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Impact of Performance Appraisal, Compensation, Benefit and Special Allowances on Employee Engagement

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Abstract

This study examines the impact of selected human resource management practices on employee engagement in private sector universities in Jalalabad city, Nangrahar Province, Afghanistan. Specifically, it investigates the effects of performance appraisal, reward and compensation, employee benefits, and employee special allowances on employee engagement. A quantitative research design was employed, and data were collected through a self-administered structured questionnaire comprising 27 closed-ended items measured on a five-point Likert scale. The study population consisted of 162 employees working in four private universities, from which a sample of 81 respondents was selected using convenience and simple random sampling techniques. Statistical analysis was conducted using SPSS, applying descriptive statistics, reliability analysis, correlation, and multiple regression techniques. The reliability results confirmed acceptable internal consistency for all constructs. The findings reveal that employee benefits have a statistically significant and positive impact on employee engagement, whereas performance appraisal, reward and compensation, and employee special allowances do not show a significant effect in the context of private universities in Jalalabad. The regression model explains a substantial proportion of the variance in employee engagement. Based on the findings, the study concludes that private universities should prioritize improving employee benefit packages to enhance engagement levels. The study contributes empirical evidence from a developing-country context and offers practical implications for university management and human resource policymakers.

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Keywords: Performance appraisal, compensation & rewards, employee benefits, employee special allowances and employee engagement.

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INTRODUCTION

Human resource management plays a very dynamic role for well performing the organizations tasks, duties and functional activities. Now a day, high competitive business environment need well qualified employees can only work for more growth. In return most of the well-known organizations are paying market compensation benefits to the employees, special allowance, financial and non-financial rewards for hold employees long time period with them. It is true that most of the well-known organizations focusing on improving the process of crystal clear performance appraisal, reward system, employee compensation and benefit is interconnected with main functionality of HRM. The main aim of performance appraisal is use for equal distribution of rewards, compensation; benefit plans, special allowance and many other related activities performed. All of these activities directly influences the employee's productivity and employee engagement directly and indirectly show impact on work place of motivated employee. The fundamental ideology of

performance appraisal system is to analyse the employee productivity, under the study of structured human resource management software in organization. It is analysed that performance appraisal system are always concerned about the systematic and operationalized process that connected with the assessing of performing work related tasks, assigned employees responsibility, authorization, delegated powers, shows their achievements which shows the actual strength, weakness and opportunities to individuals working in the organizations.

Performance appraisal system is not a new concept, traditionally the evaluation process of performance appraisal system is focused and determined on consistency that normally used for defining the pre-specification of employee's traits, employee's behaviour, attitude and many other related factors leading towards the organization success and also career development of the employee's in the organization. Performance appraisal is normally use for determining the efficiency and productivity of working employees in any organization. The involvement of top management is very important; actually they introduce the concept of performance appraisal in any organization. The purpose is to fulfil the requirement of employees and organization, reduce the risk factor, fulfil the efficiency of employees motivating and both employees and organization work for more success of organization.

Reward and compensation system are counted as a main factor to increase the performance of the employees and also engaged the employees in the specific organization. Through this system organization not only engaged the employee they also motivate the employee through which employee give his full efforts to achieve the organizational goals and objectives.

Employee special allowances play an important role to engage the employees in the organization. Organization provides different allowances to the employees which are transport/travelling allowance, accommodation allowance, rental expenses etc. These all factors performance appraisal, reward and compensation, employee benefits, employee special allowances have a huge impact on employee engagement. These are the elements which play the important role to improve the organizational performance through engaged the employee and achieve the organizational goals and objectives efficiently and effectively. But the mostly organizations are not focusing on these things and they are just demanded hard working from the employees which is temporary solution and cannot survive on the permanent bases. This research will be completely revolving around the investigation and analysis of the role of performance appraisal, compensation and special allowances in the employee engagement.

