

**ANALYSIS OF THE IMPACT OF CONTINUOUS AND TRADITIONAL
EVALUATION METHODS ON JOB PERFORMANCE LEVELS AMONG
EMPLOYEES IN SAUDI ORGANIZATIONS**

تحليل أثر أساليب التقييم المستمر والتقليدي على مستويات الأداء الوظيفي للعاملين في المنظمات
السعودية

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Dr. Naif Fawzi Alruwaili¹,

¹ College of Business Administration, Northern border university (Saudi Arabia) ,

Naif.allruwaili@nbu.edu.sa

ABSTRACT

Understanding how evaluation methods affect job performance is important, especially in Saudi organizations, where both ongoing and traditional assessment methods are used, this study aimed to explore the impact of continuous and traditional appraisal methods on employee performance in Saudi organizations. This was done using a quantitative analysis approach, where data were collected from a sample of 284 employees from different sectors of business organizations by developing a customized questionnaire. The data collected were analyzed using the Statistical Package for the Social Sciences (SPSS). By testing four main hypotheses, the results revealed that continuous appraisal has a positive and statistically significant impact on job performance, while traditional appraisal did not show a high impact despite its presence. In addition, no statistically significant differences in job performance were detected based on gender. These findings provide useful practical implications for managers in Saudi companies who want to enhance employee productivity by changing their performance appraisal systems. It also provides additional real-world evidence on the effectiveness of these appraisal methods in Saudi business organizations.

Keywords: Continuous assessment, traditional assessment, job performance, business organizations, performance evaluation.

JEL Classification Codes : J24; J28; M12; M53 .

الملخص

إن فهم كيفية تأثير أساليب التقييم على أداء الوظيفة أمر مهم، وخاصة في المنظمات السعودية، حيث يتم استخدام أساليب التقييم المستمرة والتقليدية، وهدفت هذه الدراسة إلى استكشاف تأثير أساليب التقييم المستمرة والتقليدية على أداء الموظفين في المنظمات السعودية. وقد تم ذلك باستخدام نهج التحليل الكمي، حيث تم جمع البيانات من عينة من 284 موظفًا من قطاعات مختلفة من منظمات الأعمال من خلال تطوير استبيان مخصص. وتم تحليل البيانات التي تم جمعها باستخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS). ومن خلال اختبار أربع فرضيات رئيسية، كشفت النتائج أن التقييم المستمر له تأثير إيجابي وإحصائي كبير على أداء الوظيفة، في حين لم يظهر التقييم التقليدي تأثيرًا كبيرًا على الرغم من وجوده. بالإضافة إلى ذلك، لم يتم الكشف عن أي فروق ذات دلالة إحصائية في أداء الوظيفة بناءً على الجنس. توفر هذه النتائج آثارًا عملية مفيدة للمديرين في الشركات السعودية الذين يرغبون في تعزيز إنتاجية الموظفين من خلال تغيير أنظمة تقييم الأداء الخاصة بهم. كما تقدم أدلة إضافية من العالم الحقيقي حول فعالية أساليب التقييم هذه في منظمات الأعمال السعودية.

الكلمات المفتاحية: التقييم المستمر، التقييم التقليدي، أداء العمل، منظمات الأعمال، تقييم الأداء.

