



Effect of Effective Performance Appraisal on Employee Performance in Adamawa State University Mubi, Adamawa State - Nigeria

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Abstract

The aimed at assessing the effect of effective performance appraisal on employees' work performance in Adamawa state university mubi. The study adopted a descriptive research design, the study target population was 724, using Taro Yamani formula, sample of 258 was drawn and proportionate stratified random sampling to draw sample from each stratum. A structured questionnaire was used to collect data from the sample of 258. The retrieved questionnaires 232 making 90% response rate were analyzed using statistical package for social science (SPSS) version 26. It was revealed by analysis that, jointly the independent variables explained 28.1% variation in the dependent variable. The study revealed that accuracy of performance appraisal has negative but insignificant effect on employee work performance in Adamawa State University Mubi ($\beta = -0.045$; $P = 0.497$). Findings indicates that goal setting in performance appraisal has positive but insignificant effect on employee work performance ($\beta = 0.003$; $P = 0.975$). The study revealed that performance appraisal feedback has positive and significant effect on employees' work performance, $\beta = 0.667$; $P = 0.000$. And the study shows that performance appraisal satisfaction has negative but insignificant effect on employee work performance ($\beta = -0.057$; $P = 0.445$). The study concludes that effective performance appraisal is an effective predictor of employee work performance, hence recommendation was made that attention should be directed toward ensuring effective performance appraisal practices in the institution.

Keyword: Performance Appraisal, Employee Performance

I. Introduction

Performance appraisal is one of the human resource management practices in most organizations through which the organization undertakes to measure the set goals against employee actual performance with respect to the period in question. An effective performance appraisal is responsible to rate employees accurately without errors to avoid dissatisfaction among employees, which leave a significant negative impact on organizational performance. Hence, Dessler (2008) holds that institutions of higher learning can use several human resource management practices to develop employee skills and motivate them to increase their commitment to achieve the set targets. Hence, proper utilization of this human resource management practice assist employees to be dedicated to their work which in turn result to good performance of the organization (Chan Kuok 2011).

Effective performance appraisal is one of the practices that is expected to positively contribute to both the staff and institutional performance when carried out well. However, studies have shown that human resource management practices such as recruitment and selection, training and development, performance appraisals, performance-based compensation, and other practices like extensive information sharing, job security, welfare benefits and grievance systems are neglected (Opoku-Mensah, 2012; Nyang'au, 2014). Thus, Byremo, (2015); Dessler, (2008) opined that failure to attain set goals by most institutions is due to poor human resource management practices that affect commitment of employees and demotivate the staff which in turn affects the overall performance of the institutions.

Furthermore, in line with the above assertion, (Grote, 2011) observes that an



organization without a suitable and consistent performance appraisal will experience failure and poor performance of its employees. In the words of Chemed, (2012) to continue enjoying efficiency and effectiveness of members of staff, each organization has to carry out employee performance appraisal from time to time, this is to ensure that the employees are kept under check, motivated, retained, replace or take any other appropriate actions as required. Hence, performance appraisal appears to be indispensable in pursuit of set target achievement in an organization.

Mansor, (2011) adds that, performance appraisal aims at giving feedback on employees' performance, identifying employee training needs, documenting procedures used to allocate organizational rewards, making personnel decisions, providing opportunity for organizational diagnosis and development, and facilitating communication between employee and administration. Thus, performance management involves an on-going dialogue between a supervisor and an employee that links expectations, on-going feedback, coaching, performance evaluation, development planning, and a follow up. Using objectives defined by senior management, supervisors define expectations for every position in their department (Mbiti, Arasa, & Kinyili, 2019). Through performance appraisal the organization's performance measurement standards are communicated to the employees and are typically reviewed at least once a year with all employees. Expectations for each position such as purpose of the position, key responsibilities, tasks and duties, expectations for conduct, and performance standards, as well as specific measures such as quality, quantity, timeliness, initiative, and teamwork for each key responsibility are communicated to employees.

The commonly used methods for conducting performance appraisal process are: management by objectives (MBO), 360-degree appraisal, behavioral observation scale and behaviorally anchored rating scale (Athey, & Orth, 1999). The aims of performance appraisal are; organizational goal alignment, manager-employee communication, employee development, effective personnel administration (Seiden, & Sowa, 2011); (Sabariya, & Khita, 2011); (Kondrasuk, 2012). Hence, performance Appraisal is a formal process of reviewing and evaluating employee performance and providing a corrective action if targets are not met or giving a credit of work well done (Make staff Review Count, 2009). Therefore, webometrics.info, (2019) states that performance appraisal is related to achieving good results. However, Bouskila-Yam,

and Kluger., (2011) argue that appraisal practices that are ineffective affect employee morale, productivity and discourage them from working towards organizational goals. Thus, an effective performance appraisal is needed in an organization. According to (thomas.co, 2020) an effective performance appraisal a two-way, personalized conversation between the supervisor and subordinate and it incorporate; feedback on the employee's contribution to individual, team and corporate goals, setting of goals, discussion on training needs and potential development opportunities for the future and accuracy in performance appraisal.

