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Factors affecting employees' salaries in Omani public sector

Dhiaa Shamki

Accounting Department, College Of Business and Economics, Uruk University, Baghdad, Iraq.

dhia.shamkhi@uruk.edu.iq

Abstract The study examines the effect of employees' performance appraisal, gender, age and position on salaries and extra amounts received by the employees during period of 2011–2017 based on the selected sample from Ministry of Social Developments in Oman. To achieve the study's objectives, the study examines the relationship among the mentioned variables using analyses of descriptive statistics, correlation analysis and multiple regressions. The study finds that performance appraisal has positive and significant effect on salary and extra. In presence of employees' gender, age and position, this effect will be negative and significant for employees' salaries and negative and insignificant for extra amounts. As a starting point for future research, the study adds new empirical evidence to the research body on how to enhance the performance of employees based on the annual appraisal with their salaries in the public sector.

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Keywords: *: Performance appraisal; salary and extra amount; gender; age; position; Oman.*

1. INTRODUCTION

Salaries, wages and extra amounts are paid to compensate the employees for their performance and achieving the required goals of an organization. A dissatisfaction for insufficient compensation of employees leads to achieve fewer personal goals, then achieving the organization goals will be lower [1].

It is a noteworthy matter to examine how employees' salaries and extra amounts can be affected by their performance in presence of their gender, age and administrative position. The current study examines this effect during the 2011–2017 based on the selected sample from Ministry of Social Developments (MOSD) which occupied the fourth rank in revenues and third rank in expenditure among all ministries and organizations in Oman for period 2011 – 2017. [2]

Prior studies have pointed out that the employees' salaries affected by their performance modified by age [3]. Conversely, the effect of performance appraisal of employees on the salaries and extra amounts has been not well examined before. Indeed, by adding age factor and expanding study's sample and period, this study extends previous research done by [4] who examined the effect of different factors including gender and position .

Based on the case of MOSD, the study tends to indicate whether there are clear rules and procedures to link the employee's performance appraisal with salary change. There is no evidence that employees' performance appraisal is positively related to salaries and extra amounts. Besides this, males form 86% of total managers' positions in MOSD [5]. Therefore, research is required to indicate whether the employees' salaries and extra amounts are affected by the gender and position .

The research gap in the literature is on how to link between the performance appraisal and salary in the public sector. It is assumed that this link is affected by different factors. Accordingly, limited studies dealt with that link [4]. The study is stimulated to indicate whether gender, age and position can affect the mentioned link/relationship.

The current study addressed questions of; could the employee's performance appraisal, gender and age position affect the determination of salary and extra amounts? Does the performance appraisal moderated by employees' gender, age and administrative positions affect the salary and the extra amounts?

The study results will be beneficial for all sectors in different areas by improving the employees' performance in turn their appraisal based on determining the increase in salary and the extra amounts. Adding new empirical evidence distinguishes the study to examine the effect of performance appraisal moderated by gender, age and position on employees' salaries and extra amounts that is not well researched previously .

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Beside the introduction, next sections present the previous studies, hypotheses, models, to data collections methods and analysis, findings discussion and recommendation.

2 .LITERATURE REVIEW

2.1 .Performance appraisal and salary relationship

Employees can be stimulated by what the financial and non-financial benefits that are presented by the organization for them [6]. Receiving suitable financial compensations and incentives stimulates the most efficient employees to perform their duties [1]. There is no a crucial proof yet to prove that approach of pay for performance can effectively assist in enhancing stimulations and performance levels in the governmental services [7]. While pay for performance has a positive effect on performance in prior studies [4], it has a negative effect by [8].

Accordingly, it is expected for the current study that the relationship between performance appraisal and the employees' salaries and extra will be positive and significant. As referred before, employees' performance is indicated according to many factors such as employee's gender, age and position.

2.2 .Salary, performance appraisal and gender.

The gender is an important function in motivating the employees' performance [9]. In prior research, it is found that that employee's gender has a significant effect on employees' performance in some professions [10]. It is found that performance appraisal, gender and performance appraisal moderated by employees' gender significantly affect salaries negatively and extra amount positively [4].

Other research found that insignificant relationship between employees' genders and their performance [9]. In accordance with [9], it is expected that there are insignificant effects by the performance appraisal, gender and performance appraisal moderated by gender on the employees' salaries and extra amounts received by the employees .

