

Allowances, Appreciation and Promotion Influencing Employee Performance

Elaun, Penghargaan dan Kenaikan Pangkat Mempengaruhi Prestasi Pekerja

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Abstract

Motivation is considered one of the crucial aspects for the management to ensure the employee's positive contribution to the organization objective. Previous studies have shown that employee performance will be less efficient if they will not be motivated. Such a situation will be more serious in the cases of the governmental sector especially in those sectors providing essential community services such as educational services. Therefore, this study was conducted to assess the role of allowance, promotion and appreciation on the employee performance in Khalifa University. The case study approach adopted through the implementation of the quantitative methodology, using designed questionnaires as a data collection method. The study found that allowances, appreciation and promotion have a positive relationship with employee performance. Thus, the study recommended a set of recommendations to enhance employee performance.

Keywords: Allowance, Promotion, Appreciation, Job Performance, Khalifa University UAE

Abstrak

Motivasi merupakan aspek penting bagi pihak pengurusan untuk memastikan sumbangan positif pekerja kepada objektif organisasi. Kajian-kajian lepas mendapati bahawa prestasi pekerja akan kurang cekap jika mereka tidak bermotivasi. Keadaan sebegini akan lebih serius dalam sektor kerajaan terutamanya dalam sektor-sektor yang menyediakan perkhidmatan kemasyarakatan penting seperti perkhidmatan pendidikan. Oleh itu, kajian ini dijalankan untuk menilai peranan elaun, kenaikan pangkat dan penghargaan terhadap prestasi pekerja. Kajian ini menggunakan pendekatan kajian kes di Universiti Khalifa, UAE. Kaedah kuantitatif digunakan untuk mengumpul data dengan menggunakan instrumen soal selidik. Kajian mendapati bahawa elaun, penghargaan dan kenaikan pangkat mempunyai hubungan yang positif dengan prestasi pekerja. Justeru, kajian ini mengesyorkan satu set cadangan untuk meningkatkan motivasi dan prestasi pekerja.

Katakunci: Elaun, Kenaikan Pangkat, Penghargaan, Prestasi Kerja, Universiti Khalifa UAE

INTRODUCTION

Organization tends to set performance targets that all individuals or employees in the workplace needs to achieve with the provided resources. The definition of employee performance may vary based on the whole organization and focus on defining employee performance according to the production output level of the employees (Harcourt & Wood, 2007). Employee performance based on the perceived behaviour of the individual, quality of goods and services produced, or the ability of the employee as

an individual to be able to meet the expectations and mission of an organization (Kompaso & Sridevi, 2010). Donohoe (2019) defined employee performance as how your workers behave in the workplace and how well they perform the job duties you have obligated to them. Performance is an important factor in the administration of an organization. Based on an organizational management perspective, performance can be defined as the contribution of an employee to an organization (Shen, Chou and Schaubroek, 2019). It is the behaviour of the employees in the workplace and how well they take on their tasks (Hamstra, Van Vianen & Koen, 2018).

Thus, various factors that contribute to the performance of the organization in fact it has been studied and confirmed by studies have been studied by scholars about the past of scholars. The concept of employee performance is based on the understanding of the determinants of employee performance such as employee motivation, employee engagement, satisfactions and factors that influence all of these determinants (Anitha, 2014). Bedarkar and Pandita (2014) viewed employee engagement as a related concept that offers a tool for businesses to develop strategic partnerships with the employees. The level of employee engagement in the workplace and in the activities of the organization is shaped by various drivers that directly or indirectly impact on the performance of the employee (Decramer, Smolders & Vanderstraeten, 2013). The inter-correlations of the concepts of employee performance and employee engagement in the workplace have a commonality based on the satisfaction of the employees (Ibrahim & Al Falasi, 2014). Decramer, Smolders and Vanderstraeten (2013) noted that the management of employee performance should first be focused on the understanding of the relationship that exists between employee performance, satisfaction, job attitudes and engagement. Robertson, Jansen and Cooper (2012) opined that on the concept of employee performance, the determining factors of employee performance such as job and work attitudes and engagement the positivity of the individual employee's psychological wellbeing. Much attention has been given on the positivity of the individual attitudes towards work but ignored other factors that may actually be affecting the employees' lack of commitment at work or poor delivery such as health and psychological wellbeing.

