



Impact of Personnel Control on Organizational Performance of Elected Government Agencies in Kailali District

Mahendra Singh Mahara

Far Western University, Kailali Multiple Campus, Dhangadhi, Nepal

Email: mahendramahara2040@gmail.com

Abstract

This study examines how personnel control influences the organizational performance of the elective government agencies in the Kailali District in Nepal and the mediating effect of employee motivation is tested. Primary data were gathered using a structured questionnaire in 216 employees in 13 elected local governments using a quantitative, cross-sectional explanatory research design. Personnel control was the multidimensional concept which included recruitment and training, monitoring and organizational culture, employee retention and promotion and workplace policies and socialization. Data analysis was performed based on descriptive statistics, correlation, multiple regression, and formal mediation analysis based on Hayes PROCESS macro (Model 4) using 5,000 bootstraps. The findings indicate personnel control to be a significant and positive factor in the performance of an organization. There are high positive influences in recruitment and training, monitoring and organizational culture, and employee retention and promotion show a relatively weak impact. Employee motivation is also greatly increased through personnel control and this leads to an improvement in organizational performance. The mediation analysis proves that employee motivation partially mediates the relationship between personnel control and organizational performance. The results can be viewed as providing an empirical evidence based on a Nepalese context of the public-service and can provide an implication on how to improve personnel control systems to enhance motivation and performance in an elected government agency.

Keywords: Employee motivation, Self-Determination Theory, Motivation Crowding Theory, Public sector



Introduction

Management control is crucial in an organization since it is required to make sure that the organization works in the interest of the employees. Management control is the process through which managers influence their employees to perform strategies of an organization, avoiding unwanted actions or inactions (Merchant & Stede, 2017). The management control is the process through which the management of an organization regulates the actions of the employees. Management control systems play a vital role in ensuring that personal behavior is aligned to organizational aims and a culture based on the institution supports the enhancement of performances (Ohemeng, 2024; Juknevičienė et al., 2025).

One of the important aspects of these systems is the personnel control, which involves formal and informal processes such as recruitment, training, monitoring, socialization, and promotion and that develops employees skills, attitudes, and motivational orientations (Chanapai et al., 2024). According to the recent evidence, appropriate personnel control practices contribute to the effective functioning of organizations as they promote the development of capabilities and engagement in work by employees (Juknevičienė et al., 2025; Ohemeng, 2024). Most of this research has however not been done on the context of the public sector or in systems of governance that are well developed and this casts doubt on whether the research would be applicable to the elected local governments in the developing nations.

The theoretical basis of the examining of such relationships in this study is based on Self-Determination Theory (SDT), highlighting importance of autonomy, competence, and relatedness in intrinsic motivation and performance (Gagné and Deci, 2005; as discussed by Juknevičienė et al., 2025), as well as Motivation Crowding Theory, which implies that external controls can either facilitate or suppress intrinsic motivation, therefore, depending on the ways of their perception and enforcement (Maharani, 2021).

Stakeholders increase the expectations on the public-sector organizations to be efficient, accountable, and high in terms of quality of the provision of the public services (Chanapai et al., 2024). These tensions are more severe in the decentralized forms of governance where elected local governments have to ensure the balance between political control, bureaucratic limitations, and a limited managerial freedom in an attempt to achieve performance targets (Ohemeng, 2024).

Within the framework of the new federal local governments in Nepal, there is insufficient empirical data concerning the effects of personnel control on organizational performance using employee motivation. The literature on the topic has failed to investigate properly the mechanism by which the personnel control results to the performance of an organization and specifically how employee motivation

mediates this in the public sector. The paper bridges this gap by providing answers to the following questions: (i) how personnel control impacts on the performance of an organization, (ii) how personnel control impacts on motivating the employees, and (iii) how organizational employee motivation mediates personnel control and organizational performance in elected government agencies in Kailali District.

Literature Review

Personnel Control and Organizational Performance

Empirical research always reveal the positive impact of recruitment, training and monitoring systems on the performance of the organization through increasing employee capacity and alignment (Gamage, 2014; Merchant & Van der Stede, 2017). Nonetheless, there is some evidence of bureaucratic barriers undermining the efficiency of retention and promotion systems as recorded by the organizations within the public sector (Georgellis et al., 2011). Recent research shows that an effective performance management system positively impacts employee job performance and engagement because a formalized monitoring and feedback provision system contributes to hiring more alignment between the individual effort and organizational objectives (Zhang et al., 2025). In a similar fashion, findings of private universities in Kenya have shown that integrated HRM bundles consisting of recruitment, talent management, and HR information systems have a positive impact on the performance of the faculty, implying that the concerted application of personnel controls can give better performance results (Mutua & Karanja, 2025). The control of personnel, including recruitment, training, and career development, in the context of the public sector organization, has been identified to reinforce affective commitment, job satisfaction, which in turn enhances in-role performance, but the effectiveness of incentive and job security practices is situation-specific because of the constraints of bureaucracy (Rana & Malik, 2025).