2.3 .Salary, performance appraisal and age.

In employee's appraisal process, performance and compensations are based on age, in addition to race and gender are common [11]. Since employees' age may have an impact on their performance then on performance appraisal, younger men can present their accurate support seriously compared with the younger women [9]. The study expects that performance appraisal, age and performance appraisal moderated by ages have significant and positive effects on the salaries and extra amounts received by the employees .

2.4 .Salary, performance appraisal and position

The employee with a position might be motivated more than others without a position because of taking incentives for the position [1]. [12] examined the difference between the men and women in managing a position. They found that men have a higher ability than women in getting the opportunities to develop their performance within their profession periods. In a recent study, it is found that position and performance appraisal moderated by employees' position significantly and positively affect extra amount positively but not salaries [4].

It is expected for the present study that the employees' salaries and extra amounts received by the employees will be affected by performance appraisal, position alone and performance appraisal moderated by position .

3 .THEORETICAL FRAMEWORK

As mentioned by [13], some theories tend to state a positive relationship between the employees' gender and performance [14], [15], while others [16], [17] propose a negative one. Regarding human capital theory, A negative relationship between age and performance is found by [18], while high performance ratings increase for younger managers than older ones [19]. Focusing on interests, stewardship theory is developed in line with agency theory to prove that managers are motivated rather than employees [20].

Since the study examines the effect of performance appraisal, gender, age and position as the four selected independent variables (IVs) on the two mentioned dependent variables (DVs) salary and extra amounts in the public sector in presence of the performance appraisal moderated (MVs) by gender (APR*GND), age (APR*AGE), and position (APR*PST), theoretical framework, for the relationships are illustrated in Figure (1).

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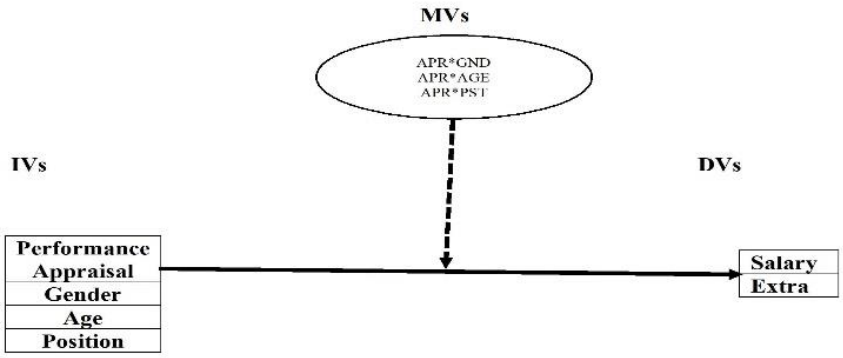

Fig.3.1: *Theoretical framework*

4 .HYPOTHESES DEVELOPMENT AND METHODOLOGY

4.1 .Hypotheses development

In accordance with above theoretical framework, these relationships are hypothesized as follows:

H1: Employees' salaries and extra amounts received by employees are positively and significantly affected by their performance appraisal .

H2: The effect of performance appraisal on salaries and the extra amount received by the employees is not related to performance appraisal of male or female .

H3: The employees' performance appraisal moderated by the age can positively and significantly affect their salaries and the extra amount received by the employees .

H4: The employees' performance appraisal moderated by position can positively and significantly affect their salaries and the extra amount received by the employees .

4.2 .Study's sample and data collection

The current study is a quantitative and uses a secondary data that is gathered from the records and the MOSD financial and administrative information system for years 2011 - 2017. The size of the sample for 2011 – 2017 was 420 persons.

The total observations are 26,460 (420 persons X 9 variables X 7 years) .

4.3 .Data analysis methods

The examination of IVs, DV and MVs relationships in the current study will be occurred using the SPSS version 21 and through descriptive (determining suitability of regression analysis assumptions via investigating the data and variables quality), correlation analysis between each variable with another one and finally, the analysis of multiple regressions to examine the effect of the change in performance appraisal on salaries and extra affecting by gender, age and position.

The regressions analysis outputs such as R2, adjusted R2 and the statistical F with its significance are used to indicate the adoption model, while betas coefficients, t-test values with its significance are who decide the acceptance or rejection of the hypotheses [21].

