



Impact of Performance Appraisal System on Employee Performance in Nigeria Telecommunication Industry: A Study of MTN Nigeria Plc in Asaba, Delta State

OGHENEVWEGBA, Elo-oghene

Business Administration Department, Faculty of Management Sciences, Delta State University, Abraka

Abstract

This study examined the impact of performance appraisal system (PAS) on employee performance (EMP) in Nigeria telecommunication industry: A study of MTN Nigeria Plc in Asaba, Delta State. This is done in respect of measures of PAS {Established Performance Standards (EPS), Communicating Performance Expectation (CPE), Measuring Actual Performance of Employee Based on Established Standards (MAPEBES), Discussion on Appraisal Result and Giving Feedback (DARGF) and Indicating Corrective Actions (ICA)} (independent variables) on EMP of two MTN Nigeria Plc offices in Asaba, Delta State, Nigeria. The total population of the study is 116 which comprises of staffs of two offices of MTN Nigeria Plc in Asaba, Delta State, Nigeria, and a sample size of 89 was drawn using the Yaro Yamane's formula. It was analyzed with the aid of descriptive statistics and correlation matrix was used to ascertain the kind of relationship that exists between the independent and dependent variables. The hypotheses of the study were tested using the multiple regression analysis with the aid of SPSS version 23 as the basis of testing hypotheses. The findings revealed that EPS, CPE, MAPEBES, DARGF and ICA has a positive significant relationship with EMP. However, the study suggested that there is a need for the continuous improvement of the employee performance appraisal process in Nigeria's telecommunications industry through training, informing stakeholders about the process, providing appropriate feedback, standardising the instrument, and using various methods of indicating corrective actions (Decision making).

Keywords: Performance appraisal system, employee performance, Performance Standards, Actual Performance and Appraisal Result

Received 10 Oct., 2022; Revised 20 Oct., 2022; Accepted 22 Oct., 2022 © The author(s) 2022.

Published with open access at www.questjournals.org

I. INTRODUCTION

Performance in a good organisation refers to the performance of the employees, and maximising employee performance is one of the main goals of any business. Employee performance is not always satisfactory; managerial expectations, employee dedication, knowledge and skill, and performance reviews all have an impact. An employee's potential for future growth and progression within the organization's career ladder is identified through a systematic procedure known as performance appraisal. Performance appraisals are conducted on both former and present employees (Igbojekwe and Ugo-Okoro, 2015).

The process of determining an employee's performance (EMP) on the job, conveying that performance to them, and ideally developing a plan for improvement has been conceptualised as performance appraisal (PA). These definitions demonstrate that if a performance appraisal system (PAS) is successfully implemented in an organisation, employees will be able to understand how well they are performing as well as what is anticipated of them moving forward in terms of effort and task direction thanks to a set-up plan for performance improvement. A useful technique for comprehending and evaluating employee competence and potential is performance appraisal in general (Girma, Solomon and Gebre, 2016).

PA has a rather short history. Taylor's groundbreaking time and motion studies from the early 20th century are where it all began. Merit rating was utilised for the first time as a means of defending an employee's pay at the time of the Second World War with the aid of the PAS, a practise that mostly dates back to the 1940s. The PA of technical, professional, and managerial employees attracted a lot of interest in the 1950s. It was

acknowledged that systematic evaluation was a crucial component of development initiatives that were well-planned (Girma, Solomon and Gebre, 2016).

One Human Resource Management Practice (HRMP) that has received much attention in both developed and developing nations, PA has also been recognised as a powerful motivator. Because PA results are utilised for managerial decision-making as well as a number of other functions, such as administrative choices, employee development, and personnel research, PA is regarded as a vital human resource function (Muhammad and Surayya, 2013).