Personnel Control and Employee Motivation

Skill development and equitable monitoring personnel control practices are likely to have a positive effect on intrinsic motivation, which is in line with SDT (Ryan & Deci, 2000). On the other hand, strict regulations and excessive control can demotivate, which is the anticipation of MCT (Frey & Jegen, 2001). Empirical research has shown that autonomy-supportive personnel controls, competence-supportive controls, and relatedness-supportive controls that promote the core psychological needs suggested by SDT were positively linked with intrinsic motivation and positive work-related outcomes including employee engagement, employee performance, and employee well-being, whereas overly controlling controls were negatively related to these outcomes (McAnally & Hagger, 2024).

Employee Motivation and Organizational Performance

Motivated employees are more committed, higher service quality and high-performing, especially in the public organizations where the monetary incentives are scarce (Van der Kolk et al., 2019; Mwosi et al., 2024). Recent researches support the fact that employee motivation remains a fundamental determinant of organizational performance in any setting. As an example, motivational variables, including salary, promotion, training, and job security, have a positive impact on productivity and effectiveness in the organization, and it is important to note the influence of intrinsic and extrinsic motivators, which was identified in Nepalese organizations (Bhandari, 2024). Intrinsic and extrinsic motivation in the context of the public sector are an important means of improving job performance, even during the time of structural reforms, which implies that motivational strategies continue to be critical when it comes to boosting the employee output and service delivery (Elamalki et al., 2024). Also, systematic reviews demonstrate that positive leadership styles and work motivation could be used together to boost employee performance, which explains the current importance of personalized motivational and leadership approaches in enhancing performance (Rahmanda & Rino, 2025).

Theoretical Foundation

The Self-Determination Theory (SDT) is a useful theory through which the effects of personnel control systems on employee performance can be explained using motivation. SDT postulates that motivation is qualitative, and it falls along a continuum between intrinsic and extrinsic motivation, and is determined by the satisfaction of three core psychological needs: autonomy, competence and relatedness (Deci & Ryan, 2000; Ryan & Deci, 2020). These needs can be fostered or crushed in organizations by personnel control practices that include training, performance evaluation, supervision and reward mechanism. These types of controls, applied in a supportive and developmental manner, increase the sense of autonomy and competence among the employees and, therefore, result in increased intrinsic motivation and well-internalized extrinsic motivation, which, in turn, leads to higher performance outcomes (Gagné et al., 2015). Conversely, very restrictive or controlling practices can cause frustration to psychological needs, which will result in low motivation and performance.

These ideas are further developed by the Motivation Crowding Theory (MCT) which points to the fact that external motivational stimuli and restraints can demotivate intrinsic motivation in some conditions, including monetary rewards, strict control, or rigid performance standards (Frey & Jegen, 2001). MCT states that extrinsic interventions may either crowd in motivation (when perceived as autonomy supporting and competence enhancing) or crowd out intrinsic motivation (when viewed to be controlling or undermining personal agency). This interaction is significant as in case

control by personnel is perceived as controlling but not supportive, personnel may accidentally diminish the intrinsic interest and internal motivation of workers towards work activities and produce poor quality performance despite designed rewards or punishments.

SDT describes the motivational process by which the influence of personnel control on performance is possible whereas MCT explains in which cases controls can crowd in or crowd out motivation. The combination of these theories helps to advance the hypothesis that employee motivation is the mediator between the personnel control performance relationship. In particular, systems of personnel control affect the motivational status of the employees which affects the quality and level of the performance outcomes. This composite view is especially applicable to public sector and professional companies, where intrinsic motivation is the key issue and in which over-reliance on formal controls can have a de-motivating effect on performance by inhibiting the intrinsic motivation of employees (Van der Kolk et al., 2019; Ryan & Deci, 2020).

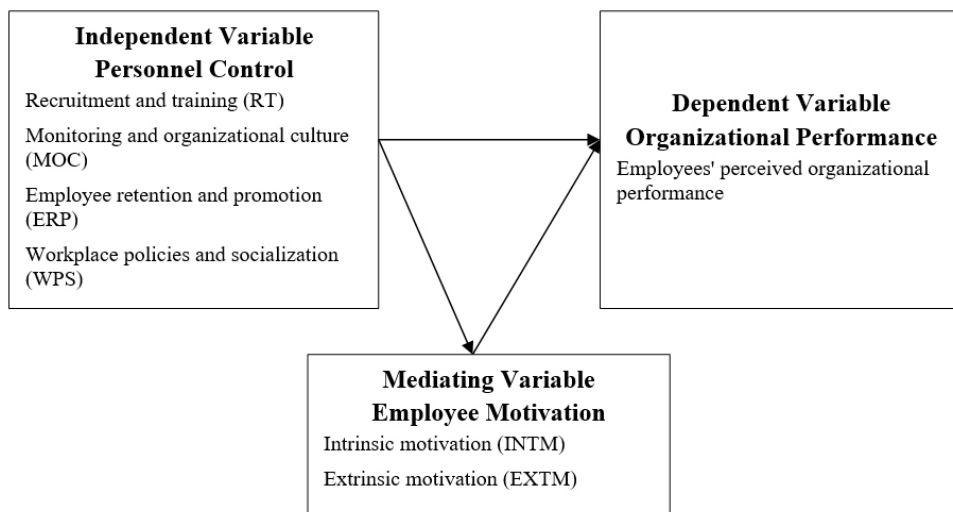
Despite the existence of links between personnel control, motivation, and performance in previous studies, there is little empirical evidence of the same in elected local governments in developing countries. Further, very little research has used formal mediation analysis to describe the role of personnel control in organizational performance by motivating employees. The paper addresses these gaps in the context of elected government agencies in Kailali district.

