

The Impact of Performance Appraisal and Compensation Practices on Employee Performance of NIFS

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Abstract— Performance of researchers is recognised as one of the most critical indices for evaluation of a research institute. Consequently, identifying the Performance Appraisal and compensation practices that influence the NIFS's employee performance is potentially of great value. The study focusses to identify whether the employee performance of NIFS is affected by the performance appraisal and compensation practices.

Purpose:

The study is to identify the Impact of performance appraisal and compensation practices on employee performance of NIFS

Design/Methodology/Approach

To achieve the study objectives, primary and secondary data have mostly been utilized. The study is carried out by perusing recent, significant journals and articles on the topic that are published in reputable, high-quality journals. The data concerning the performance of academics has been extracted from the questionnaire, NIFS Research Repository, Annual Reports and from NASTEC reports. This quantitative study uses a positivist ontology and conducted using a deductive approach through a slightly adopted version of an already validated and reliability checked questionnaire

Findings

The results have shown that performance appraisal and compensation practices were significantly correlated with the employee performance ($r=0.359$ and $r=0.493$ respectively). Of both variables, performance appraisal practices had the strongest positive correlation with the employee performance of NIFS.

Keywords: Employee Performance, Performance Appraisal, Compensation Practices

I. INTRODUCTION

In this era of global competition, research and higher education sector of a country holds prime importance in terms of knowledge creation (World Economic Forum, 2017). The existence of devoted employees who are driven to strive toward achieving organizational goals is crucial for this sector's success (Khan et al., 2013). Employees are a company's most valuable asset, and whether an organization succeeds or fails depends on its ability to find, keep, and reward adequately competent and skilled employees. The remuneration packages provided by the organization have a significant impact on employees' willingness to remain in their jobs (Osibanjo et al., 2014). Numerous research has been done in the last ten years to determine the factors that influence employee performance and how compensation policies affect it. However, it is rare to come across any research on the proven relationship between compensation practices and the following consequences on employees'

work performances in research institutions, particularly in developing nations like Sri Lanka.

The performance of employees in any organization is a critical factor to take into account. Because employee motivation and performance contribute to the growth of businesses and organizations, managers place a strong emphasis on employee performance by creating systems and techniques for rewarding employees that rely on both monetary and non-monetary benefits and rewards. These benefits are known as compensation (Okeke and Ikechukwu, 2019; Patnaik and Padhi, 2012). Management uses compensation as a tool to advance the survival of the business for a variety of goals and purposes. It may be changed, altered, and regulated in accordance with the needs, objectives, and goals of the business and the resources that are at hand. It may be utilized for a variety of things, including staff retention, involvement, engagement, and inspiration, as well as to entice talented individuals with alluring compensation (Manurung and Kasenda, 2018; Uwizeye and Muryungi, 2017). According to Suleiman *et al.* (2018) compensation motivates employees for better performance.

Organizations understand that the only way to compete with their rivals in the highly competitive business environment of today is to innovate. Only when human resources are well managed can businesses develop. A reliable and accurate appraisal policy that is utilized to evaluate employee performances will help the human resource system become more efficient. Sadly, there are not many organizations that have a good policy for performance appraisal (Yalcin, 2002). Human resource management, which is seen as a subset of performance management, includes performance appraisal as a critical component. According to Rao (2005), performance appraisal is a way of assessing how workers behave in the workplace. These evaluations often take into account both the quantitative and qualitative facets of job performance. It assists in identifying and resolving issues that employees encounter at work (Mackey and Johnson, 2000). Despite the fact that performance appraisals provide numerous advantages for the company, according to Nurse (2005), there is an equal chance that they will negatively impact both the company's performance and that of its employees. As per Maud (2001) performance enables organizations, sectors, and countries to build long-lasting competitive advantages.

