

**““PERFORMANCE APPRASIAL AND EMPLOYEE  
COMMITMENT IN BANKING INDUSTRY IN BENIN CITY**

**BY**

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BENIN CITY**

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IN BANKING INDUSTRY IN BENIN CITY**

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**BEING A PROJECT SUBMITTED IN PARTIAL FULFILMENT OF  
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BENIN CITY**

**APRIL, 2024**

## CERTIFICATION

This is to certify that **OKORO FEJIRO JESSICA** with matriculation number **MGS1908259** carried out this research work titled **Performance Appraisal And Employee Commitment In Banking Industry In Benin**: under my supervision and that this research work has not been previously submitted for the award of any degree in this or any other university.

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## **DEDICATION**

This project is dedicated to GOD ALMIGHTY, who has been a good Father to me. I also dedicate this work to my parents and siblings who have been very supportive and for their prayers throughout this journey

## ACKNOWLEDGEMENTS

First and foremost, with a grateful heart, I thank God, my Heavenly Father. He's consistently been there for me, showering me with love and mercy. He has provided for my needs and helped me get through every challenge at school in different seasons. His words have been my guide and guard, a lamp to my feet and a light to my path.

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## **ABSTRACT**

This study empirically examines the influence of on employee's commitment in the deposit money banks in Benin City, Edo State. Its specific objectives are to examine the influence of performance standard assessment scale performance assessment (rating), job performance feedback and performance based reward on employee commitment in the deposit money banks in Benin City, Edo State.

In achieving these objectives, the study adopted the cross sectional survey research design. It specifically makes use of data collected from three hundred and thirty one (331) staff of Deposit Money Banks (MDB) in Benin City, Edo State. Data collected were analyzed with descriptive and Ordinary Least Square (OLS) regression.

The study reveals that performance standard assessment scale, actual work performance assessment (rating), and performance based reward have a positive significant influence on employee commitment. However, job performance feedback does not significantly influence employee commitment. Based on these findings, the study recommends that managements of banks in Benin City, Edo State should design performance standard assessment scale that is accurate, fair and satisfactory as well as train rater or assessor on how to use performance standard assessment scale in appraisal employee job performance. Moreover, they ensure employees performance ratings reflect their actual performance and adequately tied career advancement as well as pay or salary increases to performance rating.

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Employee commitment has remained a powerful driving force for organizational success. It is pivotal for gaining a competitive edge because of the theoretical assumption that a committed workforce demonstrated higher performance and good conduct in the workplace (Lee, 2015). Many theorists including Ahmad, Islam, and Saleem, (2019) have assumed and confirmed that committed employees also have a lower intention to quit their job. They also engage in lower job tardiness, cynical, absenteeism and gossiping (non-work-related conversations) rates (Paul, Bamel & Gargi, 2016).

Employee commitment has been conceptualized as a force that binds an individual to an organization and its goal (Van Dick, Becker & Meyer, 2006). This binding force has been delineated into affective (emotional attachment to, identification with, and involvement in, the organization),

continuance (costs associated with discontinuing involvement or leaving the organization, the normative (feelings of obligation to remain with the organization) (Allen & Meyer, 1990).

Newman and Sheikh (2012) suggested that employee commitment can be increased when employees are provided with favourable reward systems (promotion, wage and fringe benefits) through performance appraisal. Employees respond to performance appraisal as a whole (with either decrease or increase in affective commitment (Ocen, Francis & Angundaru, 2017). Performance appraisal entails formal assessment and rating of individuals' performance by their superiors usually during an annual or semi-annual review meeting with a view to providing feedback on how performance needs to be improved and needed changes that are required in employees behaviour, attitudes and job knowledge as well as reward employees based on their performance through pay increase, promotion and other financial and non financial incentives (Asamu, 2013).

However, it has been documented that most performance appraisal systems are characterized with errors and the rater or assessor of employee job

performance subjectively engage in halo effect, leniency, undue favoritism and nepotism when appraising subordinates especially in the Nigeria organizations (Bekele, Shigutu and Tensay, 2014). Obisi (2011) opined that performance appraisal in most Nigerians' organization are conducted solely in terms of its evaluative aspect only, is done to hunt employees, hence characterized with naturally bias based on ethnicity, halo effect, leniency, intentional manipulations, gender, religion, undue favoritism and nepotism. Many organizations in Nigeria that appraise their employee place more emphasis on interpersonal relationship and "godfathers" rather than the actual work done.

Ojokuku (2014) also lamented employees appraised sometimes do not receive timely and satisfactory feedback and reward based on job done. These views made Akpanim (2013) to note that the real challenge of performance appraisal in the Nigeria organizations does not lie in appreciating the value of concept but in turning the concept into a practical reality. He further posit that when the standard of performance assessment is fair and accurately design and the rated is free of bias, objective and open minded when using it to assess actual job performance and effectively

provide feedback on the job performance, the organizations is likely to ripe the benefits of appraising employees in terms of higher performance.

## **1.2 The Statement of Research Problem**

The deposit money banks in Nigeria like every other country is the lubricant that keeps the wheel of the Nigerian economy turning as it provides financial services needed for the development of every other industry in the country. However, its major challenge has remained the commitment of the workforce to pilot the banking sector into global best practices (Ahmad *et el*, 2019). This is given the fact that the commitment of most employees working in the banks has reduced, with a resultant effect in poor service delivery and frequent service failure (Ahmad *et el*, 2019).

Many scholars in Nigeria have traced the factors reducing the employee's commitment to delivering quality service in the banking industry to performance appraisal with specific reference performance standard assessment scale, actual work performance assessment (rating), feedback on job performance, performance based reward (pay and promotion). While these dimensions of performance appraisal have been suggested to affect

job satisfaction, employee commitment and other work outcomes (Ojokuku, 2014). But most previous studies on performance appraisal were conducted outside Nigeria. Even the few studies done on performance appraisal in Nigeria paid little attention on how each of the dimensions (performance standard assessment scale, actual work performance assessment (rating), feedback on job performance, performance based reward (pay and promotion) of performance appraisal affects employee performance. This study therefore fill these gaps by empirically investigated the effect of performance appraisal on employee commitment in the banking industry.

### **“1.3 Research Questions**

Specifically, the study sought answers to the following research questions.

- 1 To what extent does standard of performance appraisal affect employee commitment in the banking industry?
- 2 To what extent does actual work performance appraisal (rating) influence on employee commitment in the banking industry?
- 3 To what extent does feedback on job performance influence employee commitment in the banking industry?

- 4 To what extent do performance based reward influences on employee commitment in the banking industry?

#### **1.4 Objectives of the Study**

Specifically, the study sought, to:

- 1 Ascertain the influence of performance standard appraisal scale on employee commitment in the banking industry.;
- 2 Investigate the effect of actual work performance appraisal (rating) on employee commitment in the banking industry.;
- 3 determine the influence of feedback on job performance on employee commitment in the banking industry; and
- 4 Ascertain the influence of performance based reward on employee commitment in the banking industry.

#### **1.5 Research Hypotheses**

These hypotheses include:

The following hypotheses will be formulated for the study:

Ho: There is no significant relationship between performance standard appraisal and employee commitment in the banking industry.

Hi: There is a significant relationship between performance standard appraisal scale and employee commitment in the banking industry.

Ho: There is no significant relationship between actual work performance appraisal (rating) and employee commitment in the banking industry.

Hi: There is a significant relationship between actual work performance appraisal (rating) and employee commitment in the banking industry.

Ho: There is no significant relationship between job performance feedback and employee commitment in the banking industry.

Hi: There is a significant relationship between job performance feedback and employee commitment in the banking industry.

Ho: There is no significant relationship between performance based reward and employee commitment in the banking industry.

Hi: There is a significant relationship between performance based reward and employee commitment in the banking industry.”

## **1.6 Significance of the Study**

The study focuses on the impact of performance appraisal on employee commitment, an area that hitherto received attention in the extant literature (Ojokuku, 2014). Therefore, this study is significant to human resource practitioners, academics and students in several ways.

First, the findings of the study will immensely contribute to the available sources that practitioners could rely on when embarking on drawing a comprehensive human resource programs or design and other organizational policies and plans that will aid higher organizational performance. The study will also provide evidence that will serve as a guide to practitioners on key human resource issues relating performance appraisal (e.g. existing standard of measuring performance, nature of goals set for employees, type of feedback and training provided for them) that need improvement and ones

been properly practice. In addition, the study is significant as it hope to add to a body of knowledge that will serve as valuable resource for scholars in Nigeria and elsewhere who may be interested in embarking on further research work on this subject matter.

### **1.7 Scope of the Study**

The scope of any research study is defined in terms of its geographical coverage, content and time (Cooper, & Schindler, 2003). In respect to geographical coverage, the study will be delimited to employees in Banking industry in Benin City.

In terms of content, the study focuses on the impact of performance appraisal with specific reference performance standard assessment scale, actual work performance assessment (rating), feedback on job performance, performance based reward (pay and promotion) on employee commitment.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Conceptual Review**

##### **2.1.1 Employee Commitment**

Employee commitment is the binding force that inspires individuals and links them to the organization, makes them pursue a specific course of action and elicits behaviors of value to the organization (Van Dick, Becker & Meyer, 2006). It has conceptualised by Abbott, White and Charles (2015) following the work of Mowday, Porter and Steer's (1979) as attitudinal, which describes the attachment of the employee to the organization and (2) behavioral, which represents the intention of the employee to continue working for the organization.

Moreover, Meyer and Herscovitch (2001) indicated that employee commitment is cognitive attachment and emotional/psychological attachment to an organisation and its goals. The cognitive attachment to the organization is the belief among individuals that it is a moral obligation to

remain in an organization (Meyer & Herscovitch, 2001). The belief developed over-time through evaluation of congruence in values individuals and organisation. This congruence in values is therefore the motivation and force that makes an individual to engage in an action that would sustain his/her continued involvement in the organization. This assertion is line with Mowday, Porter and Steer's (1979) theory that employees are committed when they evaluate the goals of the organization and discovered that they are in congruence with their individual goals. They specifically saw commitment as a strong desire among organizational members to remain working with the organization; a strong belief in, and acceptance of the values and goals of the organization; and a readiness to exert considerable effort on behalf of the organization.