In the globalization era so many changes are taking place in the world, due to which the needs of the organizations are increasing day by day from their employees and they demanded a huge outcome from the employees. Similarly, employees are also looking forward for different kind of incentives and benefits from the organization to fulfil their needs and wants but unfortunately mostly organization are not focusing on it, due to which employees are not engage with the organization for a long period and they move. Lack of the proper incentives, employee special allowances and rewards due to these factors employees are not engaged. Specially in the private universities in jalalabad city in Afghanistan the proper factors are not implemented if these are factors are implemented properly so what will be the impact on the organization, this study will be given a new insight for the private universities.

- To identify the role of performance appraisals on the employee engagement in organization.
- To identify the role of employee compensation on the employee engagement.
- To identify the role of employee special allowances on the employee engagement.
- To identify the role of employee benefits on the employee engagement.

LITERATURE REVIEW

Performance Appraisal

Performance appraisal system basically supports an organization in accomplishing the mission and vision by judging employee's effectiveness e.g. training and development, recruitment and selection. This study main purpose is to understand the knowledge of employees related to the performance appraisal system used in non-governmental organization in Pakistan. Performance appraisal plays a dynamic role for career development and improves worker productivity within the organization. This issue performance appraisal interconnected with worker motivation, worker dimensions, worker behaviour, worker operating style that directly influence the productivity of organization (Allen, Ralph, 2009).

In the organization the performance appraisal system is design to check the positive and negative attitude of the employee towards the worked, task and responsibility which assigned by organization(Murphy, Kevin , Jeanette, & Cleveland., 2010). The procedure of performance appraisal assesses various related phases for attaining the model of human resource management. Performance appraisal are discouraged due to clumsy trajectory depict of the educational institute executing the procedures of appraisal well, the resources help in building formal association between performance and its output which is link with back bone (employee) efficiency(Mayer, Roger , James , & Davis, 2010). According to the past writings human resource management department of any organization perform major operating functional activities with transmits high level of importance and cannot desert it significance at several example. The organization vital functions are highly depended on HRM such as performance appraisal, revise reward system, employee compensation, employee benefit, employee special allowances and employee engagement and some more relevant functions which are efficiently gain the strategic objectives(Thompson, 2011). It is observed that there are number of various research studies have been conducted on performance appraisal, reward system, compensation and benefits leading towards the employee engagement impact employee performance.

This paper is design to examine and bring better understanding awareness between the employees regarding the performance appraisal system adopted in organization(Ilgen, Daniel , Jack , & Feldman , 2010). The performance appraisal plays a dynamic role for career development and improves employee productivity in the organization. This element performance appraisal interrelated with organization rewards system, employee compensation, employee benefit, employee special allowance that influences the productivity of organization. The main variable used in this study for data collection such as performance appraisal, reward system, employee compensation, employee benefit, employee special allowance leading towards the employee engagement(Murphy, Kevin , Jeanette, & Cleveland., 2010).

Reward System

Rewards system motivate the employees to survive in the organization for long time period and increase the organization efficiency internally and externally, increase market shares, and give organization competitive edge. Most of the researchers think that if the level of the motivation of the employee is high than it directly impacts on the productivity and performance of the employees. Productivity and performance factors of employees are in the favour of the organization and on the other hand the organization achieved its goals and objectives.

Researchers took several human resource policies and practices that assess and measuring tool as the time changes(Chen, Shun, & Hsing, 2010) leading on the way to the rewards system associated with employees. Competitive business environment, organization only countable papers have been examined so far. In the private and public segments, formal pattern of human resource planning and practices are presented, specifically the departments under the supervision of government, community and development department of specified region(Cummings & Thomas, 2009).

The main drive of organization is to investment on their human capital development in sense of modern latest information technology, improving employee rewards system, training and development complete on the employee perception organization become enable to train the employees and get excellent sort out the hurdles in a way selecting, developing and leading of the employee(Aguinis, Herman, & Kurt , 2009). These organization factors highly impact on the motivational level of employees and job satisfaction working in any department. So, it is examined that most of the well alleged organizations consider that employees mull over as an asset for them and their importance and worth cannot be deprived of, on the other hand it's insubstantial but it cannot be easily copied.