تصنيف JEL : J24; J28; M12; M53

1. INTRODUCTION

In today's unexpectedly evolving organizational panorama, the techniques used to assess employee performance are crucial to determining exemplary productivity and job Satisfaction. Performance appraisal isn't only a device for assessing person contributions; it's miles a fundamental issue in an organization's strategy that impacts employee motivation, retention, and increase. Evolution of employee management , organizations are more and more considering the effectiveness of traditional appraisal strategies as compared to extra advanced strategies, such as non-stop appraisal systems. As organizations in Saudi Arabia grapple with the complexities of a swiftly evolving financial landscape, the strategies used to evaluate worker performance have come beneath increasing scrutiny (Abuhussain et al., 2024). On the other hand, traditional appraisal strategies, which are regularly characterized by annual evaluations and established feedback mechanisms, may not be able to properly replicate the dynamic nature of current work roles, which may hinder employee growth and usual organizational effectiveness. Also, continuous appraisal strategies promise to offer well timed remarks and the opportunity for non-stop improvement, greater carefully aligned with modern expectations of employee engagement and adaptability (Obisi, 2012). The economic enterprise landscape in Saudi Arabia is evolving, in particular in the area of process performance appraisal, where both continuous and conventional appraisal techniques have won traction. As groups are searching for to align with the ambitious of Saudi Vision 2030, information the effectiveness of these evaluation techniques becomes essential. Continuous evaluation, characterized through normal feedback and iterative critiques, affords the capability for actual-time improvement in task overall performance and encourages adaptability. Continuous assessment, characterized by regular feedback and iterative evaluations, provides the potential for real-time improvement in job performance and encourages adaptability among faculty and administrative staff. In contrast (Calderon et al., 2023), traditional assessment methods, which often rely on periodic performance reviews, may prevent timely responses to performance issues. This contrast reveals a complex dynamic that deserves further examination. Furthermore, research shows that effective training and development programs face challenges related to limited communication and engagement within institutions, underscoring the need for a more integrated approach to assessment that complements the unique context of Saudi universities (Majed Al-Othaim, 2022). Understanding these dynamics is vital to enhancing academic performance and ultimately achieving desired outcomes in the education sector. Traditional assessment methods, often characterized by annual reviews and infrequent feedback, have long been the norm in many organizations. These methods typically rely on a one-time assessment of employee performance (Calle-Quezada et al., 2024), which can ignore the dynamic nature of job roles and

ongoing skill development. In contrast, continuous assessment methods provide ongoing feedback and support, fostering an environment of regular communication and improvement. This shift toward continuous assessment reflects a broader trend in human resource management, with an emphasis on adaptability and employee engagement. Understanding how these assessment methods impact job performance in this specific context is essential to developing effective management practices. This research seeks to analyze the effects of continuous and traditional assessment methods on employee performance levels within Saudi organizations and emphasizes the importance of adapting assessment methods to meet the needs of a diverse workforce, paving the way for more effective organizational practices.

1.1. Background of Study

The complexities of job performance levels among employees are influenced by various evaluation methods employed within organizations, particularly in the context of Saudi Arabia. Traditional evaluation methods often rely on annual reviews and standardized assessments, which may not adequately reflect an employee's ongoing contributions and competencies (Alrashedi et al., 2021). Conversely, continuous evaluation fosters regular feedback mechanisms that can enhance performance by promptly addressing issues and recognizing achievements. This dichotomy raises critical questions surrounding the efficacy of each method—hypotheses suggest that neither traditional nor continuous evaluations significantly affect job performance levels, yet the way these methods are implemented could yield varying results. Furthermore, addressing gender dynamics in performance evaluations adds another layer of complexity, as disparities could manifest between male and female employees, thereby affecting overall job performance outcomes. This study seeks to illuminate these intersections to formulate a comprehensive understanding of evaluation practices within Saudi organizations (Alenezi, 2024).

1.2. Importance of Job Performance in Organizations

A comprehensive understanding of job performance within organizations is crucial, particularly in the context of diverse evaluation methods employed to assess employee efficiency and effectiveness (Madaniyah & Sohiron, 2024). As organizations strive to meet evolving market demands, their ability to leverage human capital becomes increasingly important. Effective performance evaluations, whether traditional or continuous, provide insights into individual competencies and contributions, which are vital for aligning workforce capabilities with organizational goals (Rajapakse, 2024). An effective appraisal system not only identifies performance gaps but also facilitates targeted training initiatives to enhance employee skills, ultimately fostering overall productivity.

1.3. Overview of Evaluation Methods

The systems used for employee performance evaluation are key factors in how well organizations operate, particularly in Saudi organizations. Traditional and continuous evaluation methods have different approaches that affect how employees perform their jobs. Traditional methods, which usually involve annual reviews, have faced criticism for being inflexible and not meeting the needs of today's fast-changing work environment. On the other hand, continuous performance management promotes flexibility and regular communication, creating a setting that encourages employee involvement and adaptability (Traynor et al., 2021). As mentioned, Continuous Performance Management is very different from the old annual review model, promoting more engaged, adaptable, and productive workplaces.