In alignment, leading commendations have opined that the congruence between the individual and organizational goals stimulates employee's psychological bond/attachment to the organization (Jena, 2016, Eisenberger, Karagonlar, Stinglhamber, Neves., Becker., Gonzalez-Morales & Steiger-Mueller, 2010). This confirms definition of Wong, Ngo and Wong (2012) that commitment is an attitude/affective response. They defined commitment

as an emotional attachment to organizations, including the willingness to internalize the values of the organization and abide by the rules and regulations therein among employees. It is the strength to which an individual emotionally attach to, identify with, and involve in job activities in an organization (Camilleri, 2012). Camilleri (2012) drew on Mownday, Porter and steers (1979) to conclude that commitment is individual acceptance and internalizing of the goals and values of an organization and willingness to give their best to the organization. It includes a sense of job involvement, loyalty, and belief among members of the organization in the values of the organization (Meyer, Stanley, Herscovitch, & Topolnytsky, 2012). Moreover, Ogba (2008) concurs that employee commitment is the willingness of employees to maintain continuous membership with an organization due to interest and association with the organization's goals and values. It is the state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization (Raymond, Daniel & Themba, 2016).

## **2.1.2 Dimensions of Employee Commitment**

Meyer and Allen (1991) indicated that employee commitment has three dimensions: affective (desire), continuance (need), and normative (obligation) to maintain employment in an organization. These dimensions of commitment have come to be known as the three-component model (TCM) of commitment and have been applied in different studies to provide understating of organizational commitment.

### **2.1.2.1 Affective Commitment**

Meyer and Allen (1991) opined that affective commitment reflects employee's positive emotional attachment to the organization. They concur that it is intimately associated individual's psychological attachment to a particular organization. Meyer and Allen (1990) opined that affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organisation. They also indicated that employees who are psychologically attached to their organization strongly identify with the goals of the organization and desire to continue affiliation with the organization. The desire to remain a part of the organization and

maintain a strong affiliation with the organization is not because employees need the occupation but also because they want it (Meyer & Allen 1991).

#### **2.2.2.2 Normative Commitment**

Normative commitments according to Allen and Meyer (1990) refer to an employee's feelings of obligation to remain with the organization. Meyer and Allen (1996) stressed that individual commitment to organization is borne out of a feeling of obligation that it is morally right to remain/continue employment in the organisation, regardless of the status and satisfaction derived from the organization over the years. This feeling of a deep sense of moral obligation according to Aube and Morin (2016) is cognitive, socially and culturally determined.

In supporting this view, Hakimian, Farid, Ismail and Nair (2016) opined normative commitment reflects an internalized norm developed before the person joins the organization. It is the totality of internalized normative pressures to act in a way which meets organisational goals and interests. Meyer and Allen (1997) also argued that normative commitment developed through socialization processes which are based on a collection of pressures

that individuals feel during their early socialization from family and culture and during their socialization as newcomers to the organisation. Besides this, they concur that when employees perceive that organizations have invested resources in training them, they may feel a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt'. This is especially when the skills acquired through training are not easily transferred to other organizations (Messner, 2013). On this note, the Davis, Pawlowski and Houston(2016) believes that employees feel morally obligated to remain in an organization with the mental, social and cultural disposition that one ought to be loyal to one's organization. The values, norms and the knowledge that an individual acquired triggers that deep sense of moral obligation to remain in a particular organization rather searching for a different place to work.

#### **2.2.2.4 Continuance Commitment**

Continuance commitment considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, or not being able to find another job. According to Meyer and Allen (1997) continuance

commitment occurs when employees perceive that the cost of leaving the current organization for another is greater than the cost of staying with the current organization. They opined that individuals do not leave an organization for fear of losing benefits, given the investment they have made in the organization and perceived low opportunity of finding another job because of the limited employment opportunities in the labor market (low labor fluidity). By assessment of the gains and losses that may occur should in employee stay or leave an organization, Meyer and Allen, (1997) labeled continuance commitment as a ‘need’ to remain in organizations.

### **2.1.2 Performance appraisal.**

Performance appraisal is a control system that is used by organizations to specify the behavior that employees must perform in accordance with the organizational objectives (Kamencu, 2011). It is the process of identifying evaluating and developing the work performance of employees in the organization, so that the organizational goals and objectives are more affectively achieved, while at the same time benefiting employees in terms of recognition, receiving feedback, catering for work needs and offering

career guidance. To further elaborate the definition of performance appraisal, Obisi, (2011) see it as is a formal process of observing and evaluating an employee's performance. It is a discrete, formal, organizationally sanctioned event, usually not occurring more than once or twice a year (DeNisi & Pritchard 2006), the process of identifying, evaluating, and developing the work performance of employees in the organization (Grubb, 2007), structured formal interaction between a subordinate and his/her superior (Arbaiy & Suradi, 2007), a means of evaluating employees work performance over a given period of time (Owoyemi & Olusoji, 2013), formal assessment and rating of individuals' performance by their superiors usually during an annual or semi-annual review meeting with a view to providing feedback on which performance adjustment can be made and reward employees based on their performance through pay increase, promotion and other financial and non financial incentives (Asamu, 2013) and any procedure that entails setting work standards, assessing employees' actual performance relative to those standards, and providing feedback to the employees with the aim of

motivating him/her to eliminate performance deficiencies or to continue to perform above par (Dessler, 2008).

Dessler (2008) specifically defined performance appraisal as any procedure that involves (i) setting work standards, (ii) assessing the employee's actual performance relative to those standards, and (iii) providing feedback to the employee with the aim of motivating him or her to eliminate performance deficiencies or to continue to perform above par. This definition reflect that appraisal mechanisms can be use to monitor the development of employees attitudes and behaviour. This appraisal-based feedback can be for changing the selection and training practices to select and develop employees with the desired behaviour and attitudes.

Given the various definitions of performance appraisal, we believe that the effectiveness of skilled employees will be limited unless they are motivated to perform their jobs and therefore performance appraisal can be defined as human resource tools in evaluating employees job performance in line with established goals, provide continuous communication and feedback on job performance, specify the behaviour that employees must perform in

accordance with the organizational objectives, reward employees based on the job performance and facilitate training and development among employees.

### **2.1.3 Importance of Performance Appraisal**

Performance appraisal has been considered as a most significant and indispensable tool for managing human resource in an organization (Osemeke, 2012). This is because the information it provides is highly relevant in decision making in respect to merit pay increase and promotions. All these increase employees' job satisfaction.

Performance appraisal helps in information gathering and decision-making processes. It provides a basis for deciding employees' compensation and selection for training and position (Agbolade & Anthony, 2011). Thus, helps to reveal the success and failures of an employee and the assessment of their suitability for training and promotion in the future.

Unveiling weakness of employees and training them to overcome it increase their commitment and further higher performance. Thus, performance

appraisal enhances overall organizational productivity. It has been noted that using performance appraisal scale that is valid, available, timely, accurate, objective, standardized in managing promotion and compensation policies throughout the total system increases employee perception of fairness in work place important for motivation, job satisfaction organization citizenship behaviour and higher performance (Oshode, Alade & Ogunro, 2014). In addition, providing feedback on job performance based on the evaluation of working conditions improves employee productivity (Asamu, 2013). This is because setting goals and providing feedback on employees performance given them a sense of personal responsibility and knowledge on their level of performance which are critical factors for eliminating deficiency and higher commitment.

Furthermore, employee evaluation can improve managerial effectiveness by making supervisors more interested in and observant of individual employees. Study indicates that overall objective of performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it (Agbolade & Anthony, 2011). Salary reviews, promotion based performance and development and

training of individuals, planning job rotation followed performance appraisal make employees to exert extra effort in performing tasks. DeNisi, and Pritchard, (2006) agree with this when he noted performance appraisal is usually serve for a wider range of objectives which are; identifying training needs, improving present performance of employees, improving potentials, improving communication, improving motivation and aids in pay determination and these increase employees morale and commitment. From the following, performance appraisal is important for both employees and organization alike as it provides systematic judgment to the organization to back up salary increases, increase self esteem and a means of telling a subordinate how he is performing and suggesting needed changes in his behavior, attitude and skill or job knowledge. It serves as basis for letting employees know where they stands with their boss, reinforces the individual's sense of personal worth and assists in developing his/her aspirations through coaching and counseling that could motivate them to perform effectively. It also an imperative tools not just to distribute rewards on the basis of fairness and credibility but also to develop valuable communication among appraisal employees which, in turn, could result in

higher employees' commitment, citizenship behavior and organizational performance.

#### **2.1.4 Techniques for Performance Appraisal Assessment.**

There exist two different techniques use in appraising employee job performance appraisal. These techniques include traditional and non-traditional form. The traditional form of appraisal is also known as “Free Form Method” it is just involved the overseeing and description of employee commitment by his boss or superior (Asamu, 2013). It also knows as confidential or close performance appraisal in which appraisal outcome is not at all communicated to the person being appraised. In essence, the person's strengths and weaknesses are not communicated to him or her.

The non-traditional form which is also known as open appraisal system reveals the appraisee's strengths and weaknesses and his/her contributions and failures are discussed with him or her during performance counseling interview. Silverman and Muller (2009) maintain that open appraisal method reveal and create self awareness, which is a process of giving insight into one's own performance. It helps the employee become more reflective and

objective about him self and future planning, which establishes an action plan for the coming year in terms of fixing targets, activities, responsibilities etc. It also makes the employee to be more aware of his key performance areas and the contribution that he is making to the organization. From this, non-traditional form of appraisal is common in practices among organizations in 21<sup>th</sup> century and more effective than the traditional one (Oshode et al, 2014)

In generally, the techniques or appraisal method use in appraising employee's performance throughout world are as follows:

- 1 **Assessment center:** this involves informal events, tests and assignment that are given to group of employees to evaluate their competencies.
- 2 **Behaviorally anchored rating scales (BARS):** this method sets predetermine critical areas of performance or behavior statements that describe important job qualities to perform and the ones not good to perform (DeNisi & Pritchard, 2006).

- 3 **Human resource accounting method:** this method is use to evaluate employees performance in relation to the cost incurred by the employees (Sharma, 2012)
- 4 **360 Degree Performance Appraisals:** this kind of method ensures that not only the superior that appraises the subordinate but also the subordinate also appraises the superior. Colleagues also appraisee colleagues. All the appraisals are then used to arrive at the final appraisal outcome after calculating the average.
- 5 **Management by objectives (MBO):** Management by objectives is a rating technique mainly used for managerial and professional employees. At the beginning of the rating period, the employee and supervisor set objectives. At the end of the rating period, the employee writes a report explaining his or her progress toward meeting the objectives. The supervisor then appraises the employee's performance based on his or her progress.
- 6 **Essay appraisal:** This is when rater requires writing a series of statements concerning employees' strengths, weaknesses, past performance as well as potential for promotion and other reward.