In an organizational behavioral perspective, job satisfaction refers to employees' positive emotions and attitudes toward an organization based on their assessment of its work environment (Dilig-Ruiz et al., 2018; Stankovska et al., 2017; Lim et al., 2017). The study conducted by Sari et al. (2019), Tannady et al. (2019), and Lorestani and Domicián (2019) revealed that employees who are satisfied with their jobs will be more motivated to contribute to increased productivity and organizational competitiveness. According to Bektaş (2017), Al-Asadi et al. (2019), and Rani et al. (2018), job satisfaction consists of two important dimensions namely internal satisfaction (intrinsic) and external satisfaction (extrinsic). Internal satisfaction refers to the satisfaction obtained by employees from internal factors such as career advancement and recognition from the organization. Whereas external satisfaction refers to the satisfaction obtained by employees from external factors such as salary received, work environment, and relationships with co-workers.

A research by Iverson and Zatzick (2011) on the effects of downsizing on labour productivity and employee morale and welfare in high performance work stations showed that downsizing had an effect on the morale of the workers left in the organizations and in some cases led to attrition. The research identified gaps in the literature of the measures that companies took to keep employee morale and productivity high during downsizing. A recent research by Schulz and Johann (2018) proved that layoffs and downsizing exercises by firms and organizations affected the job performance, morale and the reputation of the firm. This further impacted on the commitment of the workers to the firm which affected its operations. These studies show the need to explore the impact that the decision to lay off a part of the education industry workforce has on the employees and the sector as a whole. Therefore, this study aims to examine the relationship between allowance, promotion and appreciation and employee performance in Khalifa University.

LITERATURE REVIEW

Employers who fail to put employees into consideration are risking the objectives of the organization (Cho, Shin, Billing & Bhagat, 2019). Odumeru and Ogbonna (2013) pointed out that rewards for employees working in an organization should not be neglected. Again, it has been found that motivation

of employees among the companies was in bad shape. This motivation has affected the poor performance of employees towards attainment of goals of the organization. Likewise, Anitha (2014) on the determinants of employee engagement and their impact on employee performance showed that the condition of the work environment mattered a lot when it came to employee commitment.

A study by Roelofsen (2002) on the impact of office environments on employee performance and how the design of the workplace could be used as a productivity enhancing strategy showed that that productivity could be improved by making the working environment safe and able to allow workers to deliver work comfortably. Anitha (2014) on the determinants of employee engagement and their impact on employee performance showed that the condition of the work environment mattered a lot when it came to employee commitment. The issues of accidents in the UAE education sector have been reported in recent times. Thus, there is a need to develop a framework drawn from empirical evidence to assist in the implementation of safe working conditions in the UAE's academic sector. Leadership has to play a prominent role in the development of better working conditions for employees.

Benefits such as compensation packages and health benefits would motivate the employees to perform even better. There are no studies that show how these benefits and awards can be materialized as inducers of effort in the workplace and improve performance (Neckerman, Cueni & Frey, 2009). This is because individuals have different perceptions of awards and the benefits and the manner in which they are awarded. Moreover, health and safety are regarded as important variables that can influence employees to work efficiently. This was supported by Zhou, et al., (2018) most companies neglect the health and safety of their employees.

The Development of Hypotheses

The past studies focused on management of the people, processes, operations and control of all decisions (Lebas, 1995) but recent studies due to changing business environment, appreciation for individual efforts, advancement in business technologies and increased competition, focus has shifted to the work force and team and group driven approach to the management of performance (Gomez-Mejja, 2014). Whether these reasons are connected to individual or groups of people, performance has been seen as a very effective and efficient outcome for achievement of individuals, organizational goals and objectives that are productivity oriented (Sahay, 2005). The changes in business environment and the introduction of self-directed work teams needed the management to possess leadership skills and adopt leader practices shifting the overall concern for employee performance from the business management to leadership (Fisher, 2000).