1.4. Purpose and Objectives of Research

In addressing the identified shortcomings in the field of employee performance appraisal, this research aims to clarify the distinct effects of continuous and traditional appraisal methods on job performance levels within Saudi organizations. Specifically, the objectives include examining how these appraisal strategies impact employee productivity, thus providing empirical evidence to support or refute established hypotheses. The study will examine the effectiveness of traditional appraisal methods, along with continuous appraisal methods, with the aim of distinguishing their association with job performance outcomes. The study also aims to explore the differences between the performance levels of employees subject to these two appraisal methods, and the study also focuses on potential gender disparities in the effects of performance appraisal. Ultimately, the research seeks to provide actionable insights for HR practices and policy formulation, thereby supporting improved performance management frameworks in Saudi organizations.

2.literature review

The efficacy of traditional versus continuous evaluation methods has been a topic of considerable debate in organizational performance literature. Numerous studies highlight the potential shortcomings of traditional evaluation systems, which are often perceived as inflexible and misaligned with dynamic workforce demands, thereby failing to provide timely feedback that could enhance employee performance (Al Shobaki & Naser., 2016). Conversely, continuous evaluation methods have gained traction by promoting regular feedback loops and fostering a culture of ongoing development, which may lead to improved job performance among employees (Branine et al., 2010). This is particularly significant when considering gender dynamics, as research suggests that evaluation methods may disproportionately affect job performance across male and female

employees, influencing their productivity and engagement levels. Thus, understanding how these evaluation methods operate within Saudi organizations can illuminate their impact on job performance levels, supporting or refuting the posed hypotheses on traditional and continuous evaluation impacts.

2.1. Definition and Characteristics of Traditional Evaluation Methods

In understanding the intricacies of employee performance assessments, it is vital to examine the realm of traditional evaluation methods, which have been a staple in organizational frameworks. These methods, characterized by structured, scheduled reviews typically conducted annually, serve to gauge employee effectiveness against pre-established standards. Traditional performance appraisal methods usually involve formal, once-a-year reviews between managers and employees, focusing primarily on past performance. "Traditional performance appraisal methods usually involve formal, once-a-year reviews between managers and employees, focusing primarily on past performance." (Thomas et al., 2024). . This temporal and retrospective nature often limits feedback to historical data rather than fostering a developmental dialogue, leading to challenges in adequately recognizing an employee's current contributions and growth potential. Additionally, traditional methods frequently emphasize quantitative metrics, which can obscure qualitative aspects of job performance vital for holistic evaluation. The implications for organizations, particularly within the context of Saudi Arabia, warrant a critical exploration of how these conventional practices influence job performance levels.

Characteristic	Description	Impact on Job Performance
Periodic Reviews	Evaluation occurs at set intervals (e.g., annually, semi-annually).	May not account for real-time performance issues.
Standardized Criteria	Evaluation based on uniform criteria for all employees.	Can lead to a one-size-fits-all approach, neglecting individual contributions.
Qualitative Feedback	Feedback often qualitative and subjective, based on supervisor observations.	Subjectivity can lead to bias and inconsistent evaluations.
Focus on Past Performance	Evaluation primarily assesses past achievements and results.	Does not encourage ongoing development or respond to current performance level.
Limited Employee Involvement	Employees have minimal input in the evaluation process.	Can create disengagement and a lack of ownership over improvement.

2.2. Definition and Characteristics of Continuous Evaluation Methods

The evolving landscape of performance assessment necessitates a refined understanding of continuous evaluation methods, particularly in the context of job performance. Characterized by ongoing feedback loops and iterative assessments, continuous evaluation diverges markedly from traditional, singular evaluation methods (Suhail et al., 2024). This approach emphasizes not only periodic performance metrics but also incorporates real-time feedback, fostering adaptive learning and ongoing improvement. Continuous Assessment (CA), is the evaluation and analysis of an individual's learning performance over a given course. Unlike one-time assessments, continuous assessment focuses on fostering improvement throughout the learning process with consistent feedback and guided learning (Ebem et al., 2024). This dynamic evaluation framework enables employees to continuously refine their skills and competencies, ultimately enhancing overall job performance. In Saudi organizations, ongoing evaluations may bridge existing gaps in employee feedback, aligning with diverse organizational needs and cultural dynamics, further substantiating the relevance of continuous evaluation methods over traditional practices in driving improved employee performance outcomes.