Conceptual Framework and Hypothesis

Empirical studies consistently show that recruitment, training, and monitoring.

Figure 1

Conceptual Framework



Personnel control is conceptualized as a second-order construct composed of four dimensions: recruitment and training, monitoring and organizational culture, employee retention and promotion, and workplace policies and socialization. Employee motivation (intrinsic and extrinsic) is proposed as a mediating variable between personnel control and organizational performance.

H1a: Recruitment and training positively influence organizational performance.

H1b: Monitoring and organizational culture positively influence organizational performance.

H1c: Employee retention and promotion positively influence organizational performance.

H1d: Workplace policies and socialization positively influence organizational performance.

H2: Personnel control positively influences employee motivation.

H3: Employee motivation positively influences organizational performance.

H4: Employee motivation mediates the relationship between personnel control and organizational performance.

Methods and Procedures

Research Design

The quantitative, cross-sectional explanatory research design is suitable in the study since the objective measurement and statistical analysis of the correlation between personnel control and the performance of organizations is possible. The information gathered at one point in time on the elected government agencies within the district of Kailali gives an effective picture of the prevailing practices and performances levels. The design is explanatory, which supports testing hypotheses and assists in finding out the impact of personnel control on the performance of an organization.

Population and Sample

The study population consisted of 423 employees in 13 local government agencies which were elected in Kailali District (Field survey, 2081). Based on a formula calculated by Yamane (1967) a sample of 206 or more respondents was calculated and used to come up with a 95 percent level of confidence. The convenience sampling was used because there was low accessibility and administration approval that was common in the public sector organization. Even though it is not a probability-based method, the approach was able to incorporate employees representing various departments and different levels of hierarchy, which ensured a reasonable level of representativeness of the available population (Etikan et al., 2016; Taherdoost, 2017).

Data Collection Instrument and Procedure

A structured and self-administered questionnaire composed of four sections was used to collect primary data namely demographic information, personnel control, employee motivation, and organizational performance. The measurements of the responses were taken using a seven point Likert scale of strongly disagree to strongly agree. This was done by physical distribution with institutional consent of the respective agencies being obtained.

Reliability and Validity

Cronbach alpha was used to evaluate the internal consistency reliability. The acceptable content validity was achieved with the help of the established and already tested scales that were used in previous research.

Data Analysis Techniques

Data analysis was done using SPSS. Descriptive statistics, Pearson correlation and multiple regression analyses were carried out. The Hayes macro PROCESS (Version 4.2), Model 4, bootstrap samples of 5,000 and confidence intervals of 95 percent, were used to conduct a mediation analysis.

Ethical Considerations

The matter of ethics was prioritized during the course of the research to safeguard the rights and welfare of the participants. Respondent participation in the study was voluntary and no kind of pressure or coercion was applied to respondents to participate in the study. Before data collection, the respondents were made well aware of the academic nature of the study and how the data obtained would be utilized by the scholar only. Their answers were promised anonymity and confidentiality and that the information they gave would be kept confidential and no one by any means would get to know. In order to preserve confidentiality and minimize the risks, no personal or distinguishing data were gathered, which prevents the potential risks of negative effects on the respondents due to their involvement.

Results

The most critical procedure that is needed in the research project involves the conclusion of the results of the data analysis. The data received in its details is analyzed in terms of objectives and hypothesis, which has been already established.

Descriptive Analysis

Table 1

Descriptive Analysis of Demographic Information

<i>Gender-wise Classification of the Respondents</i>		
Gender	Frequency	Valid Percent
Male	165	76.40%
Female	51	23.60%
Total	216	100
<i>Age-wise Classification of the Respondents</i>		
Age Group	Frequency	Valid Percent
Below 25	9	4.20
25-35	98	45.40
35-45	69	31.90
45-55	36	16.70
Above 55	4	1.90
Total	216	100
<i>Educational Qualification of the Respondents</i>		
Educational Level	Frequency	Valid Percent
SLC/SEE	6	2.80
Proficiency Certificate Level/10+2	46	21.30
Bachelor	84	38.90
Masters	80	37
Total	216	100
<i>Years of Experience of the Respondents</i>		
Work Experience	Frequency	Valid Percent
0-4	50	23.10
5-9	85	39.40

10-14	34	15.7
15-19	9	4.2
20 years & above	38	17.60
Total	216	100

Religion of the Respondents

Religion	Frequency	Valid Percent
Hindu	214	99.10
Islam	2	0.90
Total	216	100

Source: Computed from the primary survey

The demographic profile of the 216 respondents shows that majority of the respondents are mostly men (76.4 percent) and young (45.4 percent) people aged between 25 and 35 years. Most hold higher education degrees, with 38.9% possessing a Bachelor's and 37% a Master's degree. Work experience is mainly in the 5 to 9 years range (39.4%), and the majority identify as Hindu (99.1%), with only 0.9% following Islam.