Statement of the Problem

Employee performance is crucial to the overall success of an institution, however, getting maximum performance from employees has always been the challenges leaders faced in all kinds of organizations, thus, the inevitability of performance appraisal as it has been credited as a tool for encouraging employee loyalty, nurturing teamwork, work performance and impacting other human resource functions positively. More so, previous studies stated that different components of performance appraisal may elicit positive employees' reactions, which, eventually, lead to enhanced performance. In this line of thought, Colquitt, Conlon, Wesson, Porter, and Ng (2001) discussed the apprehension of perceived fairness; Roberson and Stewart (2006) studied employees' reactions to performance appraisal in terms of perceived accuracy, while other elements include goal setting and satisfaction with appraisal process.

On the contrary, it is observed that, most times supervisors, or head of departments do complete and file the performance appraisal neglecting the employee reactions, their perception of satisfaction, accuracy, non-involvement in objective setting and the fairness of the system in which according to Iqbal, Akbar and Budhwar, (2015); Mayer and Davis, (1999) rate reactions are crucial aspects of effective performance management. And Decenzo and Robbins, (2010) indicated that performance appraisals must convey to employees how well they have performed on established goals. It is opined that, for better outcomes, goals and performance measures should be done on a mutual ground between the employee and the supervisor. Without proper two-way feedback about an employee's effort and its effect on performance, the institution runs the risk of decreasing its workforce performance.



Gerhart and Milkovich, (2010) observed that, the output of workers in Government owned establishments are suffering from a neglect of the management which obviously are underperforming and at collapsing stage due to poor method of performance appraisal. Furthermore, (Watkins, 2007) explains that some agencies in Nigeria do not care about performance appraisal review and they do not see it as a tool for improving performance given the fact that even recent researches show that performance reviews seem to be gainful to organizational performance in all sectors be it public or private. Other issues include subjectivity, inaccurate rating, very low up and down communication system as well as lack of goal setting and unsatisfactory procedure of performance appraisal. Employees are often thrown into dilemma on performance management and how their performance is going to be measured as opined by Denisi and Murphy, (2017); Levy, and Williams, (2004); Tweedie, Wild, Rhodes, and Martinov-Bennie, (2019) that it is not always clear how performance appraisal functioned and how the practice of evaluating individual employees influences the performance of employees and organizations as a whole. Hence Schleicher, Baumann, Sullivan and Yim, (2019) concluded, there is a great deal yet to know about the effectiveness of performance appraisal.

It is in the light of the aforementioned and also the minimal or less empirical research to investigate the effect of effective performance appraisal in terms of rating accuracy, goal setting in performance appraisal, providing performance appraisal feedback and employees satisfaction with performance appraisal that the present study seeks to test the underlisted hypotheses to ascertain effect these performance appraisal variables on employee's performance in Adamawa State University Mubi.

Hypotheses

- Ho₁ Accuracy of performance appraisal has no significant effect on employee work performance in Adamawa State University Mubi.
- Ho₂. Goal setting in a performance appraisal has no significant effect on employee work performance in Adamawa State University Mubi.
- Ho₃. Performance appraisal feedback has no significant effect on employee work performance in Adamawa State University Mub

- Ho₄. Performance appraisal satisfaction has no significant effect on employee work performance in Adamawa State University Mub

II. Literature Review

Performance Appraisal

Managing an organizational workforce is vital in improving competence and performance through increased individual employees' performance. Thus, performance appraisal is said to be a key role player in managing employees' performance as it affects an employees' status in an organization in terms of retention, termination, promotion, demotion, transfer, salary increase, or admission into a training program that affects any of the preceding factors, regardless of whether the rationale behind these decisions is made known to the employees, (Latham & Wexley, 1981). Thus, an effective performance appraisal system is highly essential for the survival of any organization while an ineffective system leads towards the organizational destruction and create dissatisfaction and confusion among employees. In an organization, performance appraisal is usually conducted for administrative or development purposes which means the system is responsible for taking decision for promotion, rewards, demotion, termination or use for employees' training, counseling and personal development (Mejia, Balkin, & Cardy, 2012). This shows that, performance appraisals provide the meaning of measuring the employees' effectiveness and identify areas where the employees need training in order to perform to the requirements of the job description. It then means that, an effective performance appraisal system can be a great and useful tool to maintain high levels of motivation by means of feedback.

