

## Influencing Factors of Employee Performance in Nepalese Civil Service

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### Abstract

Organizational success is heavily dependent on employee performance, particularly in the public sector where efficient and high-quality service is of the utmost importance. The objective of this study is to analyze the link among Employee Engagement (EE), Organizational Commitment (OC), Performance Appraisal (PA), Turnover Intention (TI) and Employee Performance (EP) in the public sectors of Nepal. Out of 700 government employees, 530 respondents answered an online survey and 514 provided valuable data using quantitative analysis. Structural equation modeling (SEM) was used to examine the data. Average variance extracted (AVE) ensured the validity and reliability of the constructs, while Cronbach's Alpha and composite reliability further substantiated these measures. Route and descriptive analysis helped to identify the relationships among the variables. According to the statistics, employee performance suffers when turnover intention exists even as organizational commitment and involvement support. Work output and performance rating had no relationship discovered. The research implies a nice and fascinating workplace might improve employee performance and retention. Both theoretical and practical findings need government intervention to boost employee engagement and loyalty. Further research should examine other mediating and modifying factors affecting these relationships. A comprehensive public sector employee performance model improves organizational efficiency and knowledge.

**Keywords:** Employee engagement; employee performance; organizational commitment, performance appraisal, turnover intention

## Introduction

Civil service describes the workforce which operates within different public departments along with their associated agencies. Civil service personnel perform government policies while offering necessary public services to the population. Employee performance greatly impacts organizational success, especially in the public sector, where service quality and efficiency are crucial. Effective implementation of government plans and programs and productivity development in Nepalese public service depend on knowing employee performance aspects (Adhikari, 2010). In this research, the impact of four critical variables on worker productivity is examined: performance appraisal, organizational commitment, turnover intention, and employee engagement.

Passionate workers are more likely to surpass productivity, job satisfaction, and organizational success (Harter et al., 2002). Research shows that workers with a strong emotional connection to their organization perform harder and are less likely to leave (Meyer & Allen, 1991). When workers want to quit, Tett and Meyer (1993) found that firms suffer higher expenses and worse performance. This is because competent workers are scarce and new hires need training. Fair and positive performance reviews may boost employee morale and productivity (DeNisi & Pritchard, 2006).

Recent studies indicate that these components are necessary in the public sector. Thapa and Koirala (2024) observed that participation of public sector workers enhances productivity. Enhancing participation might enhance the quality of services and efficiency of enterprises. Basnet (2021) argues that open and frequent performance evaluation procedures are essential in the public sector to enhance morale and productivity.

This research builds on previous theoretical work by integrating these concepts into a comprehensive model and investigating their impact on public servants' overall achievement in Nepal. This research uses structural equation modeling to examine data collected from various government employees. This provides a solid foundation for further research into the interplay between these components. The significance of this study lies in the fact that it may impact managerial practices and policies within Nepal's public sector (Khanal et al., 2022).

This study has shed light on the Nepalese public sector's management and policy procedures. This study seeks practical insights for enhancing organizational efficiency and employee happiness by identifying the major factors of employee performance. Therefore, the major goal of this research is to establish the link between employee performance in the public sector of Nepal and the elements like organizational commitment, turnover intention, performance evaluation, and employee involvement. The aim is to clarify doable strategies for increasing employee morale and performance output in the public sector.

## Review of Literature

### Theoretical Review

Turnover intention is an employee's conscious decision to leave their organization. The theory of Planned Behavior suggests that intentions are strong predictors of actions (Ajzen, 1991).

Factors like dissatisfaction, workplace environment, and available opportunities influence turnover intention. High turnover can harm organizations by increasing costs and losing talent. Currrivan (1999) links dissatisfaction to turnover through steps like job searching and evaluating alternatives. Organizational commitment reflects an employee's emotional connection to the organization. Meyer and Allen (1991) describe it through three components: emotional attachment, perceived costs of leaving, and a sense of obligation to stay. Commitment reduces turnover, improves performance, and fosters positive behaviors. Social Exchange Theory adds that employees tend to reciprocate support from their organization with loyalty (Blau, 1964). Employee engagement is the enthusiasm and dedication employees bring to their work. Kahn (1990) defined engagement as using physical, mental, and emotional energy at work. Engaged employees are more productive and innovative. Bakker and de Vries (2021) highlighted the role of resources like feedback and autonomy in boosting engagement and reducing stress. Performance appraisal evaluates employees' work against set standards. Goal-Setting Theory emphasizes setting clear and achievable goals for better results (Locke & Latham, 1990). Adams (1963) stresses fairness in evaluations, as inequity can lower motivation. Modern methods, such as 360-degree feedback, provide a more holistic approach. Employee performance depends on skills, knowledge, motivation, and workplace support (Campbell, 1990). Vroom's (1964) Expectancy Theory suggests employees perform better when they believe their efforts will be rewarded. Leadership and culture also matter. Bass (1990) emphasizes inspiring leadership, while Adams (1963) highlights fairness as crucial. Effective appraisals with clear goals and constructive feedback help align employee efforts with organizational objectives.