In conclusion, the respondents are primarily male, middle-aged, well-educated, moderately experienced, and mainly Hindu, which informs the study's context and interpretation of results.

Reliability Test

Table 2

Coefficients of Cronbach's Alpha

Variables	No of items	Cronbach's Alpha
Recruitment and training (RT)	6	0.793
Monitoring and organizational culture (MOC)	6	0.836
Employee retention and promotion (ERP)	6	0.796
Workplace policies and socialization (WPS)	6	0.852
Intrinsic motivation (INTM)	5	0.791
Extrinsic motivation (EXTM)	5	0.736
Employee perceived organizational performance (EPOP)	9	0.847
Overall	43	0.943

Source: Computed from the primary survey

The consistency test performed on the personnel control tools

questionnaire presented good consistency and Cronbach alpha of different categories were between 0.736 to 0.852, of which all were greater than the 0.7 threshold. The total alpha is 0.943 which means that the instruments employed are valid and are necessary in personnel control (Nunnally, 1978).

Normality Test

Table 3

Normality Test (Using Skewness and Kurtosis)

Variables	N	Skewness Statistic	Kurtosis Statistic	Remarks
Recruitment and training (RT)	216	-0.090	-0.272	Normally distributed
Monitoring and organizational culture (MOC)	216	-0.571	0.438	Normally distributed
Employee retention and promotion (ERP)	216	-0.363	0.060	Normally distributed
Workplace policies and socialization (WPS)	216	-0.758	1.603	Normally distributed
Intrinsic motivation (INTM)	216	-0.470	-0.133	Normally distributed
Extrinsic motivation (EXTM)	216	-0.686	-0.054	Normally distributed
Employee perceived organizational performance (EPOP)	216	-.479	-.159	Normally distributed

Source: Computed from primary survey

** Represents a 5% level of significance

The table 3 indicate that the distributions of various variables related to personnel control and organizational performance are approximately symmetric. Skewness values for all variables range from -1 to +1, while kurtosis values fall between -3 and +3, confirming a lack of extreme peaks or tails((Kim, 2013). Consequently, all variables are classified as normally distributed, thus allowing for reliable use of parametric statistical analyses, including correlation, regression, and ANOVA, in evaluating personnel control and organizational performance in elected government agencies.

Multicollinearity Test

Table 4

Multicollinearity Test (Using VIF and Tolerance value)

Variables	Tolerance value	VIF	Remarks
Recruitment and training (RT)	0.450	2.222	There is no multicollinearity problem
Monitoring and organizational culture (MOC)	0.428	2.339	There is no multicollinearity problem
Employee retention and promotion (ERP)	0.474	2.110	There is no multicollinearity problem
Workplace policies and socialization (WPS)	0.451	2.217	There is no multicollinearity problem
Intrinsic motivation (IINTM)	0.533	1.877	There is no multicollinearity problem
Extrinsic motivation (EXTM)	0.584	1.712	There is no multicollinearity problem

Source: Computed from primary survey

****** Represents a 5% level of significance

Table 4 of multicollinearity test demonstrates that the Tolerance of all the variables exceeds 0.1 and VIF are less than 10. Therefore, there are no multicollinearity problems in the regression models of personnel control and organizational performance (Gujarati & Porter, 2009; Hair et al., 2010).

Correlation Analysis

Table 5

Correlation between Personnel Control Dimensions and Organizational Performance

Personnel control	Employee perceived organizational performance		Remarks
Recruitment and training (RT)	Pearson correlation P value	0.681** 0.000	Moderate to strong correlation Significant
Monitoring and organizational culture (MOC)	Pearson correlation P value	0.632** 0.000	Moderate to strong correlation Significant
Employee retention and promotion (ERP)	Pearson correlation P value	0.500** 0.000	Moderate corelation Significant

Workplace policies and socialization (WPS)	Pearson correlation P value	0.567** 0.000	Moderate corelation Significant
--	--------------------------------	------------------	------------------------------------

Source: Computed from primary survey

** Represents a 5% level of significance

Table 5 reveal that the significant positive relationships between all dimensions of personnel control and employee-perceived organizational performance ($p < .01$). Recruitment and training exhibit the strongest correlation, followed by monitoring and organizational culture, while employee retention and promotion demonstrate comparatively weaker, though still significant, associations. Employee motivation is also positively and significantly correlated with both personnel control and organizational performance, providing preliminary support for mediation testing.