This is because, one of the major issues in performance appraisal is communication, thus, when performance of an employee is not communicated to him or her, chances remain that, the employee's performance may not improve in the near future, which would definitely defeat the purpose of performance appraisal. Accordingly, when supervisor fails to communicate to his subordinate in terms of strengths and weaknesses, the subordinate's future performance would be in jeopardy. This, therefore call for prompt communication of appraisal outcome to concerned employees by the head of department in a university system at the end of every appraisal exercise and discuss the outcome of the appraisal exercise with the employees during performance counseling



exercise in order to improve their performance in the future (Obisi, 2011).

Employee reactions to appraisal in terms of perceived employee fairness, accuracy, and recognition are important components of appraisal effectiveness because these perceived employee reactions can force employees to improve their performance, (Taylor, Tracy, Renard, Harrison and Carroll 2015) as cited in (G/Egziabher, 2018). According to Tornow, (2013) performance appraisal serves as a means for providing feedback that can result in improved performance. Jeffrey, and Lisa, (2013) opined that research in performance appraisal has demonstrated that performance appraisal characteristics (such as appraisal purpose and source) can elicit positive employee reactions to performance appraisal and, which in turn, can motivate employees to improve their performance.

Accuracy of Performance Appraisal

Manager attitudes toward accurate rating is defined as overall favorability or lack of favorability of rendering an accurate performance rating for a particular subordinate, within a particular context, and at a given time, (Javidmehr, Mehrdad, 2015). This encompasses general attitudes about rating accurately in the organization and more specific attitudes about rating a particular subordinate for a particular period of time in an organization (Spence, & Keeping, 2013). It is opined by (Javidmehr, et al., 2015) that, if a manager believes that a particular employee will be demoralized and that the organization will not benefit from the evaluation, he will have a negative attitude toward accurate evaluation of the employee. Hence, Spence et al., (2013) concluded that, in this regard, both the value and experience of providing an accurate rating will be negative.

Perceived accuracy of performance appraisal has been regarded as an important aspect to evaluate the satisfaction and motivation in employees in relation to performance appraisal (Wood and Marshall, 2008; and Selvarajan and Cloninger, 2009). Furthermore, Roberson and Stewart, (2006) suggest that if employee perceive that appraisal outcomes are accurate, they are more likely to recognize these results and act on them. In reviewing any performance appraisal, perceived accuracy has to be used as a criterion because it presents an unusual case when compared to other typical reactions that are measured, (Olasunkanmi, and Ademola, n.d). Cawley et al. (1998)⁴⁷ reported that the vast majority of studies appear to confound accuracy with other reactions, most notably fairness.

Tsai, & Wang, (2013) consider appraisal's accuracy as something relative and belongs to the sphere of individual perception. In other words, the level of accuracy or inaccuracy of the appraisal system will depend on the human perception and awareness regarding the process and the results of performance appraisal (Boswell, & Boudreau, 2000). Roberts, (1992) point out that the acceptance of the appraisal process by appraisees increases when performance appraisal systems are perceived as accurate in their results. From this perspective, when workers perceive an inefficient and somewhat loose performance appraisal, they quickly deny the accuracy of that system. On the other hand, if workers feel that their appraisals are accurate, they are more likely to show positive reactions and to accept the appraisal system and participate in it, as well as comply with the actions, at the organizational level, that are based on those appraisals (Miller, & Thornton, 2006).

Although Selvarajan, and Cloninger, (2012) state that literature has not directly addressed the aforementioned relationship yet (perception of the accuracy of performance appraisal and satisfaction with it), the truth is that these authors have advocated it, considering the following logic: if workers perceive appraisals of their performance as being accurate, they will be prone to truly trust them; therefore, the possibility of having favourable attitudes towards such appraisals is real. Hence, performance appraisals that are perceived as accurate are perceived positively by workers, and this may lead to higher satisfaction with the performance appraisal system

Goal Setting in Performance Appraisal

Akinlabi, Dogo, and Asikhia, (2021) defined goal setting as a formal program of setting numerical or quantitative performance goals for individuals, groups and organizations, and all formal goal setting programs share the common objectives of increasing employee motivation and performance. Based on the confines of this study, goal setting is seen as the process of planning and setting parameters for the accomplishment of clear, rational and challenging outcome statements that are specific, measurable, attainable, relevant and time bound to the overall mission or objectives of organizations, groups or individuals. Draft, (2016) agree that goal setting help define the purpose for which organizations are established; as such it leads to increased productivity, ensures clarity in decision making, provides motivation, activate planning, grows organizations, encourage thought, has an energizing and a persistence effect on those for



whom the goals are set, and helps to control the future direction or activities of an organization.