Employee performance is influenced by key factors such as performance appraisal, organizational commitment, turnover intention, and employee engagement, which shape motivation, effort, and workplace behavior. Effective appraisals, strong commitment, low turnover intention, and high engagement contribute to improved performance by fostering clarity, support, and alignment with organizational goals.

## **Empirical Review**

### **Employees Engagement**

Schaufeli et al. (2006) studied that employees are engaged, they have a positive and gratifying attitude toward their job, which is marked by energy, commitment, and total immersion. Harter et al. (2002) stated that motivated employees adhere to corporate social responsibility programs, are less likely to think about quitting their positions, and do superior work in general. There is a substantial correlation between employee engagement and firm performance. This highlights engagement's value. Thapa and Koirala (2024) found that public-sector employee involvement improves performance. This suggests that initiatives to increase engagement may significantly boost productivity and service quality.

- **H<sub>1</sub>:** Employee Engagement significantly positive impact on Employee performance

## Organizational Commitment

One definition of organizational commitment is the emotional investment that workers have in their company. According to Meyer and Allen (1991), there are usually three parts to it: emotional commitment, persistence commitment, and ethical commitment. Staff members who feel strongly about the company they work for are more inclined to go above and beyond their jobs. (Mowday et al., 2013) found that dedicated workers are more invested in the company's success and less inclined to quit. Al Balushi et al. (2022) found that organizational commitment boosts work satisfaction and performance in Nepal's public service sector. This study shows that a good workplace might boost productivity.

- **H<sub>2</sub>:** Organizational Commitment significantly positive impact on employee performance

## Turnover Intention

An employee's purpose to depart from their present employer is known as turnover intention. According to research conducted by Tett and Meyer (1993), employees whose intentions to leave are strong are less invested in their work and as a result, their performance suffers. Companies might lose valuable expertise and have to spend a lot of money to educate new personnel if their turnover rate is high (Hom et al., 2012). Gautam (2019) conducted research within the framework of Nepal's public service and revealed a correlation between high turnover intention and poor organizational performance. This highlights the need to hold talented individuals to preserve institutional knowledge and efficiency.

- **H<sub>3</sub>:** Turnover intention significantly impacts on employee performance

## Performance Appraisal

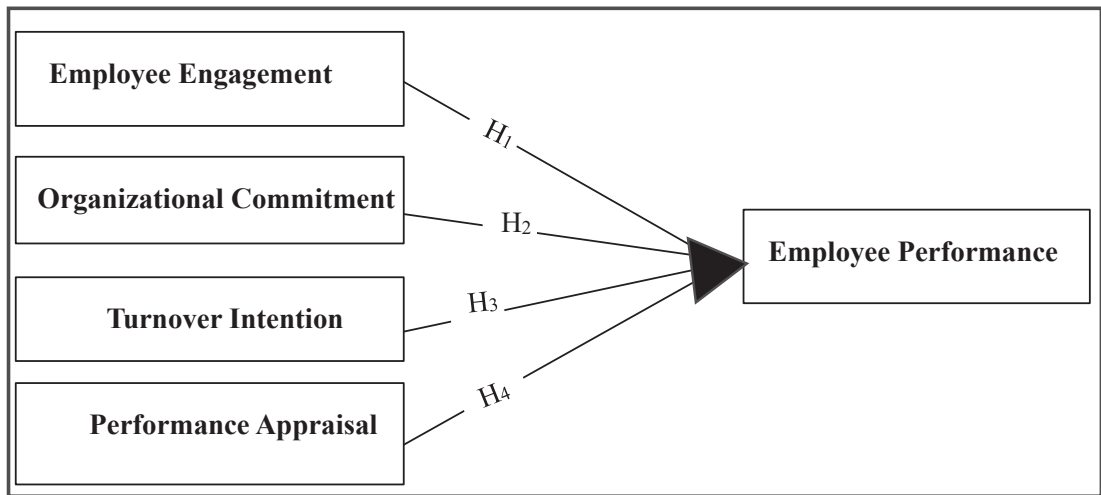
Performance assessment systems prioritize the evaluation of employee performance and the quality of feedback provided. DeNisi and Pritchard (2006) contend that performance evaluations are effective in identifying both strengths and weaknesses, thereby improving workplace efficiency. Employees' perceptions of justice and accuracy in performance evaluations significantly affect their level of job satisfaction (Jawahar, 2007). Pulakos (2004) argues that equitable and progressive performance assessments might inspire staff members. Basnet (2021) noted that using transparent and frequent performance evaluations in Nepal might raise employee performance and morale.