Characteristic	Description	Impact on Job Performance
Frequency of Assessment	Continuous evaluation involves regular and frequent assessments rather than periodic tests.	Promotes ongoing feedback and adjustments, leading to improved employee performance.
Feedback Mechanism	Continuous evaluation provides timely feedback that allows employees to understand their strengths and weaknesses.	Facilitates immediate corrections and skill enhancements, resulting in better job performance.
Flexibility	This method is adaptable to changing work environments and employee needs.	Encourages a culture of continuous improvement and alignment with organizational goals.
Employee Engagement	Continuous evaluation actively involves employees in their own performance management.	Increases motivation and job satisfaction, which can translate into higher productivity.
Comprehensive Skill Assessment	Evaluates a wide range of skills and competencies over time.	Provides a holistic view of employee capabilities, enhancing career development opportunities.

Characteristics of Continuous Evaluation Methods

2.3. Gaps in Existing Literature

In evaluating the current landscape of research on evaluation methods and job performance, several significant gaps become increasingly apparent. Notably, there is a scarcity of empirical studies specifically focusing on the comparative efficacy of continuous versus traditional evaluation techniques within the unique context of Saudi organizations. While existing literature addresses the overarching influence of performance evaluations on employee productivity, it often neglects to disaggregate the impacts based on cultural factors or organizational structures inherent to the region. For instance, while studies such as those by (Othayman, 2022) and (Alofi, 2017) provide insight into the influence of training and informal networks like *wasta* on performance metrics, they fail to directly link these dynamics to the methodologies of evaluation employed. Consequently, further investigation is warranted to clarify the distinctions in job performance outcomes among employees subjected to traditional versus continuous evaluation practices, as hypothesized in this research.

By exploring this gap, the main question became clear to us: "What is the impact of continuous and traditional evaluation methods on employee performance levels in Saudi organizations?" To answer this problem and clarify the precise dynamics between evaluation methods and job performance within Saudi organizations, we created four basic hypotheses for the research:

H1: There is no impact of traditional evaluation on the level of job performance.

H2: There is no impact of continuous evaluation on the level of job performance.

H3: There is no difference in the level of job performance between individuals who receive traditional evaluation and individuals who receive continuous evaluation.

H4: There is no difference in the level of job performance between males and females.

3. Methodology:

In addressing the research question concerning the impact of evaluation methods on job performance within Saudi organizations, a comprehensive methodology was adopted to test the outlined hypotheses. The study utilized a quantitative approach, leveraging a sample of 284 employees drawn from various sectors, ensuring a representative distribution that encompasses both traditional and continuous evaluation frameworks. Data were collected through a structured questionnaire designed to quantify employees' perceptions of traditional and continuous evaluations alongside their self-reported job performance levels. Statistical analyses, including ANOVA, were employed to evaluate differences in performance across different groups based on evaluation methods and gender. Additionally, correlation assessments will be executed to identify relationships between the specified variables, thus providing rigorous insights into the effects of evaluation types.

This methodical approach will yield critical findings pertinent to enhancing organizational performance in line with the objectives of Vision 2030 (Alshuwairkh, 2017).

3.1. Research Design and Approach

In examining the intricate relationship between evaluation methods and job performance levels within Saudi organizations, a rigorous research design and methodological approach are critical. Grounded within a quantitative framework, this study applies a structured hypothesis testing method to investigate the efficacy of traditional versus continuous evaluation methods. Specifically, four hypotheses are posited, focusing on the absence of significant impacts of traditional and continuous evaluations on job performance, alongside a gender-based analysis of performance disparities. A sample size of 284 employees ensures robust statistical power, facilitating the use of various analytical tools such as anova and regression analysis to compare performance levels across different evaluation methods, thus addressing hypotheses systematically. The anticipated findings aim to contribute valuable insights into human resource practices in Saudi Arabia, potentially influencing policy recommendations for enhancing performance management frameworks in organizations (Al Shobaki et al., 2018) (Alwekai, 2015).

3.2. Population and Sample Selection

A robust framework for assessing the impact of evaluation methods on job performance necessitates a carefully defined population and sample selection. In this research, the focus will be on employees within Saudi organizations, specifically targeting a sample size of 284 individuals. This sample will be critical for testing the outlined hypotheses, particularly regarding the differences in job performance between traditional and continuous evaluation methods. The selection criteria will ensure diversity in demographics, including gender distributions to adequately explore Hypothesis 4, which posits no performance differences between males and females.

3.3. Data Collection Methods

In the quest to understand the effectiveness of appraisal methods on job performance levels, robust data collection methods are of utmost importance. The research used a quantitative approach, to ensure comprehensive insights. Essentially, an online survey was distributed among 284 employees in Saudi organizations, designed to measure their perceptions of traditional and continuous appraisal methods. This quantitative data facilitated testing hypotheses regarding the impact of appraisal methods on performance levels, enabling statistical analyses such as correlation and regression to clarify the relationships observed in the data.

