



## Impact of Performance Appraisal System on Employee Productivity in Nepal Telecom

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### Abstract

This study examines the impact of performance appraisal system on employee productivity in the context of Nepal Telecom. Employee productivity is the dependent variable. The independent variables are communication, training and development, rewards and recognition, performance rating and feedback system. The primary source of data is used to assess the opinions of the respondents regarding performance appraisal system and level of productivity in Nepal Telecom. The study is based on primary data of 200 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation coefficients and regression models are estimated to test the significance and importance of performance appraisal system on employee productivity in Nepal Telecom.

The study showed that performance rating system has a positive impact on employee productivity. It shows that better performance rating system in an organization leads to increase in employee productivity. In addition, feedback system has a positive impact on employee productivity. It implies that better feedback system in an organization leads to increase in employee productivity. Likewise, communication has a positive impact on employee productivity. It means better communication in an organization leads to increase in employee productivity. Moreover, training and development have positive impact on employee productivity. It implies that increase in training and development in organization leads to increase in employee productivity. The result also revealed that reward and recognition have positive impact on employee productivity. It implies that better reward and recognition in an organization leads to increase in employee productivity.

*Keywords:* employee productivity, communication, training and development, rewards and recognition, performance rating, feedback system

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### 1. Introduction

Performance appraisal is one of the most important activities of human resource management. For an organization to achieve its strategic goals the organization shall give due importance to an integral part of human resources management (Naeem and Jamal, 2017). Performance appraisals

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involve setting specific performance goals and expectations for employees. Clear goals provide employees with a roadmap for their tasks, helping them prioritize and align their efforts with organizational objectives, which in turn boosts productivity. Performance appraisals acknowledge employees' contributions and provide feedback on their performance. Positive feedback and recognition can boost employee morale, motivation, and job satisfaction. Engaged employees are more likely to invest effort into their work, leading to increased productivity. It identifies areas where employees can improve their skills and competencies (O'Boyle, 2013). Training and development opportunities resulting from appraisal discussions enable employees to enhance their capabilities, which directly contributes to higher productivity in their roles. Regular performance appraisals provide a platform for ongoing feedback and communication between managers and employees. Constructive feedback helps employees understand their strengths and areas for improvement, enabling them to make necessary adjustments and improve their efficiency and performance (DeNisi and Pritchard, 2006). Performance appraisal is one of the most important activities of human resource management. Performance appraisal is concerned with the clarification of employees' work expectations, helping with individual employee growth and the collective growth of the entire workforce, as well as ensuring that pay structure designing incorporates performance. It ensures that employees have an awareness of how organizations expect them to perform in relation to organizational goals after their performances are evaluated (Homauni et al., 2021). Performance appraisal helps in better result of employee outcomes through understanding and managing within an agreed framework, planned goals, and standard and competency requirements. The success or failure of the organization will be determined by the organization that how an organization motivates employees (Bergmann and Scarpello, 2001).

Performance appraisals can reveal where employees excel and where additional support may be required. Managers can then allocate resources more effectively to address skill gaps or challenges, ensuring employees have the tools they need to perform optimally. Performance appraisals often influence rewards such as salary increases, bonuses, or promotions (Mani, 2002). A clear link between performance and rewards incentivizes employees to strive for higher levels of productivity to attain these rewards. Performance appraisals hold employees accountable for their work. When employees are aware that their performance is being evaluated, they are more likely to take ownership of their tasks, leading to increased responsibility and diligence,

and ultimately higher productivity. Appraisals facilitate open communication channels between employees and managers (Mwema and Gachunga, 2014). Effective communication leads to better understanding of expectations, fewer misunderstandings, and improved collaboration among team members, all of which contribute to increased productivity. Performance appraisals often identify areas for employee growth and advancement. When employees see a clear path for career progression within the organization, they are more motivated to improve their performance and contribute to the company's success. Regular performance appraisals allow for benchmarking employees' progress over time. This tracking of performance trends helps identify patterns, successes, and areas needing improvement, enabling employees and managers to make informed decisions that enhance productivity (Onyije, 2015).