- **H<sub>4</sub>:** Performance appraisal significantly impacts on employee performance

## Employee Performance

These components' interactions and effects on workplace productivity may be better understood if they are included in a holistic model. Griffeth et al. (2000) showed that employee performance is negatively correlated with the desire to quit the firm and favorably correlated with engagement and organizational commitment. The question of whether performance assessments have a direct impact on productivity or whether there is a more complex mediating relationship is less widely accepted (DeNisi & Pritchard, 2006). Recent Nepalese research supports these links. Studies show that integrated methods that address various aspects of the employee experience boost performance (Thapa & Koirala, 2024).

Empirical studies confirm that employee engagement, organizational commitment, turnover intention, and performance appraisal significantly influence employee performance, with engagement and commitment enhancing productivity while turnover intention hinders it. Effective performance appraisals foster job satisfaction and motivation, reinforcing the positive impact of engagement and commitment on workplace outcomes.



*Figure 1: Conceptual Framework*

## Study Method

This study employed descriptive and explanatory research design, following deductive approach with quantitative framework to examine the performance factors of the Nepalese civil service personnel. An online Google form of a structured questionnaire survey was sent to approximately 700 public servants from different departments using a purposive sampling frame to gather data (Thapa, 2024). The distributed questionnaires yielded 530 replies. After meticulous screening for completeness and consistency, 514 valid answers were processed for analysis.

The questionnaire used reliable and valid measures to collect answers on Turnover Intention, Employee Performance, Organizational Commitment, Employee Engagement, and Performance Appraisal from the government employees, with each construct measured using five items on a Likert scale. Each component was assessed using five Likert scale questions from 1 strongly disagree to 5 strongly agree. AMOS software was used for SEM data analysis. Multiple efforts were taken to ensure the findings' reliability. Descriptive statistics were used in the preliminary analysis to depict the sample demographics and the data was screened for outliers and missing values supported by KMO value 0.886 and Bartlett's test chi-square significant at <.01. Consistency reliability was assessed using Cronbach's Alpha; scores over 0.7 were judged satisfactory. Convergent validity was

measured using composite reliability and average variance extracted; values above 0.5 and 0.7 indicated acceptable validity. The square root of the AVE for each idea is required to be more than the inter-construct correlations for discriminant validity. CFA validated construct factor structure and major item loadings. A structural model was constructed to study construct interactions once the measurement model was confirmed. Model fit was evaluated using Chi-square (CMIN/DF) <3, Comparative Fit Index (CFI) >0.9, RMSEA SRMS <0.08 with acceptable limits and VIF of all construct <3 (Hair et al.,2010).

Ethics were upheld throughout the inquiry. Participants agreed and were assured of their privacy. Each participant provided informed consent before completing the survey. By analyzing the factors that influence civil service personnel performance in Nepal, this rigorous technique enables a complete examination of the interactions between the constructs and provides insightful knowledge about organizational behavior and public administration.

## Result and Discussion

### Frequency Analysis

*Table 1: Frequency Analysis*

		Frequency	Valid Percent	C u m u l a t i v e Percent
Position	Non-Gazetted	336	65.4	65.4
	Gazetted	178	34.6	100
Age	Below 30	123	23.9	23.9
	30-45	337	65.6	89.5
	Above 45	54	10.5	100
Gender	Male	284	55.3	55.3
	Female	230	44.7	100
Education	Below Bachelor	54	10.5	10.5
	Bachelor	158	30.7	41.2
	Master	284	55.3	96.5
	Above Master	18	3.5	100

The frequency analysis of the Nepalese Civil Service reveals a diverse workforce concerning age, gender, position, and educational achievement. The percentage of respondents with gazetted and non-gazetted positions is 64% and 36% respectively. Between the ages of 30 and 45, 65.6% of the workforce resides, with smaller proportions falling below 30 (23.9%) and above 45 (10.5%).