The research study was about the function of reward system associated with total quality management based on strategy of the organization(Allen, Richard , Ralph, & Kilmann, 2009). The main aim of that study was to analyse that the output of reward practices is basically design for to improve the firm performance and effectively bring the quality management. Well reputed organization works only for creating and building better market worth. So, finding of this study is revolving around the superior levels of firm performance were appreciably concurrent with greater use of TQM practices, but not with greater use of quality oratory in either official tactical documents or familiar tactical discussions the use of extrinsic reward practices of the employees. These extrinsic reward practices of the employees including the profit sharing, gain sharing, service safety, and comp time demonstrate a significantly optimistic moderating effect on the association between TQM and perceived firm performance. The practical allusion for business practitioners, it is inadequate to include managing quality oratory in the official and unofficial strategy.

Employee Compensation and Benefits

Employee compensation and employee benefit both of these two factors plays a very progressive role in an organization. The main functionality of employee compensation and employee benefit is well performing under the human resource management department of an organization. The role of Human resource management is always influenced on single person who are linked closely with organization polices and pre-planned rules. The structure of the organization is depending on the involvement of top management known as participative

management. Participative management is defining employee interference good skills of decision making show the impact in work place and get the back regards of timely right decision. Day to day activities participative management is used for to resolved daily base issues which rise in the organization. Participative management do a lot of contribution in organization success (Arthu, Walter, 2010).

Employee compensation plays a very important role in any organization(Lepak, David , Scott , & Snell, 2012). The process of employee compensation is very reliant on upon the motivation, job satisfaction and employee performance in the organization(Lawler & Edward , 2011). It is investigated that employee compensation is measured as the admin of management, most complicated and tricky for human resources managing area, because it influences several components interrelated with far reaching procedure straight impacting on an organizational efficient goals, improved marketing strategies and execute various other correlated activities as well. The main process of employee compensation is completely based on the performance of the employees and rewards are provided them in return of their best efforts and services. The completed exterminations of providing the employee compensation and employee benefits are to fascinate, retain the employees for long time period, and employee motivate them according to the work load or nature of work performed in the favour and betterment of the organization. Well reputed organizations emphases on the equal distribution of employee compensation, employee benefits and run various different compensation programs for motivating the employees work long time with the same organization(Thompson, 2011). Compensation programs are designed and developed according to the direct employee wages, employee salary, employee commission and bonuses provided in return on employee working outcome.

The human resource planning is counted as effective decisional skills to expand the national and as well as international market size (Brayfield, Arthur , Walter, & Crockett, 2005). It is observed that employee benefits highly dependent on employee productivity and performance as well. The process of employee benefit is gaining the employee motivation, trust and confidence on the organization. Inside and outside recruitment system and selected cost are important when organization reflect all the relevant expenditure, procedure search, interviewing, replacement and handling of the new employees, even if the selection decision making method are not necessary permanent, once the candidate are appointed on the company pay roll(Cummings & Thomas, 2009). All of these factors are positively associated with employee benefit and later on benefit provide to employee on increasing motivational level. Then, this system is counted as an important assist of the organization. In the organization the department of human resource management and the top management of the firm working together to find out the best ways and alternatives carefully before engaging the employee for recruiting prepossess inside and outside the firm(Thompson, 2011).

It is examined that another important factor of employees in the organization is training and development most important towards the human resource development and employee benefits. Human resource management department trainer employees perform major functional activities for employees better performance, improved better understanding of the firm police, processes, working style of the organization, business ethics, norms, values, improve employee incentives and also the firm culture(Hogarty & Gerard , 2013). The employee commitment, engagement and retention shows the organizational success and his growth and potential in the market.

Employee Special Allowances

Another important aspect of this study is the employee special allowance. The process of employee special allowances is normally associated with high designated employees working in an organization. Employee special allowances are outside visit of countries, ticketing facility to employees and covering their family and much other related functionality highly dependent upon the nature or designation of employee job (Allen, walter, 2011).