An effective feedback system empowers employees by giving them a voice and involving them in the process of improving their performance (Babagana et al., 2019). Empowered employees take ownership of their work, make informed decisions, and contribute proactively, which positively impacts productivity. Feedback discussions often address challenges or obstacles that employees encounter. By providing guidance and solutions, the feedback process helps employees overcome difficulties more effectively, leading to smoother workflows and improved productivity. Feedback discussions facilitate open communication between employees and managers (Malik et al., 2020). Improved communication leads to better understanding of expectations, fewer misunderstandings, and enhanced collaboration among team members, all of which contribute to increased productivity. Feedback helps employees understand how their contributions fit into the larger organizational context. When employees see how their work contributes to the achievement of company goals, they are more likely to align their efforts with those goals, resulting in improved productivity (Kikoski, 1999). In addition, a well-structured feedback system provides employees with valuable insights, guidance, and recognition that contribute to their professional growth and job satisfaction. As employees develop their skills, address performance gaps, and align their efforts with organizational goals, their overall productivity increases, benefiting both individual and collective success within the organization (Khan et al., 2020).

A performance rating system can drive employees to focus on improving the quality of their work. Employees who are aware that their performance is being evaluated are likely to pay more attention to detail, resulting in fewer

errors and higher-quality outputs, which ultimately enhances productivity (Al-Jedaia and Mehrez, 2020). A performance rating system may highlight skill gaps that need improvement. Employees can then participate in training and development programs to address these gaps. Enhanced skills lead to better task execution and increased efficiency, positively impacting productivity. Performance rating system encourages ongoing improvement. Regular assessments prompt employees to reflect on their performance, identify areas for growth, and take proactive steps to enhance their skills and work habits (Mok Kim Man and Yie Yeen, 2021). This commitment to continuous improvement naturally drives increased productivity. In essence, a performance rating system provides a structured framework that aligns employee efforts with organizational goals, recognizes and rewards high performance, and fosters a culture of continuous learning and improvement. When implemented effectively, this system can lead to increased employee engagement, motivation, and ultimately higher productivity (Chantal et al., 2022).

Performance appraisals that assess communication skills help employees understand the importance of clear and concise communication. When employees can communicate their tasks, goals, and expectations clearly, it reduces misunderstandings and ensures everyone is on the same page, leading to more efficient workflows and higher productivity (Saraih et al., 2019). Performance appraisals often include feedback on communication effectiveness. Constructive feedback guides employees toward improving their communication techniques, such as active listening and articulation. As communication skills improve, employees can provide and receive feedback more effectively, leading to faster skill development and increased productivity. Effective communication skills are crucial when interacting with customers or clients (Babagana et al., 2019). Appraisals that focus on communication help employees develop customer-oriented communication strategies, which can lead to improved customer satisfaction, repeat business, and positive word-of-mouth referrals, all of which positively impact productivity. Miscommunication can lead to errors, delays, and rework. Performance appraisals that emphasize communication skills help employees avoid these issues by ensuring that instructions, requirements, and feedback are accurately conveyed (Mughal and Malik, 2022). This leads to fewer mistakes and smoother task completion, positively affecting productivity. Performance appraisals that focus on communication skills contribute to improved interactions, reduced misunderstandings, and enhanced collaboration

among employees. These outcomes directly lead to increased productivity as employees can allocate their time and efforts more efficiently, minimize errors, and work together effectively toward achieving organizational goals (Mujtaba et al., 2009).

In the context of Nepal, Nepal (2016) found that training and development, working condition and performance appraisal are the major determining variables for employee motivation in Nepalese commercial banks. Thagunna (2020) revealed that organizational culture, physical workplace environment, work life balance, supervisory support and workplace incentives have positive relationship with employee performance in Nepalese commercial banks. Acharya *et al.* (2022) showed that recognition, flexible work hour, career development opportunities, belongingness and job security have positive impact on employee motivation among the commercial banks. Ghimire (2019) examined the role of reward practices on employee motivation in Nepalese commercial banks. The study showed that there is positive relationship of recognition, employee relations, empowerment, reward system, salary and benefits with employee motivation. Similarly, Gautam (2015) revealed that work life balance, incentives and reward, working environment, employer branding, career growth and organization culture have significant relationship with employee retention. Kunwar *et al.* (2022) showed that salary, flexible working hour, working environment, performance appraisal, location, training and development have positive impact on employee retention in insurance companies. The study concluded that better salary benefits and performance appraisal programs leads to higher employee retention.

The above discussion shows that empirical evidences vary greatly across the studies on the effectiveness of performance appraisal system and its impact on employee productivity. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The main purpose of the study is to analyze the effectiveness of performance appraisal system and its impact on employee productivity in Nepal Telecom. Specifically, it examines the effect of training and development, rewards and recognition, communication, performance rating and feedback system with employee productivity in Nepal Telecom.

The remainder of this study is organized as follows. Section two describes the sample, data and methodology. Section three presents the

empirical results and the final section draws the conclusion.