There was a slight male majority: 44.7% female and 55.3% male. Of those with degrees, 55.3% have master's degrees and 30.7% have bachelors. Master's degrees (3.5%) and bachelor's degrees (10.5%) are less common. Based on these data, the workforce is approximately equally split between educated middle-aged men and women.

### **Descriptive Analysis**

*Table 2: Descriptive Statistics*

Variables	Mean	Std. Deviation	Rank
Performance Appraisal	4.222	0.685	1
Employee Engagement	4.130	0.559	4
Organizational Commitment	4.164	0.753	2
Turnover Intention	4.155	0.694	3
Employee Performance	4.067	0.787	5

The study on the Influence Factors of Employee Performance of Nepalese Civil Service provides descriptive data: The highest mean score (4.222) goes to performance appraisal (PA), indicating that respondents value. Organizational commitment (OC), ranks second with a mean score of 4.164, followed by turnover intention (TI) with 4.155 in ranks third, fourth ranks employee engagement (EE) with mean 4.130 and low variability. The dependent variable EP, ranks fifth is the most debated topic due to its high variability and low mean score (4.067). These data suggest increasing EE and EP.

## Measurement Model

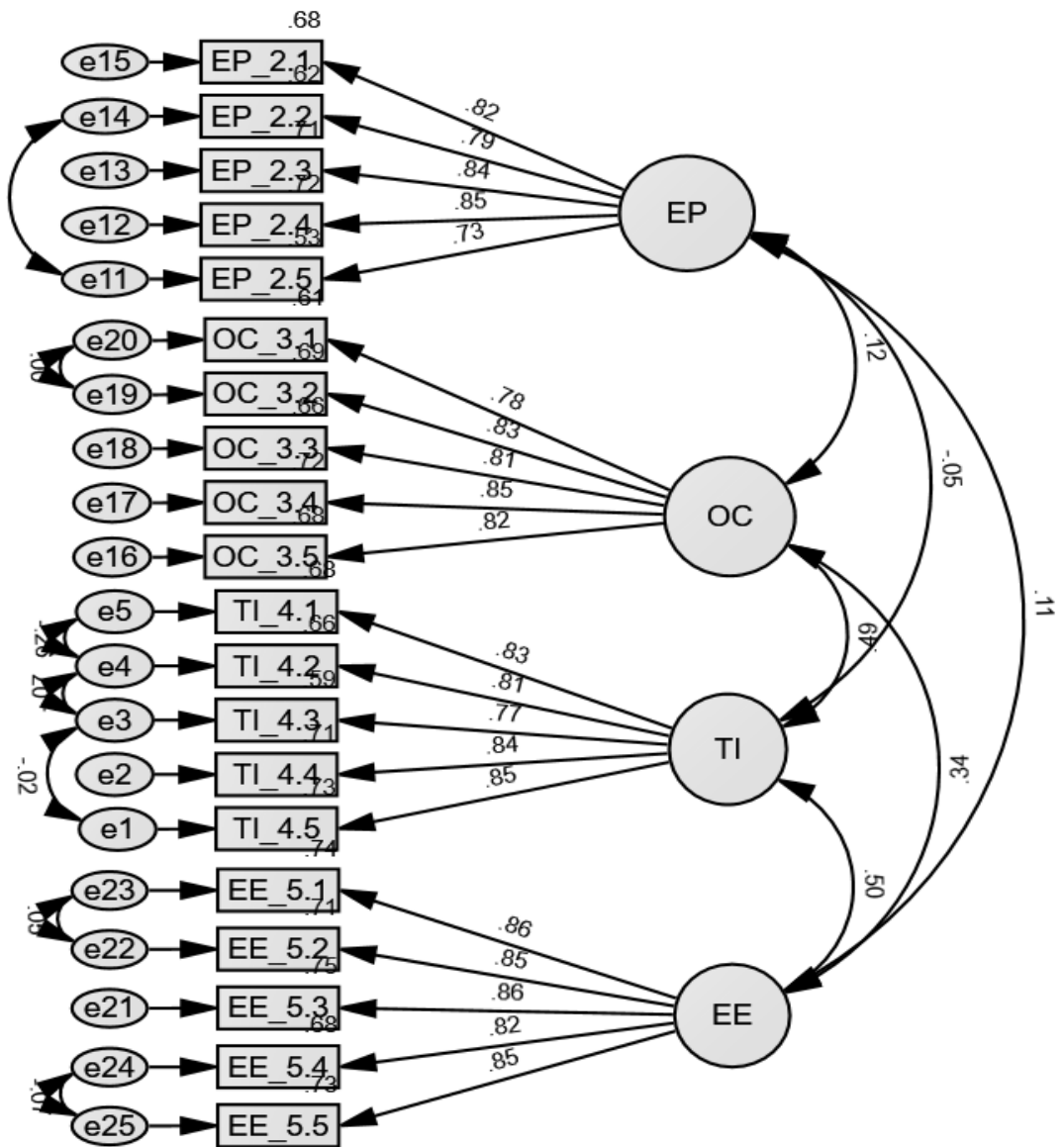


Figure 2: Covariance Analysis



*Table 3: Reliability Analysis*

Factor	Items	Estimate	Cronbach Alpha	AVE	CR
TI	TI_4.5	0.856	0.907	0.674	0.912
	TI_4.4	0.843			
	TI_4.3	0.769			
	TI_4.2	0.808			
	TI_4.1	0.827			
EP	EP_2.5	0.729	0.904	0.653	0.904
	EP_2.4	0.851			
	EP_2.3	0.843			
	EP_2.2	0.787			
	EP_2.1	0.823			
OC	OC_3.5	0.822	0.910	0.668	0.910
	OC_3.4	0.848			
	OC_3.3	0.812			
	OC_3.2	0.827			
	OC_3.1	0.776			