Direct Effect of Personnel Control on Organizational Performance: *Hypothesis Testing (H1a – H1d)*

Table 6

Model Summary of Personnel Control on Employee Perceived Organizational Performance

Model	R	R Square	Adjusted R Square	F value	p-value
1	0.620 ^a	0.385	0.373	32.959	0.000 ^{b**}

Source: Computed from the primary survey

α. *Dependent Variable: Employee Perceived Organizational Performance*

β. *Predictors: (Constant), Workplace_policies_socialization, Recruitment_training, Employee_retention_promotion, Monitoring_organizational_culture*

**Represents a 5% level of significance

According to the model summary (Table 6), the personnel control dimensions, in combination, have a high impact on employee perceived organizational performance with a R value of 0.620 and a R^2 of 0.385. It implies that the four personnel control variables can explain 38.5 percent of the change in organizational performance. The general model is statistically significant ($F = 32.959$, $p = 0.000 < 0.05$) which proves the appropriateness of the regression model in testing the hypothesis.

Table 7

Coefficients of Personnel Control Dimensions and Organizational Performance

	Unstandardized Coefficients		Standardized Coefficients	t value	p value
	B	Std. Error	Beta		
(Constant)	-0.080	0.499	-	-	-
Recruitment and training (RT)	0.507	0.114	0.341	4.435	0.000
Monitoring and organizational culture (MOC)	0.288	0.107	0.214	2.683	0.008
Employee retention and promotion (ERP)	0.049	0.090	0.041	0.546	0.586
Workplace policies and socialization	0.168	0.108	0.123	1.553	0.122

Source: Computed from the primary survey

a. Dependent Variable: Employee Perceived Organizational Performance

Based on the results of the coefficient (Table 7), H1a is accepted since recruitment and training have a positive and significant impact on the organizational performance ($p = 0.000 < 0.05$). Likewise, H1b is accepted as monitoring and organization culture positively and significantly impact on organizational performance ($p = 0.008 < 0.05$). Nonetheless, H1c is rejected due to the fact that retention and promotion of employees are not only positive but they do not have a significant effect on organizational performance ($p = 0.586 > 0.05$). Similarly, H1d is rejected because there is no statistically significant influence of workplace policies and socialization on the performance of the organization ($p = 0.122 > 0.05$).

In conclusion, only recruitment and training, and monitoring and organizational culture significantly and positively influence organizational performance in elected government agencies in Kailali district.

Effect of Personnel Control on Employee Motivation: Hypothesis Testing (H2)

Table 8

Model Summary of Personnel Control on Employee Motivation

Model	R	R Square	Adjusted R Square	F value	p-value
1	0.537 ^a	0.288	0.285	86.695	0.000 ^{b**}

Source: Computed from the primary survey

α. Dependent Variable: Employee_motivation

β. Predictors: (Constant), Personnel_control

***Represents a 5% level of significance*

Based on the result presented in Tables 8, the model summary shows a strong

positive relationship between personnel control and employee motivation ($R = 0.537$), with R^2 value of 0.288. It indicates that the personnel control explains 28.8% of the variance in employee motivation. The overall regression model is statistically significant ($p = 0.000 < 0.05$), confirming the model's adequacy.

Table 9

Coefficients of Personnel Control and Employee Motivation

	Unstandardized Coefficients		Standardized Coefficients	t value	p value
	B	Std. Error	Beta		
(Constant)	2.608	0.345	-	7.551	0.000
Personnel control	0.581	0.062	0.537	9.311	0.000

Source: Computed from the primary survey

a. Dependent Variable: Employee motivation

The outcomes of the coefficient reveal that the impact of personnel control on the employee motivation is positive and statistically significant ($p=0.000<0.05$). Thus, the null hypothesis is rejected, and the alternative hypothesis (H2) gets accepted. It implies that employee motivation is greatly affected positively by the personnel control. The authors of the study came to the conclusion that the enhancement of the recruitment and training processes, monitoring and workplace policies can have a substantial positive impact on the intrinsic and extrinsic motivation of the employees.

Effect of Employee Motivation on Organizational Performance: *Hypothesis Testing (H3)*

Table 10

Model Summary of Employee Motivation on Organizational Performance

Model	R	R Square	Adjusted R Square	F value	p-value
1	0.590 ^a	0.348	0.345	114.437	0.000 ^{b**}

Source: Computed from the primary survey

χ . *Dependent Variable: Employee perceived organizational performance*

δ . *Predictors: (Constant), Employee motivation*

****Represents a 5% level of significance**

According to the model summary, employee motivation has a strong positive correlation with employee perceived organizational performance ($R = 0.590$), and employee motivation has a variance of 34.8% in explaining organizational performance ($R^2 = 0.348$). The regression model is found to be statistically significant ($p = 0.000 < 0.05$).