## 2. Methodological aspects

The study is based on the primary data. The data were gathered from 200 respondents through questionnaire. The respondents' views were collected on training and development, rewards and recognition, communication, performance rating and feedback system in Nepal Telecom. The study is based on descriptive and causal comparative research designs.

### *The model*

The model estimated in this study assumes that employee productivity depends on training and development, rewards and recognition, communication, performance rating and feedback system. Therefore, the model takes the following form:

$$EP = \beta_0 + \beta_1 TD + \beta_2 RR + \beta_3 CM + \beta_4 PR + \beta_5 FS +$$

Where,

EP = Employee productivity

TD = Training and development

RR = Reward and recognition

CM = Communication

PR = Performance rating

FS = Feedback system

Employee productivity was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 6 items and sample items include "I am satisfied with training and development provided through job description and performance appraisal", "I am satisfied with the reward and recognition practices of my organization" and so on. The reliability of the items was measured by computing the Cronbach's alpha ( $\alpha = 0.908$ ).

Training and development were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "I am provided with all trainings necessary for me to perform my job", "There is regular training program offered in my organization" and

so on. The reliability of the items was measured by computing the Cronbach's alpha ( $\alpha = 0.849$ ).

Reward and recognition were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "The reward strategy of Nepal Telecom is fair", "I am satisfied with the incentives and rewards provided by Nepal Telecom" and so on. The reliability of the items was measured by computing the Cronbach's alpha ( $\alpha = 0.922$ ).

Communication was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Performance appraisal helps to build effective communication between employees and employers", "Through performance appraisal, the employees can understand and accept skills of subordinates" and so on. The reliability of the items was measured by computing the Cronbach's alpha ( $\alpha = 0.888$ ).

Performance rating was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Appreciation and being praised by the managers for successful employees increases their success at work", "Performance appraisal identifies performance problems to improve employee productivity" and so on. The reliability of the items was measured by computing the Cronbach's alpha ( $\alpha = 0.835$ ).

Feedback system was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "The feedback system helps to identify the strengths and weaknesses of employees", "Accurate and specific feedback is received from the performance manager on past performance" and so on. The reliability of the items was measured by computing the Cronbach's alpha ( $\alpha = 0.805$ ).

The following section describes the independent variables used in this study along with hypothesis formulation.

### *Training and development*

Performance appraisals assess an employee's strengths and weaknesses in their current role. This process helps identify areas where additional



training and development are needed. When skill gaps are addressed through targeted training, employees become more proficient in their tasks, leading to increased productivity. Mishra (2020) found that training helps to improve and enhance performance of an individual as well as the organization. Sal and Raja (2016) analyzed the impact of training and development on employee's performance and productivity. The study showed that training and development were positively correlated and claimed statistically significant relationship with employee performance and productivity. Performance appraisals provide a platform for setting clear performance expectations and goals. When employees understand their role in achieving these objectives and have a roadmap for improvement through training, they are more motivated to enhance their skills and contribute effectively, thereby boosting productivity. According to Khan *et al.* (2011), training and development has a positive effect on employee performance. Based on it, the study develops the following hypothesis:

H<sub>1</sub>: There is a positive relationship of training and development with employee productivity.

#### *Reward and recognition*

Performance appraisals are often linked to rewards such as salary increases, bonuses, promotions, or other recognition. Employees who receive positive appraisals and are rewarded for their exceptional performance are motivated to maintain or improve their productivity to continue receiving such rewards. Ngwa *et al.* (2019) examined the effect of reward system on employee performance among selected manufacturing firms in Litoral region of Cameroon. The study concluded that there is a positive link between the reward system and employee performance. A well-designed reward system tied to performance appraisal can significantly boost employee motivation and engagement. When employees see a direct correlation between their efforts, performance outcomes, and tangible rewards, they are more inclined to invest time and energy into their work, leading to increased productivity. Omuya (2018) revealed that there is a positive relationship between reward and employee performance. Moreover, Ranjan and Mishra (2017) concluded that there is a positive relationship between reward and employee performance. In addition, Akafo and Boateng (2015) assessed the impact of reward and recognition on job satisfaction and motivation. The study revealed that there is a positive relationship between reward and employee performance. According to Samuel (2021), extrinsic rewards exert positive



and significant effect on employee performance. Based on it, the study develops the following hypothesis:

H<sub>2</sub>: There is a positive relationship of reward and recognition with employee productivity.