- 7 **Graphic rating scale:** in which the rater assess an individual on factors such as initiative, drive, industry, dependability, innovative, cooperativeness, competence and work quality
- 8 **Checklist method:** in which the rater does not evaluate performance but merely records it on a series of questions concerning the employee's behaviour, the rater checks yes or no responses e.g. (a) does the individual perform his or her job, (b) shows superior ability to express him or herself.
- 9 **Critical incident:** This is a method of appraisal in which the rater is asked to keep a written record on incidents that illustrates both positive and negative behavior of the individual being rated. In this method, the individual's actual behavior and not personality traits, is discussed.
- 10 **Ranking method:** This is used when it becomes necessary to compare the performance of two or more individuals. Comparison rankings evaluate a given employee's performance against the performance of other employees.

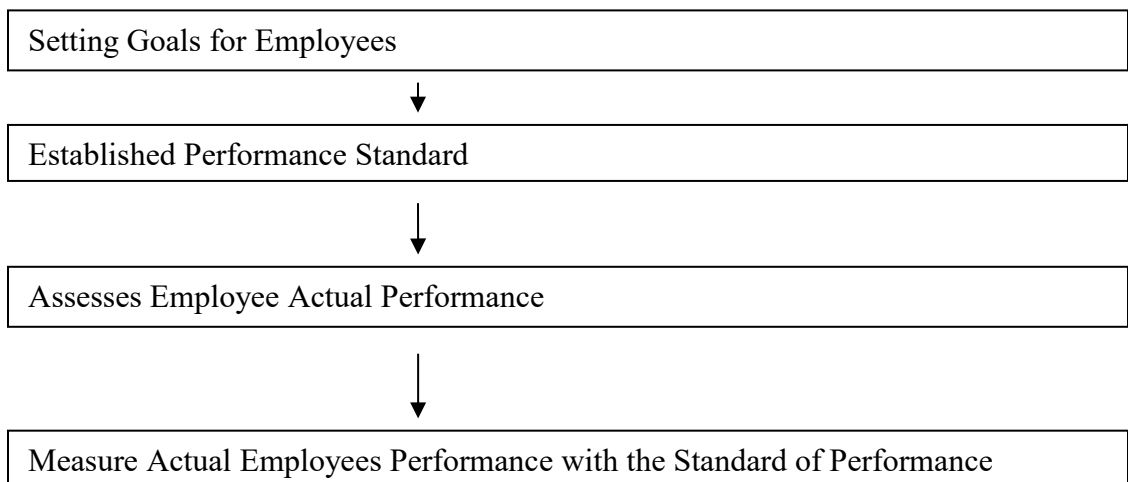
- 11 **Tel and sell method:** This when the rater lets the employee know how he or she is doing, gets the employee's acceptance of the evaluation, and make the employee agree to plan of improvement. This method is likely use on the part of employees in new assignment or newly recruited employees.
- 12 **Tell and listen method:** The tell and listen methods is concerned with rater communicating ratings to ratees and then wait for a response. Basically, the valuation is conducted in two parts. During the first part, the appraisee's strong and weak points are covered, during the second; the employee may allow to expresses how he feels about the appraisal.
- 13 **Problem solving method:** The problem method use does not allow the reviewer to play a role of judge rather a role of helper and a friend to the appraisee.
- 14 **Forced Choices:** The forced-choice technique is the technique that describes specific types of performance instead of assuming that all raters define a performance characteristic in the same way. It is appraisal technique that attempts to eliminate bias by forcing raters to

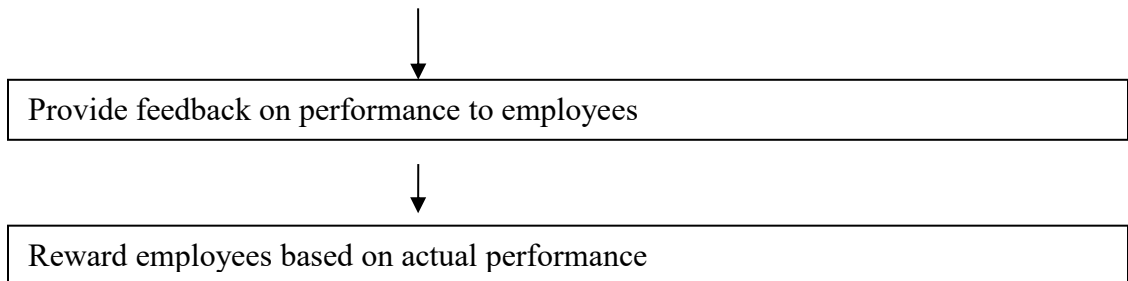
select a descriptive statement without knowing the exact weight or score given that statement.

### **2.1.5 Procedure for Evaluating Performance Appraisal**

Performance evaluation procedure begins with setting goals for employees followed by establishment of performance standards, followed by assessing that actual performance against performance standard of performance, thereafter provide feedback on actual performance against performance standard of performance, ensure reward based on performance and take or initiate corrective adjustment through training and development to over performance deficiencies (Fletcher, 20006).

**Table 2.2. Performance Evaluation Procedure**





Source: Mamonia (2010: 409)

### ***Setting Goals for Employees***

This involves setting target for employee's accomplishment. It also entails role clarification through proper communication channels. At this stage, the manager defines and agrees with subordinates what is expected of them to achieve in specific period of time, particularly the following year. In line with this, study noted that setting goals that are measurable is critically important to know how employees are performing in order to reward them based on their performance. Agbolade and Anthony (2012) make it clear that goal can become more specific through quantification or enumeration (should be measurable), such as performance standard (a measuring for evaluating performance), quota (a minimum amount of work or production), work norm (a standard of acceptable behavior defined by a work group),

task (a piece of work to be accomplished), objective (the ultimate aim of an action or series of actions), deadline (a time limit for completing a task), and budget (a spending goal or limit). He further noted that that goal that are measurable, challenging and specific tend to increase commitment to the job performance more than goals that are not. Armstrong (2009) also noted that the four mechanisms that connect goals to performance outcomes. First, goals direct attention to priorities. Second, they stimulate effort. Third, they challenge people to bring their knowledge and skills to bear to increase their chances of success. Fourth, the more challenging of a goal, the more people will draw on their full repertoire of skills. Corporate organization must consider all these aforementioned dimensions of goal setting and their implication when designing performance appraisal.

### ***Established Performance Standard***

The standard of performance is the tolerance range of performance within which the employees target results should fall (Aghanifoh, 2008). It is the measure of acceptable performance results. The tolerance range identified the accepted deviations in the employees' performance. In establishing

performance standard, performance measurement criteria should be clearly defined, stated and understood by the employee, that is: What are the quantitative outputs or objectives to be accomplished within the year? What qualitative criteria/competences or behavioural attributes are linked to job performance? Quantitative outputs or objectives define “**what**” results should be achieved, and the qualitative outputs or competencies define “**how**” the results should be achieved based on the corporate values and clearly defined performance evaluation criteria. These are the criteria on the basis of which ultimately performance is measured. However, employees’ perception of weakness of standard of performance appraisal method could affect their level of commitment. This is because some standard lack objectivity. Some items specific in performance standard don’t actually reflect what the employees do or goals set for them to perform.

### *Assesses Employee Actual Performance*

This is ascertaining the level of performance attained in line with the chosen goals. It seek to find out the achievement made so far by employees within a predetermine times. On the basis of this that employees are either rate high

or low by rated given the level of their actual performance against expected performance. However, employee's perception in way and manner their actual performance is assessed or rated against expected performance impact on their attitude (Obisil, 2011), hence commitment. This is because some raters are bias, too strict and others are too lenient (Obisil, 2011). These views are consisted with Fakharyan (2012) findings when shoed that actual performance evaluation significantly impact on employees' affective commitment.

### ***Provide feedback on performance to employees***

The information reflecting past performance given by the manager to the employee is called feedback. It improves the effectiveness and helps in decision making within the organization. The feedback directs the individual to the organization missions and objectives. In the ideal situation the employee receives information about how they are performing and where they could improve on. When people receive feedback on their behaviour, they are aware of the difference or divergence between their actual performance and expected performance, and then take corrective action

where necessary. However, the success of the feedback depends on the acceptance of the process. The source of the feedback must be perceived by the recipient as being trustworthy, credible, reliable, objective and properly motivated. From the forgoing, If feedback is perceived unfair, the feedback can cause behavioral changes such as lower commitment, absenteeism, lack of cooperation, lack of focus on priorities, unhealthy competition and even can cause staff turnover. This theory centres on feedback as a determinant of behavior. Thus, feedback mechanism is essential in employee commitment.

### ***Reward based on employee actual performance***

The effectiveness of performance appraisal is the degree to which there is balance between individual inputs appraised and outputs received (reward). If employees perceived inputs appraised and output derive from the appraisal system to be unfair may retaliate with dysfunctional behavior including lower commitment. Employees who receive positive outcomes will be pleased with performance appraisal system and those that receive negative outcomes. Although there is much research on appraisal leading to payand promotion (Simmons, 2002), in drawing together research from this

field, we identified list of criteria which were critical to successfully linking appraisal to financial reward. These included;

- Rewards are clearly lined and proportionate to effort and results
- Clear, fair and understood criteria for reward
- The reward scheme is properly designed, implemented and maintained
- The scheme is designed to ensure individuals cannot receive inflated awards unrelated to their performance

From the extant Literatures of performance appraisal suggested that unless organizations invests significantly on performance appraisal and linking it to financial reward and non financial reward performance appraisal may not be effective as we thought (Dessler, 2008). These extant literatures further indicated that there are other rewards, non financial, that are valued by employees which should be link to performance. These include: promotion, formal commendations and awards, favorable mention in company publications, freedom concerning job duties and/or hours, increased responsibility, having share in the company and freedom to travel within and

outside the country under the expenses of the company. This suggests that rewards must be incorporated into the performance appraisal system for performance appraisal system to be effective in achieving the purpose set for.

### **2.1.6 Common Problems in Performance Appraisal**

Ideally, rating supervisors should be completely objective in their appraisals of employees and make appraisal to directly reflect an employee's performance. However, study noted that most raters either intentionally or unintentionally commit errors (Abu-Musa, 2008). According to Abu-Musa (2008) some of these errors are:

***Unclear standards:*** Many organizations do not have clear standard of measuring or weighing employee commitment. They only ruin off mill, using intuitions and feeling. Study indicates that even some organizations that claim standard of measuring performance but barely use raters who would probably define good performance, fair performance, and so on using their own self invented methodology.