Employee performance in a research institute is based on the performance in a certain period and it can be determined by the Key Performance Indicators (KPI), including the Journal Publications, No of Research Supervision, Research Grants Received, Science Dissemination and so on (Dundar and Lewis, 1998). Present research is aimed at finding empirical evidence about the effect of performance appraisal (PA) and compensation practices (CP) on employee performance of the National Institute of Fundamental Studies (NIFS). There was no prior research that identified the compensation concerns and

performance appraisal being addressed about in Sri Lankan research institutes. The results of this study will assist NIFS and other research institutes, particularly in Sri Lanka, to identify whether the performance appraisal and compensation practices have a significant impact on employee performance. Furthermore, this will help to discover a solution to the age-old topic of how to enhance employees' job performance in research institutions.

II. LITERATURE REVIEW

On many different levels, education has a direct influence on the society and promotes development. High levels of literacy and a strong human resource base in industrialized countries serve as good indicators of this. According to the World Economic Forum (2017), higher education institutions contribute significantly to society by fostering awareness, knowledge creation, skill development, and value creation—all of which are essential for guaranteeing a promising future (Cortese, 2003). Zainab (1999) added that publishing research results in esteemed journals, patents, conference proceedings, impact factors, and reviews are examples of a researcher's performance as an employee. Employees are critical to the future development of every business and are instrumental in reaching organizational objectives (Koshy and Suguna, 2014). Numerous studies have stressed the need of raising employee performance since doing so creates a competitive advantage (Chang and Huang, 2005). Additionally, human resources are a part of several resources that assist firms in keeping their competitive edge, which enhances organizational performance (Choi, 2014). In agreement with this, a number of research, including Delery and Doty (1996) and Huselid (1995), have demonstrated a link between enhanced employee performance and HR practices. As a result, the focus of this study is on reviewing literature on performance appraisal, compensation practices and employee performance.

A. Employee Performance

Employee performance is inextricably tied to their performance, which defines their financial or non-financial consequence (Anitha, 2014). According to McConnell (2003), employee performance is a specific person's achievement and contribution in concrete and achievable terms. It is a complex concept that may be impacted by a variety of elements, such as age, employee recognition, recruiting, performance grading techniques, etc (Jamil and Raji, 2011). Employees are a valuable resource for the business, and how well they perform affects whether it succeeds or fails. As a result, every company's success in every industry greatly depends on its employees (Jehanzeb and Bashir, 2013).

Since it serves as the foundation for the total organizational success, employee performance is crucial for any organization (Abbas, 2009). Employee performance, in the opinion of Anitha (2013), serves as a gauge for the accomplishment of corporate objectives. Research findings play a crucial role in producing and evaluating scientists' academic accomplishments, referred to as researchers' employee performance (Gu *et al.*, 2011). Employee performance can best be understood through measurement of certain performance indicators. Thus, when it comes to

research institutes the concept of employee performance explicitly refers to the act of publishing an article for publication in an academic journal, publishing or editing a book or monograph; publishing a book review; or presenting a paper at a meeting (Pellino *et al.*, 1984).

B. HR practices

HR practices may be seen as a strategy for attracting, motivating, and keeping employees to maintain the viability of the company (Schuler and Jackson, 1987). Human capital plays a key influence in attaining the organization's goals thanks to the way HR practices are planned and put into action. In order to make sure that a company's human capital supports the attainment of its business objectives, Delery and Doty (1996) defined HR practices as a collection of internally consistent policies and procedures. The practices selected for this study are based on its importance in relation to the research industry. The practices used in this study are listed and defined as follows:

C. Performance Appraisal (PA)

Rudman (2003) asserts that a key element in improving an employee's performance in a company is performance appraisal. Furthermore, there is a direct correlation between how businesses manage their employees and the outcomes they produce as a company. Human nature, according to Boswell and Benson (2000), is driven by recognition, and when that recognition is received favorably or unfavorably, it motivates people to take more action. It is argued that using a strong performance appraisal policy is one of the tools managers use to inspire their workforce. Cook and Crossman (2004) point out that a worker whose performance is being evaluated frequently becomes defensive. According to Nurse (2005), negative feedback from performance appraisal, might make employees perform worse as well as fail to encourage the typical employee. Only employees who have a high level of self-esteem seem to be motivated by criticism to do better (Anderson, 2002). It serves largely as a means of outlining how the employee can perform better going forward and what may be done to make that happen.