Symitsi, Stamolampros, Daskalakis, & Korfiatis (2018) argued the factors to drive the employee performance, one of these factors were the employees satisfactions towards their payment scales including other allowances to be included in such payment. Silveira (2019) agreed on the same while he put more roles to ensure appropriate conditions for the allowances as a motivational practice in the organization. One of these roles is to be conducted through periodical appraisal that will ensure the employees satisfaction and measure the employee performance to link it with the allowance practice. These empirical findings drive to the following hypotheses:

H₁: There is positively significant between allowance and employee performance among employees.

Promotion practices used to be one of the tools to be conducted to motivate the performance of employees in the organization. Hassan (2018) found that motivation through promotion would be conducted in a typical business organization by the management to enable employees to contribute positively towards their assigned objectives; such support will ensure that the employee's performance is up to expectations and aligned with the business objective. Chand (2018) linked the employee performance through the motivation impacts by ensuring the right training provisions to employees, such practice will increase the employee capability and qualifications needed to their upgraded roles to be promoted for it. Moreover, employee's engagement in the management decision making used to empower employees to be ready for higher positions in their organization. Such practice is considered one of the motivational factors that the business organization will implement to promote employees and satisfy them to be in higher performance (Benitez, 2016). From the above findings, the following hypotheses might be adopted:

H₂: There is positively significant between promotion and employee performance among employees.

Appreciation as another tool for the motivation practices in the organization, used to be conducted through different manners. Waiyaki (2017) argued the motivation impacts on the employee performance, he found that the management needs to highly appreciate the teamwork inspiration in the organization, such appreciation used to impact the employee performance. Furthermore, Waite (2018) discussed the impact of motivation on employee performance, and he found that receiving an appreciation towards completion of specific objectives would be enhancing the employee performance. The employee satisfaction in his organization is getting the feeling that he is building his career and enhancing his skills and experiences, these aspects considered one of the motivational practices that the management needs to implement in the organization to bring the employee performance to the objected levels (Nelson, 2017). The following hypotheses will be adopted by considering the above findings:

H₃: There is positively significant between appreciation and employee performance among employees.

Figure 1 shows the conceptual framework for this study. It shows the direct relationship between allowance, promotion and appreciation to employee performance.