**Lack of Objectivity:** performance appraisal method use in many organizations is weak and lack objectivity. The method does not reflect all the components of job actually perform and the exact traits posses by employees. It has been indicated that in the rating scale method, for example, commonly used factors such as attitudes, loyalty, and personality are difficult to measure and even these factors may have little to do with an employees' job performance. **Bias:** Rater bias occurs when a rater's value or prejudices distort the rating. Rater bias may be unconscious or quite intentional. If a manager has strong dislike of certain ethnic group, this bias is likely to result in distorted appraisal information for some people.

**Halo effect:** Halo error occurs when a manager generalizes one positive performance features or incident to all aspects of employee commitment resulting in a higher rating (Abu-Musa, 2008).

**Leniency/Strictness:** Giving undeserved high rating is referred to as leniency. The behavior is often motivated by a desire to avoid controversy over the appraisal. Some managers may rate their subordinates very high either because they want to show that the work under their responsibilities is

proceeding very well or because they do not have the ability to convince their subordinates that their performances deserve this rating. Another problem which is closely connected to leniency is strictness. Strictness is rating subordinates on the lower level of the rating system. Some managers went to show the chief or head of the organization that they care for the organization that they work at. In addition ,it is also a good excuse before the higher level management that the subordinates under their supervision are not performing their tasks as well as they should thus the overall performance of the department is unsatisfactory due to the existence of these subordinates.

***Central tendency:*** Central tendency is a common error that occurs when individuals are rated near the average or middle of the scale. It discourages employees scoring extremely high and extremely low to avoid possible criticism by giving only average ratings.

***Recent Behavior Bias:*** When rating is not based on the entire appraisal period and just on the last month of the appraisal this is called recent behavior bias. The performances of the subordinate may be outstanding

during the year (if the appraisal is done annually) and on the last month the performance of the subordinate worsen. The rater evaluates the subordinate based on the last month and forgets the eleven –month outstanding performance. It is only natural for a rater to remember recent behavior more clearly than action from the more distant past. However, formal performance appraisals generally cover a specified time, and an individual’s performance over the entire period should be considered. Maintaining records of performance throughout the appraisal period helps avoid this problem (Lunenburg, 2012).

***Personal Bias:*** This pitfall occurs when supervisors allow individuals differences such as age, religion, seniority, sex, appearance or other arbitrary classification to affect the rating they give to appraise. If the performance appraisal is examined by higher level managers, this problem will be overcome. This pitfall is not only detrimental to employee morale, but it is also blatantly illegal and can result in costly litigation. In conducting performance appraisals, managers must be careful to avoid making rating errors.

### **2.1.7 Strategies to Improve the Effectiveness of Performance Appraisal**

There are many strategies to improve the effectiveness of appraisal systems. Extensive research suggested that the success or efficacy of existing performance appraisal systems depend on the degree of fit between organizational values and how the appraisal system is design; properly introduce and communicated and the training of individual system users (Ibeogua & Ozturen, 2015). The authors state the performance appraisal process must be designed to match the organization's goals and the type of work that is performed. They believe that one of the most critical strategies factors in effective performance appraisal is clearly defining the purpose of the appraisal system. Possibilities include monetary compensation, career planning, documentation of staffing changes, work load evaluation, counseling and development and training.

Another study has revealed that infectiveness of appraisal system can be overcome with the following strategies by ensuring feedback on performance is timely correctly and delivered by the appropriate person, performance measure standard coincide with job characteristics sets for the

rates and there is opportunities to appeal and challenge the evaluation results given (Thurston, 2001). This study maintain employees perceived credibility of the appraisal system when they are allow to provide feedback about their feelings, supervision and definition of work. The study states that when these following criteria are met, performance appraisals are most likely to be perceived by employees as accurate and fair.

Similarly, Patrick (2014) noted that the actions required to maintain effectiveness of a performance appraisal system include three major categories: controlling the system; monitoring the system; and furnishing feedback to those who use the system. Control of the system includes the more technical aspects of the system such as rating techniques, rating periods, rater training, and development of performance standards (Patrick, 2014). Monitoring the system can include a review of the quality of performance standards; evaluation of the actual conduct of the appraisal process and interview; and, analysis of the intended, perceived and actual use of the system (Patrick, 2014). Other factors in monitoring the system include review of the actual quality of ratings to check for rater biases, inconsistencies, rating inflation and investigation for any adverse impact as a

result of the system (Patrick, 2014). The third primary area to monitor is that of the amount and quality of feedback generated as part of the performance appraisal process (Patrick, 2014).

Furthermore, rater errors and biases have increasingly been documented to be the greatest facts that render performance appraisal ineffectively ( Dessler, 2008). Study suggested that to overcome these errors and make employees perceived fairness in the systems the following strategies which include 1) developing information on employees from a variety of sources and maintaining adequate performance documentation for review; 2) developing methods for measuring the accuracy of ratings 3) determine the aspects of accuracy that are most relevant to the various uses of performance appraisal; 4) determining the conditions under which so-called rater errors are beneficial versus harmful; 5) developing practical methods for establishing indifference curves among qualitatively different outcomes of appraisal; 6) developing methods for monitoring changes in the value of an organization's members that will necessitate changes in the appraisal system; 7) determining whether reaction criteria are important and 8) determining whether utility estimates provide useful and credible information must be

adhered to (Armentrout, 1993). It has also be suggested that having formal system of appraisal; using rateses that have high degree of rateses job knowledge to evaluate employees, giving the rateses opportunities to appeal when not satisfy with rating; having action plans for dealing with present weaknesses and ensuring that the organizational climate is cooperative rather than competitive are key to achieving effective performance appraisal systems (Dessler, 2008). Adequate training must be provided to both the appraiser and the appraisee in order to avoid the many rating errors that are common in performance appraisal. Strategies like constant training of the raters improve performance appraisal process. It help to build work environments that nurture minimal errors in rating employees actions and qualities traits relevant to set goals, provide quality feedbacks that would make employees believe and accept their performance rating. Using experience, honest, knowledge and trained raters to evaluate and rate the appraisees according to employee's performance is best solution to reduce rater errors (DeNisi & Pritchard, 2006). Much of the blame for poor performance is poor management practices and order to minimize errors in appraisal process raters must be aware of the system very well and

organizations should provide rater training for their managers and the performance standard measurements should tally with goals set for the employees and clearly communicate to the employees.

Important strategies to enhance the usefulness and perception of effective of performance appraisal are adoption of management by objective (Ijewereme, & Olaniyi, 2015). Goals that are concrete, specific and measurable must be given to subordinates and goals must be agreed upon as performance standards for measuring each individual contribution in the organization. Goal setting and performance appraisal are Siamese twins that would give direction to any organization if effectively designed and practiced. Goal settings are embedded in performance appraisal is important tools. According to Agbolade and Anthony (2011) effectiveness of performance appraisal anchor on the degree to which the method of appraisal employed is simple and easily understandable, the supervisor work with the subordinate to agree on responsibilities, the supervisor devote sufficient time to observe and evaluate subordinates performance, ratees are given the opportunity to participates in rating and employees overall rating was use to determine their pay, promotion and training needs. These criteria make employees to

perceive the usefulness of the systems (Ikemefuna & Chidi, 2012). Ikemefuna and Chidi (2012) empirical study on workers perception of performance appraisal in selected public and private organisations operating in Lagos metropolis used simple random sampling technique to select 205 respondents and showed that workers have an optimistic view of performance appraisal as a means for promoting, evaluating and equitably compensating employees, and forming the basis for many employee training programmes. The authors recommend that for appraisal to yield the desired outcomes, adequate attention should be paid to the avoidance of appraisal politics and the pursuance of fairness and transparency in the process. More so, training programmes could be initiated by organisations to offer tips for avoiding appraisal errors.

## **2.2 Empirical Studies on Relationship between Performance Appraisal and employee commitment**

Bekele, Shigutu and Tensay, (2014) assess the perception of performance appraisal practice of ANRS office of the auditor general and its effect on employees' work outcomes, in the form of work performance, affective

commitment and turn over intention as well. Findings from the study showed that auditor general employees had low level of perception towards the existing performance appraisal practice. Employees of ANRS offices of the auditor general have low level of affective commitment, high level of work performance and moderate level of turn over intention. The study also found that performance appraisal practice positively and significantly impact on affective organizational commitment, work performance but negatively and significantly influence employees' turnover intention.

Fakharyan, Jalilvand, Dini &Dehafarin, (2012) conducted research on employees' reactions to the outcomes of multi-resource appraisals and their changes in performance. The research indicated that employees, when they find that performance ratings are low, will use procedural justice evaluation, including perceptions of group value and perceptions of voice mechanism, to determine whether the ratings are fair. If they think the low ratings are fair, they intend to improve their performance and ratings, while if they consider the ratings unfair, their performance will decrease.

Vignaswaran (2005) a study conducted on the relationship between performance appraisal satisfaction and employee outcomes. The finding of the study indicates that the level of employees' satisfaction with performance appraisal is low; the level of affective organizational commitment is low. The study also shows that performance appraisal satisfaction is positive but weakly correlated with work performance, highly correlated with affective organizational commitment and negatively correlated with turnover intention.

In Nigeria, Osemeke (2012) focuses on the impact of human resource management practices on influence its performance. The results revealed that, from the perceptions of the respondents, there exists a positive relationship between effective recruitment and selection practices, effective performance appraisal practices and Banking industry's performance.

Ojokuku (2014) examine the impact of performance appraisal (PA) on the motivation and performance of academics in Nigerian universities. Findings of the showed that the university academics see their performance appraisal system as not being accurate and fair enough because it does not capture

adequately, all the job components that make up their performance during the review period. The performance appraisal system was also found to exert a strong influence on the academics' motivation and overall performance. It was recommended that the PA system for academics should be reviewed by university management such that all the components of their job are captured, evaluated, and adequately rewarded. This is expected to impact positively on the motivation and overall performance of the academics, thereby working as a veritable tool for steering university education towards the right direction for national development.

