explaining performance expectations, identifying areas for improvement, and providing developmental guidance (Han et al., 2026; Pichler et al., 2020). Strengthening these practices may help hospitality organisations develop a more motivated and productive workforce, which in turn supports consistent and improved service delivery (Han et al., 2026; Pichler et al., 2020).

LIMITATIONS AND FUTURE RESEARCH

The findings should be considered in light of several limitations. First, the study was conducted in hotels located in Dhaka city only and employed non-probability sampling. Hence, this limits the extent to which the findings can be generalised to the national level or to the broader context of hospitality organisations operating under different geographical, organisational, cultural, or managerial conditions. Future studies, therefore, could examine employees across multiple hotels, different hotel categories, and other geographical contexts. The second limitation of the study is linked to how the data were collected. The study relied on self-reported employee perceptions collected at a single point in time, i.e., cross-sectional data collection. Although this approach is consistent with earlier studies for examining employees' perceptions of appraisal fairness, goal clarity, feedback quality, and motivation; it is not out of criticism. The self-reported responses may be influenced by individual perceptions or response bias (Podsakoff et al., 2003). Although Harman's single-factor test did not indicate that a single factor dominated the variance, common method bias cannot be completely excluded. Future research could combine employee surveys with objective indicators such as service performance, guest satisfaction, employee retention, or departmental performance. Finally, the cross-sectional research design identifies relationships among the variables but does not establish causal effects. Longitudinal studies could examine whether changes in appraisal practices are followed by changes in employee motivation and productivity over time (Spector, 2019). Future research could also incorporate qualitative interviews with employees and managers to provide a deeper understanding of how fairness, goal clarity, and feedback are experienced during the appraisal process.

REFERENCES

Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology, 67*(5), 422–436. https://doi.org/10.1037/h0040968

Akter, K. M., Banik, S., Tang, S. M., & Adnan, Z. (2024). Transformational leadership and climate of trust: Mediating role of organizational justice. *SAGE Open, 14*(4), 1–14. https://doi.org/10.1177/21582440241293132

Alkhyeli, A., & Hazmilah, H. (2025). Performance appraisal effectiveness in modern organisations: A systematic review of outcomes, moderators, and contextual factors. *International Journal of Academic Research in Business and Social Sciences, 15*(9), 170–193. https://doi.org/10.6007/IJARBSS/v15-i9/26461

Andoh, R. P. K., Acquah, I. S. K., Ennin, E. E., & Ansong, A. (2025). Pygmalion leadership and innovative work behavior of hotel employees in Ghana: The mediating roles of supervisor developmental feedback and supervisor supportive behavior. *Journal of Human Resources in Hospitality & Tourism, 24*(2), 257–275. https://doi.org/10.1080/15332845.2025.2432685

Andrade, C. (2021). The inconvenient truth about convenience and purposive samples. *Indian Journal of Psychological Medicine, 43*(1), 86–88. https://doi.org/10.1177/0253717620977000

Ayoun, B., Eyoun, K., Chen, H., & Arasli, F. (2022). Mapping the relationships between hotel employees' perceptions of performance appraisal fairness, satisfaction, and psychological contract. *Journal of Human Resources in Hospitality & Tourism, 21*(4), 593–618. https://doi.org/10.1080/15332845.2022.2106618

Babar, S., Obaid, A., Sanders, K., & Tariq, H. (2022). Performance appraisal quality and employee performance: The boundary conditions of human resource strength and religiosity. *Asia Pacific Journal of Human Resources, 60*(4), 788–813. https://doi.org/10.1111/1744-7941.12327

Chand, M. (2010). The impact of HRM practices on service quality, customer satisfaction and performance in the Indian hotel industry. *The International Journal of Human Resource Management, 21*(4), 551–566. https://doi.org/10.1080/09585191003612059

Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology, 86*(3), 386–400. https://doi.org/10.1037/0021-9010.86.3.386

Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology, 86*(3), 425–445. https://doi.org/10.1037/0021-9010.86.3.425

Creswell, J. W. (2014). *Research design: qualitative, quantitative and mixed methods approaches* (4th ed.). SAGE.

DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of Applied Psychology, 102*(3), 421–433. https://doi.org/10.1037/apl0000085

DeNisi, A. S., & Pritchard, R. D. (2006). Performance appraisal, performance management and improving individual performance: A motivational framework. *Management and Organization Review, 2*(2), 253–277. https://doi.org/10.1111/j.1740-8784.2006.00042.x

Erdogan, B. (2002). Antecedents and consequences of justice perceptions in performance appraisals. *Human Resource Management Review, 12*(4), 555–578. https://doi.org/10.1016/S1053-4822(02)00070-0

Giamos, D., Doucet, O., & Léger, P.-M. (2024). Continuous performance feedback: Investigating the effects of feedback content and feedback sources on performance, motivation to improve performance and task engagement. *Journal of Organizational Behavior Management, 44*(3), 194–213. https://doi.org/10.1080/01608061.2023.2238029

Golverdi, M., Sharifirad, M. S., & Rastegar, R. (2024). Mapping organizational justice in tourism, hospitality, and events literature: An in-depth scoping review. *Journal of Hospitality and Tourism Management, 60*, 22–32. https://doi.org/10.1016/j.jhtm.2024.06.004

Hai, S., & Park, I. J. (2024). How can promote hotel employees' performances? Relative importance of high-performance HR practices and the moderating role of empowering leadership. *International Journal of Hospitality Management, 119*, Article 103706. https://doi.org/10.1016/j.ijhm.2024.103706

Han, M., Zhao, J., & Du, H. (2026). Enhancing proactive customer service performance through supervisor developmental feedback: Exploring the role of felt obligation and positive reciprocity beliefs. *Personnel Review, 55*(4), 1090–1106. https://doi.org/10.1108/PR-06-2025-0564

Jawahar, I. M. (2007). The influence of perceptions of fairness on performance appraisal reactions. *Journal of Labor Research, 28*(4), 735–754. https://doi.org/10.1007/s12122-007-9014-1

Kang, H. J., Kim, W. G., Choi, H.-M., & Li, Y. (2020). How to fuel employees' prosocial behavior in the hotel service encounter. *International Journal of Hospitality Management, 84*, 102333. https://doi.org/10.1016/j.ijhm.2019.102333

Kavanagh, P., Benson, J., & Brown, M. (2007). Understanding performance appraisal fairness. *Asia Pacific Journal of Human Resources, 45*(2), 132–150. https://doi.org/10.1177/1038411107079108

Kim, S. E., & Rubianty, D. (2011). Perceived fairness of performance appraisals in the federal government: Does it matter? *Review of Public Personnel Administration, 31*(4), 329–348. https://doi.org/10.1177/0734371X11428903

Kluger, A. N., & DeNisi, A. (1996). The effects of feedback interventions on performance: A historical review, a meta-analysis, and a preliminary feedback intervention theory. *Psychological Bulletin, 119*(2), 254–284. https://doi.org/10.1037/0033-2909.119.2.254

Kuvaas, B. (2006). Performance appraisal satisfaction and employee outcomes: Mediating and moderating roles of work motivation. *The International Journal of Human Resource Management, 17*(3), 504–522. https://doi.org/10.1080/09585190500521581

Kuvaas, B. (2007). Different relationships between perceptions of developmental performance appraisal and work performance. *Personnel Review, 36*(3), 378–397. https://doi.org/10.1108/00483480710731338

Lee, H.-W. (2019). Performance-based human resource management and federal employee's motivation: Moderating roles of goal-clarifying intervention, appraisal fairness, and feedback satisfaction. *Review of Public Personnel Administration, 39*(3), 323–348. https://doi.org/10.1177/0734371X17721300

Levy, P. E., & Williams, J. R. (2004). The social context of performance appraisal: A review and framework for the future. *Journal of Management, 30*(6), 881–905. https://doi.org/10.1016/j.jm.2004.06.005

Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist, 57*(9), 705–717. https://doi.org/10.1037/0003-066X.57.9.705

Malhotra, N. K. (2019). *Marketing research: an applied orientation* (7th ed.). Pearson Education Limited.

McDonald, J. H. (2014). *Handbook of biological statistics* (3rd ed.). Sparky House Publishing.

Menguc, B., Auh, S., Ang, D., & Uray, N. (2024). Don't give me just positive feedback: How positive and negative feedback can increase feedback-based goal setting and proactive customer service behavior. *Journal of the Academy of Marketing Science, 52*(6), 1608–1626. https://doi.org/10.1007/s11747-024-01032-x

Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management, 29*(1), 33–41. https://doi.org/10.1016/j.ijhm.2009.05.001

Park, S., & Choi, S. (2020). Performance feedback, goal clarity, and public employees' performance in public organizations. *Sustainability, 12*(7), 3011. https://doi.org/10.3390/su12073011

Park, Y. S., Konge, L., & Artino, A. R., Jr. (2020). The positivism paradigm of research. *Academic Medicine, 95*(5), 690–694. https://doi.org/10.1097/ACM.0000000000003093

Pichler, S. (2012). The social context of performance appraisal and appraisal reactions: A meta-analysis. *Human Resource Management, 51*(5), 709–732. https://doi.org/10.1002/hrm.21499

Pichler, S., Beenen, G., & Wood, S. (2020). Feedback frequency and appraisal reactions: A meta-analytic test of moderators. *The International Journal of Human Resource Management, 31*(17), 2238–2263. https://doi.org/10.1080/09585192.2018.1443961