EE	EE_5.3	0.863	0.928	0.720	0.928
	EE_5.2	0.848			
	EE_5.1	0.862			
	EE_5.4	0.820			
	EE_5.5	0.850			
PA	PA_1.1	0.751	0.912	0.680	0.914
	PA_1.2	0.824			
	PA_1.3	0.859			
	PA_1.4	0.831			
	PA_1.5	0.853			

Cronbach's Alpha and Composite dependability (CR) were used to assess the constructions' dependability. High internal consistency was shown by Cronbach's Alpha values for TI, EP, OC, EE, and PA, all of which were over 0.7 (Nunnally & Bernstein, 1994). Composite dependability scores larger than 0.7 (Bagozzi & Yi, 1988) further help to confirm the great reliability of these constructions. These measures provide constant and reproducible results by verifying that the assessment items of every construct fairly reflect the underlying variable.

### Validity Analysis

*Table 4: Discriminant Analysis*

	EP	OC	EE	PA	TI
EP	0.808				
OC	0.116	0.817			
EE	0.105	0.343	0.849		
PA	0.022	0.008	0.050	0.825	
TI	-0.048	0.489	0.497	-0.009	0.821

Several statistical metrics, such as Discriminant Validity analysis and Average Variance Extracted (AVE), confirm the validity of this study. The Turnover Intention (TI), Employee Performance (EP), Organizational Commitment (OC), Employee Engagement (EE), and Performance Appraisal (PA) constructs all had AVE values above the 0.5 threshold, indicating that the indicators account for a sizable amount of the variance (Fornell & Larcker, 1981). The uniqueness of each concept was shown by the square root of AVE for each, which was more than the inter-construct correlations, confirming discriminant validity (Hair et al., 2010). These results confirm the validity of the measures used to evaluate the study's constructs.