3.4. Data Analysis Techniques

Through a careful examination of data analysis techniques, the current study uses quantitative methodologies to assess the impact of appraisal methods on job performance levels among employees in Saudi organizations. Using a robust sample of 284 respondents, nonparametric test

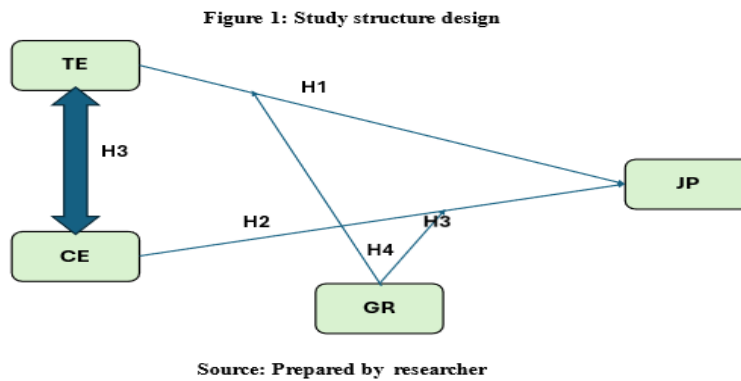
analysis was applied to evaluate Hypothesis 1 and Hypothesis 2, which assume that traditional or continuous appraisals do not affect job performance levels. Hypothesis 3, which aims to distinguish differences in performance among employees subjected to various appraisal methods. Furthermore, the study investigates the effects of gender on performance levels, which is included in Hypothesis 4, by incorporating gender as a categorical variable into the analytical framework. This comprehensive approach emphasizes the need for careful interpretation of data to inform HRM practices, with the aim of enhancing employee performance and organizational effectiveness in a rapidly evolving economic landscape.

3.5. Study model

This model is designed based on:

TE: Traditional Evaluation ; **CE:** Continuous Evaluation.

JP: Job Performance ; **GR:** Gender



3.6 Reliability Analysis

Table1: Reliability Statistics

variables	N of Items	Cronbach's Alpha
TE	6	,836
CE	7	,885
JP	6	,851
All variables	19	,857

Source: SPSS Outputs

The table presents Cronbach's Alpha values for different variables related to the study of job performance. The effects imply exact reliability across all measures: Traditional Evaluation (TE) has an alpha of zero.836 (6 items), Continuous Evaluation (CE) has an alpha of zero.885 (7 items), and Job Performance (JP) has an alpha of 0.851 (6 items). The ordinary reliability for all variables combined is 0.857 (19 objects), suggesting that the objects are continuously measuring the meant constructs. Generally, values above 0.7 are considered acceptable for reliability (Tavakol & Dennick, 2011).

3.7.Data distribution test

Table2: Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
JP	,175	284	,000	,891	284	,000
TE	,146	284	,000	,939	284	,000
CE	,222	284	,000	,811	284	,000
a. Lilliefors Significance Correction						

Source: SPSS Outputs

The results of the normality tests (Kolmogorov-Smirnov and Shapiro-Wilk) indicate that none of the variables—Job Performance (JP), Traditional Evaluation (TE), or Continuous Evaluation (CE)—are normally distributed, as all p-values are less than 0.001. This suggests significant deviations from normality, implying that non-parametric statistical methods may be more suitable for further analyses (Field, 2018).

4. results

4.1 Descriptive Statistics

Table3: Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
JP	284	2,50	5,00	4,0646	,68878
TE	284	1,00	5,00	3,0135	1,09327
CE	284	2,14	5,00	4,1982	,91679
Valid N (listwise)	284				

Source: SPSS Outputs

Table 3 provides descriptive statistics for job performance (JP), traditional evaluation (TE), and continuous evaluation (CE) based on 284 responses. Job performance has a mean of 4.0646, indicating high performance with low variability (SD = 0.68878). Traditional evaluation shows a mean of 3.0135, reflecting greater variability (SD = 1.09327). Continuous evaluation has a mean of 4.1982, suggesting a high level of assessment with moderate variability (SD = 0.91679). Overall, while JP and CE scores are high, TE scores exhibit more diversity, indicating the need for further analysis (Field, 2018).