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), 879–903. https://psycnet.apa.org/doi/10.1037/0021-9010.88.5.879

Roberts, G. E., & Reed, T. (1996). Performance appraisal participation, goal setting and feedback: The influence of supervisory style. *Review of Public Personnel Administration, 16*(4), 29–60. https://doi.org/10.1177/0734371X9601600404

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2023). *Research* methods *for business students* (9th ed.). Pearson Education Limited

Sawyer, J. E. (1992). Goal and process clarity: Specification of multiple constructs of role ambiguity and a structural equation model of their antecedents and consequences. *Journal of Applied Psychology, 77*(2), 130–142. https://doi.org/10.1037/0021-9010.77.2.130

Schneider, A., Hommel, G., & Blettner, M. (2010). Linear regression analysis: Part 14 of a series on evaluation of scientific publications. *Deutsches Ärzteblatt International, 107*(44), 776–782. https://doi.org/10.3238/arztebl.2010.0776

Schober, P., Boer, C., & Schwarte, L. A. (2018). Correlation coefficients: Appropriate use and interpretation. *Anesthesia & Analgesia, 126*(5), 1763–1768. https://doi.org/10.1213/ANE.0000000000002864

Selvarajan, T. T., Singh, B., & Solansky, S. (2018). Performance appraisal fairness, leader member exchange and motivation to improve performance: A study of US and Mexican employees. *Journal of Business Research, 85*, 142–154. https://doi.org/10.1016/j.jbusres.2017.11.043

Spector, P. E. (2019). Do not cross me: Optimizing the use of cross-sectional designs. *Journal of Business and Psychology, 34*(2), 125–137. https://doi.org/10.1007/s10869-018-09613-8

Steelman, L. A., Levy, P. E., & Snell, A. F. (2004). The Feedback Environment Scale: Construct definition, measurement, and validation. *Educational and Psychological Measurement, 64*(1), 165–184. https://doi.org/10.1177/0013164403258440

Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education, 2*, 53–55. https://doi.org/10.5116/ijme.4dfb.8dfd

Tsaur, S.-H., & Lin, Y.-C. (2004). Promoting service quality in tourist hotels: The role of HRM practices and service behavior. *Tourism Management, 25*(4), 471–481. https://doi.org/10.1016/S0261-5177(03)00117-1

Wang, Q., Sun, N., Hon, A. H. Y., & Zhu, Z. (2024). Linking organizational justice to tourism and hospitality employees' service orientation: The roles of Confucian values and relationship quality. *International Journal*

of Contemporary Hospitality Management, 36(6), 2107–2124. https://doi.org/10.1108/IJCHM-10-2022-1269

Woods, R. H., Sciarini, M., & Breiter, D. (1998). Performance appraisals in hotels: Widespread and valuable. *Cornell Hotel and Restaurant Administration Quarterly, 39*(2), 25–29. https://doi.org/10.1177/001088049803900205

Yigrem, A., Yigrem, C., Yigrem, M., & Bayissa, L. (2023). Perceived effect of performance appraisal on employee productivity in selected hotels in Ethiopia's capital city Addis Ababa in Bole Sub City. *International Journal of Current Science Research and Review, 6*(3), 2198–2213. https://doi.org/10.47191/ijcsrr/V6-i3-39

APPENDIX

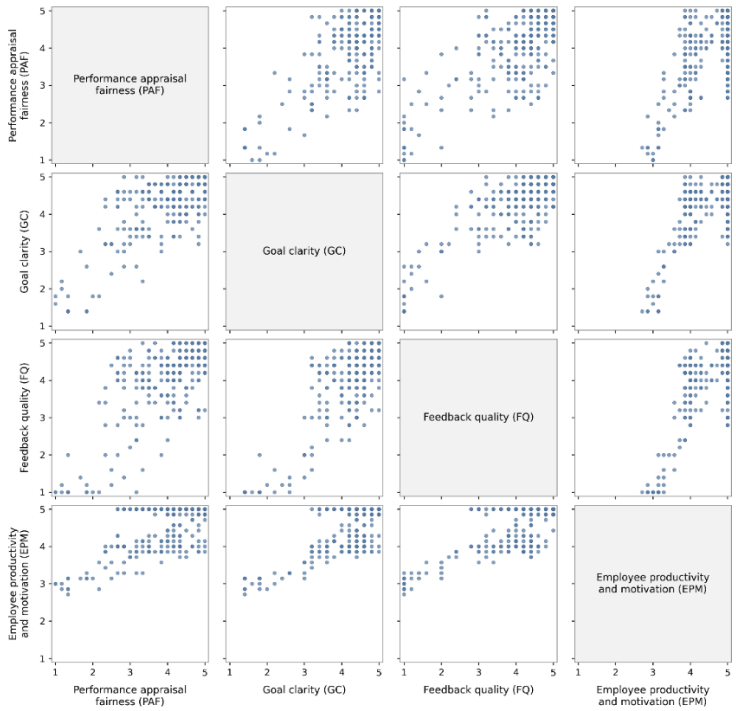


Figure A1: Scatterplot matrix for Performance appraisal fairness, Goal clarity, Feedback quality, and Employee **productivity** and motivation (N = 245)