Employee special allowance plays vital part leading in the track of the organization growth(Thompson, 2011). Employee special allowance is design and develops according to their performance and contribution for accomplished the organization goals(Becker & Gary , 2009). These organizational goals and objectives are based on employee well performing functional activities, planning, actions and deliver projects within given time frame. This research study is turning around the addition of rewards, compensation, benefits and special allowances emphasizes on employee's productivity leading towards the success of organization. All of these activities are performed with the support of human resource department(Brayfield, Arthur , Walter, & Crockett, 2010). Human resource capital development carry out operational functional activities in terms of employees' productivity, employee's contribution and commitment, employee managerial skills, improve their abilities, decision making power and many other associated factors performed.

The clear theme of the research is to develop and design for examining the impact of rewards system, compensation, special allowance and employee's productivity. These aspects are highly dependent upon the employee special allowance increase the employee creditability(Cummings & Thomas, 2009). Employee special allowance is revolving around the compensation and benefits. So, it is observed that a fine thought out of compensation system provides the employees with enough and rightful rewards system for their top level contribution to achieving the objective of the firm. The terms compensation contributes all rewards that are provided to their employees to take responsibility and shows their hard work, performance in achieving the organization objective. So, employee special allowances are directly influences the employee's motivation and increase the level of job satisfaction leading towards the success of the organization(Gupta, Meenakshi, & Parul , 2010).

Employee Engagement

Employee engagement is playing an important role in this study. The variable employee engagement is associated with performance appraisal of the employees, reward system, employee compensation and benefits and employee special allowance in return organizations or companies paid on the contribution of employees. It is seen that most of the well-known organizations and employee's community is depend on the singular man performance, skills should utilize effectively and social awareness needed to accept the organization part. The major responsibility of employee's engagement to well perform their work assignment leads towards the achievement of organization goals. Top management contribution is highly dependent upon the success of organizations think employees as a key asset of organization (Lockwood, Daniel, 2010).

In the same manner, the manager should give the importance the employees and use them as organizational assets in the effective and efficient manners and focusing on employee engagement. Due to competition between firms it is difficult for the top management of the organizations to maintain an ideal environment for the

employees which leads towards engaged the employees in firm(Allen, Thomas , & Ralph , Work Environment, 1990). Past literature define that companies used old recruitment policies while payment of overtime, market conditions and such other factors can directly affect the employee's performance (Lockwood & Nancy , 2011). All of these factors shows the employee engagement with organization and also work leading towards the success of the organization. The process of employee engagement is highly dependent upon the performance Appraisal systems support the organization for accomplish their mission and vision by judging effectiveness of the employees(Ilgen, Daniel , Jack , & Feldman , 2010). These performance appraisal system factors of the organization are revolving around the internal and external recruitment, selection, training and development.

The process of human resource planning plays more important role in employee's productivity. The process of recruiting plays several functions which are connected with employee efficiency and organization aims and objectives. Now days every firm is involved in human resource planning(Thompson, 2011). Well reputed organizations top management involvement is emphasis on the process of human resource planning which indicates the actual needs for additional, improve their performance appraisal system, reward system, compensation and benefit plans, promotion and placement on different posts of the employees for to gain more effective outcomes of the organization (Becker & Gary, 2009)

RESEARCH METHODOLOGY

Conceptual Framework

On the basis of literature review the elements of employee engagement have been identified which include performance appraisal, Reward and compensation, Employee benefits and Employee Special Allowances.