### *Communication*

Performance appraisals often include feedback on communication effectiveness. Constructive feedback guides employees toward improving their communication techniques. As communication skills improve, employees can provide and receive feedback more effectively, leading to faster skill development and increased productivity. Syahrudin et al. (2020) determined the influence of communication, training, and organizational culture on employee performance. The results showed that communication, training, and organizational culture significantly and positively influenced employee performance. Haroon and Malik (2018) analyzed the impact of organizational communication on organizational performance and employee motivation in the universities of Islamabad. The study revealed that there was a significant effect of organizational communication on organizational performance. Strong communication skills enable employees to delegate tasks effectively and coordinate with team members. Clear instructions, regular updates, and seamless communication contribute to smoother collaboration and better task management, ultimately enhancing productivity. Atambo and Momanyi (2016) concluded that there is a strong correlation between the employees' performance in the overall effectiveness and the levels of communication that exist in the organization. Based on it the study develops the following hypothesis.

H<sub>3</sub>: There is a positive relationship between organizational communication and employee productivity.

### *Performance rating*

A performance rating system typically involves setting clear performance expectations and criteria for evaluating employee work. When employees have a clear understanding of what is expected of them, they are more likely to focus their efforts on tasks that align with these expectations, leading to improved productivity. According to Abdullah and Malik (2022), a performance rating system encourages ongoing improvement. Regular assessments prompt employees to reflect on their performance, identify areas for growth, and take proactive steps to enhance their skills and work habits.

This commitment to continuous improvement naturally drives increased productivity. Selvarasu and Sastry (2014) analyzed the impact of performance rating on employee engagement in an organization. The study concluded that the performance rating system and method in performance appraisal directly influence the employee motivation and their level of productivity in an organization. Sudin (2011) stated that appraisal fairness system is mainly affected by the bureaucratic nature of the performance appraisal system where all the decisions related with employees are in hand of upper level of management. Similarly, Roberts (1996) revealed that performance rating and satisfaction may be positively related to affective commitment due to the enhanced employee participation and perceived clarity of goals within the performance rating process. Based on it, the study develops the following hypothesis:

H<sub>4</sub>: There is a positive relationship of the performance rating system with employee productivity.

#### *Feedback system*

Proper feedback system provides employees with clear and specific information about their performance, including what they are doing well and where improvements are needed. This clarity helps employees understand what is expected of them and enables them to focus their efforts on tasks that align with organizational goals, ultimately enhancing productivity (Matey et al., 2021). Aglah et al. (2014) revealed that regular feedback helps employees identify their strengths and areas that require development. By leveraging their strengths and addressing weaknesses, employees can allocate their time and energy more effectively, leading to improved task performance and overall productivity. Anseel and Lievens (2007) revealed that favorable supervisor feedback was related to higher levels of job satisfaction. Similarly, Escarti and Guzman (1999) concluded that performance feedback is significantly correlated with self-efficacy and performance. Positive feedback acknowledges employees' achievements and contributions, boosting their morale and motivation. Engaged and motivated employees are more likely to invest additional effort into their work, leading to increased productivity. Based on it, the study develops the following hypothesis:

H<sub>5</sub>: There is a positive relationship of feedback system with employee productivity.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall’s Tau correlation coefficients along with means and standard deviations have been computed, and the results are presented in Table 1.

Table 1

Kendall’s correlation coefficients matrix

This table presents Kendall’s Tau correlation coefficients between dependent variable and independent variables. The dependent variable is EP (Employee productivity) and the independent variables are TD (Training and development), RR (Reward and recognition), CM (Communication), PR (Performance rating), and FS (Feedback system).

Variables	Mean	SD	CM	RR	PR	TR	FS	EP
CM	4.340	0.627	1					
RR	4.025	0.823	0.328**	1				
PR	4.114	0.666	0.198**	0.411**	1			
TR	3.987	0.715	0.236**	0.379**	0.375**	1		
FS	4.071	0.648	0.140**	0.296**	0.384**	0.379**	1	
EP	4.009	0.733	0.243**	0.453**	0.413**	0.432**	0.350**	1

Note: The asterisk signs (\*\*) and (\*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows that training and development are positively correlated to employee productivity. It implies that increase in training and development in organization leads to increase in employee productivity. The result also reveals that reward and recognition are positively correlated to employee productivity. It implies that better reward and recognition in an organization leads to increase in employee productivity. Likewise, communication is also positively correlated to employee productivity. It means better communication in an organization leads to increase in employee productivity. Moreover, performance rating system is positively correlated to employee productivity. It shows that better performance rating system in an organization leads to increase in employee productivity. In addition, feedback system is positively correlated to employee productivity. It implies that better feedback system in an organization leads to increase in employee productivity.