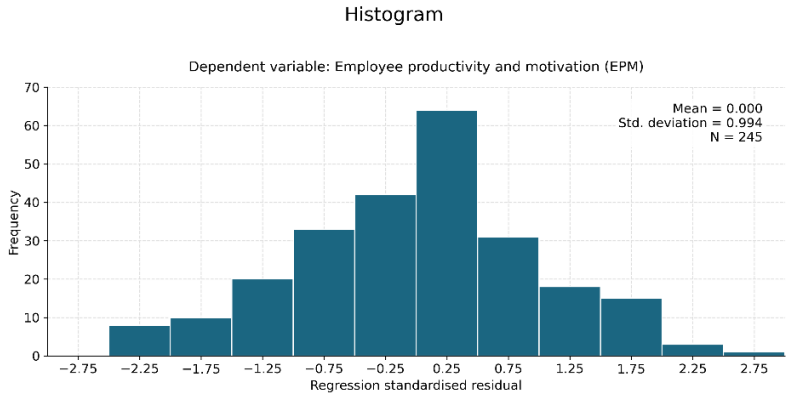


Figure A2: Histogram of standardised regression residuals

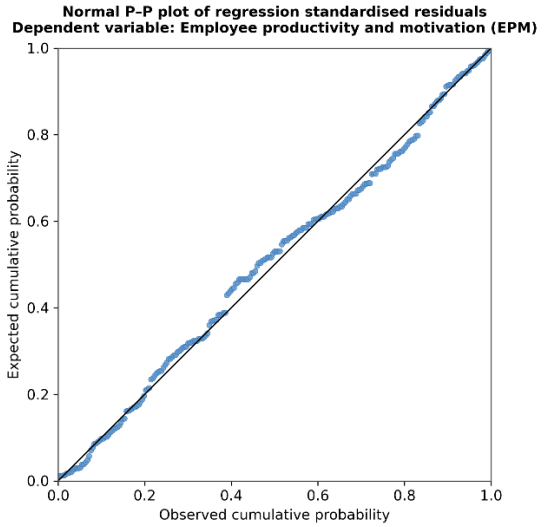


Figure A3: Normal P-P Plot of regression standardised residuals

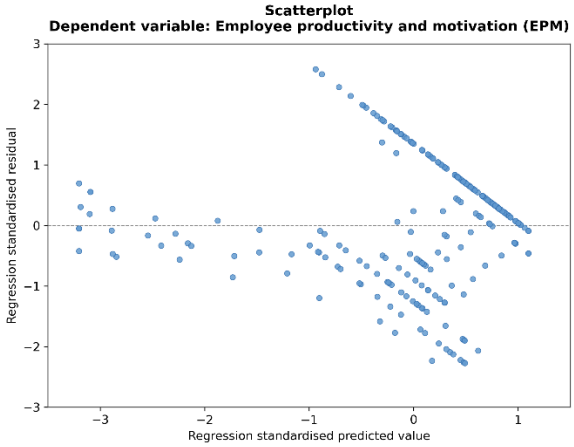


Figure A4: Scatterplot of standardised residuals against standardised predicted values

Table A1: Collinearity diagnostics for the multiple regression model

Collinearity Diagnostics							
Model	**Dimension**	**Eigenvalue**	**Condition Index**	**(Constant)**	**PAF**	**GC**	**FQ**
1	1	3.938	1	0	0	0	0
	2	0.036	10.43	0.7	0.05	0	0.13
	3	0.017	15.077	0.01	0.9	0.02	0.35
	4	0.008	21.720	0.29	0.05	0.97	0.51

Table A2: Residuals statistics for the multiple regression model

Residuals Statistics[a]					
	Minimum	**Maximum**	**Mean**	**Std. Deviation**	**N**
Predicted Value	2.876	5.033	4.48	0.502	245
Residual	-0.871	0.989	0	0.381	245
Std. Predicted Value	-3.201	1.097	0	1	245
Std. Residual	-2.272	2.579	0	0.994	245
Cook's Distance	0	0.03	0.004	0.006	245
Centered Leverage Value	0.000	0.046	0.012	0.01	245

a. Dependent Variable: Employee Productivity & Motivation (EPM)