Knight, Durham, and Locke, (2001) have studied that the goal setting and employee outcomes have positive impact and make employees efficient within the organizations. This implies that, employee performance can be affected by goal setting in many positive ways if the goals are relevant to both the organization, realistic and achievable by the workers. Employers therefore, need to give workers a clear direction when it comes to goal setting so that the objectives of the management can be realized. So, goal setting has a profound effect on the people who use them, whether individual set goals or work-related goals. According to Goldstein, (1994) goals provide a sense of direction and purpose". Hence, goal setting can enhance the performance of workers because it lets a worker know exactly what is expected of him or her. When there are clear expectations, it is easy to work towards those expectations. Goal setting makes employees to be proactive, instead of just being reactive.

It could be said that goal setting is a key to achieving success in any endeavor. It is very complex to know where one is going if one does not know where to go. Everyone needs goals to be inspired, grow or increase performance especially with strong goals. Setting goals helps employees know where they need to go and how they should go about getting there. It also helps employees manage themselves. However, it is recommended by shrm.org, (2021) that employees should set goals that are SMART: Specific, Measurable, Achievable, Realistic, and Timely. Goals represent expectations and if employees have higher expectations, then employees will have improved performance as long as employees achieve their goals. Most of the time, what employees need is motivation, meaning, and purpose in their jobs and if employees set worthwhile goals, they will find life but work more specifically more fulfilling and exciting. Once there is an aim, there is purpose and fulfilling that purpose increases performance as there is realization of achieving success. To shrm.org, (2021), effective goals should be participative. Both manager and individual should be involved in the development of goals to ensure understanding and commitment. Goals should be documented, available for review, managed on a continuous basis and acknowledged. Goals should be flexible enough to account for changing conditions.

Performance appraisal feedback

Aguinis, Gottfredson, and Joo, (2011) opined that, effective performance feedback has the potential to enhance employee engagement, motivation, and job satisfaction. It was pointed out by Caruth and John, (2008). That performance feedback is effective in changing employee work behavior and enhances employee job satisfaction and performance. However, that the feedback should be given with a positive attitude as this can have an effect on the employees' future performance. The result, the problems and the possible solutions should be discussed with the aim of problem solving and reaching consensus. Thus Aguinis, (2009) advanced that performance feedback is a critical component of all performance management systems. Effective performance feedback is timely, specific, behavioral in nature, and presented by a credible source. The goals of performance feedback are to improve individual and team performance, as well as employee engagement, motivation, and job satisfaction.

Hence, one of the most critical parts of the appraisal process is the direct communication between supervisor and individual. In the ideal situation the employee receives information about how they are performing and where they could improve. Zachary and Dacha, (2010) are of the view that managers should identify the weaknesses of the employees and together they make a plan for the employee's development. Therefore, the success of the feedback depends on the acceptance of the process. In view of the aforementioned, Taylor, Fisher and Ilgen, (1984) suggest that feedback is essential for organizational effectiveness and that a lack of feedback can lead to anxiety, inaccurate self-evaluations, and a diversion of effort toward feedback gathering activities.

However, appraisal feedback can also bring negative reactions from employees if perceived unfair, the feedback can cause behavioral changes such as absenteeism, lack of cooperation, lack of focus on priorities, unhealthy competition and even can cause staff turnover. Subsequently, the way feedback is given has the potential to arouse negative emotions which in turn negatively affect the acceptance of the performance appraisal system. This partially stems from the fact that performance appraisal has an impact upon an employee's sense of self-worth (Rarick, & Baxter, 1986). Combined with the fact that employees tend to overrate their own performance and may feel resentful when receiving appraisals which are lower than they expected (Harris, 1988). The lack of user acceptance engenders resistance and a reduction in user



motivation (Roberts, 2003) and can result in the undesirable closure of communication between leader and employee around the performance issue.

Obi, (2016) opined that it is possible for employees to perform accordingly to achieve the desired result through proper and timely communication system. After performance appraisal, the feedback should be communicated in proper language so that it will serve as motivational tool for employees. Akinbowale, (2013) is of the view that managers frequently avoid providing feedback because they do not know how to deliver it productively in ways that will minimize employee defensiveness. Hence, for the feedback process to work well, experienced practitioners have advocated that it must be a two-way communication process and a joint responsibility of managers and employees, not just the manager.