Table 11*Coefficients of Employee Motivation and Organizational Performance*

	Unstandardized Coefficients		Standardized Coefficients	t value	p value
	B	Std. Error	Beta		
(Constant)	2.192	0.327	-	6.699	0.000
Employee_motivation	0.599	0.056	0.590	10.698	0.000

*Source: Computed from the primary survey**a. Dependent Variable: Employee_perceived_organizational_performance*

The results of the coefficient indicate that employee motivation positively and significantly influences the performance of an organization ($p = 0.000 < 0.05$). Thus, H3 is accepted and the null hypothesis is rejected. It validating the hypothesis that increased employee motivation goes a long way in improving the performance of the organization within elected local government agencies in Kailali district.

Mediation Analysis using PROCESS Macro: Hypothesis Testing (H4)**Table 12***Total, Direct, and Indirect Effects of Personnel Control on Organizational Performance (Bootstrap Results based on Hayes Process Macro)*

Effect type	Mediator	Effect	SE/Boot SE	t-value	p-value	LLCI	ULCI
Total effect	-	0.7852	0.0525	14.9611	0.000	0.6818	0.8887
Direct effect	-	0.6143	0.0584	10.5146	0.000	0.4991	0.7294
Indirect effect	Employee motivation	0.1710	0.0363	-	-	0.0983	0.2419

Source: Computed from the primary survey

According to the mediation analysis results (Table 12) the overall effect of personnel control on the performance of the organization is positive and statistically significant ($\beta = 0.7852$, $p < 0.05$) which shows that personnel control significantly contributes to the performance of the organization. When the issue of employee motivation is incorporated in the model, the direct impact of the personnel control on the organizational performance is positive and significant ($\beta = 0.6143$, $p < 0.05$), indicating that personnel control still has a certain impact on the performance even when the mediator is introduced. The indirect impact of personnel control on the performance in an organization by motivating the employees is also positive and

statistically significant ($\beta = 0.1710$, $\text{BootSE} = 0.0363$), with the bootstrapped confidence interval not including zero ($\text{Boot LLCI} = 0.0983$, $\text{BootULCI} = 0.2419$). This proves the existence of a mediation effect. As both the direct and indirect impact is huge, employee motivation partly mediates the correlation between personnel control and organizational performance.

These results indicate that Personnel control is not only beneficial to organizational performance directly but indirectly as well because they increase employee motivation, which is the main focus of motivational processes in the performance improvement of the elected government agencies.

Discussion

The research findings give a strong empirical evidence for the positive role of personnel control in promotion of organizational performance in elected local government agencies in Kailali District. In line with previous studies, recruitment and training came out as the most valuable predictor of employee perceived organizational performance (Gamage, 2014; Mutua & Karanja, 2025). This can be correlated with the idea that the effective development of competence of employees through the process of recruitment and continuous development of skills helps them to do certain tasks effectively, thus increasing the overall organizational performance (Chanapai et al., 2024; Juknevičienė et al., 2025). The significance of monitoring and organizational culture observed in terms of performance influences is consistent with the published research in the public sector in recent times, which emphasizes the role of formal supervision and favorable organizational climate on the development of performance congruence between individual and organizational objectives (Zhang et al., 2025; Rana & Malik, 2025).

On the other hand, the direct effect of the employee retention and promotion and the workplace policies and socialization did not show statistically significant effect on the organizational performance. Such outcomes are indicative of context-boundedness of bureaucracy where strict hierarchical systems and a lack of managerial discretion can limit the effectiveness of retention approaches and policy-based socialization practices (Georgellis et al., 2011; Ohemeng, 2024). This observation builds on the available literature because it shows that not every dimension of personnel control has a similar impact on performance in the context of the public sector, especially in recently decentralized governance systems where the systemic constraints can come in the way of realizing the HRM interventions.

It is also established in the study that the personnel control part plays a significant role in improving the employee motivation whereby recruitment, training, monitoring and supportive practices in the organization have a positive impact to the intrinsic

and extrinsic motivation. This result aligns with the Self-Determination Theory (Deci & Ryan, 2000; Ryan & Deci, 2020), which argues that the accomplishment of the autonomy, competence and relatedness needs by employees is the key to developing motivation. These findings also correspond to the Motivation Crowding Theory, which suggests that properly executed personnel control provisions can not only crowd in motivation through boosting the sense of competence and autonomy of employees, but also can remove intrinsic interest (Frey & Jegen, 2001; Maharani, 2021). These observations aid in underscoring the vital mediating power of employee motivation that lies between HR practices and organizational results and note that performance gains are somewhat dependent on the internal motivational conditions of employees.

The mediation analysis forms a strong argument that personnel control and organizational performance have a mediating relationship that is partially due to employee motivation. This partial mediation indicates that personnel control has a direct impact on the performance although its effect is further boosted by the increased motivation of the employees. These results support the idea of the primary role of psychological mechanisms in converting HR interventions into physical organizational results, especially in the context of the public sector when extrinsic incentives can be few, and intrinsic motivation is the key to performance (Bhandari, 2024; Van der Kolk et al., 2019; Mwosi et al., 2024).