### **2.3 Theoretical Framework**

This study is framed based on exchange theory which incorporates all four justice dimensions into one theoretical framework in explaining employees' perceptions of fairness in performance appraisals and its effect on organizational commitment. The theory postulated that employee sense of judgments depends on the relative weighting of the perceived fairness of the structural components of the performance appraisal procedure. This perceived fairness could influence their performance to the organization.

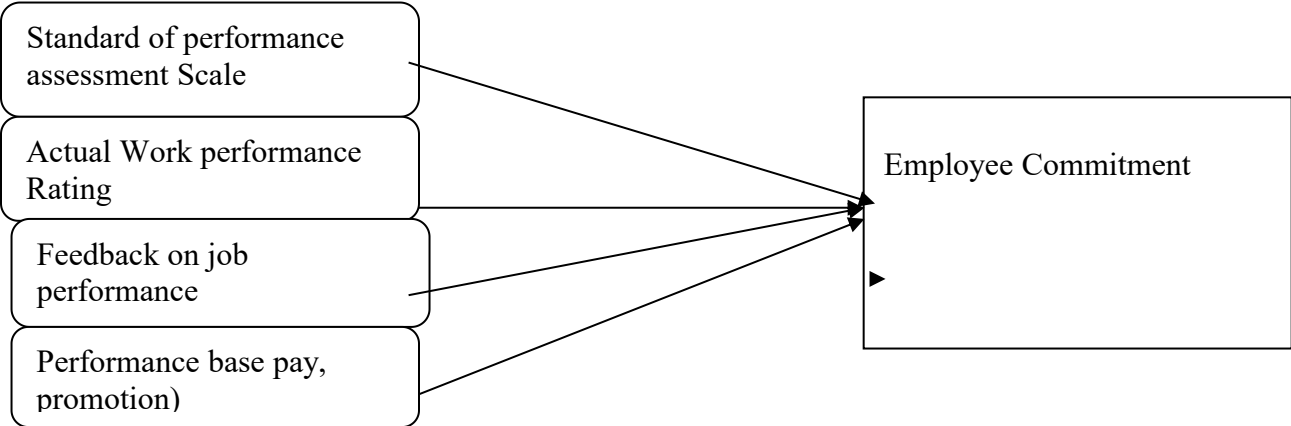
In respect to procedural justice, fairness perceptions based on the clarification of performance expectations including effective goals setting, using standards of performance assessment that is objective, free of bias and inculcate all the dimensions of jobs performance by employees, accurately measuring actual performance of employees, providing adequate and effective feedback on actual performance, ensuring performance is rewarded and quality training and development programs are designed and implemented to build employees competencies for higher job performance are prominence in the performance appraisal research. It has been argued that the unfairness setting criteria, providing feedback on job performance and seeking appeals when performance rating is not satisfactory impact on employee attitude such as commitment. Perceptions of appeal procedures were positively related to evaluations of supervisors trust in management, and job satisfaction and commitment. Fairness of organizational procedures may have an impact on organizational performance because procedures define the organization's capacity to treat employees fairly. Armstrong (2009) argue that if rules are applied fairly and consistently to all employees and if they are rewarded based on their performance and merit, then

employees will perceive the evaluation process as fair. This will lead to higher performance. However, if employees perceive organizational procedures as unfair, they may take destructive actions which may lead to reduced performance. Unfair procedures will cause a reduction in organizational performance even when an employee is satisfied with the outcome. On the other hand, employees may be dissatisfied with their outcomes, yet remain committed to an organization if they perceive procedures for their unattained outcomes to be fair. In addition, if employees perceive procedures as fair, they are less likely to blame their supervisors for the unfavorable outcomes. This is less likely to lead to a reduction in organizational performance.

## **2.4 Conceptual model for the study**

Based on the literature reviewed, there exist relations between performance appraisal and employee commitment. This can be representing in the model depicted below.

**Figure 5: Model of performance appraisal and organisational commitment**



Source: Author's Construction(2021)

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter described the research design, population and sampling techniques, the research instrument, operationalization and measurement of variables, model of specification, sources of the data, and the method of data analysis.

#### **3.2 Research Design**

The study examined the effect of performance appraisal on employee commitment. It intends to systematically gather data which was relevant to the necessary inference. Consequently, the research design was a survey. Specifically, the research design was ex-post-facto research since it sought to ascertain relationship between performance appraisal and employee commitment.

### 3.3 The Population of the Study

This study population consisted of all the permanent and contract staff excluding the security personnel of all Deposit Money Banks (DMB) banks in Benin City, Edo State as showed in Table 3.1. The number of branches and total number of employees of these banks in Benin City, Edo State, which form the population of the study, was shown in Table 3.1.

**Table 3.1:** Number of Branches and Population of Selected Banks in Benin City, Edo State

| S/N | Banks         | No of branches | Number of Staff |
|-----|---------------|----------------|-----------------|
| 1   | Access Bank   | 8              | 224             |
| 2   | Ecobank       | 5              | 125             |
| 3   | FCMB          | 3              | 66              |
| 4   | Fidelity      | 3              | 78              |
| 5   | First Bank    | 12             | 348             |
| 6   | GTBank        | 3              | 59              |
| 7   | Heritage Bank | 1              | 26              |
| 8   | Keystone Bank | 2              | 46              |
| 9   | Poraris Bank  | 2              | 49              |
| 10  | Stanbic Bank  | 2              | 47              |
| 11  | Sterling Bank | 3              | 79              |
| 12  | UBA           | 5              | 143             |
| 13  | Union Bank    | 3              | 84              |
| 14  | Unity Bank    | 2              | 45              |
| 15  | WEMA Bank     | 1              | 24              |
| 16  | Zenith Bank   | 6              | 176             |
|     | Total         | 61             | 1619            |

Sources: field work, 2021

### 3.2.2 The Sample Size and Sampling Technique

The sample size of this study was 321. Sample size was determined using Yamane's formula since the population was finite. Using Yamane (1967)'s formula  $n =$

Where  $e=0.05$ ,

$l=$ constant,

$N=$ population.

$$n = = 320.75$$

Based on this, approximately three hundred and twenty one staff of the banks in Benin City, Edo State was considered adequate at 5% level of significance to form our sample size. This figure of our sample size was proportionately shared among the banks using Kumar (1976) proportional allocation formula proposed as  $n_h = \frac{N_h}{N} \times n$ . Through this formula, where  $n_h =$  sample size for stratum  $h$ ;  $N_h =$  population size for stratum  $h$ ;  $N =$  total population, we were able to know the exact number of staff to be surveyed in each of the banks as demonstrated in Table 3.2.

**Table 3.2: Administration of Questionnaire**

| S/N | BANKS         | No of branches | No. of Staff | Proportionate Sampling |
|-----|---------------|----------------|--------------|------------------------|
| 1   | Access Bank   | 8              | 224          | 44                     |
| 3   | Ecobank       | 5              | 125          | 25                     |
| 4   | FCMB          | 3              | 66           | 13                     |
| 5   | Fidelity      | 3              | 78           | 15                     |
| 6   | First Bank    | 12             | 348          | 69                     |
| 7   | GTBank        | 3              | 59           | 12                     |
| 8   | Heritage Bank | 1              | 26           | 5                      |
| 9   | Keystone Bank | 2              | 46           | 9                      |
| 10  | Poraris Bank  | 2              | 49           | 10                     |
| 11  | Stanbic Bank  | 2              | 47           | 9                      |
| 12  | Sterling Bank | 3              | 79           | 16                     |
| 13  | UBA           | 5              | 143          | 28                     |
| 14  | Union Bank    | 3              | 84           | 17                     |
| 15  | Unity Bank    | 2              | 45           | 9                      |
| 16  | WEMA Bank     | 1              | 24           | 5                      |
| 17  | Zenith Bank   | 6              | 176          | 35                     |
|     | Total         | 61             | 1619         | 321                    |

**Source: Researcher's construction (2021)**

Table 3.2 shows that 321 was the minimum number of employees that would be surveyed in each of the seventeen banks in Benin City, Edo State. However, the 321 sample size was increased by 10% in order to account for missing and invalid response rates, thus making 353 copies of questionnaire distributed.

The copies of questionnaire were administered to 353 employees. This was done by first of all solicited for the addresses of number of branches of each of the bank in Benin City, Edo State. Thereafter, hard copies of the questionnaire was given to the sample employees directly or through the managers of the banks in each of the banks to share to their staff. Some of the copies of questionnaire administered was filled instantly while other was retrieved after two to five working days. The total number of the copies of questionnaire retrieved was 341 but only 331 was valid and found usable.

### **3.4 Method of Data Collection**

The researched data was collected with the help of Questionnaire; which was administered to all the sampled respondents.

### **3.5 Sources of Data**

As consistent with cross sectional survey research designs, the study will made use of primary data. The data consisted of the information to be elicited from the sampled respondents using the research instrument (questionnaire).

### 3.6 Method of Data Analysis

The main objective of this study was to empirically investigate the impact of performance appraisal on employee commitment. The research data was analysed using descriptive and inferential statistics. Descriptive statistics which include mean, standard deviation, and standard error mean. On the other hand, multiple regression and correlation served as the inferential statistic. The regression test (analysis) was done 5% level of significance using SPSS (Statistical Package for Social Sciences).

### 3.6 Model Specification

The model for the study was therefore stated functionally as:

$$\dots\dots\dots(3.1)$$

Econometrically, the model can be specified as:

$$EPE = a + b_1 (SPA) + b_2 (AWA) + b_3 (FOJ) + b_4 (PBR) + e_i \dots\dots\dots(3.2)$$

Where:

EPE denotes Employee commitment

SPA = Standard of Performance Appraisal

AWA = Actual Work Performance Appraisal

FOJ = Feedback on Job Performance

PBR = Performance Based Reward

$e_i$  = denotes the error term

A priori Sign/ Expectation:  $a \geq 0$ ,  $b_1 > 0$ ,  $b_2 > 0$ .....

### **3.7 Limitations of the Study**

Although this study examined the effect of performance appraisal on employee commitment, the major limitations of this study was the geographical scope by using only employees of banking industry in Benin City. Using only employees of banking industry in Benin City was not be adequate enough as employees of banking industry spread across the 36 states of the federations.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.1 Introduction**

In this chapter, data collected from the sampled respondents through questionnaires were analyzed, presented and interpreted in different sections. The first section is a preliminary test on constructs of employee commitment. The second section is description of dimensions of performance appraisal. The third section is on the correlation analysis among research variables. The fourth section covers the testing of hypothesis formulated on the relationship between the dimensions of performance appraisal and employee commitment. The last chapter is discussion of the findings.