4.4 .Models of the study

In accordance with model of [4], the regression models are written as the follow:

$SLR = \beta 0 + \beta 1\ APP + e$ (1- Salary)

$EXT = \varphi 0 + \varphi 1\ APP + e$ (1- Extra)

where;

SLR is the annual fixed salary of the employees indicated from the lowest to the highest ones;

EXT is the annual additional amount / bonus received by the employees indicated from the lowest to the highest ones .

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APR is the annual appraisal of employee's performance marked from 0 to 100 marks; and e: is the error term.

Since the study examines the effect of performance appraisal, gender, age and position and moderated performance appraisal by gender, age, and position on employees' salaries and extra amounts, the regression models are as follow:

$SLR = \phi 0 + \phi 1\ APR + \phi 2\ GND + \phi 3\ APR*GND + e$ (2- Salary)

$EXT = \lambda 0 + \lambda 1\ APR + \lambda 2\ GND + \lambda\ 3\ APR*GND + e$ (2- Extra)

$SLR = \eta 0 + \eta 1\ APR + \eta 2\ AGE + \eta 3\ APR*AGE + e$ (3- Salary)

$EXT = \tau 0 + \tau 1\ APR + \tau 2\ AGE + \tau 3\ APR*AGE + e$ (3- Extra)

$SLR = \gamma 0 + \gamma 1\ APR + \gamma 2\ PST + \gamma 3\ APR*PST + e$ (4- Salary)

$EXT = \delta 0 + \delta 1\ APR + \delta 2\ PST + \delta 3\ APR*PST + e$ (4- Extra)

where ;

GND: The gender with value 1 is for male, 0 otherwise.

APR*GND: The effects of employees' performance appraisal moderated by their gender on salaries or extra amounts received by them .

AGE: The age with value 1 is for employees with age greater than median age in the sample, 0 otherwise.

APR*AGE: The effects of employees' performance appraisal moderated by their ages on salaries or extra amounts received by them .

PST: The position with value 1 is for manager, 0 otherwise.

APR*PST: The effects of employees' performance appraisal moderated by their positions on salaries or extra amounts received by them .

Other variables are defined before.

5 .FINDINGS

5.1 .Descriptive statistics

The standard deviation is not more than 3 except salary ensuring that the data has no outliers which could significantly affected the regression analysis and its results. As it shown in Table 5.1, standards values are less than 3 except salary. The skewness and kurtosis are acceptable and the study's data has the normal distribution and the regression analysis can be operated .

***Table 5.1**: Descriptive statistics*

Variables / Statistic	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtos
SLR	2919	60.89	153.01	1.0506E2	18.976	.197	-.660
EXT	1042	2.24	3.23	2.0738	.386	-.065	-.473
APR	2919	.00	1.67	.9673	.240	-.079	.418
GND	2919	0	1	.71	.455	.912	-1.168
AGE	2919	0	1	.59	.492	.376	-1.860
PST	2919	0	1	.38	.486	-.489	-1.762
APRGND	2919	0	99	63.27	41.047	-.861	-1.197
APRAGE	2919	0	99	53.12	44.351	-.342	-1.847
APRPST	2919	0	99	34.64	44.272	.506	-1.727
Valid N (listwise)	1042						

All variables are defined before.

5.2 .Correlation Analysis

According to Table 5.2, significant relationships at .01, .05 and .10 levels with different signs among the study's dependent and independent variables.

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Table 5.2: *Correlation test for original data*

SLR	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	3762					
Ext	Pearson Correlation	-.076*	1				
	Sig. (2-tailed)	.014					
	N	1042	1042				
APR	Pearson Correlation	.084**	.073*	1			
	Sig. (2-tailed)	.000	.019				
	N	3762	1042	3762			
PST	Pearson Correlation	-.467**	.093**	-.203**	1		
	Sig. (2-tailed)	.000	.003	.000			
	N	3762	1042	3762	3762		
GND	Pearson Correlation	-.158**	-.120**	-.054**	.201**	1	
	Sig. (2-tailed)	.000	.000	.006	.000		
	N	3762	1042	3762	3762	3762	
AGE	Pearson Correlation	-.584**	.060	-.088**	.370**	.108**	1
	Sig. (2-tailed)	.000	.053	.000	.000	.000	
	N	3762	1042	3762	3762	3762	3762

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

5.3 .Regression analysis

5.