D. Compensations Practices (CP)

The compensation practices of an organization play a crucial role in its success (Gomez-Mejia *et al.*, 2010; Huselid, 1995; Lawler, 2003). In organizations, compensation performs a variety of important responsibilities, including indicating employee value, luring candidates for open positions, and keeping hold of current employees (Gerhart and Rynes, 2003). Furthermore, while intrinsic motivators play a significant role, extrinsic motivators like salary continue to play a crucial part in explaining why people are productive at work (Dulebohn and Werling, 2007). The bottom line is that employee attitudes and actions are significantly influenced and driven by compensation systems (Rynes *et al.*, 2004; Sweins and Kalmi, 2008). However, among other factors, a compensation system's effectiveness largely depends on how it is designed.

Performance-enhancing techniques, as stated by Batt and Colvin (2011), are "short-term incentives meant to respond to urgent competitive demands to boost performance." These incentives are short-term schemes that

link employee pay to performance, such as commission pay, individual bonuses, merit pay hikes, and other individual incentive pay, in the context of compensation (Batt and Colvin, 2011; Shaw *et al.*, 2009). According to Chien *et al.* 2010 incentive schemes frequently result in greater employee performance. Employee performance will improve through fostering employees' motivation to work by various compensation practices (Wekesa and Nyaroo, 2013). Numerous studies have shown that low compensation can result in significant employee turnover due to factors such as insufficient job security, salary, promotions, and rewards (Aarabi *et al.*, 2013; Durant *et al.*, 2006).

III. METHODOLOGY

A. Design

There are 365 research staff employed at NIFS, and a sample of 186 has been taken according to the Morgan table (Krejcie & Morgan, 1970). Simple random sampling has been used for the focus group with every other academic in the given research listing of the organization. A slightly adopted version of an already validated and reliability checked questionnaire was used for the data collection. The structured survey questionnaire with both open-ended and closed-ended questions has been pilot tested to assure the clarity and ease of completion. The conceptual framework was designed accordingly as per the Figure 1.

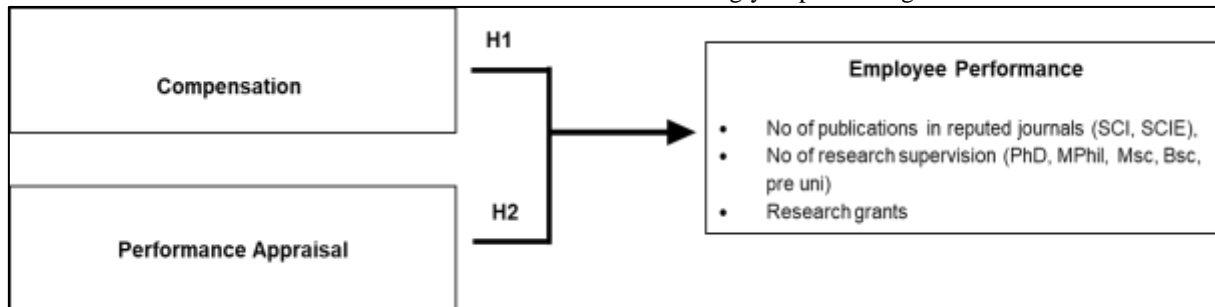


Fig. 1: The structural Model
Source: Researcher Developed, 2022

B. Hypothesis development

The hypotheses are developed to determine the relationship performance appraisal, compensation practices are having on employee performance in NIFS.

An essential element for efficient human resource management is performance appraisal (Locker and Teel, 1997). Torrington and Hall (1998) discovered a significant correlation between performance appraisal and employee productivity in Malawian banks because these reviews may be utilized to boost motivation, offer feedback, and enhance current performance. Rudman (2003) asserts that a key element in improving employee performance in a business is performance appraisal. Additionally, there is a direct correlation between how organizations manage their employees and the outcomes they produce as a company. Therefore, the relationships could be stated as follows,

1) H_1 : Performance Appraisal practices have a significant impact on employee performance of NIFS

According to Chien *et al.* 2010 incentive schemes frequently result in greater employee performance. According to previous studies, remuneration practices have a significant and positive influence on employee performance in educational institutions in Pakistan (Shahzad, 2008). There are several studies that demonstrate a beneficial association between compensation and employees' performance in the banking sector (Ahmad *et al.*, 2014).