#### **4.2 Employee Commitment**

“Table 4.1 shows the level of employee commitment in banking Industry in Benin City, Edo State. Each constructs of commitment were calculated by using mean and standard deviation. In interpreting the mean score (decision rule), if the calculated mean is less than 3.00, it means that the level of

employee's commitment is low. But if it is above 3.00, it means that the level of commitment is high. The results are presented in Tables 4.1.

**Table 4.1: Mean and standard deviation of employee commitment**

| S/N   | Statement   | Mean(X)  | Std Dev(SD) |
|---|---|----------|-------------|
| <b>Affective Commitment Scale Items</b>             |   |          |             |
| 1   | I would be very happy to spend the rest of my career with this organization                 | 3.8338   | .85256      |
| 2   | I enjoy discussing about my organization with people outside it.                            | 3.6193   | .96928      |
| 3   | I really feel as if this organization's problems are my own.                                | 3.6888   | .91610      |
| 4   | I think that I could easily become as attached to another organization as I am to this one. | 2.7915   | .91555      |
| 5   | I do not feel like 'part of the family' at my organization                                  | 2.8066   | .83053      |
| 6   | I do not feel 'emotionally attached' to this organization                                   | 3.6798   | .93104      |
| 7   | This organization has a great deal of personal meaning for me                               | 3.6949   | .96008      |
| 8   | I do not feel a 'strong' sense of belonging to my organization                              | 2.7492   | .82423      |
| Mean and standard deviation for employee commitment |   | 3.357988 | 0.899921    |

**Source: Source: Researcher's field Work (2021)**

Table 4.1 shows employee commitment in the banking industry in Benin City, Edo State. The results show that the overall mean scores for employee commitment is 3.357 with standard deviation of 0.899, which greater the

criterion mean of 3.00. This result also implies that level of employee commitment in deposit money banks in Benin City, Edo State is moderately high.

### **4.3 Dimensions of Performance Appraisal**

Table 4.2 shows the descriptive analysis of addressed from the lens of standard of performance appraisal, actual work performance appraisal, feedback on job performance and performance based reward. These constructs of performance appraisal were described using mean and standard deviation. The mean is calculated by assigning 5, 4, 3, 2, 1 to strongly agree, agree, neutral, disagree and strongly disagree respectively and later divided by the total number of respondents. The results are presented in Tables 4.2.

**Table 4.2: Descriptive Analysis of Dimensions of Performance Appraisal**

| S/<br>N | Statement   | Mean(X) | Std<br>Dev(SD) |
|---------|---|---------|----------------|
|         | <b>Performance Standard Appraisal</b>   |         |                |
| 6       | The performance standard assessment scale is accurately designed, fair and satisfactory in my organization                          | 3.8731  | .61956         |
| 7       | The existing performance standard assessment scale is too complex to understand in my organization                                  | 3.9940  | .68753         |
| 8       | The performance standard assessment scale in my organization is well utilized (without bias) by my rater or assessor.               | 3.7976  | .59655         |
|         | <b>Actual Job Performance Appraisal Rating</b>  |         |                |
| 9       | Often time, my rater gives me genuine rating even if it might irritate me.  | 4.1813  | .59575         |
| 10      | Often time, my performance ratings reflect my actual performance  | 3.8399  | .64787         |
| 11      | Different dimensions of the job I perform in my organization is accurately assessed with the existing standard of performance scale | 3.8550  | .73245         |
|         | <b>Feedback on Job Performance</b>  |         |                |
| 12      | The feedback I receive on my job performance is highly detailed   | 3.8369  | .64945         |
| 13      | The feedback I receive on my job performance often tallies with my actual performance   | 3.8399  | .97935         |
| 14      | The feedback I receive on my job performance is timely  | 3.7976  | 1.09467        |
|         | <b>Performance Based Reward</b>   |         |                |
| 15      | Opportunities for career advancement is tied to performance rating in this organization   | 3.9396  | .91252         |
| 16      | Pay or salary increases is tied to performance rating in this organization  | 3.8580  | .84982         |
| 17      | I feel that there is reward for hard work in this   | 3.7221  | .92839         |

| S/<br>N | Statement                           | Mean(X)  | Std<br>Dev(SD) |
|---------|-------------------------------------|----------|----------------|
|         | organization                        |          |                |
|         | Overall mean and standard deviation | 3.877917 | 0.774493       |

*Source: Source: Researcher's field Work (2021)*

Table 4.2 shows mean and standard deviation scores for performance appraisal and its dimensions which are standard of performance appraisal, actual work performance appraisal, feedback on job performance and performance based reward. It shows that the overall mean score for is 3.877917 with standard deviation of 0.774493. The mean value is above the mean criterion of 3, suggesting a high quality of performance appraisal in banking industry in Benin City. Mean value of each of constructs/dimensions of performance appraisal also exceeded the mean criterion of 3, suggesting a fairness in standard of performance appraisal, actual work performance appraisal, feedback on job performance and performance based reward.

#### **4.4 Correlation Analysis Result**

In establishing relationships among different variables used for this study, a Pearson correlation analysis was conducted. The result is as shown below:

Table 4.3: Pearson Correlations Coefficient Matrix

| S/N | Variables                         | 1       | 2       | 3       | 4       | 5 |
|-----|-----------------------------------|---------|---------|---------|---------|---|
| 1   | Employee Commitment               | 1       |         |         |         |   |
| 2   | Standard of Performance Appraisal | 0.592** | 1       |         |         |   |
| 3   | Actual Work Performance Appraisal | 0.329** | 0.459** | 1       |         |   |
| 4   | Feedback on Job Performance       | 0.545** | 0.492** | 0.378** | 1       |   |
| 5   | Performance Based Reward          | 0.626** | 0.414** | 0.435** | 0.661** | 1 |

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

**Source:** Researcher’s Fieldwork (2021)

Table 4.3 reveals the correlation matrix of the conceptual variables. As shown in the result above, Employee commitment is positively related to standard of performance appraisal (0.592), actual work performance appraisal (0.329), feedback on job performance (0.545) and performance based reward (0.626). Summarily, a two-tail test at 0.05 significance level indicates that there are positive and statistically significant relationships among the independent variables and the dependent variable.

#### 4.5 Model Estimation and Interpretation

In order to estimate the model specified for this study, an ordinary least square (OLS) regression was conducted. The result is presented as follows:

Table 4.4: Ordinary least square results

Dependent Variable: EPE

| Variable           | Coefficient | Std. Error            | t-Statistic | Prob.  |
|--------------------|-------------|-----------------------|-------------|--------|
| C                  | 0.879388    | 0.205055              | 4.288547    | 0.0000 |
| SPA                | 0.193514    | 0.046468              | 4.164501    | 0.0000 |
| AWA                | 0.288078    | 0.041647              | 6.917146    | 0.0000 |
| FOJ                | 0.100421    | 0.058382              | 1.720052    | 0.0864 |
| PBR                | 0.159085    | 0.038609              | 4.120373    | 0.0000 |
| R-squared          | 0.667635    | Mean dependent var    | 3.574405    |        |
| Adjusted R-squared | 0.662599    | S.D. dependent var    | 0.809025    |        |
| S.E. of regression | 0.469932    | Akaike info criterion | 1.345240    |        |
| Sum squared resid  | 72.87603    | Schwarz criterion     | 1.413403    |        |
| Log likelihood     | -220.0003   | Hannan-Quinn criter.  | 1.372412    |        |
| F-statistic        | 132.5767    | Durbin-Watson stat    | 2.171165    |        |
| Prob(F-statistic)  | 0.000000    |                       |             |        |

The outcome is shown as follows:

$$EPE = 0.8794 + 0.1935 SPA + 0.2881 AWA + 0.1004 FOJ + 0.1591 PBR$$

(4.2885)
(4.1645)
(6.9171)
(1.7201)
(4.1204)

*NOTE:* The T-Statistic values are reported in brackets.

The above regression result shows that when the explanatory (independent) variables: standard of performance appraisal, actual work performance appraisal, feedback on job performance, performance based reward an R<sup>2</sup> value of 0.6676 is noticed. Given the value of Adjusted R<sup>2</sup> of 0.6626

indicates that the independent variables (standard of performance appraisal, actual work performance appraisal, feedback on job performance, performance based reward) jointly explain 66% of the systematic variation in the dependent variable employee commitment. The result reveals that standard of performance appraisal, actual work performance appraisal, performance based reward are significant at  $p < 0.05$ . However, feedback on employee commitment is not significant at 5% but significant at 10%. The sign of the coefficients of the variables are all positive.

The F-statistic of 132.5767 is significant at  $P < 0.01$ ; this means that there is a statistical significant relationship between the independent variables and the dependent variable as a group. It suggests that performance appraisal significantly influences employee commitment. Moreover, the Durbin-Watson statistic of 2.17 reveals the absence of first order serial correlation. Hence, the result is used for hypotheses testing and further discussion.

## **4.6 Hypotheses Testing**

The result in Table 4 is used to test the various hypotheses stated for this study.

### **Hypothesis One**

Ho: There is no significant relationship between the standard of performance appraisal scale and employee commitment.

H<sub>1</sub>: There is a significant relationship between Standard of performance appraisal scale and employee commitment.

From the results shown in Table 4 above, it shows that there is positive and significant relationship between standard of performance appraisal scale and employee commitment. This is affirmed by the T-Statistic of 4.1645 and at P-value of 1%. Based on the result, we therefore reject the null hypothesis and accept the alternative hypothesis that states that employee performance is influence by standard of performance appraisal scale.

### **Hypothesis Two**

Ho: There is no significant relationship between actual work performance appraisal rating and employee commitment.

H<sub>1</sub>: There is a significant relationship between actual work performance appraisal rating and employee's commitment.

From the results shown in Table 4.6 above, it shows that there is positive and significant relationship between Actual work performance appraisal rating and employee commitment. This is affirmed by the T-Statistic of 6.9171 and at P-value of 1%. Based on the result, we therefore reject the null hypothesis and accept the alternative hypothesis that states that employee performance influence actual work performance appraisal.

### **Hypothesis Three**

H<sub>0</sub>: There is no significant relationship between and employee performance

H<sub>1</sub>: There is a significant relationship between the Feedback on Job Performance and employee performance

From the results shown in Table 4.6 above, it shows that there is positive but not significant relationship between Feedback on Job performance and employee commitment at 5% level of significant. This is affirmed by the T-Statistic of 1.7200 and at P-value of 9%. Based on the result, we therefore do not reject the null hypothesis that states that there is no significant

relationship between feedback on job performance and employee commitment in Nigeria.