Conversely, it is observed by researchers that much attention is not given concerning performance appraisal process especially performance appraisal feedback, (Nigatu's (2007; Ayaz's, 2009; Teketel's, 2013) findings indicated that there was not opportunity for employees to participate in setting the standard of appraisal. In addition to that the appraisal process is not well known, the standards and results are not communicated to the employee, the requirement of measuring the performance of the employee is sometime depends on the behavior of the employee rather than the standards. On basis of these facts, it seems important for each organization to regularly check if their performance appraisal is perceived as intended and if users still support system and process.

Performance appraisal satisfaction

Johnson, Cassel, and Close, (2001) mentioned that satisfaction with performance appraisal is one of the factors that increase the effectiveness of performance appraisal systems. More so, Abbas, (2014) opined that, appraisal satisfaction represents the contentment of employees with the results of appraisal system. This implies that, when employees are satisfied with the results and other outcomes determined in the appraisal systems, the organization stand the chance of gaining more outcomes and benefits from the employees such as employees motivation performance improvement. This suggests that, satisfaction with the performance appraisal is an indication of the degree to which subordinates are satisfied with the process and the feedback they have received. Thus, it is imperative that the accuracy and fairness of the appraisal be paramount

considerations in the evaluation of a system, (Cameron, 2022).

As opined by Fakhimi, and Raisy, (2013) that the main focus of performance appraisal is employees, the results and feedbacks provided in this system that is often aims at correcting the behavior or improving employees' performance. Therefore, it can be acknowledged that employees' satisfaction with this system can play an important role in improving their motivation and performance. It is safe to state that worker satisfaction with performance appraisal and its mechanisms like appraisal indices, transparency in providing the results and fairness of the appraisals is an effective mechanism in increasing the effectiveness of the appraisals.

The outcome is that satisfied individuals after the performance appraisal will improve further working relationships with supervisors and colleagues. Therefore, improving employee performance by using performance management system is a way to improve organizational performance, (Zhang, 2012). However, there are not many studies on the outcomes and benefits of satisfaction with appraisal, especially in government establishments and comprehensive views on its outcomes and benefits have not been provided. This study aimed at investigating the outcomes of satisfaction with appraisal on employee job performance.

Job Performance

Work performance is a very broad concept that may be seen too simplified. Work performance can be defined in two ways. First, work execution is considered the result or consequence of action. In this case, work execution can be defined as doing assigned duties. In the second way, when the execution means the action itself, it can be defined as acts or behaviors that are relevant to the goals of the organization and it can be measured on the scale of competency (level of commitment) of the individual (Suliman, 2001). From another point of view, work execution is a behavior or an action that is related to achieving organizational goals (Honiball, 2008)

Vander lind (2005) suggests that work performance includes both the process (performing the work) and the product (output), and therefore performance can be regarded as both performing the service and the service being performed. Work performance can be described as a function of three variables of knowledge and skills; motivation and workload; tools and conditions. This description is related to the model of Saville that has been used to



describe the indices of successful work performance. According to this model competencies are clusters of skills and behaviors that are crucial to successful performance and generally, these competencies are abilities, motivations, behavior and knowledge, that the individual gives to his/her work.

perkbox.com, (2021) view employee performance as how a member of staff fulfills the duties of their role, completes required tasks and behaves in the workplace. This implies that, measurements of performance include the quality, quantity and efficiency of work. Therefore, the daily performance of the workforce hugely influences the success or failure of a business. More so, for an institution to stay successful in today's market, it must find ways to maintain and bring out the best performance from their employees. Shaharyar et al., (2014) view employee performance as the set of actual timely and accurate accomplished tasks and duties by the employee.

Subsequently, performance can signify the degree of accomplishment of the tasks that make up an individual's job. It indicates how well an individual is fulfilling the job demands. It can also denote the level to which an employee successfully fulfills the factors included in the job description. Thus, Sheppard, (2010) states that, measures of job performance include quality and quantity of work performed by the employee, the accuracy and speed with which the job is performed, and the overall effectiveness of the person on the job. Therefore, with the help of the performance appraisal one can evaluate, identify gaps, suggesting improvements and rewarding good behavior as well as outstanding performance of the other party

Theoretical Framework

There are motivational theories that are instrumental in the explanation of performance appraisal. However, this study is anchored on Goal setting theory.

Goal Setting Theory

Goal Setting Theory developed by Latham and Locke in 1968 emphasizes on four pillars that bind goals to performance results, (Locke, & Latham, 2006). First, goals direct attention to priorities, secondly goals kindle efforts, thirdly, goals challenge people in order to increase their success and lastly goals are challenging such that they force people to employ all their skills (Locke, & Latham, 2006). The theory holds that people feel motivated when a token is assured after accomplishing a given task or attaining a prescribed

behavior, (Mbiti, et al., 2019). The goal setting theory therefore suggests that when a task is accomplished and it is rewarded, it turns to be a motivator of that performance of the task (Jensen, & Meckling, 1976). Setting goals helps employees to set targets which determine their behavior. When employees feel that the current goals cannot be achieved by the behavior they are holding currently, they either change the behavior or modify their goals (Locke, et al., 2006).