Therefore, the relationships could be stated as follows,

2) H_2 : Compensation practices have a significant impact on employee performance of NIFS

IV. DISCUSSION

To determine whether the data follows a normal distribution, a normality test was performed. For this, the null hypothesis (H_0) is that the data is usually distributed, and the alternative

hypothesis (H_1) is that the data is not normally distributed. Two tests were run to check the normality, and the test statistics are shown in Table 1.

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EP	0.107	186	0.000	0.984	186	0.034

^a. Lilliefors Significance Correction

Table 1: Tests of normality

Since the data set is smaller than 2000 elements Shapiro-Wilk test was used to analyze the data. Accordingly, the P-value is 0.034, which is less than the significance level of 0.05 ($P < 0.05$). Therefore, it can be concluded that the data is not normally distributed.

Since the data set is not normally distributed, non-parametric tests were conducted to achieve the objectives of the study.

A. Correlation of the dependent and independent variables

Spearman's correlation was done to see the association between the dependent variable and the independent variables and the independent variables themselves. Spearman's correlation coefficient was determined to examine the strength and the direction of the linear relationship between two continuous variables. The larger the absolute value of the coefficient, the stronger the relationship between the variables.

	CP	PA	EP
CP	1		
PA	.553**	1	
EP	.493**	.359**	1

** Correlation is significant at the 0.01 level (2-tailed)
CP= Compensation, PA= Performance Appraisal, EP= Employee Performance

Table 2: Correlation between the variables tested

All the tested predictor variables were significantly correlated ($P < 0.05$) with the EP. Correlations among the predictor variables was positive, ranging between 0.553 (CP and PA). The correlations between predictor variables and employee performance were also positive ranging from 0.359 (PA and EP) and 0.493 (CP and EP). CP was the most tightly correlated predictor variables with the EP ($r = 0.493$).

C. Analysis of variance (ANOVA)

The Table of ANOVA shows if the regression models are statistically significant.

Model		Sum of Squares	df	Mean Square	F	P value
Model 1	Regression	9.11	1	9.11	38.25	$P < 0.05^b$
	CP	Residual	43.81	184	0.24	
	Total	52.91	185			
Model 2	Regression	4.64	1	4.64	17.69	$P < 0.05^b$
	PA	Residual	48.27	184	0.262	
	Total	52.91	185			

Dependent variable: EP
^b Predictors: (Constant), CP, PA

Table 3: Analysis of variance (ANOVA) in the dependent variable

Results have shown that the two regression models are statistically significant ($P < 0.05$), $F(1, 184) = 38.25$, $P = 0.000$ and $F(1, 184) = 17.69$, $P = 0.000$.

D. Goodness of fit

The summaries of the two models have revealed the R and R² values, which indicate how much of the total variation in the dependent variable can be explained by the independent variable, and the results are shown in Table 4.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
3	0.415 ^a	0.172	0.168	0.50
4	0.296 ^a	0.088	0.083	0.51

^a Predictors: (Constant), CP, PA

Table 4: Model Summary

According to the results, the adjusted R² values obtained for the two models are 0.168 and 0.083, respectively. This indicates that the independent variables, including CP and PA explain 16.8%, and 8.3% of the variability of the dependent variable, respectively.

E. The Coefficient values

The coefficient table also determines if the predictor variables statistically significantly contribute to the model.

Model	Unstandardized Coefficients			Standardized Coefficients		
		B	Std. Error	Beta	t	P value
1	Constant	1.622	0.225		7.197	$P < 0.05$
	CP	0.445	0.072	0.415	6.185	$P < 0.05$
2	Constant	2.131	0.209		10.17	$P < 0.05$
	PA	0.266	0.063	0.296	4.21	$P < 0.05$

Table 5: Coefficient values of the Dependent variable

The results of Table 5 show statistically significant unstandardized coefficients for models 1 and 2.