#### **Hypothesis Four**

Ho: There is no significant relationship between performance based reward and employee performance in the organization.

H<sub>1</sub>: There is a significant relationship between performance based reward and employee performance in the organization.

From the results shown in Table 4.6 above, it shows that there is positive and significant relationship between performance based reward and employee commitment. This is affirmed by the T-Statistic of 4.1645 and at P-value of 1%. Based on the result, we therefore reject the null hypothesis and accept the alternative hypothesis that states that employee commitment is influence by performance based reward.”

#### **4.7 Discussion of Findings**

The study examined the effect of performance appraisal on employee commitment in banking industry in Benin City, Edo State. The study specifically aimed at ascertaining the extent to which performance standard

assessment scale, actual performance rating, and reward on performance and feedback on performance influence employee commitment.

In respect to the broad objective, the findings of the study revealed that performance appraisal affect employee commitment. This finding is consistent with Bekele, Shigutu and Tensay, (2014) empirical study that found that performance appraisal practice positively and significantly impact on affective organizational commitment, work performance but negatively and significantly influences employees' turnover intention. The findings of this study also support extant empirical study conducted by Abdulkadir, Isiaka and Adedoyin (2012) that found that performance appraisal system significantly influence employee commitment.

In respect to the specific objectives, the findings of this study also revealed that performance standard assessment scale positively influence employee commitment. The findings of the study support the findings of the study of Vignaswaran (2005) conducted on the relationship between performance appraisal satisfaction and employee outcomes and found that performance appraisal scale satisfaction is positive but weakly correlated with work

performance, highly correlated with affective organizational commitment and negatively correlated with turnover intention.

The findings of this study which showed that actual work assessment or appraisal influence employee commitment is consisted with a study conducted by Ojokuku (2014) that examine the impact of performance appraisal (PA) on the motivation and performance of academics in Nigerian universities and found that performance appraisal system that capture all the components of their job impact positively on the motivation. The findings of this study is strongly support Kamencu (2013) study that found that job and competence assessment affect employee commitment. The findings of this study also support the findings of the study of Fakharyan, Jalilvand, Dini &Dehafarin, (2012) that found that employees, when they find that actual performance ratings are low, will use procedural justice evaluation, including perceptions of group value and perceptions of voice mechanism, to determine whether the ratings are fair. If they think the low ratings are fair, they intend to improve their commitment while if they consider the ratings unfair, their commitment to work will decrease.

The findings of this study however found that feedback on performance does not significantly affect employee commitment. This finding of the study is inconsistent with previous study that found relationship between employee participation, feedback on job performance and employee commitment (Abdulkadir, Isiaka and Adedoyin, 2012).

Furthermore, the finding of this study which revealed that performance based reward influence employee commitment strongly support study of Kamencu (2013) that found performance based pay to had an effect on employee commitment. It also support the Ojokuku (2014) that examine the impact of performance appraisal (PA) on the motivation and performance of academics in Nigerian universities and found adequately reward on performance based exert a strong influence on the academics' motivation. Ojokuku (2014) therefore recommended that the performance appraisal system for academics should be reviewed by university management in such that all the components of their job are capture, evaluated and rewarded according.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.7 Introduction**

The summary of the findings, contributions to knowledge, conclusion and recommendations are presented in this chapter.

#### **5.2 Summary of Findings**

The findings of the study are as follows:

1. Performance standard assessment scale significantly influence employee commitment.
2. Actual work performance assessment (rating) significantly influence employee commitment
3. Job performance feedback does not significantly influence employee commitment
4. Performance based reward significantly influence employee

commitment.

### **5.3 Contributions to Knowledge**

1. The study adds to an emerging knowledge by taking a critical and holistic view of dimensions of performance appraisal such as performance standard assessment scale performance assessment (rating), job performance feedback and performance based reward and the strength to which they affect employee commitment.
2. The study also adds to an emerging knowledge by generating valuable information on how employee of banks in Nigeria view performance appraisal systems and the aspect of the systems they were satisfied not with. This could help practitioners to devise means of addressing performance appraisal systems in order to improve their level of job satisfaction and commitment critical for performance.
3. Another imperative contribution of this study to knowledge can be seen in terms of verifying existing results and hypothesized relationship between performance appraisal and employee commitment.

## **5.4 Conclusion**

This study concludes that performance appraisal is central to mitigate low commitment among employees in the deposit money banks in Benin City, Edo State. It also concluded that perceived fairness in standard of performance appraisal, actual work performance appraisal, feedback on job Performance and performance based reward can improve level of commitment among employees in the deposit money banks in Benin City, Edo State. Moreover, the study concludes that the elements of performance appraisal are highly applicable in explaining the level of employees' commitment in the context of deposit money banks in Benin City, Edo State. The element would assist and enable practitioners to better comprehend, appreciate, focus and take corrective adjustment when embarking on performance appraisal systems design and programme in order to enhance employee commitment.

## **5.5 Practical Recommendations**

On the basis of the result obtained, we recommend that banks in Nigeria should:

1. Design performance standard assessment scale that is accurate, fair and satisfactory as well as train rater or assessor on how to use performance standard assessment scale in appraisal employee job performance. Ensure the performance standard assessment scale is not too complex to understand.
2. Ensure employees performance ratings reflect their actual performance as well as ensure the dimensions of the job employees perform are accurately assessed with the existing standard of performance scale.
3. Ensure opportunities for career advancement as well as pay or salary increases are adequately tied to performance rating.

## **5.6 Suggestions for Further Research**

On the basis of geographical coverage, this study only surveyed employees of banks in Benin City. We therefore, recommend that future research should extend the study by surveyed employees of the company in other states of the federations.

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## “APPENDIX A

Department of Business  
Administration,  
Faculty of Management Sciences,  
University of Benin.

Dear Sir/Madam,

### **REQUEST FOR YOUR COOPERATION IN COMPLETING THIS QUESTOINNAIRE**

I am 400 level student of University of Benin. As part of the requirements of the programme, I am undertaking a study on performance appraisal

I wish to appeal to you to assist in this study by kindly sparing a few minutes to complete this questionnaire. You are not required to disclose your identity. I also wish to assure that your response will be treated in strict confidence and used for the stated academic purpose only.

Thank you for your anticipated cooperation.

Thank you.

**SECTION A: DEMOGRAPHIC IDENTIFICATION INFORMATION**

INSTRUCTION: Please tick (√) and fill in the necessary information as may be appropriate.

Name of your present organization:

1. Age:(1) Less than 30 yrs [√] (2) 31 -40 yrs [ ] (3) 41-50 yrs [ ](4) 50yrs and above [ ]
2. Gender: (1) Male [√] (2) Female [ ]
3. Tenure in organization: (1) 0-5yrs [ ] (2) 5-10 yrs [√] (3) 10 yrs and more [ ]
- 4 Level in organization: (1) Lower [ ] (2) Middle [√] (3) Top Executive [ ]
5. Education Level: (1) SSCE/GCE [ ] (2) NCE/Diploma/OND or Equivalent [ ] (3) HND. /B.Sc. or Equivalent [√] (4) M.Sc./MBA and PHD [ ]

**SECTION B: RESEARCH QUESTIONS**

INSTRUCTION: Please indicate as frankly as possible the extent to which you Strongly Disagree or Agree with the following questions

|   | <i>Performance standard scale</i>   | SD | D | U | A | SA |
|---|---|----|---|---|---|----|
| 1 | The performance standard assessment scale is accurately designed, fair and satisfactory in my organization                          |    |   |   | √ |    |
| 2 | The existing performance standard assessment scale is too complex to understand in my organization                                  |    | √ |   |   |    |
| 3 | The performance standard assessment scale in my organization is well utilized (without bias) by my rater or assessor.               |    |   | √ |   |    |
|   | <i>Actual work performance rating</i>   | SD | D | U | A | SA |
| 4 | Often time, my rater gives me genuine rating even if it might irritate me.  | √  |   |   |   |    |
| 5 | Often time, my performance ratings reflect my actual performance  |    | √ |   |   |    |
| 6 | Different dimensions of the job I perform in my organization is accurately assessed with the existing standard of performance scale |    |   | √ |   |    |
|   | <b>Feedback on job performance</b>  |    |   |   |   |    |
| 7 | The feedback I receive on my job performance is highly detailed   |    |   |   | √ |    |

|    |   |    |   |   |   |    |
|----|---|----|---|---|---|----|
| 8  | The feedback I receive on my job performance often tallies with my actual performance   |    |   |   | √ |    |
| 9  | The feedback I receive on my job performance is timely                                  |    |   | √ |   |    |
|    | <b>Performance based reward</b>   | SD | D | U | A | SA |
| 10 | Opportunities for career advancement is tied to performance rating in this organization |    |   |   | √ |    |
| 11 | Pay or salary increases is tied to performance rating in this organization              |    |   |   |   | √  |
| 12 | I feel that there is reward for hard work in this organization                          |    |   |   |   | √  |

SD=Strongly Disagree, D=Disagree, U=Unsure, A=agree, SA=Strongly Agree

### SECTION C: RESEARCH QUESTIONS

INSTRUCTION: Please indicate your degree of agreement or disagreement with the following statement describing your actions in your workplace using the following scale: Strongly Disagree (SD), Disagree (D), Unsure (U), Agree (A) and strongly Agree (SA).

| S/N | Employees commitment  | SD | D | U | A | SA |
|-----|---|----|---|---|---|----|
| 13  | I would be very happy to spend the rest of my career with this organization                 |    |   |   | √ |    |
| 14  | I enjoy discussing about my organization with people outside it.                            |    |   |   |   | √  |
| 15  | I really feel as if this organization's problems are my own.                                |    |   |   |   | √  |
| 16  | I think that I could easily become as attached to another organization as I am to this one. |    |   |   | √ |    |
| 17  | I do not feel like 'part of the family' at my organization                                  | √  |   |   |   |    |
| 18  | I do not feel 'emotionally attached' to this organization                                   | √  |   |   |   |    |
| 19  | This organization has a great deal of personal meaning for me                               |    |   |   | √ |    |
| 20  | I do not feel a 'strong' sense of belonging to my organization                              | √  |   |   |   |    |