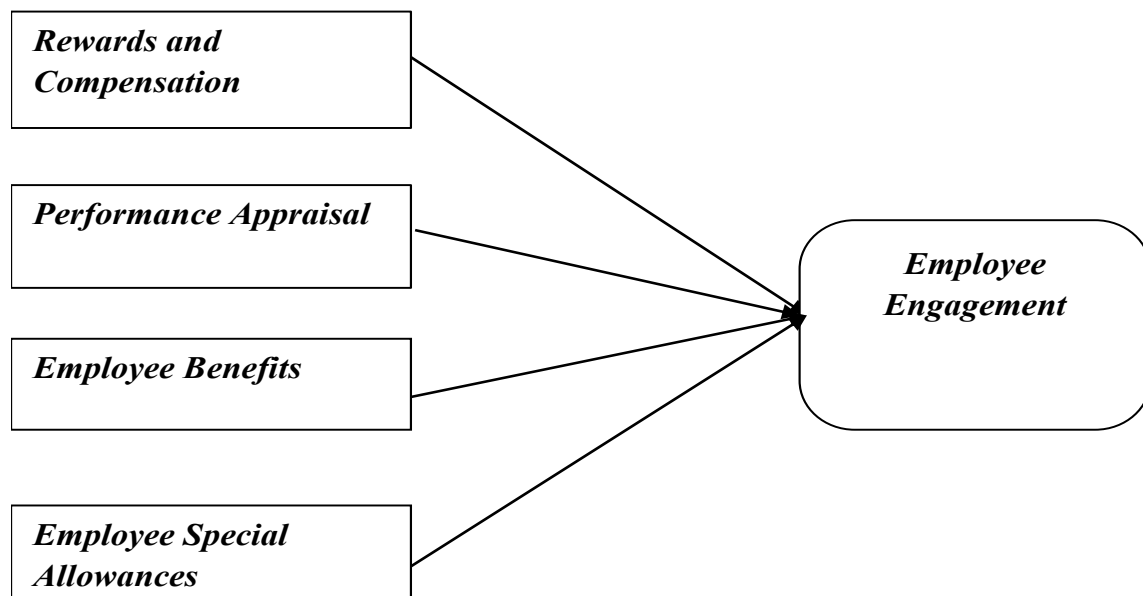


Figure 1.
Conceptual framework

HYPOTHESES

Hypotheses

- H₁** Employee special allowances have significant impact on employee engagement.
- H₂** Employee benefit has significant impact on employee engagement.
- H₃** Employee compensation and reward has significant impact on employee engagement.
- H₄** Performance appraisal has significant impact on employee engagement.

Data Sources

Primary data is used in this study. A research questionnaire is utilized in order to observe the employee engagement factors in private universities sector. The primary data was collected from the four private universities in Jalalabad city nangrahar Afghanistan. Such universities are Tabish university, Alfalah university Altaqwa university and Khurasan university.

Population

The population of this study includes the employees of four private universities in jalalabad city. The total number of employees working in these universities is the population for this research. So the total population for this study is 162.

Sampling

Among the private sector's universities four was selected. Furthermore, staffs were divided into faculty and admin categories. Sample of 50% was drawn using non probability sampling and it was based on convenience and simple random sampling questionnaires.

Instrumentation

A research questionnaire has been used in order to inspect the determinants of employee engagement in private universities For this measurement, five point Likert scale going from strongly disagree (1) to strongly agree (5) has been used. The questionnaires have 27 close ended items in all. Performance Appraisal (4 items), Reward and Compensation System (6items), Employee Benefits (7 items), Employee Special Allowances (5 items), Employee Engagement (5 items).

Statistical Tools

The statistical tools used in order to examine the collected data are descriptive statistics, reliability test, and regressions analysis. The data was entered in SPSS software. All statistical tools stated above are applied through SPSS.

Table 1.

RELIABILITY

VARIABLES	NO OF ITEMS	RELIABILITY COEFFICIENT (α)
Performance Appraisal	4	0.763
Reward & Compensation	6	0.763
Employee Benefits	7	0.868
Employee Special Allowances	5	0.887
Employee Engagement	5	0.908

According to table our Cronbach's alpha (α) estimation Performance Appraisal is measured through 4 items with $\alpha = 0.763$, Reward & Compensation through 6 items, with $\alpha = 0.763$, Employee Benefits through 7 items, with $\alpha = 0.868$, Employee Special

Allowances through 5 items, with $\alpha = 0.887$, Employee Engagement through 5 items, with $\alpha = 0.908$.