According to Sajuyigbe (2017), PA has increasingly become a component of a more strategic approach to integrating human resources activities and business policies. PA can be thought of as a general term covering a variety of activities through which organisations seek to assess employees, develop their competence, improve performance, and distribute rewards. Anso (2014) confirms that performance evaluation has developed into a tool for fostering organisational growth and professional development in a similar vein. EMP is identified, assessed, and improved inside the organisation through a continuous process called PA. This procedure entails a number of steps, such as identifying employees' strengths and shortcomings, facilitating career growth, and giving them regular feedback. Additionally, performance evaluation is seen as a process of evaluating each EMP and considering ways to enhance it so that it can contribute to the performance of the entire organisation (Sajuyigbe, 2017).

PA is a discussion and evaluation of how well people performed their assigned tasks and responsibilities on a worldwide scale. It is focused on the outcomes the individual achieves while performing his or her job, rather than the personality traits of the employee. For the management of human resources, PA is a crucial tool. It serves as a tool for both performance evaluation and performance improvement among employees of a business. In order to ensure staff development, goal achievement, and organisational growth, PA, a management activity that increases the likelihood of achieving organisational goals, mandates that employees of an organisation be aware of what is expected of them and the metrics used to gauge overall productivity (Abbas and Cross, 2019).

PA is a routine or systematic assessment of an EMP in reference to both his or her current position and any potential future positions. It assesses and gauges how well employees performed, highlighting any shortcomings and untapped potential so that they may develop over time. The management of personnel in an organisation depends heavily on a good appraisal system. A good appraisal system is crucial to the organization's performance. Increasing EMP is the primary goal of performance reviews in organisations. hence, performance reviews give employees adequate feedback on how they are doing by letting them know what is expected of them, how their work is coming along, and how they can get involved in setting tasks and goals. They also help to make sure that the organisation has goals that are both clear and attainable. By carrying out these actions, EMP will increase, resulting in improved organisational production (Abbas and Cross, 2019).

There are many fierce market competitions in the realm of globalisation, particularly in the telecom sector. The liberalisation of the Nigerian telecommunications market has opened it up to competition. MTN, Nigeria is one of the Global Systems Mobile Communication (GSM) carriers with the widest coverage, and it is renowned for having a significant number of users and providing quality service. The business continues to hold a dominant position in Nigeria as a supplier of infrastructure to the nation's corporate clients and other telecom providers. However, the pressure from management brought on by the daily increase in subscribers can make work uncomfortable for staff. The quality of MTN's personnel determines how well the company performs in terms of network service quality, dependability and consistency in resolving customer complaints, and capacity to offer a range of value-added services. Employees must be motivated through a performance appraisal system in order to endure and grow stronger in this global competition (Belete, Tariku & Assefa, 2014).

According to Grote (2011), who makes the same observation, an organisation without a suitable and regular performance appraisal would fail and see low EMP. According to Chemedo (2012), every organisation must periodically conduct employee performance appraisals in order to keep employees under control and to replace, encourage, retain, or take any other appropriate action. This is in order to maintain the efficiency and effectiveness of staff members.

Despite having a widely praised efficient system for performance reviews, many firms nonetheless struggle with low productivity. Numerous firms in Nigeria are struggling with low productivity and performance as a result of inefficient appraisal procedures. Performance evaluation is only seen and carried out in terms of its evaluative side, omitting its utility for promoting employee growth and development through training, coaching, counselling, and feedback of appraisal data. Many firms have struggled to get a competitive advantage because they are unable to implement an efficient performance appraisal plan. Additionally, it has been noted that MTN Nigeria Plc's performance evaluation process has some significant flaws, including a lack of employee involvement in establishing organisational goals that clarify the expectations and goals of the organisation and a lack of feedback regarding performance appraisal results to employees.

Whether the performance review procedure has improved or worsened EMP in Nigeria is still up for debate. The relationship is still debatable, conflicting, and unresolved. There aren't many recent studies that have looked at how performance assessment systems affect EMP in the Nigerian telecommunications business, and these studies haven't yet produced conclusive and understandable results about whether they increase or decrease EMP. This leaves an informational gap that this study aims to close about the impact of the performance appraisal procedure on EMP in the Nigerian telecommunications sector.