Finally, these findings indicate that employee motivation is a key factor that has connected the personnel control to the organizational performance within the public sector environment. Through HR practices that improve the capability and fostering of intrinsic motivation, public administrator can empower organizational performance even in a limited administrative setting.

Conclusion

This research comes up with empirical evidence that the practices of personnel control are closely related to the performance of the organization when it comes to elected local government agencies in the Kailali District and it affects the performance of the organization both directly and indirectly through employee motivation. The results of this paper point to the fact that out of the four dimensions of personnel control, recruitment and training, monitoring and organizational culture are the most effective ones in increasing employee perceived organizational performance.

It is further found in the research that there is a positive impact that personnel control practices have on employee motivation, which confirms the Self-Determination Theory that asserted that autonomy, competence, and relatedness were essential in intrinsic motivation (Deci & Ryan, 2000; Ryan & Deci, 2020). The motivation crowding theory continues to elaborate that when applied in a supportive and developmental way,

such practices crowd in motivation boosting intrinsic and extrinsic engagement (Frey & Jegen, 2001; Maharani, 2021). The partial mediation effect of employee motivation highlights the idea of the motivational mechanism being an important channel through which the Human Resources interventions can be converted into better organizational performance, and the personnel control is not enough without the promotion of employee engagement and internal commitment.

From a practical perspective, the findings imply that the local government administrators should focus on specific HR practices especially recruitment, training, and performance-focused monitoring and foster an organizational culture that will help develop the employees. Retention-only, promotion-only, or socialization-only policies might produce a minor positive impact on performance unless they are supported by some motivationally supportive intervention (Ohemeng, 2024; Bhandari, 2024). The study adds to the body of research on the management of the public sector, as it shows that personnel control has been shown to be more effective, context-specific in the system of decentralized governance in developing countries, and that motivation is the key mediator between the HR practice and the performance of organisations (Van der Kolk et al., 2019; Mwosi et al., 2024).

To sum up, a motivation-focused and personnel control are a successful strategy of performance improvement in elected government agencies. Further studies are needed into longitudinal designs to capture dynamic impacts of personnel control interventions and other mediators including organizational commitment or job satisfaction to gain a further understanding of the mechanisms between HR practices and organizational effectiveness in a public sector setting.

Acknowledgements

I would like to express my gratitude to the Research management Cell (RMC) of Kailali Multiple Campus, Dhangadhi for the financial support to carry out this research. The RMC provided a lot of help and financial support in the easy implementation and achievement of this study. I also appreciate the organisational power and recommendation that made this study possible.

References

- Ahumuza, A., & Akampurira, S. (2024). Job training and its impact on organizational performance in Uganda: A case study of Kabale District Local Government. *International Journal of Academic Multidisciplinary Research (IJAMR)*, 8(8), 18–22.

- Alsakarneh, A., Shatnawi, H. A., Alhyasat, W. B. A. K., & Zowid, F. M. (2024). The effectiveness of human resource management practices on increasing organizational performance and the mediating effect of employee engagement. *Uncertain Supply Chain Management*, 12(2), 1141–1154.
- Bhandari, R. (2024). Motivational factors and organizational productivity in Nepalese public organizations. *Journal of Public Administration Research*, 18(2), 45–60.
- Bhandari, Y. (2024). Impact of employee motivation on organizational effectiveness in Nepalese organizations. *Nepalese Journal of Management*, 11(4), 91–109.
- Chanapai, J., Bunreeangrong, T., & Dongnadeng, H. A. (2024). Challenges and propositions for contemporary public sector human resource management. *Phranakhon Rajabhat Research Journal: Humanities and Social Sciences*, 19(1), 300–311.
- Chanapai, P., Juknevičienė, V., & Ohemeng, F. (2024). Personnel control practices and organizational performance: Evidence from public sector organizations. *International Journal of Human Resource Management*, 35(1), 101–123.
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Springer Science & Business Media.
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268.
- Elamalki, D., Kaddar, A., & Beniich, N. (2024). Impact of motivation on the job performance of public sector employees: The case of Morocco. *Future Business Journal*, 10 (53).
- Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1–4. <https://doi.org/10.11648/j.ajtas.20160501.11>
- Flamholtz, E. G. (1996). Effective organizational control: A framework, applications, and implications. *European Management Journal*, 14(6), 596–611. [https://doi.org/10.1016/S0263-2373\(96\)00056-2](https://doi.org/10.1016/S0263-2373(96)00056-2)
- Frey, B. S., & Jegen, R. (2001). Motivation crowding theory. *Journal of Economic Surveys*, 15(5), 589–611. <https://doi.org/10.1111/1467-6419.00150>
- Gamage, P. (2014). Human resource management practices and organizational performance. *Asian Journal of Management Research*, 5(3), 12–25.