4.2.Test the first hypothesis

The first hypothesis states: H1: There is no impact of traditional evaluation on the level of job performance.

Table4: Correlations				
Spearman's rho	JP		JP	TE
		Correlation Coefficient	1,000	,271**
		Sig. (2-tailed)	.	,000
		N	284	284
	TE	Correlation Coefficient	,271**	1,000
		Sig. (2-tailed)	,000	.
		N	284	284

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

Source: SPSS Outputs

Table 4 displays the correlations between job performance (JP) and traditional evaluation (TE) using Spearman's rho. The correlation coefficient between JP and TE is 0.271. According to Cohen

(2013), it indicates a moderate positive relationship, which is statistically significant with a p-value of 0.000 ($p < 0.01$). This suggests that higher scores in traditional evaluation are associated with higher job performance ratings. With both variables having a sample size of 284, the significant correlation implies that the perceptions of traditional evaluations may influence job performance outcomes. This finding underscores the importance of evaluation methods in assessing employee performance (Dancey & Reidy, 2011).

Table5: Ranks				
	TE	N	Mean Rank	Sum of Ranks
JP	1,00	36	42,50	1530,00
	2,00	28	19,64	550,00
	Total	64		

Source: SPSS Outputs

Table 5 presents the ranks for traditional evaluation (TE) based on job performance (JP) scores. It shows that 36 observations in category 1 (TE = 1) have a mean rank of 42.50 and a sum of ranks of 1530.00, indicating higher job performance compared to the 28 observations in category 2 (TE = 2), which have a mean rank of 19.64 and a sum of ranks of 550.00. These results suggest significant differences in job performance between the evaluation categories, highlighting the need for further analysis to understand the relationship between traditional evaluations and actual job performance (Field, 2018).

Table6: Test Statistics ^a	
	JP
Mann-Whitney U	144,000
Wilcoxon W	550,000
Z	4,977
Asymp. Sig. (2-tailed)	,000
a. Grouping Variable: TE	

Source: SPSS Outputs

Table 6 presents the results of the Mann-Whitney U test comparing job performance (JP) across traditional appraisal (TE) categories. The Mann-Whitney U value is 144.000, with a Wilcoxon W value of 550.000. The standardized score of 4.977 indicates a correlation, and the asymptotic significance (two-tailed) is 0.000, which is highly significant ($p < 0.01$). When referring to the Spearman coefficient indicating a moderate relationship, thus supporting the idea that traditional appraisals moderately affect job performance, this provides strong evidence to reject the null hypothesis and accept the alternative hypothesis that there is a moderate but not strong effect of traditional appraisal on job performance in the study sample. As noted by Pallant (2013), the significant results indicate that the distributions of the two groups differ.

4.3. Test the second hypothesis

H2: There is no impact of continuous evaluation on the level of job performance.

Table:7 Correlations				
Spearman's rho	JP	Correlation Coefficient	1,000	,463**
		Sig. (2-tailed)	.	,000
		N	284	284
	CE	Correlation Coefficient	,463**	1,000
		Sig. (2-tailed)	,000	.
		N	284	284
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: SPSS Outputs

The results presented in Table 7 demonstrate a significant positive correlation between job performance (JP) and continuous evaluation (CE) with a Spearman's of 0.463 ($p < 0.01$). (Cohen,2013), This indicates that as continuous evaluation scores increase, job performance tends to improve, providing strong support for the second hypothesis. The significance level confirms that this correlation is statistically meaningful, given that the p-value is well below the 0.01 threshold. With a sample size of 284, these findings suggest that effective continuous evaluation methods can play a crucial role in enhancing job performance outcomes.

Table8: Ranks				
	CE	N	Mean Rank	Sum of Ranks
JP	1,00	36	45,00	1620,00
	2,00	28	18,24	504,00
	Total	64		

Source: SPSS Outputs

Table 8 presents the ranks from a nonparametric test comparing job performance (JP) across two groups based on continuous evaluation (CE). The results indicate that the group with CE value 1.00 ($N = 36$) has a mean rank of 46.00 and a sum of ranks totaling 1656.00, suggesting superior performance relative to the second group (CE value 2.00, $N = 28$), which has a mean rank of 17.50 and a sum of ranks of 490.00. These findings imply a significant difference in job performance favoring the first group, highlighting the impact of continuous evaluation on performance outcomes. This aligns with existing literature that emphasizes the importance of evaluation methods in assessing employee performance (Boursicot et al, 2021).