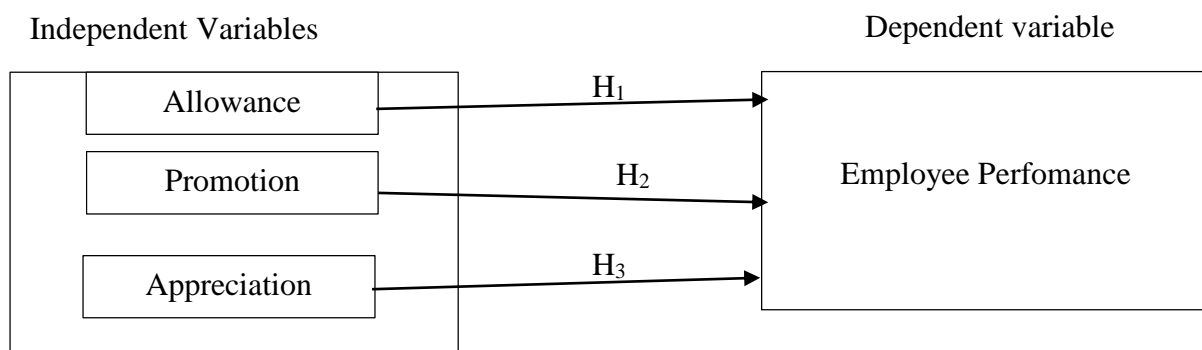


Figure 1. Conceptual framework

METHODOLOGY

Research Design

This study uses a quantitative approach that can help researchers collect accurate data, reduce the effects of bias (bias), and improve the quality of the data collected (Cresswell, 1998; Sekaran & Bougie, 2016). For the purpose of collecting data, this study used a questionnaire consisting of three main components. Based on Table 1.0, the items of questionnaires are as the following: First, an allowance containing four question items. These questions were adapted from the Simanjorang & Tumbuan literature, 2016; Kagan, 2018; Symitsi, Stamolampros, & Korfiatis, 2018. Second, a promotion that contains five question items. These questions were adapted from the literature of Hassan, 2018; Chand, 2018; Benitez, 2016; Baldwin, 2015; Al Madi, 2017; Allui, 2016. Third, appreciation which contains three question items. These questions were adapted from Waiyaki, 2017; Waite, 2018 and Nelson, 2017. Fourth, employee performance which contains three question items. These questions were adapted from the Ayeremusah literature, 2018; Rizqina, Adam, & Chan, 2017; Buil, Martínez, & Matute, 2019). All question items in this study were measured using a Likert scale between strongly disagree/very dissatisfied (1) to strongly agree/very satisfied (5).

Table 1: Items of Questionnaires

Motivation Factor	Motivational Area	Adoption
Motivation by Allowance Factors	1.1. Types of Allowances Employees received	(Simanjourang & Tumbuan, 2016).
	1.2. Allowances Payment Scales	(Kagan, 2018)
	1.3. Periodical Appraisal Followed by Allowance Reviews	(Symitsi, Stamolampros, & Korfiatis, 2018)
	1.4. Allowances Packages Satisfaction	(Kagan, 2018)
Motivation by Promotion Factors	2.1. Management Support to Enable Employees contribution	(Hassan, 2018)
	2.2. Training to increase Employee Capability and qualifications	(Chand, 2018)
	2.3. Employee Engagement	(Benitez, 2016)
	2.4. Internal Promotional Opportunity Before Hiring Externally	(Baldwin, 2015) (Al Madi, 2017)
	2.5. Grade Regularly Reviews	(Allui, 2016)
Motivation by Appreciation Factors	3.1. Appreciation towards Teamwork Inspiration	(Waiyaki, 2017)
	3.2. Appreciation Towards Objective Completion	(Waite, 2018)
	3.3. Employee Satisfaction Towards Current Appreciation Practices	(Nelson, 2017)
Employee Performance Factors	4.1. Appraisal Evaluation Result	(Ayeremusah, 2018)
	4.2. Tasks Completions Through Quality Consideration	(Rizqina, Adam, & Chan, 2017)
	4.3. Employee Satisfaction Towards Current Employment	(Buil, Martínez, & Matute, 2019)

Sampling

Stratified random sampling technique was used to identify the categories of staff for consideration. To avoid bias and prejudice in the selection process, the sample size was calculated with recourse and thus employing the sample size for estimated proportion approach. The data needed for this research will be sorted out mainly form the users and employees of the organization as following criteria:

- Staff from corporate departments (33% of total number of staff = 56)
- Staff from admin department (33% of total number of staff = 186)
- Staff from academic (33% of total number of staff = 138)

The staff will be from different levels and senioritis, so the data will be containing a variety of opinions to support the study objectives. The chosen organization for the research will be Khalifa University, as the University runs a multi-campus system: two satellite campuses in the City of Abu Dhabi and a central campus in the downtown. For the purposes of this study, the downtown Campus will be considered, as the campus was chosen because of its location in the city and majority of the staff and activities were implemented there. This provides the basis for the study of motivational issues. Data was collected from employees of different units in the Khalifa University, UAE. Thus, they were to provide diversities in their answers that assisted during obtaining the results. A random sampling technique was administered where a total of 380 members were selected to fill in the questionnaire. As indicated, this alternative provided equal chances for all the participants that they could be selected to take part in the study.