Setting of goals and agreeing on what measures performance is the emphasize of the theory as regarding what is to be managed. The goals should be specific and measurable. The theory states that there must be an agreement on objectives, feedback and strategies used to achieve the goals (Lagat, 2013).

Performance feedback gives employees affirmation in what they're doing well, as well as provides direction for where they can improve, meaning that, good performance feedback offers tips and suggestions on how to do better in the workplace, (Pollock, 2018). Clear goals assist employees in discovering what is to be achieved and focusing on that direction (Lovke & Latham, 2006). The goal setting theory adopts that there is a positive relationship between measurable goals and performance, (Mbiti, et al., 2019). If clear lines are set, people are willing to put more efforts and achieve the objectives. Thus, this theory is relevant to the study because during appraisal of employees, there must be set goals that are measured against their actual performance.

Empirical Review

Mbiti, et al., (2019) examined the influence of performance appraisal on organizational performance in Universities within Machakos and Kitui Counties in Kenya. The study targeted population was 263. Stratified sampling procedure was used from which 45 out 263 respondents were sampled Purposive sampling was then employed because the study was interested in heads of departments. The used questionnaire for data collection which consist of both open and closed ended questions. Heads of departments were interviewed to affirm some of the information in the questionnaires. Descriptive and inferential statistics were used to analyze the data. The correlation coefficients and regression analysis result indicate that performance appraisal has a positive and statistically significant influence on human resource performance of universities; $P < 0.05$ ($P = 0.00$) with explanatory power of 78.7%.



Lira, (2015) the assess employees' satisfaction with their appraisal system and their perceptions of justice and accuracy of performance appraisal. In order to attain the aforementioned objectives, an exploratory empirical study conducted, cross-cutting in nature, focusing on a population of 2247 individuals, from which sample size of 334 was ($n = 334$). After statistical analysis of the data collected, with a descriptive and an inferential component, results point towards the fact that employees who have a better perception of justice and accuracy of performance appraisal tend to reveal greater satisfaction with it. However, in general terms, the elements of the sample considered the appraisal process as being unjust, inaccurate and were not satisfied with it.

Fakhimi, and Raisy, (2013) the study investigated the relationship between satisfaction with performance appraisal and some behavioral indices (work performance, affective attachment to the organization, motivation improvement and willingness to quit job) of employees in Bank Refah. Applied and descriptive-survey method was used. The study sample was 269 employees in the headquarters offices of Bank Refah. Data analysis was done using correlation and regression with the aid of SPSS software. The results indicate that satisfaction with performance appraisal is regarded as an important index in improving the effectiveness of this function of management and it have outcomes such as motivation improvement, reduction in willingness to quit job, increasing affective commitment of employees and improvement in work performance.

Asmusa, Karlb, Mohnena, and Reinhart, (2015) examines the influence of goal-setting on worker performance in an industrial production process. For empirical examination, a real-effort experiment study was conducted at the Training Factory for Energy Productivity at the Technische Universität München. The participants' performance was measured by checking for quantity and quality of the assembled products and furthermore by recording the consumed compressed air per finished good. The major results are that even without financial incentives goal-setting improves worker performance by 12 to 15% compared to the situation where no goals were defined.

Shaharyar, Baloch, Tariq, Mushtaq, and Mushtaq, (2014) highlight the significance of

performance appraisal in the organizations and business world. The study revealed that, fair performance evaluation and proper training motivates employees that results in improved performance and achieve organizational competitiveness.

Weerakkody, and Mahalekamge, (2013) the study examined the relationship between performance appraisal satisfaction and employee outcomes with special reference of Bank of Ceylon Head office. Structured questionnaire was used to collect data and was distributed among 110 samples by using the simple random sampling method. The data was analyzed through correlations of variables and regression. The results indicate that there is a weak but positive relationship between performance appraisal satisfaction and employee outcomes. The analysis revealed 10% impact of performance appraisal satisfaction on work performance.