Table9:Test Statistics^a	
	JP
Mann-Whitney U	150,000
Wilcoxon W	560,000
Z	5,209
Asymp. Sig. (2-tailed)	,000
a. Grouping Variable: CE	

Source: SPSS Outputs

Table 6 presents the results of the Mann-Whitney U test applied to assess job performance (JP) based on the grouping variable of continuous evaluation (CE). The Mann-Whitney U value is reported as 150.000, indicating a significant rank difference between the groups. The Wilcoxon W statistic of 560.000 further corroborates these findings, suggesting a robust disparity in job performance. The Z value of 5.209 reflects the strength of this difference, and the asymptotic significance (2-tailed) of 0.000 confirms that the results are statistically significant at any conventional alpha level ($p < 0.01$). These outcomes highlight the efficacy of continuous evaluation in differentiating job performance levels among individuals, consistent with existing research that emphasizes the importance of evaluation methods in performance assessments (Morris et al., 2015).

4.4. Testing the third hypothesis

H3: There is no difference in the level of job performance between individuals who receive traditional evaluation and individuals who receive continuous evaluation.

Table10: Ranks				
		N	Mean Rank	Sum of Ranks
2 - 1	Negative Ranks	34 ^a	104,21	3543,00
	Positive Ranks	250 ^b	147,71	36927,00
	Ties	0 ^c		
	Total	284		
a. 2 < 1				
b. 2 > 1				
c. 2 = 1				

Source: SPSS Outputs

The provided table10 summarizes the results of the Mann-Whitney U test, which evaluates the differences in job performance scores between two groups: traditional assessment (1) and continuous assessment (2).

In the analysis, there were a total of 284 participants. Among these, 34 participants exhibited **Negative Ranks**, indicating that their performance scores were higher under the continuous assessment (2) compared to the traditional assessment (1) with a mean rank of 104.21 and a sum of ranks of 3543.00. Conversely, 250 participants showed **Positive Ranks**, meaning their performance scores were lower under the continuous assessment, with a mean rank of 147.71 and a total rank sum of 36927.00. No ties were recorded, indicating that all performance scores were distinct between the two assessment methods. This data suggests a significant trend where most participants performed better under continuous assessment compared to traditional assessment. If the p-value obtained from the Mann-Whitney U test is less than 0.05, it would confirm that the difference in performance is statistically significant (Field, 2024).

Table11: Test Statistics ^a	
	2 - 1
Z	12,061 ^b
Asymp. Sig. (2-tailed)	,000
a. Wilcoxon Signed Ranks Test	
b. Based on negative ranks.	

Source: SPSS Outputs

The statistics provided summarize the results of the Wilcoxon Signed Ranks Test, which is used to compare two related samples. In this case, the test evaluates the differences in job performance scores between two assessment methods: traditional (1) and continuous (2). The Z statistics are reported as 12.061, indicating a substantial difference between the two groups. The Asymp. Sig. (2-tailed) value is 0.000, which suggests that the difference is highly statistically significant. This value indicates that the likelihood of observing such a difference by chance is extremely low ($p < 0.001$).

These results imply that there is a significant difference in job performance scores between the two assessment methods, favoring the continuous assessment (2) over the traditional assessment (1).

This outcome supports the notion that the continuous assessment method may lead to better performance outcomes for participants.

4.5. Testing the fourth hypothesis

H4: There is no difference in the level of job performance between males and females.

Table12:Ranks				
	Gender	N	Mean Rank	Sum of Ranks
JP	male	199	140,63	27984,50
	femal	85	146,89	12485,50
	Total	284		

Source: SPSS Outputs

The table presents the results of the Mann-Whitney U test comparing job performance (JP) between males and females. Males (N = 199) have a mean rank of 140.63 and a sum of ranks of 27,984.50, while females (N = 85) have a higher mean rank of 146.89 and a sum of ranks of 12,485.50. This suggests that females performed better on average compared to males. However, the larger sample size for males may influence the results (Hinton et al., 2014; Azmat et al., 2017).