The goal of the study was to determine the effects of the performance appraisal system (established performance standards, communication of performance expectations, measurement of actual EMP in comparison to established standards, discussion of the results of the appraisal, and providing feedback and indicating necessary corrective actions (decision making)) on EMP in the Nigerian telecommunications sector.

II. REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

In this section, the influence of the performance appraisal system on EMP in the Nigerian telecommunications industry is reviewed in relation to related literature. The chapter will present conceptual, theoretical, and empirical reviews that will lead to a discussion of the study's problems and eventually to the specific research questions. Through the examination of the works of many institutions, academics, and experts, as well as their contributions to the key relational variables of this study under consideration, this chapter also seeks to lend authenticity and credibility to the researcher's study.

2.2 CONCEPTUAL REVIEW

2.2.1 Conceptualizing Performance Appraisal System

Several academics or researchers have provided various definitions of the term "performance appraisal" or "performance appraisal system" (e.g Adejoke & Bayat, 2013; Aguinis, 2007; Agyenim-Boateng, 2006; Grubb, 2007; Jafari, Bourouni& Amiri, 2009). Generally speaking, a performance assessment system entails actions that are made to evaluate, track, and improve employees' efficacy as well as increase the organization's overall success (Agyenim-Boateng, 2006). It is a process of determining how to improve each employee's performance in order to contribute to the success of the company as a whole (Grubb, 2007). The goal of a performance appraisal system is to pinpoint employees' areas for improvement so that steps can be made to advance their skills and competencies and produce better results (Aguinis, 2007).

Prior to this, Atiomo (2000) noted that PAS provide a means through which various institutions can ascertain their employees' expected performance output as well as identify areas for development in order to make good use of their human resources. According to a recent study by Begum, Sarika, and Sumalatha (2015), a PAS is a structured formal interaction between a subordinate and supervisor that typically takes the form of an annual or semi-annual interview. During this interview, the subordinate's work performance is reviewed and discussed with the goal of identifying areas for improvement and skill development as well as weaknesses and strengths.

In a similar vein, Jafari et al. (2009) claim that performance evaluation is a component of total management activity and is viewed as a process of forming judgements about an EMP as a foundation for efficient and impartial personnel decisions. PAS sometimes contain tasks that assess employees' performance using the perceptions and assessments of peers, superiors, other managers, customers, other stakeholders, and sometimes even the employees themselves (Jackson & Schuler, 2003). Due to the potential benefits this may have on the effectiveness and efficiency of PAS, it is crucial that all businesses, whether for-profit or nonprofit, convey in unambiguous terms the exact tasks that employees are expected to complete (Atiomo, 2000).

In this study, PA is defined as the process of establishing performance goals for employees, tracking the attainment of these goals by evaluating employees' areas of strength and weakness with the goal of identifying actions that should be taken to train and develop EMP capabilities, ultimately meeting their performance expectations and also motivating or rewarding their efforts.

2.2.2 Performance Appraisal System as an Instrument for Internal Communication

Any organization's performance review process improves internal communication efficiency in that organisation. Levy and Williams (2004) and Lee and Bruvold (2003) contend that performance appraisal objectives that emphasise conveying the superordinate goals can enhance employees' perceptions of their own and their teams' value, as well as the social exchange theory. Therefore, giving organisations the chance to submit feedback is a fundamental benefit of a performance appraisal system. These comments, conversations, or messages can let employees know they are valued by their bosses and the business as a whole (Whitman, Van Rooy&Viswesvaran, 2010).

Begum, Sarika, and Sumalatha (2015) believe that a PAS gives managers the ability to talk about performance and make future plans. Grote (2002) further points out that performance evaluation processes give

management, supervisors, and their subordinates significant opportunities to reflect on their work practises. These channels are frequently used to discuss how employees are progressing and to determine the kinds of activities that may be made to help them get over their flaws and build on their strengths so they can succeed in their careers. In a similar vein, Begum, Sarika, and Sumalatha (2015) assert that staff PA are intended to both offer individual officers with feedback and to generally enhance planning and service delivery. They feel more a part of the business or institution as a result (Whitman et al., 2010).