### Regression analysis

Having examined the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it presents the regression results of training and development, reward and recognition, communication, performance rating system and feedback system on employee productivity in the context of Nepal Telecom.

Table 2

#### Estimated regression results of training and development, reward and recognition, communication, performance rating system, and feedback system on employee productivity

The results are based on 200 observations using linear regression model. The model is  $EP_i = \beta_0 + \beta_1 TD + \beta_2 RR + \beta_3 CM + \beta_4 PR + \beta_5 FS + \epsilon_i$  where the dependent variable is EP (Employee productivity) and the independent variables are TD (Training and development), RR (Reward and recognition), CM (Communication), PR (Performance rating), and FS (Feedback system).

Model	Intercept	Regression coefficients of					Adj. R <sub>bar</sub> <sup>2</sup>	SEE	F-value
		CM	RR	PR	TR	FS			
1	1.224 (4.017)**	0.642 (9.237)**					0.298	0.614	85.314
2	1.642 (8.417)**		0.588 (12.386)**				0.433	0.551	153.255
3	0.789 (3.442)**			0.783 (14.222)**			0.503	0.517	202.268
4	0.961 (4.896)**				0.765 (15.753)**		0.554	0.489	248.165
5	0.927 (3.768)**					0.757 (12.678)**	0.445	0.546	160.738
6	0.898 (3.362)**	0.291 (3.928)**	0.459 (8.147)**				0.472	0.532	89.924
7	0.373 (1.472)	0.118 (1.642)	0.272 (4.704)**	0.493 (6.747)**			0.569	0.481	88.674
8	0.183 (0.785)	0.063 (0.957)	0.147 (2.579)*	0.319 (4.384)**	0.414 (6.186)**		0.638	0.441	88.717
9	0.057 (0.238)	0.053 (0.807)	0.137 (2.421)*	0.262 (3.405)**	0.363 (5.161)**	0.159 (2.148)*	0.645	0.437	73.212

Notes:

1. Figures in parenthesis are t-values.
2. The asterisk signs (\*\*) and (\*) indicate that the results are significant at one percent and five percent level respectively.
3. Employee productivity is a dependent variable.

The regression results show that the beta coefficients for training and development are positive with employee productivity. It indicates that training and development have a positive impact on employee productivity. This finding is similar to the findings of Khan *et al.* (2011). Likewise, the beta coefficients for reward and recognition are positive with employee

productivity. It indicates that reward and recognition have a positive impact on employee productivity. This finding is consistent with the findings of Ngwa *et al.* (2019). Moreover, the beta coefficients for communication are positive with employee productivity. It indicates that communication has a positive impact on employee productivity. This finding is similar to the findings of Syahrudin *et al.* (2020). Furthermore, the beta coefficients for performance rating system are positive with employee productivity. It indicates that performance rating system has a positive impact on employee productivity. This finding is similar to the findings of Abdullah and Malik (2022). In addition, the beta coefficients for feedback system are positive with employee productivity. It indicates that feedback system has a positive impact on employee productivity. This finding is consistent with the findings of Escarti and Guzman (1999).

#### **4. Summary and conclusion**

Performance management system is the process that strongly involves assurance and participation of employees within the organization and determine the organizational results. The evaluation system identifies the gap of performance. This gap is the problem that occurs when performance does not meet the standards that are set by an organization. The feedback system tells the employee about the quality of his or her work performance and motivates them to perform better. Performance appraisal plays a key role in measuring the employee's performance and helps the organization to check progress towards the desired goals and objectives. a well-structured feedback system provides employees with valuable insights, guidance, and recognition that contribute to their professional growth and job satisfaction. As employees develop their skills, address performance gaps, and align their efforts with organizational goals, their overall productivity increases, benefiting both individual and collective success within the organization.

This study attempts to examine the impact of performance appraisal system on employee productivity in Nepal Telecom. The study is based on primary data with 200 respondents.

The study showed that communication, training and development, reward and recognition, performance rating and feedback system have positive effects on employee productivity. The study also showed that an effective and updated performance appraisal system helps to increase employees' productivity. The study concluded that proper feedback system provides employees with clear and specific information about their performance, including what they are doing well and where improvements are needed. This

clarity helps employees understand what is expected of them and enables them to focus their efforts on tasks that align with organizational goals, ultimately enhancing productivity. Similarly, the study also concludes that training and development followed by performance rating system is most influencing factor that determines employee productivity in the context of Nepal Telecom.

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