## Path Analysis

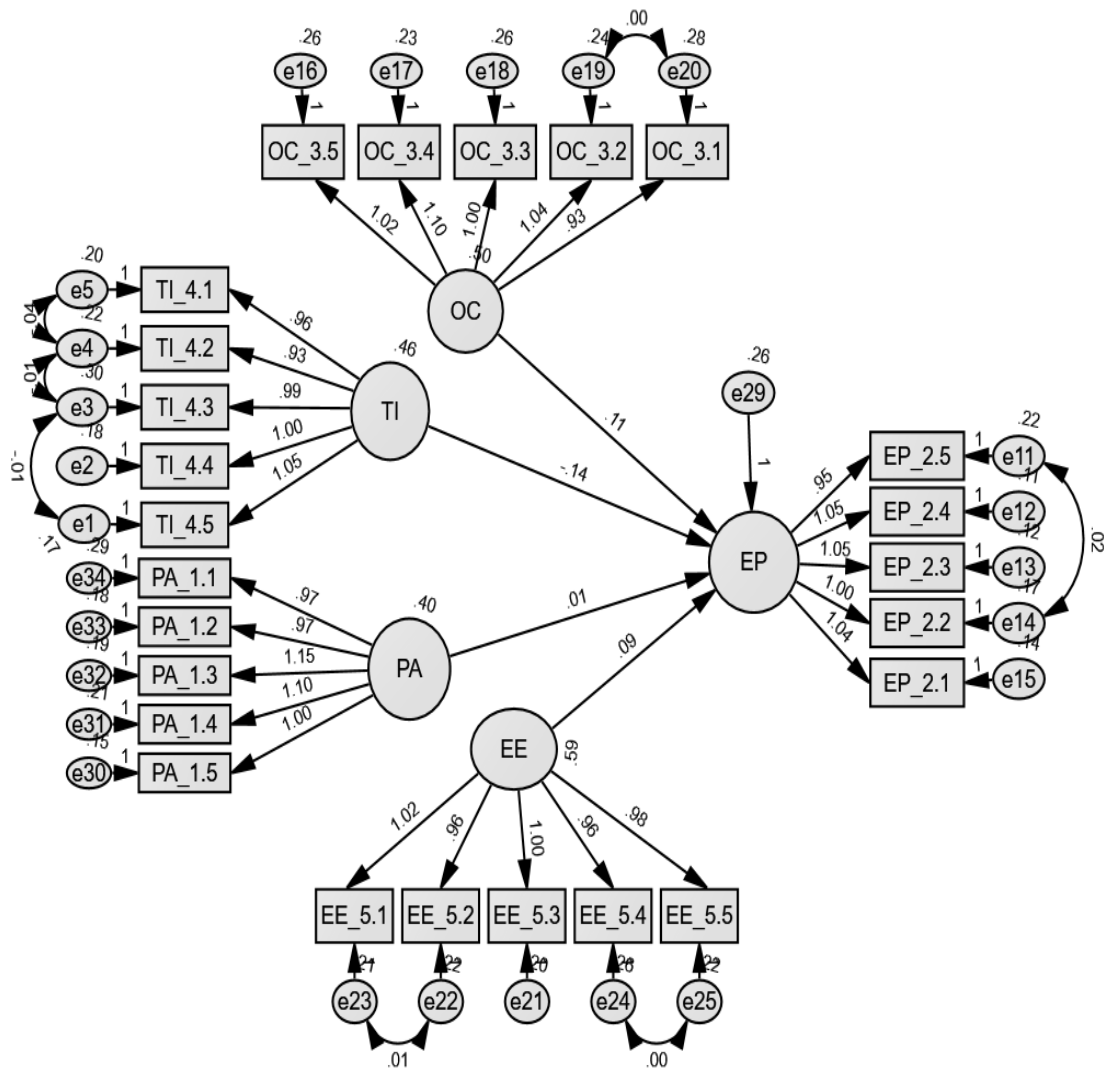


Figure 3: Path Analysis

Table 5: Path Analysis

Hypotheses	Factor	Path	Factor	Estimate	S.E.	t-value	P-value	Result
H1	EE	→	EP	0.094	0.032	2.914	.004	Supported
H2	OC	→	EP	0.113	0.036	3.182	.001	Supported
H3	TI	→	EP	-0.139	0.037	-3.76	***	Supported
H4	PA	→	EP	0.011	0.039	0.27	.787	Not Supported

Path analysis ( $\beta = 0.094$ ,  $p < .01$ ) shows that employee engagement (EE) has a quite good effect on employee performance (EP) supported  $H_1$ . Organizational commitment (OC) ( $\beta = 0.113$ ,  $p < .01$ ) is another element positively influencing EP supported  $H_2$ . Turnover Intention (TI) has a somewhat unfavorable effect on EP ( $\beta = -0.139$ ,  $p < .001$ ) supported  $H_3$ . Performance Appraisal (PA) has a negligible impact on EP ( $\beta = 0.011$ ,  $p = 0.787$ ), not supported  $H_4$ . EE, OC, and TI are significant predictors of EP, as these findings suggest; however, PA has no relevance.