DATA ANALYSIS AND INTERPRETATION

Descriptive Statistics

Table.4.1

	Frequency	Percent	Cumulative Percent
Single	43	53.1	53.1
Married	38	46.9	100.0
Total	81	100.0	

The table shows that total numbers of respondents were 81 in which married respondents are 38 that is 46.95% of the total and single are 43 that is 53.1% of the total.

Table.4.2

	Frequency	Percent	Cumulative Percent
21-25 Years	25	30.9	30.9
26-30 Years	30	37.0	67.9
31-35 Years	18	22.2	90.1
36-40 years	4	4.9	95.1
41 or Above Years	4	4.9	100.0
Total	81	100.0	

The table shows that total 81 cases are studied for this research and shows the age limit of respondents that, 25 of them belong to 21-25 age group, 30 respondents are from 26-30 age group, 18 respondents are of 31 -35 age group, 4 may lie between 36 – 40 age group and 4 are of 41 age group or above this age.

Table.3

Gender

	Frequency	Percent	Cumulative Percent
Male	81	100.0	100.0
Female	00.0	00.0	00.0
Total	81	100.0	

The table shows that there are total 81 respondents out of which 00 are females that are 0% of the total and 81 are male that is 100% of the total respondents.

Table.4

Regression

Model	R	R Square	Model Summary ^b			Durbin-Watson
			Adjusted R Square	Std. Error of the Estimate		
1	.686 ^a	.471	.443	.51099		2.259

The table shows 'R' correlation or degree of association between dependent and independent variable as $R=0.686$ which shows that association between Employee Engagement, Performance Appraisal, Reward & Compensation System, Employee Benefits and Employee Special Allowances is up to 68.6%.

R^2 shows percentage effect of independent variables on dependent variable as $R^2=0.471$ which means that change in Performance Appraisal, Reward & Compensation

System, Employee Benefits and Employee Special Allowances will lead to 47.1% change in Employee Engagement. Adjusted $R^2=0.443$ shows that if model is adjusted for degree of freedom the degree of association between Employee Engagement, Performance Appraisal, Reward & Compensation System, Employee Benefits and Employee Special Allowances will be up to 44.3%.

The Durbin-Watson statistic ranges in value from 0 to 4. A value near **2** indicates non-autocorrelation; a value toward 0 indicates positive autocorrelation; a value toward 4 indicates negative autocorrelation. The value of Durbin Watson for the model of the study is equal to 2.259 which show that there is no autocorrelation.

Table 5.
Anova

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.676	4	4.419	16.924	.000 ^b
	Residual	19.844	76	.261		
	Total	37.520	80			

This table indicates that F statistic equals to 16.924 and statistically significant (Sig value is 0.000 ($p > 0.05$)). This shows that the regression model predicts the outcome variable significantly well-meaning that the model is good fit.

Table.6.
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.567	.428		3.660	.000
	Performance Appraisal	.077	.091	.072	.849	.398
	Reward compensation	-.016	.113	-.021	-.144	.886
	Employee benefit	.494	.117	.593	4.223	.000
	Employee_special_allowances	.118	.072	.170	1.646	.104

Econometric Model:

$$\text{Employee Engagement} = \beta_0 + \beta_1 \text{PA} + \beta_2 \text{RC} + \beta_3 \text{EB} + \beta_4 \text{ESA} + U$$

$$\text{EE} = 1.567 + 0.077(\text{PA}) + (-0.016)(\text{RC}) + 0.494(\text{EB}) + 0.118(\text{ESA})$$

The table shows Constant and Responsiveness, this is, the slope of the line of the independent variables studied in this study.

The table shows Constant=1.567 and t-value=3.660 which shows that if all the independent variables, that are, Performance Appraisal, Reward & Compensation System, Employee Benefits and Employee Special Allowances are zero then the value of Employee Engagement will still be equal to 1.567. As the tables shows this estimate is statistically significant as well. The table shows the change in Performance Appraisal will lead to increase in Employee Engagement by 0.077 units however p-value is equal 0.398 shows that there is an statistically insignificant influence of Performance Appraisal on Employee Engagement.