Data Analysis

SPSS software was used to evaluate the validity and reliability of the research instruments and test the research hypotheses. There are four reasons why researchers use this software, namely, it is the most accurate software to evaluate reflective research models, able to analyze studies with small sample size, able to evaluate complex research models with many variables, and able to analyze reflective measurement models. and formative (Henseler & Chin, 2010; Hair et al., 2017). For the purpose of this study, discriminant and convergent validity tests were performed to determine the validity and reliability of the study instruments. Next, analysis of path coefficient, predictive strength (R2), effect size (f2), and relevant prediction (Q2) was performed to test the study hypotheses.

FINDING

Respondent Background

The majority of respondents are male (83.2%), married (87.1%), have academic qualifications at the Master's level and above (47.3%), aged between 26 to 35 years (46.7%), consisting of employees from non -executive groups. senior member (48.4%).

Table 2 shows the mean and standard deviations for independent variables. It shows that the highest mean score is allowance (M=3.61, SD= 0.84), followed by promotion (M = 3.56, SD = 0.72), appreciation (M= 3.35, SD= 0.97).

Table 2: Means and Standard Deviations for Independent Variables

Variables:	Means:	Std. deviations
Allowance	3.61	0.84
Promotion	3.56	0.72
Appreciation	3.35	0.97

Note: N=380

Reliability and Validity

Table 3 shows that the factor weighting value for each item in this model is greater than 0.70. Next, the composite reliability value for each study construct was higher than 0.80. These results confirm that all items and constructs in this study have reached the set levels of convergent validity and reliability (Henseler et al., 2016; Hair et al., 2017).

Table 3: Reliability

Variables	Allowance	Promotion	Appreciation	Perfomance	Cronbach Alpha Value
Allowance	0.883				0.941
Promotion		0.889			0.937
Appreciation			0.848		0.947
Performance				0.856	0.932

Table 4 shows the Average Variance Extracted (AVE) values for all constructs greater than 0.50, which is between 0.622 to 0.724. Next, the Heterotrait-Monotrait (HTMT) value for each relationship between the variables was smaller than 0.85, which ranged from 0.696 to 0.810. These results prove that all study constructs have met the established discriminatory validity criteria (Henseler et al., 2014; Hair et al., 2017).

Table 4: AVE and HTMT

Variables	Allowance	Promotion	Appreciation	Nilai AVE
Allowance				0.727
Promotion	0.810			0.714
Appreciation		0.696	0.728	0.622

Hypotheses Tested: H₁, H₂, H₃.

Table 5 shows a summary of the hypothesis testing findings in this study. From the analysis done, it was found that the allowance into the analysis contributed 57% of the change to job performance. This level of change is considered a major change (Cohen, 1988). The results of testing Hypothesis 1 (H1) showed that allowance had a significant relationship with employee performance ($\beta = 0.755$; $t = 26.715$), therefore H1 was accepted. These findings prove that organizational justice plays an important role in improving the level of job performance in the organization. Further, relevant predictive testing found that organizational fairness is capable of being a predictor to job performance when the Q2 value is greater than 0, i.e. 0.335 (Hair et al., 2017).

Next, the inclusion of promotion into the analysis contributed 56.7% of the change to job performance. This level of change is considered a major change (Cohen, 1988). The results of testing Hypothesis 2 (H2) showed that promotion had a significant relationship with employee performance ($\beta = 0.481$; $t = 6.117$), therefore H2 was accepted. Meanwhile, the findings of the H3 test showed that appreciation has a significant relationship with employee performance ($\beta = 0.309$; $t = 3.962$), therefore H3 is accepted. These findings have confirmed that promotion and appreciation play an important role in improving the level of job performance. Further, relevant predictive testing found that organizational fairness is capable of being a predictor to job performance when the Q2 value is greater than 0, i.e. 0.335 (Hair et al., 2017).

Table 5: Hypotheses tested

Hypothesis	Relationship	<i>B</i> <i>value</i>	<i>T</i> <i>value</i>	<i>Q</i> ²	<i>R</i> ²
H ₁	Allowance → employee Performance	0.755	26.715	0.335	0.570
H ₂	Promotion → employee Performance	0.481	6.117	0.335	0.567
H ₃	Appreciation → employee Performance	0.309	3.962		

Note: significant at $t > 1.96$.