- H₁: Performance Appraisal have a significant impact on employee performance of NIFS
- H₂: Compensation practices have a significant impact on employee performance of NIFS

As per tables 2, 3, 4 and 5, the PA and CP have a positive significant impact on employee performance in

B. Linear Regression Analysis

Finally, stepwise linear regression analysis was performed to help determine which of the two predictor variables (PA and CP) could be used to predict the EP. Two models were tested, which provides the data regarding which model could statistically significantly predict the dependent variable.

NIFS. Therefore, both the hypotheses are treated as strongly supported and the alternative hypotheses are accepted. However, CP was the most tightly correlated predictor variable with the Employee Performance.

V. CONCLUSION AND MANAGERIAL IMPLICATIONS

The scientific research of a country influences all aspects of a country's future by helping its development, economic growth, and greater social well-being. Researchers' employee performance is recognized as one of the most critical indices for the evaluation of a research institute. Very few previous scientific studies have focused on the HR practices effecting a science research institutes' employee performance in Sri Lanka. The study results have shown, that the compensation practices and employee performance have a significant positive correlation. The study evaluated 5 items under CP including well compensation plan, attractive compensation practices, good balance with other companies, performance-based compensation and industry survey on salaries. The results of the current study concur with the results of Teseema and Soeters (2006) and Shahzad et al., 2008, where they also have found a significant relationship between compensation practices and employee performance.

Furthermore, present study results have shown that there is statistically significant correlation with Performance Appraisal and employee performance. In the present study it has been noted that employees have given their best effort because of the fair and appropriate performance appraisal system which has been applied and is linked with the compensation system (Wright and Gardner, 2003). Overall correlation of the study demonstrates that respondents generally and strongly agree on the factors that determine performance evaluation outcomes. The results of the present study concur with those of Teseema and Soeters (2006), who also discovered a strong correlation between Performance Appraisal and employee performance. Of the two variables, compensation practices had the strongest positive correlation where it could be used as a significant predictor ($R^2_{AD} = 0.168$) for the employee performance NIFS. Based on the current study results, it can be concluded that HR practices

such as Performance Appraisal and employee performance can play a significant and essential role in employee performance in the institute. Taken together, these separate analyses strengthen the perception that a highly research performed institution is indeed a function of the combination and interaction of all these HR practices.

The human workforce is considered one of the most important organizational assets in this era of technological advancements and ongoing successful expansion of technology. The following suggestions will be made in order to improve the human capital of NIFS. The findings of the study indicate that creating a compensation strategy will be challenging. The institute leadership is recommended to keep the compensation up to date on a regular basis and should be competitive with the market. Institute should maintain transparent remuneration practices, and staff members should be aware of them. Implementing innovative performance appraisal methods, such as 360-degree feedback, will enable NIFS to gather data on an employee's performance from a number of sources. It is advised to alter the review cycle for each employee such that assessments take place apart from pay reviews at the very least on the anniversary of first recruitment. The majority of institutions honor good research publications. When evaluating a paper's merit, point out that how the papers are cited in terms of technique and conclusion is also relevant. As a result, it is recommended the researchers to be compensated for their publications in high-impact journals, encouraging them to write more high-quality articles.

VI. LIMITATIONS OF THE STUDY

The collection of data was restricted to the NIFS due to the difficulty in gathering information from all the other research institutions within a short period of time. However, the results could be generalized to any institution or industry as the results of the study are in compatibility with the past research findings. Future studies could focus this aspect and conduct a similar study with large sample size, including all the institutes in Sri Lanka. This would change some of the significance of the variables or add predictive power to the model. This would also allow replicating or confirming the findings. Since there were time restrictions and other limitations during the COVID-19 pandemic, it was not possible to collect data from some of the senior researchers who are not comfortable with the online questionnaire format. If it was possible to use a paper survey, it would have been easier to collect data from the sample.

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