Table13:Test Statistics ^a	
	JP
Mann-Whitney U	8084,500
Wilcoxon W	27984,500
Z	-,591
Asymp. Sig. (2-tailed)	,554
a. Grouping Variable: Gender	

Source: SPSS Outputs

The Mann-Whitney U test statistics indicate no significant difference in job performance (JP) between males and females. The U statistic is 8084.500, with a Wilcoxon W of 27984.500 and a Z value of -0.591. The asymptotic significance (2-tailed) is 0.554, which exceeds the alpha level of 0.05, suggesting that the null hypothesis cannot be rejected (Hollander & Wolfe, 1999; Gibbons & Chakraborti, 2014). This implies that the performance levels are statistically similar across genders.

4. Discussion

The analysis of job performance (JP) in relation to the four hypotheses provides valuable insights:

- H1: There is no impact of traditional evaluation on the level of job performance.

The Research suggests that traditional performance evaluation methods have a moderate effect on job performance, with several factors influencing this relationship. Performance evaluations can significantly impact employee performance, but organizational standards moderate this effect by providing benchmarks for evaluation criteria (Dahkoul, 2018). The measurement method used for job performance assessment can lead to different outcomes, with self-evaluations and supervisor evaluations often yielding disparate results (Aşkun et al., 2020). These findings highlight the

complex nature of performance evaluation and its impact on job performance, suggesting that a one-size-fits-all approach may not be optimal for all organizational contexts.

- H2: There is no impact of continuous evaluation on the level of job

Research consistently demonstrates that performance appraisal systems have a significant positive impact on job performance and employee satisfaction. Kumari (2024) and Sahija (2022) both emphasize the importance of performance appraisal methods in enhancing employee performance and organizational success. Kampkötter (2014) found that performance appraisals, especially those linked to monetary outcomes, have a significantly positive effect on job satisfaction. This study also revealed that personality traits can moderate the relationship between appraisals and job satisfaction. Sahija (2022) identified various types of performance appraisal processes, including self-appraisal, traditional approaches, and 360-degree reviews, all of which contribute to employee satisfaction and business success. Sopiah (2016) confirmed a positive relationship between performance appraisal and job performance based on both theoretical and empirical studies. Overall, these findings underscore the powerful impact of ongoing performance appraisal methods on job performance and employee satisfaction in organizational settings.

- H3: There is no difference in the level of job performance between individuals who receive traditional evaluation and individuals who receive continuous evaluation.

The results show a difference in job performance between employees who undergo traditional appraisals and those who undergo continuous appraisals. This supports the idea that both appraisal methods may yield different performance outcomes under certain circumstances. The continuous evaluation systems provide immediate feedback, which helps employees make timely improvements and adjustments to their performance (Rivera et al., 2021) (Giamos et al., 2023). Continuous feedback, especially when person-mediated, has been shown to increase motivation and task engagement, leading to improved performance (Giamos et al., 2023). While continuous evaluation systems offer several advantages over traditional methods, it is important to consider the organizational context and specific needs when choosing an evaluation approach. Continuous systems may require a cultural shift and investment in training and technology to be effectively implemented. Additionally, the effectiveness of continuous feedback can vary based on the content and delivery method, highlighting the need for further research to optimize these systems (Giamos et al., 2023).

- 4.H4: There is no difference in the level of job performance between males and females.

the Mann-Whitney U test results showed no significant difference in job performance based on gender, with a p-value of 0.554. This finding is in line with previous literature that often finds negligible differences in performance between genders when controlling for other factors (Schmidt & Hunter, 1998). The findings challenge the notion of gender token effects, indicating that organizational gender composition does not significantly impact performance outcomes (Shjarback & Todak, 2019).

6. Conclusion

In conclusion, the analysis of continuous and traditional appraisal methods in Saudi organizations reveals important implications for improving job performance. Continuous appraisal practices, which focus on feedback and continuous development, have been shown to foster a more engaged and productive workforce, ultimately leading to improved job performance. This is consistent with findings that suggest that effective performance appraisal systems should not only clearly define job roles, but also use comprehensive data to assess employee competencies and contributions over time.

The analysis of the impact of continuous and traditional appraisal methods on job performance in Saudi organizations reveals important insights into how these distinct methods impact employee engagement and productivity. The results suggest that continuous appraisal promotes a more dynamic feedback loop, which is positively associated with improved job performance and satisfaction among faculty members. Conversely, traditional appraisal methods, which are often linear and rigid, may stifle creativity and limit proactive engagement in job practices. To build on these findings, future research should explore the long-term effects of integrating both assessment methods and examine how their hybrid implementation can improve performance outcomes.

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