- Gamage, P. N. (2014). Recruitment and selection practices in manufacturing SMEs in Japan: An analysis of the link with business performance. *European Journal of Business and Management*, 6(23), 222–229.
- Georgellis, Y., Iossa, E., & Tabvuma, V. (2011). Crowding out intrinsic motivation in the public sector. *Journal of Public Administration Research and Theory*, 21(3), 473–493. <https://doi.org/10.1093/jopart/muq073>
- Gujarati, D. N., & Porter, D. C. (2009). *Basic Econometrics* (5th ed.). McGraw-Hill.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Pearson.
- Hausknecht, J. P., Rodda, J., & Howard, M. J. (2009). Targeted employee retention: Performance-based and job-related differences in reported reasons for staying. *Human Resource Management*, 48(2), 269–288. <https://doi.org/10.1002/hrm.20279>
- Jeffrey, R. K. (2025). How employee motivation, organizational culture, and leadership influence perceived organizational performance through job satisfaction. *The American Journal of Management and Economics Innovations*, 7(3), 1–7.
- Juknevičienė, V., Chanapai, P., & Ohemeng, F. (2025). Personnel control and employee engagement: Insights from public organizations. *Public Management Review*, 27(3), 456–478.
- Juknevičienė, V., Leach, N., Toleikienė, R., Balčiūnas, S., Razumė, G., Rybnikova, I., & Ābolaņa, I. (2025). E-Leadership within public sector organisations: A systematic literature review. *Sustainability*, 17(10), 4474. <https://doi.org/10.3390/su17104474>
- Kim, H. Y. (2013). Statistical notes for clinical researchers: Assessing normal distribution (2) using skewness and kurtosis. *Restorative Dentistry & Endodontics*, 38(1), 52–54. <https://doi.org/10.5395/rde.2013.38.1.52>
- Maanen, J., & Schein, E. H. (1979). Toward a theory of organizational socialization. In B. M. Staw (Ed.), *Research in organizational behavior*, 1, 209–264.
- Maharani, L. (2021). Motivation crowding theory: Implications for HR practices in developing countries. *Human Resource Development Review*, 20(4), 389–408.
- Maharani, R. (2021). The impact of management control on public sector organizations in Indonesia. *Jurnal Akuntansi dan Keuangan Indonesia*, 18(1).
- McAnally, K., & Hagger, M. (2024). The role of SDT-based HR interventions in

- enhancing employee motivation. *Journal of Organizational Behavior*, 45(2), 233–251.
- McAnally, K., & Hagger, M. S. (2024). Self-determination theory and workplace outcomes: A conceptual review and future research directions. *Behavioral Sciences*, 14(6), 428.
- Mehta, S., Sharma, S. K., Rawat, A., Kapoor, S. B., Qureshi, N., & Singh, R. K. (2025). Workplace motivation and job satisfaction: A comparative study of public and private sector employees. *Journal of Asia Entrepreneurship and Sustainability*, 21(2).
- Merchant, K.A., & van der Stede, W.A. (2017). *Management control systems* (4thed), Pearson Education Limited, Edinburgh Gate, England.
- Mutua, J., & Karanja, D. (2025). HRM bundles and faculty performance: Evidence from private universities in Kenya. *International Journal of Educational Management*, 39(1), 67–84.
- Mwosi, F., Eton, M., Olupot, S. P., & Ogwel, B. P. (2024). Employee retention and organizational performance in Kabale District Local Government, Uganda. *Annals of Management and Organization Research*, 6(1), 1–12.
- Mwosi, F., K'Obonyo, P., & Ogutu, M. (2024). Employee motivation and organizational performance in public sector institutions. *International Journal of Public Sector Management*, 37(2), 214–230.
- Noe, R. A. (2017). *Employee training and development* (7th ed.). McGraw-Hill Education.
- Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). McGraw-Hill.
- Ohemeng, F. (2024). Decentralization and management control in local governments. *Governance and Public Policy Journal*, 10(2), 77–95.
- Ohemeng, F. K. (2024). *Human resource management in public administration: The ongoing tension between reform requirements and resistance to change*. MDPI.
- Rahmanda, H., & Rino, R. (2025). The effect of leadership style and work motivation on employee performance: A systematic literature review. *American Journal of Economic and Management Business*, 4(5).
- Rana, S., & Malik, N. (2025). Personnel control practices and affective commitment in public sector organizations. *Public Personnel Management*, 54(1), 58–77.
- Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future

- directions. *Contemporary Educational Psychology*, 61, 101860.
- Ryan, R. M., & Deci, E. L. (2000a). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54–67.
- Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.
- Taherdoost, H. (2017). Sampling methods in research methodology; How to choose a sampling technique for research. *International Journal of Academic Research in Management*, 5(2), 18–27.
- Van der Kolk, B., Paula M.G., Van Veen-Dirks, P.M.G., & TerBogt, H.J. (2019) The impact of management control on employee motivation and performance in the public sector, *European Accounting Review*, 28(5), 901-928.
- Van der Kolk, B., Mwosi, L., & Elamalki, R. (2019). Employee motivation and performance in public sector organizations. *Public Administration Review*, 79(4), 532–546.
- Zhang, X., Li, Y., & Zhao, L. (2025). Performance management systems and employee engagement: Evidence from the public sector. *Human Resource Management Review*, 35(2), 102–119.