3.1 .Salary, extra and performance appraisal

Table 5.3 shows that low values of R2 percent of the total variance in the salary and extra respectively. The significant F statistic in ANOVA results indicate that the models as a whole are significant to be adopted. The coefficients on performance appraisal (β1and φ1for salary and extra respectively) are positive and significant demonstrating that employees' performance appraisal could significantly and positively affect their salary and extra .

Table 3.3 *Salary, extra and performance appraisal relationships*

	Salary			Extra		
	Regression Coefficients	Rates			Rates	
Regression outcomes	*R*	.085			.074	
	R^2	.008			.006	
	Adj. R^2	.006			.005	
	F Statistics	17.596			5.544	
	P- value	.000			.019	
Variables	*Beta*	*t-test*	*P-value*		*t-test*	*P-value*
(Constant)	β_0	5.727	.000	φ_0	-.232	.817
APR	$\beta_1 = .084$	4.195	.000	$\varphi_1 = .073$	2.354	.019

5.3.2 .Salary, extra performance appraisal and gender

Table 5.4 shows that the values of R2 percent of the total variance in the salary and extra respectively. The significant F statistic in ANOVA results indicate that the model as a whole is significant to be adopted. The results show that performance appraisal and moderating variable of gender and performance appraisal could significantly and negatively affect their salary in presence of employees' gender, while the gender factor has a positive and significant effect on the salary. In the other side, ignoring the sign of the relationship between extra, performance appraisal, gender and APR-GND, their coefficients are insignificant .

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Table 5.4: Salary, Extra performance appraisal and gender relationships

		Salary			Extra	
	Regression Coefficients	Rates			Rates	
Regression outcomes	*R*	.226			.123	
	R^2	.051			.015	
	Adj. R^2	.050			.012	
	F Statistics	45.022			5.345	
	P- value	.000			.000	
Variables	*Beta*	*t-test*	*P-value*	*Beta*	*t-test*	*P-value*
(Constant)	ϕ_0	45.484	.000	λ_0	25.479	.000
APR	$\phi_1 = -.253$	-7.870	.000	$\lambda_1 = -.008$	-.163	.871
GND	$\phi_2 = 1.310$	5.407	.000	$\lambda_2 = -.481$	-1.143	.253
APR-GND	$\phi_2 = -1.179$	-4.802	.000	$\lambda_3 = .585$	1.372	.170

5.3.3 .Salary, extra, performance appraisal and age (H3)

Table 5.5 shows that the values of R2 percent of the total variance in the salary and extra respectively. The significant F statistic in ANOVA results indicate that the model as a whole is significant to be adopted. The results show that performance appraisal and moderating variable of age and performance appraisal could significantly and negatively affect their salary in presence of employees' age, while the age factor has a positive and significant effect on the salary ,

Table 5.5 *Salary, performance appraisal and age relationships*

		Salary			Extra	
	Regression Coefficients	Rates			Rates	
Regression outcomes	*R*	.601			.128	
	R^2	.362			.016	
	Adj. R^2	.361			.014	
	F Statistics	471.551			5.790	
	P- value	.000			.001	
Variables	*Beta*	*t-test*	*P-value*	*t-test*	*Sig.*	*P-value*
(Constant)	η_0	52.848	.000	τ_0	32.034	.000
APR	$\eta_1 = -.127$	-5.451	.000	$\tau_1 = -.067$	-1.576	.115
AGE	$\eta_2 = 1.208$	5.866	.000	$\tau_2 = -.253$	-.556	.578
APR-AGE	$\eta_3 = -.631$	-3.029	.002	$\tau_3 = .145$	.317	.751

The results appear that performance appraisal in presence of employees' age, the age factor and moderating variable of age and performance appraisal have different sign but insignificant effect on extra amount.

5.3.4 .Salary, extra, performance appraisal and position

Table 5.6 shows that the values percent of the total variance in the salary and extra respectively can be explained. The significant F statistic in ANOVA results indicate that the model as a whole is significant to be adopted. The results show that performance appraisal of employees could significantly and negatively affect salary in presence of the position. The position has a positive and significant effect on the salary, the moderating variable of position and performance appraisal has insignificant effect .