SD=Strongly Disagree, D=Disagree, U=Unsure, A=agree, SA=Strongly Agree

**VAR00001**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 1         | .3      | .3            | .3                 |
|       | 2.00  | 8         | 2.4     | 2.4           | 2.7                |
|       | 3.00  | 57        | 17.2    | 17.2          | 19.9               |
|       | 4.00  | 231       | 69.8    | 69.8          | 89.7               |
|       | 5.00  | 34        | 10.3    | 10.3          | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00002**

|       |      | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------|-----------|---------|---------------|--------------------|
| Valid | 1.00 | 2         | .6      | .6            | .6                 |
|       | 2.00 | 8         | 2.4     | 2.4           | 3.0                |
|       | 3.00 | 43        | 13.0    | 13.0          | 16.0               |
|       | 4.00 | 215       | 65.0    | 65.0          | 81.0               |
|       | 5.00 | 63        | 19.0    | 19.0          | 100.0              |

**VAR00003**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 1         | .3      | .3            | .3                 |
|       | 2.00  | 6         | 1.8     | 1.8           | 2.1                |
|       | 3.00  | 75        | 22.7    | 22.7          | 24.8               |
|       | 4.00  | 226       | 68.3    | 68.3          | 93.1               |
|       | 5.00  | 23        | 6.9     | 6.9           | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00004**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 1         | .3      | .3            | .3                 |
|       | 2.00  | 2         | .6      | .6            | .9                 |
|       | 3.00  | 22        | 6.6     | 6.6           | 7.6                |
|       | 4.00  | 217       | 65.6    | 65.6          | 73.1               |
|       | 5.00  | 89        | 26.9    | 26.9          | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00005**

|       |      | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------|-----------|---------|---------------|--------------------|
| Valid | 1.00 | 1         | .3      | .3            | .3                 |

|  |       |     |       |       |       |
|--|-------|-----|-------|-------|-------|
|  | 2.00  | 9   | 2.7   | 2.7   | 3.0   |
|  | 3.00  | 67  | 20.2  | 20.2  | 23.3  |
|  | 4.00  | 219 | 66.2  | 66.2  | 89.4  |
|  | 5.00  | 35  | 10.6  | 10.6  | 100.0 |
|  | Total | 331 | 100.0 | 100.0 |       |

**VAR00006**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 3         | .9      | .9            | .9                 |
|       | 2.00  | 9         | 2.7     | 2.7           | 3.6                |
|       | 3.00  | 71        | 21.5    | 21.5          | 25.1               |
|       | 4.00  | 198       | 59.8    | 59.8          | 84.9               |
|       | 5.00  | 50        | 15.1    | 15.1          | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00007**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 1         | .3      | .3            | .3                 |
|       | 2.00  | 9         | 2.7     | 2.7           | 3.0                |
|       | 3.00  | 68        | 20.5    | 20.5          | 23.6               |
|       | 4.00  | 218       | 65.9    | 65.9          | 89.4               |
|       | 5.00  | 35        | 10.6    | 10.6          | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00008**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 13        | 3.9     | 3.9           | 3.9                |
|       | 2.00  | 22        | 6.6     | 6.6           | 10.6               |
|       | 3.00  | 45        | 13.6    | 13.6          | 24.2               |
|       | 4.00  | 176       | 53.2    | 53.2          | 77.3               |
|       | 5.00  | 75        | 22.7    | 22.7          | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00009**

|       |      | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------|-----------|---------|---------------|--------------------|
| Valid | .00  | 3         | .9      | .9            | .9                 |
|       | 1.00 | 18        | 5.4     | 5.4           | 6.3                |
|       | 2.00 | 20        | 6.0     | 6.0           | 12.4               |

|  |       |     |       |       |       |
|--|-------|-----|-------|-------|-------|
|  | 3.00  | 40  | 12.1  | 12.1  | 24.5  |
|  | 4.00  | 171 | 51.7  | 51.7  | 76.1  |
|  | 5.00  | 79  | 23.9  | 23.9  | 100.0 |
|  | Total | 331 | 100.0 | 100.0 |       |

**VAR00010**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 10        | 3.0     | 3.0           | 3.0                |
|       | 2.00  | 18        | 5.4     | 5.4           | 8.5                |
|       | 3.00  | 34        | 10.3    | 10.3          | 18.7               |
|       | 4.00  | 189       | 57.1    | 57.1          | 75.8               |
|       | 5.00  | 80        | 24.2    | 24.2          | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00011**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | .00   | 1         | .3      | .3            | .3                 |
|       | 1.00  | 8         | 2.4     | 2.4           | 2.7                |
|       | 2.00  | 12        | 3.6     | 3.6           | 6.3                |
|       | 3.00  | 52        | 15.7    | 15.7          | 22.1               |
|       | 4.00  | 201       | 60.7    | 60.7          | 82.8               |
|       | 5.00  | 57        | 17.2    | 17.2          | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00012**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | .00   | 1         | .3      | .3            | .3                 |
|       | 1.00  | 6         | 1.8     | 1.8           | 2.1                |
|       | 2.00  | 27        | 8.2     | 8.2           | 10.3               |
|       | 3.00  | 74        | 22.4    | 22.4          | 32.6               |
|       | 4.00  | 165       | 49.8    | 49.8          | 82.5               |
|       | 5.00  | 58        | 17.5    | 17.5          | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00013**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 17        | 5.1     | 5.1           | 5.1                |
|       | 2.00  | 7         | 2.1     | 2.1           | 7.3                |
|       | 3.00  | 29        | 8.8     | 8.8           | 16.0               |
|       | 4.00  | 239       | 72.2    | 72.2          | 88.2               |
|       | 5.00  | 39        | 11.8    | 11.8          | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00014**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 23        | 6.9     | 6.9           | 6.9                |
|       | 2.00  | 14        | 4.2     | 4.2           | 11.2               |
|       | 3.00  | 62        | 18.7    | 18.7          | 29.9               |
|       | 4.00  | 199       | 60.1    | 60.1          | 90.0               |
|       | 5.00  | 33        | 10.0    | 10.0          | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00015**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 20        | 6.0     | 6.0           | 6.0                |
|       | 2.00  | 12        | 3.6     | 3.6           | 9.7                |
|       | 3.00  | 50        | 15.1    | 15.1          | 24.8               |
|       | 4.00  | 218       | 65.9    | 65.9          | 90.6               |
|       | 5.00  | 31        | 9.4     | 9.4           | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00016**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 27        | 8.2     | 8.2           | 8.2                |
|       | 2.00  | 85        | 25.7    | 25.7          | 33.8               |
|       | 3.00  | 163       | 49.2    | 49.2          | 83.1               |
|       | 4.00  | 42        | 12.7    | 12.7          | 95.8               |
|       | 5.00  | 14        | 4.2     | 4.2           | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00017**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 17        | 5.1     | 5.1           | 5.1                |
|       | 2.00  | 90        | 27.2    | 27.2          | 32.3               |
|       | 3.00  | 175       | 52.9    | 52.9          | 85.2               |
|       | 4.00  | 38        | 11.5    | 11.5          | 96.7               |
|       | 5.00  | 11        | 3.3     | 3.3           | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00018**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 20        | 6.0     | 6.0           | 6.0                |
|       | 2.00  | 11        | 3.3     | 3.3           | 9.4                |
|       | 3.00  | 60        | 18.1    | 18.1          | 27.5               |
|       | 4.00  | 204       | 61.6    | 61.6          | 89.1               |
|       | 5.00  | 36        | 10.9    | 10.9          | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**VAR00019**

|       |      | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------|-----------|---------|---------------|--------------------|
| Valid | 1.00 | 27        | 8.2     | 8.2           | 8.2                |
|       | 2.00 | 3         | .9      | .9            | 9.1                |

|  |       |     |       |       |       |
|--|-------|-----|-------|-------|-------|
|  | 3.00  | 47  | 14.2  | 14.2  | 23.3  |
|  | 4.00  | 221 | 66.8  | 66.8  | 90.0  |
|  | 5.00  | 33  | 10.0  | 10.0  | 100.0 |
|  | Total | 331 | 100.0 | 100.0 |       |

**VAR00020**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 22        | 6.6     | 6.6           | 6.6                |
|       | 2.00  | 91        | 27.5    | 27.5          | 34.1               |
|       | 3.00  | 173       | 52.3    | 52.3          | 86.4               |
|       | 4.00  | 38        | 11.5    | 11.5          | 97.9               |
|       | 5.00  | 7         | 2.1     | 2.1           | 100.0              |
|       | Total | 331       | 100.0   | 100.0         |                    |

**Descriptive Statistics**

|                    | N   | Minimum | Maximum | Mean   | Std. Deviation |
|--------------------|-----|---------|---------|--------|----------------|
| VAR00001           | 331 | 1.00    | 5.00    | 3.8731 | .61956         |
| VAR00002           | 331 | 1.00    | 5.00    | 3.9940 | .68753         |
| VAR00003           | 331 | 1.00    | 5.00    | 3.7976 | .59655         |
| VAR00004           | 331 | 1.00    | 5.00    | 4.1813 | .59575         |
| VAR00005           | 331 | 1.00    | 5.00    | 3.8399 | .64787         |
| VAR00006           | 331 | 1.00    | 5.00    | 3.8550 | .73245         |
| VAR00007           | 331 | 1.00    | 5.00    | 3.8369 | .64945         |
| VAR00008           | 331 | 1.00    | 5.00    | 3.8399 | .97935         |
| VAR00009           | 331 | .00     | 5.00    | 3.7976 | 1.09467        |
| VAR00010           | 331 | 1.00    | 5.00    | 3.9396 | .91252         |
| VAR00011           | 331 | .00     | 5.00    | 3.8580 | .84982         |
| VAR00012           | 331 | .00     | 5.00    | 3.7221 | .92839         |
| VAR00013           | 331 | 1.00    | 5.00    | 3.8338 | .85256         |
| VAR00014           | 331 | 1.00    | 5.00    | 3.6193 | .96928         |
| VAR00015           | 331 | 1.00    | 5.00    | 3.6888 | .91610         |
| VAR00016           | 331 | 1.00    | 5.00    | 2.7915 | .91555         |
| VAR00017           | 331 | 1.00    | 5.00    | 2.8066 | .83053         |
| VAR00018           | 331 | 1.00    | 5.00    | 3.6798 | .93104         |
| VAR00019           | 331 | 1.00    | 5.00    | 3.6949 | .96008         |
| VAR00020           | 331 | 1.00    | 5.00    | 2.7492 | .82423         |
| Valid N (listwise) | 331 |         |         |        |                |