III. Methodology

The researcher makes use of descriptive research design. Descriptive study is concerned with describing the characteristics of a particular individual, group or phenomenon. The researcher used this method because it is the most appropriate since it captured the respondents' perceptions about the appraisal system in the organization (Bryman & Bell 2007). Also, the descriptive research design has a crucial place in forming a better understanding of a problem or issue. the target population for this study comprise of the entire permanent staff of Adamawa State University, Mubi. The two categories of permanent staff of the institution are the academic staff and non-academic staff. Therefore, as per the data obtain from the registry department of the institution at the time of the study, the target population was seven hundred and twenty-four (724) employees of the institution. in this study to make the sample more representatives, the sample size of the study is determined using the formula adopted from kreijcie and Morgan's (1970). Therefore, based on the above calculation the sample size for the study is 258. To draw sample size for each stratum, the researcher used proportionate stratified random sampling as follows; $(258/724 * 253 = 90$ for the academic staff and $258/724 * 471 = 168$ for non-academic staff as shown on table 3.1 below.



Table 3.1 Proportionate stratified Random Sampling Design form

S/N	Stratum	Total Population	Sample Size
1	Academic staff	253	90
2	Senior Non-Teaching Staff	471	168
Total		724	258

Structured questionnaire was used as research instrument for data collection. Content validity was used to determine validity of the research instrument. Cronbach's alpha coefficient was used to test reliability test. The instrument was reported to have the accepted Cronbach's alpha coefficient. Data collected was analyzed using inferential statistics. The inferential statistics employed was Multiple regression analysis using 5% level of significance. The analysis was done

with the aid of Statistical Package for Social Sciences (SPSS) version 26.

IV. Results and Discussions

The research analysis was done based on two hundred and thirty-two (232) questionnaires that were duly completed and returned consisting of 80 academic staff and 152 to non-academic staff. The usable questionnaire made up 90% of the response rate as shown in table 2 below.

Table 2 Questionnaire Response Rate

Job category	Questionnaire administered	Questionnaire retrieved
Academic staff	90	80
Non-academic staff	168	152
Total	258	232

Source: Researcher Computation (2022)

Multiple Regression Analysis

Multiple regression analysis is a statistical method used for predicting the effect of two or more variables (independent variable) on another variable (dependent variable). Multiple regression analysis is also used in checking the effect or variance of the independent variables on the dependent variable. It also enables the researcher to ascertain which of the independent variable has more or less effect on the dependent variable.

Table 4.7 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.530 ^a	.281	.269	4.58523	1.966

a. Predictors: (Constant), PAS, APA, GPA, PAF

b. Dependent Variable: EP

The model summary above provides the 'R' and R² values. The R-value shows the multiple correlation coefficients between the research variables. The R² value 0.281(28.1%) indicates the proportion of variation in the dependent variable (employees' job performance) that is explained by the four independent variables. It can be interpreted that 28.1% variation in overall employees'

performance is explained by the four independent variables in the model. The above result also infers that, 71.9% (100% - 28.1%) of the variation in the dependent variable is unexplained in this research. Meaning that, there are other additional variables that are significant in explaining employee performance that are not considered in this study.

Table 4.8 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1867.749	4	466.937	22.209	.000^b
	Residual	4772.527	227	21.024		



Total	6640.276	231
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a. Dependent Variable: EP
b. Predictors: (Constant), PAS, APA, GPA, PAF

The F-ratio in the above ANOVA table tells whether the overall regression model is a good fit for the data, as seen from table 4.8, the P value is 0.000 which indicates the independent variable significantly predicts the dependent variable, $F(4, 227) = 22.209, P < 0.05$.

Table 4.9 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	18.184	2.882		6.309	.000
	APA	-.045	.066	-.038	-.680	.497
	GPA	.003	.103	.002	.031	.975
	PAF	.667	.073	.545	9.141	.000
	PAS	-.057	.075	-.045	-.765	.445

a. Dependent Variable: EP

The coefficient table 4.9 enables the researcher to examine the individual independent variables so as to test the research hypotheses. The β -value and Sig. (P) value were employed to ascertain the direction and significant level of the independent variables effect on the dependent variable. The result indicates that the accuracy of performance appraisal (APA) had $\beta = -0.045; P = 0.497$. The goal setting in performance appraisal (GPA) had $\beta = 0.003; P = 0.975$. More so, Performance appraisal feedback (PAF) had $\beta = 0.667; P = 0.000$. And performance appraisal satisfaction (PAS) has $\beta = -0.057; P = 0.445$.

V. Discussion of findings

The main objective was to assess the effect of effective performance appraisal on employee work performance in Adamawa State University Mubi. Previous studies indicate that performance appraisal and employees' work performance is crucial to any organization and should be well addressed by organizations in order to meet goals and objectives. Thus, the findings of the study are discussed in line with the study objectives.