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***Table 5.6**: Salary, extra performance appraisal and position relationships*

	Salary			Extra		
	Regression Coefficients	Rates			Rates	
Regression outcomes	R	.476			.150	
	R^2	.227			.023	
	Adj. R^2	.226			.020	
	F Statistics	244.202			8.006	
	P- value	.000			.000	
Variables	*Beta*	*t-test*	*P-value*	*Beta*	*t-test*	*P-value*
(Constant)	γ_0	55.808	.000	δ_0	34.991	.000
APR	$\gamma_1 = -.046$	-2.082	.037	$\delta_1 = -.057$	-1.509	.132
PST	$\gamma_2 = .713$	2.616	.009	$\delta_2 = -.938$	-1.860	.063
APR-PST	$\gamma_3 = -.249$	-.905	.366	$\delta_3 = .819$	1.610	.108

The results point out that among all variables, the position has negative and significant effect on the extra .

6 .DISCUSSION, CONCLUSIONS AND CONTRIBUTIONS

6.1 .Discussion and conclusions

6.1.1 .Salary, extra and performance appraisal

The positive and significant effect of performance appraisal on salary and extra (H1) is consistent with previous studies [6], [1]. In another side, the results of this hypothesis are inconsistent with other studies that found the mentioned relationship has a negative sign (Frey and Jegen, 2001). Regarding the models, they are significant based on the significant F statistic. Decidedly and consequent with mentioned results of this hypothesis that conform to the study expectation for those relationships, this hypothesis is accepted .

6.1.2 .Salary, extra, performance appraisal and gender

The results of Hypotheses examination (H2) are consistent with [10] and [4] regarding the effect of performance appraisal and performance appraisal moderated by employees' gender on salary, while it is inconsistent with another research [9]. Despite the model that used to examine those hypotheses is significant based on the significant F statistic and based on the expected results, H2- Salary is rejected, while H2- Extra is accepted.

6.1.3 .Salary, extra, performance appraisal and age

The results for Hypotheses 3 are consistent with prior research [11] who classified the employee's appraisal process, performance and compensations based on the age.

As unexpected by the current study, the results are inconsistent with prior research [9] who found that younger employees can present their best efforts and then get the better performance appraisal more than the older employees. From another point of view, the mentioned result could be explained by that the younger not older employees have effect on salaries and extra amounts received by the employees in the case of moderating the age factor with performance appraisal.

Despite the model that used to examine those hypotheses is significant based on the significant F statistic and based on the unexpected and unfavorable results, H3- Salary for the effect of age in its own self, not in moderating with the performance appraisal, on salary will be accepted only, while all effects of other variables in regards to H3- Salary and Extra are rejected.

6.1.4 .Salary, Extra, performance appraisal and position

The results of Hypotheses (H4) are consistent with previous studies [22], [1] in accordance with the importance of employee's position regarding employees' salaries not for extra amount. For performance appraisal and moderating variable of position and performance appraisal, it is found that the

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results are inconsistent with prior research [12], [22], [1], [9], [4]. From another point of view, this could be explained by that the factor of administrative position has no effect on salaries and extra amounts received by the employees in the case of moderating this factor with performance appraisal. Despite the model that used to examine those hypotheses is significant based on the significant F statistic and based on the unexpected and unfavorable results, H4- Salary for the effect of position in its own self, not in moderating with the performance appraisal, on salary will be accepted only, while all effects of other variables in regards to H4- Salary and Extra are reject.

6.2 .Contributions, limitations and future research

The major contribution provided by the present study is to add new empirical evidence to the body of knowledge on how to enhance the performance of employees based on the annual appraisal with their salaries in the governmental sector. The important contribution of the present study is to measure whether the salaries and extra amounts received by the employees can be affected by their performance appraisal moderated by gender, age and position. The result of the study provides the MOSD and other ministries in Oman and GCC countries with a guide on how to strengthen the appraisal form to be different according to the level of the employee. Besides that, the results of the study stimulate employees through salaries increase and the extra amounts as bonuses for distinguished work.

For the findings of the study and as unexpected in the study, some relationships were insignificant. Those unexpected results might be explained by different ways. They are might be attributed to the type and the size of the sample, period of the study or features of the employees in MOSD. Also, it is difficult to present a suitable decision in case of limited research in the relationships among some variables in the study. Therefore, the study will be a starting point for future research in many fields regarding those relationships among the current study variables.

The significant or insignificant results of the study require to be confirmed by future research. The unexpected and insignificant results of the present study need to be reinvestigated in longer periods, different organizations and countries or larger samples. The forthcoming research is called to employee different measurements for the performance appraisal and the selected factors. The different measurements may appear a new view to explain the similarity and difference between the current results and next ones in this field.

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