Similarly, the table shows that change in Reward & Compensation will lead to decrease of 0.016 units in Employee Engagement. Again results shows that there is statistically insignificant influence of Reward & Compensation on Employee Engagement as p-value is 0.886.

The table shows If there is one-unit increase in Employee Benefits than Employee Engagement will be increased by 0.494. This is highest responsiveness of dependent variable i.e. Employee Engagement towards change in all other the independent variables of the model. It is also evident that the t-value is greater than 2 i.e t-values is 4.223 and p-value is equal to is 0.000 showing that there is a statistically significant influence of Employee Benefits on Employee Engagement.

Lastly, the table shows If there is one-unit increase in Employee Special Allowances than Employee Engagement will be increased by 0.118 units. But, p-value for Employee Special Allowances suggests statistically significant influence of Employee Special Allowances on Employee Engagement as p-value is equal to 0.104

Employee Engagement = $1.567 + 0.494EB$

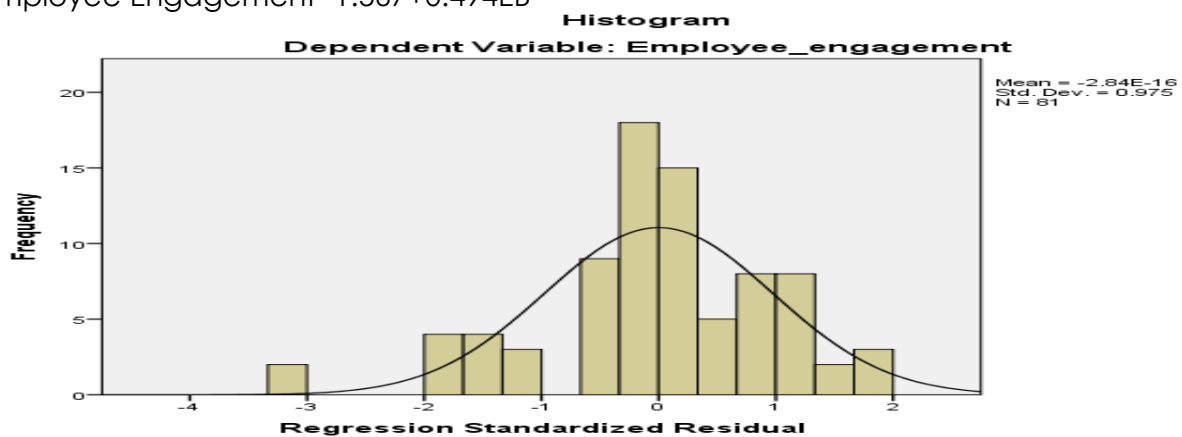


Figure 1.
Histogram

This chart presents the diagrammatic explanation of regression analysis including all the variables of the research that are Employee Engagement and Performance Appraisal, Reward & Compensation System, Employee Benefits and Employee Special Allowances. Histogram show the distribution of responses and the curve shows the normality of distribution.

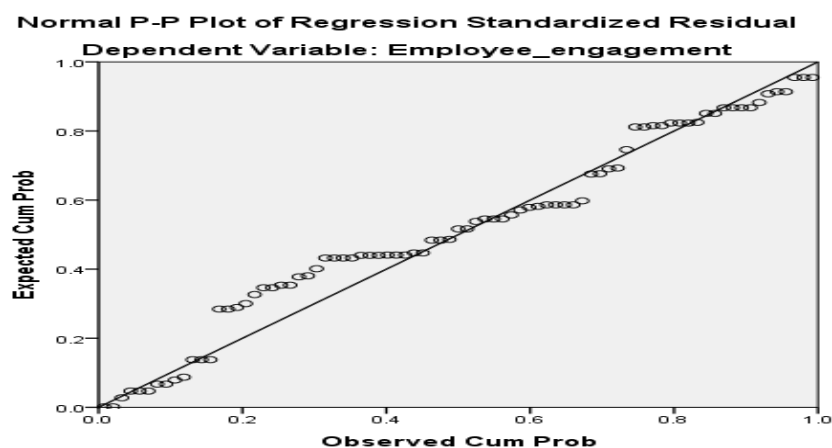


Figure 2.
Normal P-P Plot

Shows the variation of the Responses in the normal curve.