## Model Fit

Table 6: Model Fit

Measurement	Result	Threshold
CMIN/DF	2.877	<3
CFI	.947	>.9
RMSEA	.060	<.08
Standardized RMR	.0397	<.08

The data are well-fitted, as shown by the model fit indices. A satisfactory fit is indicated by the Chi-square divided by degrees of freedom (CMIN/DF), which is 2.877, below the cutoff of 3 (Kline, 2015). According to Hu and Bentler (1999), the Comparative match Index (CFI) is 0.947, which is higher than the 0.9 threshold and indicates an excellent match. Browne and Cudeck (1992) explained that there is a fair approximation error since the RMSEA is 0.060, which is lower than the 0.08 criterion. Additional evidence for the model's fit comes from the Standardized Root Mean Square Residual (SRMR), which is 0.0397 and falls below the 0.08 cutoff (Hu & Bentler, 1999).

## Discussion

This study confirms previous research that employee engagement improves employee performance. The path coefficient ( $\beta = 0.094$ ,  $p < .01$ ) indicates that the engaged workers perform better at work. This confirms Kahn (1990)'s findings that employee involvement affects organizational outcomes like productivity and performance. Rich et al. (2010) noted that involvement promotes personal interest in work, which boosts performance. Research indicates that organizational commitment (OC) significantly predicts employee performance ( $\beta = 0.113$ ,  $p < .01$ ), corroborating previous

findings. Committed workers work harder, remain loyal, and improve performance (Meyer et al., 2002). Organizational commitment may foster a common purpose that motivates individuals to achieve goals, improving performance (Allen & Meyer, 1996). This favorable effect supports the theory that dedication promotes individual and group achievement. Conversely, turnover intention (TI) adversely affects employee performance ( $\beta = -0.139$ ,  $p < .001$ ), demonstrating that contemplating quitting the organization may lower performance levels. Griffeth et al. (2000) found that workers with greater turnover intentions underperform because they are less engaged in their jobs. Turnover intention typically causes disengagement and diminished job attention, lowering productivity and performance. Performance appraisal (PA) has a minor influence on employee performance ( $\beta = 0.011$ ,  $p = 0.787$ ), indicating it may not be as effective as other factors in improving employee performance. This runs counter to other studies indicating goal planning and feedback might help to increase performance (Aguinis et al., 2012). The lack of relevance of this research implies that the effectiveness of performance evaluation design and execution could be affected. Inaccurate evaluations might not excite staff members or provide useful insights, therefore lowering their performance effect (Bretz et al., 1992).

## **Conclusion and Implications**

### **Conclusion**

This paper demonstrates the strong validity and dependability of Turnover Intention, Employee Performance, Organizational Commitment, Employee Engagement, and Performance Appraisal. While Turnover Intention has a negative influence, the study emphasizes the important favorable effect of Employee Engagement and Organizational Commitment on Employee Performance. Performance is not directly impacted by performance appraisals. Performance appraisals may lack significant impact on employee performance if they are infrequent, subjective, or fail to provide constructive feedback that motivates improvement. These results underline the need to create an interesting and encouraging workplace to improve staff performance. Maintaining a working population depends on addressing factors influencing turnover intention. The research offers a thorough framework for comprehending the interactions between many important organizational structures.

### **Implications**

The government is urged to fund projects that, via supporting policies and a good work environment, increase employee engagement and build organizational commitment. Reducing work discontent and lack of development chances can help to address turnover intention and thus enhance performance results. Although performance reviews did not demonstrate a clear substantial effect, their importance should not be underlined since they could affect other elements not included in this research.

Based on the route analysis results, the government should focus on raising organizational commitment (OC) and employee engagement (EE) as these factors have a positive and significant impact on employee performance (EP). Since Turnover Intention (TI) significantly reduces performance, efforts to minimize it are also rather important. The government should consider

looking at and maybe modifying PA systems to ensure they effectively affect worker outcomes even if performance evaluations were not shown to be a main predictor of performance. To improve the impact of performance appraisals, the government should be regular, transparent, and focused on providing constructive, actionable feedback that aligns with employee development and organizational goals.

Future studies should investigate other mediating and moderating factors that can affect the link between performance assessment and employee performance and use longitudinal methods to get a better understanding of these dynamic interactions. Overall, this study emphasizes the important roles of employee engagement, organizational commitment, and turnover intention in forming employee performance, therefore it offers important new perspectives for scholars and practitioners seeking to improve organizational effectiveness. Through addressing these elements, the government office may build a stronger and more competent staff. To completely grasp these intricate interactions, further research on other possible factors affecting employee performance is required.

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