

This study examines the impact of performance appraisal on employees' development perceptions and the effects of those perceptions on employees' work-related attitudes and behavior in the public universities of Khyber Pakhtunkhwa. The study looks into the mediating role of development in linking performance appraisal and organizational commitment, job satisfaction, employees' trust, and turnover intentions. The model is evaluated through Confirmatory Factor Analysis using Structural Equation Modeling (SEM). In Pakistan, efforts to link this HR activity with employee attitudinal and behavioural outcomes are equal to naught.

The present study is an effort to address this gap. Results of the research indicate that employee development perceptions have a direct positive influence on organizational commitment, job satisfaction and employees' trust and negatively affect turnover intentions. Besides, these variables have interdependence as well. The findings support the mediating role of development perceptions in the relationships among performance appraisal and these attitudinal and behavioural outcomes. The results provide guidelines and significant implications to help policy makers to better understand and critically look into the current performance appraisal process critically for positive improvements in this crucial HR intervention to promote positive employee attitude and behaviour while considering their career development.

Furthermore, the study helps in enriching the current body of knowledge on performance appraisal in developing countries. Future studies should examine other antecedents like fairness perception, organizational citizenship behaviour and perceived organizational support to have a holistic approach to the intervention. Replication of the study in other settings is also recommended.