The study first objective was to evaluate the effect of performance appraisal accuracy on employee performance in Adamawa State University Mubi. The study result revealed that accuracy of performance appraisal has negative but insignificant effect on employee work performance in Adamawa State University Mubi ($\beta = -0.045; P = 0.497$). Previous study Moki, (2021) observed that employees' perceived accuracy of performance appraisal does not significantly influence employees' job performance ($\beta = 0.143; P = 0.168$). However,

this study outcome contradicts Abbas, (2014) whose findings revealed significant influence between employees' perceived accuracy and their job performance.

The second objective was to assess the effect of goal setting in a performance appraisal on employee work performance in Adamawa State University Mubi. The research analysis indicates that goal setting in performance appraisal has positive but insignificant effect on employee work performance ($\beta = 0.003; P = 0.975$).

The third objective of the study was to examine the effect of performance appraisal feedback on employee work performance in Adamawa State University Mubi. The study revealed that performance appraisal feedback has positive and significant effect on employees' work performance, $\beta = 0.667; P = 0.000$. The finding of this study is consistent with previous studies of (Abbas, 2014)Girma, Lodesso and Sorsa, (2016) indicating positive significant effect of appraisal feedback and employees' work performance. More so, these findings are in line with Girma, Lodesso and Sorsa, (2016) whos findigs also revealed a positive influence between perceived appraisal feedback and employees' performance, Beta (β) value 0.250 and P value of 0.000.

Girma, Lodesso and Sorsa, (2016) affirmed that discussing the appraisal and giving feedback will lead to better employee performance. Caruth& John (2008) also opined that feedback given with a positive attitude can have an effect on the employees' future performance. Likewise, Aguinis, Gottfredson and Joo, (2011) were of the opinion that, effective performance feedback has the potential to enhance



employee engagement, motivation, and job satisfaction. It can be concluded that, performance feedback is an essential component of all performance management systems and it is effective in changing employee work behavior and enhances employee job satisfaction and performance.

The fourth objective of the study was to measure the effect of performance appraisal satisfaction on employee work performance in Adamawa State University Mubi. Analysis of the study concludes that performance appraisal satisfaction has negative but insignificant effect on employee work performance ($\beta = -0.057$; $P = 0.445$). Conversely to this study finding is the finding of Nutakor (2019; Pettijohn, 2001; Lillian, Mathooko and Sitati, 2011; and Fakharyan, 2012) owing that performance appraisal satisfaction has positively and significantly affects employee job performance. Also, Moki, (2021) revealed that performance satisfaction has $\beta = 0.978$ and $P = 0.000$, indicating a positive and significant effect.

The finding of this study also contradicts Bekele, Shigutu and Tensay, (2014) whose study revealed a significant influence demonstrated by Beta (β) value and the p-value of 0.000. Meaning, the job performance of employee is significantly influenced by their perception of satisfaction of performance appraisal. Fakharyan (2012) also found that there is positive and significant relationship between performance appraisal satisfaction and employees job performance. Findings of Vignaswaran (2005) also shows that performance appraisal satisfaction is positive yet weakly correlated with job performance.

VI. Conclusion

The study assesses the effect of effective performance appraisal on employee work performance in Adamawa State University Mubi. The empirical evidence from the analysis led to the conclusion that effective performance appraisal under sub-variables like appraisal accuracy, goal setting, appraisal feedback and appraisal satisfaction are jointly predictor of employee work performance. More also that, independently; accuracy of performance appraisal has no significant effect on employee work performance in Adamawa State University Mubi.

Other conclusions were that goal setting in performance appraisal has positive but insignificant effect on employee work performance in Adamawa State University Mubi, while appraisal feedback has positive and significant effect on employees' work performance in Adamawa State University Mubi, and performance appraisal satisfaction has negative and

insignificant effect on employee work performance in Adamawa State University Mubi.

VII. Recommendations

The study recommend that more attention should be directed toward ensuring implementation of effective performance appraisal in terms of accuracy, goal setting, appraisal feedback and appraisal satisfaction as they are jointly predictor of employee work performance. More so, the study recommends that, special attention be directed to accuracy of performance appraisal as there exist divergence outcome on its significant effect on employee work performance in Adamawa State University Mubi. Recommendation was also made that proper goal setting in performance appraisal should be ensure so as to enjoy its positive and significant effect on employee work performance in Adamawa State University Mubi. Equally, he studies recommend that the institution should hold on to its performance appraisal feedback as it is the predominant predictor of employees' work performance in Adamawa State University Mubi. And that, for the institution to ensure positive and significant effect of performance appraisal satisfaction on employee performance in Adamawa State University Mubi, the study recommend that, the institution should incorporate elements that ensures satisfaction of appraisal by employees.

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