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

Table5.1. Hypothesis Analysis

	Hypotheses	Accepted/ Rejected
H ₁	Employee special allowances have significant impact on employee engagement.	Rejected
H ₂	Employee benefit has significant impact on employee engagement.	Accepted
H ₃	Employee compensation and reward has significant impact on employee engagement.	Rejected
H ₄	Performance appraisal has significant impact on employee engagement.	Rejected

DISCUSSION

The study conducted shown that four factors are affecting employee engagement. Three factors that are performance appraisal, employee special allowances and reward and compensation has no significant effect on employee engagement only employee benefits has significant impact on employee engagement.

Rewards and compensation, performance appraisal and Employee special allowance plays a very progressive role leading towards the organization growth in telecom sector that contradict with my research work as it is done in private sector universities in Jalalabad Nangrahar. But employee benefits have motivating effect on the employees and they work longer time with the same organization have shown same result like this research work.(Thompson, 2011)

The main variables used in this study for data extraction are such as performance appraisal, reward system, employee compensation, employee benefit, employee special allowance leading towards the employee engagements.(Murphy, Kevin , Jeanette, & Cleveland., 2010).Employee benefit is gaining the employee motivation, trust and confidence on the organization as result of this research shown.(Cummings & Thomas, 2009).Important factor of employees in the organization is training and development leading towards the human resource development and employee benefits.(Hogarty & Gerard , 2013)

CONCLUSION

The research shows that in private sector universities employee engagement has shown four factors that are performance appraisal, reward and compensation, employee benefits and employee special allowances. The data analysis shows that only employee benefits have shown significant impact on employee engagement other factors that are performance appraisal, reward and compensation and employee special allowances have no significant impact on Employee Engagement. All the analysis shows the positive and significant relationship with each other's. The correlation analysis shows the positive and significant relationship with each other, all variables independent and dependent variables have the positive and significant relationship with each other, the correlation analysis have the positive relation with each other. The regression analysis shows the all value have the positive impact on each other, in regression analysis the model summary shows that the independent variable effect the dependent variable or model effectively and effect the dependent variable effectively, in coefficient of regression the value of beta shows the significance level of all variables that the significant values of level below to zero five. The overall regression model is statistically significant, indicating that the independent variables collectively explain a substantial proportion of variance in

employee engagement. However, among the independent variables, only employee benefits show a significant positive effect on employee engagement, while performance appraisal, reward and compensation, and employee special allowances do not have a statistically significant impact. Accordingly, only one hypothesis is accepted, and the remaining hypotheses are rejected.

RECOMMENDATIONS

- More efforts should be on improvements rewards and compensation so that employees can be engaged more effectively.
- Appraisals should always be performance based so that employees should be more loyal and committed toward organization.
- Employee special allowances and such packages should be introduced in the organization that are more innovative and increase employee engagement and morale.
- Salary structure should be improved to engage employees in the organizational environment and increase productivity.
- The work environment of organization should be improved so it will increase employee engagement.
- Vacations should be given to employees so they perform relatively well with concentration and ultimately employee's engagement will be increased.

RECOMMENDATIONS FOR FUTURE RESEARCH

- The further research will be conducted on public sector university in Jalalabad city Nangarhar.
- The future research will be conducted on the other geographic location of Afghanistan.
- The qualitative approach will be applied for future research.
- For future research the data will be collected from the admin staff as well.
- The future research will be conducted on the production sector.
- For the further research the non-monetary variable will added.

LIMITATIONS OF THE STUDY

- The study just consists of 81 questionnaires only.
- This study is only conducted on the limited geographic location of Afghanistan.
- The data just collected from the academic staff only.
- The results of this study just implement on the sector only.
- Quantitative approach used in this research.

DECLARATIONS

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Consent to Participate: Yes

Consent for publication and Ethical approval: Because this study does not include human or animal data, ethical approval is not required for publication. All authors have given their

consent.

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