DISCUSSION

The findings of this study confirm that motivational factors such as allowance, promotion and appreciation have a significant relationship with job performance. This situation is in line with the findings from studies that have been done in different countries and in different sectors. For example, one of the important factors related to the allowance is the type of allowance that the organization provides to the employees of the organization (Simanjorang & Tumbuan, 2016). Allowances Payment Scales is another motivation factor related to allowance practices, while the organization is able to set its allowance payment scales in accordance with a set of standards; this will enhance the performance of employees in the organization (Kagan, 2018). Hassan (2018) gave one of these forms in a typical business organization to be conducted through the Management Support to Enable Employees contribution; such practice will be as a preparation for the employee to be promoted. Khalifa University used to develop the organization structure always, and certain vacancies used to be created through the structure development, or through the people living the organization. By measuring the respondent's feedback towards the promotional aspects in their organization, the following results came up. The line

management role here is to give the full support to all employees to be ready to grab these promotional opportunities. Training employees to increase employee capability and qualifications is considered one of the practices to be implemented by the management to enhance employee's opportunity to be promoted. Such a factor is considered one of the motivational factors that will influence employee performance (Chand, 2018).

Internal promotional opportunity before hiring externally discussed and argued by Al Madi (2017), he found that such practice would enhance employee's performance through the competitive aspects that will be built in the department. Employee will be showing the best of his or her performance to be promoted, and such goal is one of the objectives to be targeted by motivation in any business organization according to Al Madi (2018). Waiyaki (2017) gave the appreciation towards the teamwork inspiration in the organization an important role to enhance the employee's performance in the organization, since the employees will feel appreciated, and they will contribute to their assigned tasks as expected by the management. Employees felt that when they are motivated, they perform good work. Monetary rewards in the form of bonuses, overtime allowance were the preferred forms of motivation. Hennessey, and Moran (2015) proposes that people are motivated by how much they want something and how likely they think they are to get it. It will be prudent for management to reward workers with their heart's desires rather than giving them something that, in the long run, may not please them hence, not compensating their efforts.

In line with the objectives of the study, the findings of this study can contribute to theory, the empowerment of research methods, and to organizational administrators. In terms of contributions to theory, this study has acknowledged the recommendations put forward by equity theory in explaining the importance of organizational justice and its relationship to job performance. Furthermore, in terms of the empowerment of research methods, the instruments used in this study have reached the required level of validity and reliability. Therefore, it can produce accurate, valid, and reliable research findings. Furthermore, in terms of contribution to organizational administrators, the findings of this study can help organizational administrators better understand the uniqueness of organizational justice and its importance in the administration of a successful organization. This strategy is very important to ensure that the administration of the organization can be implemented fairly to achieve the goals of the organization without neglecting the interests of employees. The willingness of organizational administrators to consider and implement organizational administration by applying and taking into account the elements of organizational justice can enhance positive attitudes among employees.

CONCLUSION

The findings of this study confirm that allowance, promotion and appreciation are important predictor factors for job performance. To maximize the level of job performance among employees, organizations need to strengthen the ability of organizational administrators in administering their supervised employees fairly, efficiently, and effectively. Furthermore, the findings of this study have reinforced and disseminated the importance of justice in organizational governance. Therefore, studies and practices related to organizational justice need to take into account the components of interactional justice and procedural fairness. This measure is a strategic action to stimulate a positive attitude among employees to contribute to increased productivity and competitiveness of the organization. Although the findings of this study are considered valid and reliable, they have some constraints. First, this study only involved employees in postal and courier services in Malaysia. Therefore, it may not be generalizable to other organizations of different backgrounds. Second, this study uses a cross-sectional approach in data collection. Thus, it is not able to assess the changes that occur when measuring the relationship between the variables involved. Third, this study uses a direct effects model to measure the relationships between variables. This study has ignored the effects of mediating variables and/or moderating variables in this relationship. Accordingly, future studies are recommended to take into account the constraints of this study to obtain better and meaningful research findings.

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