Communication is used at different points in a typical PAS. As an illustration, defining performance goals for the employees may require or involve communication. Additionally, it is utilised to give staff members ongoing feedback on how well they are performing in regard to the objectives they have been given. These frequent manager feedbacks help employees understand and be aware of where they stand in relation to their projected performance target at any given time (Begum, et al, 2015).

More so, after the cycle of performance reviews is complete, the superior gives the employees their final feedback and, in most cases, some higher authority in the form of a "numerical or graded assessment" (Brown & Benson, 2003). It is crucial to note that at this stage, employees want to receive final performance feedback or results because they want management to use those results to make decisions that will directly affect their welfare and professional advancement, such as raising pay, getting more promotions, and other things. Employees frequently experience excitement when their final performance review findings or feedback show they are significantly advancing the organization's objectives (Begum, et al, 2015).

Additionally, the process of establishing expected performance outcomes or goals assists employees in understanding the standards of performance that their organisations or managers have for them (Brown & Benson, 2003). As a result, management and employees can communicate more effectively internally. In agreement with this, Rizzo, House, and Lirtzman (1970) assert that if a worker does not understand what decisions he has the authority to make, what he is expected to accomplish, and how he will be evaluated, he will hesitate to make decisions and will be forced to use a trial-and-error method to meet his superior's expectations. Managers use performance appraisal to improve internal communication and also foster positive relationships or exchanges between subordinates and their supervisors in the organisation, as demonstrated by this process of making employees aware of their performance expectations by involving them in setting performance goals and supervisors providing continuous and final feedback to the employee (Begum, et al, 2015). Unquestionably, this will play a key role in helping the business reach its overall objective.

2.2.3 Performance Appraisal Process

i. Setting the performance standards: Setting up the standards that will be utilised as a comparison point for real employee performance is the first step in the process of performance appraisal. Setting the performance standards to determine whether an employee's performance meets degree standards is required in this step. Standards must be relevant to the outcome that each task seeks to achieve. The benchmarks specified must be precise, simple to comprehend, and measurable. When describing the standards, extreme care should be used if the employee's performance cannot be measured (Monisha, 2017).

ii. Communicating the standards: In a performance review, there are two participants: the appraiser and the appraisee. The person whose performance is being appraised is the appraisee, whereas the appraiser does the appraisal. The standards ought to be disclosed to the appraisee. This will make it easier for them to comprehend their responsibilities and what is specifically expected of them. Additionally, the standards must be shared with the appraisers or evaluators. If necessary, the criteria may also be changed at this time in response to pertinent input from the staff or evaluators (Monisha, 2017).

iii. Measuring the actual performance: Measuring real performance, or the work that employees did during a predetermined period of time, is the most challenging component of the performance review process. It is an ongoing process that entails evaluating the effectiveness all year long. This stage necessitates careful selection of the proper measurement methodologies, such as in-person interviews, statistical analyses, and written reports for gauging performance (Monisha, 2017).

iv. Comparing actual performance with desired performance: At this point, performance is compared to goals or criteria in order to assess actual performance. Comparison exposes performance gaps between the employees' and the targets set. When comparing the two, it may be seen that the actual performance is either higher or worse than the anticipated performance. Data on the performance of the staff is recalled, evaluated, and analysed (Monisha, 2017).

v. Providing feedback: The outcome of the appraisal is spoken about in private with the staff. Communication and listening are the main topics of this debate. In order to solve issues and reach a consensus, the findings, issues, and potential solutions are discussed. Positive feedback should be offered because it may affect the employees' performance in the future. The goal of a meeting should be to address issues raised and inspire staff to work more effectively (Monisha, 2017).

vi. Taking corrective action: Making decisions about corrective action to address flaws or associated HR decisions, such as rewards, promotions, demotions, transfers, etc., is the process's last stage (Monisha, 2017).

2.2.6 Employees Performance

Performance in an organisational environment is typically defined as the effort a member of the organisation expends to help that organisation achieve its goals. Employees are the primary source of competitive advantage in service-oriented firms, according to Luthans & Stajkovic; Pfeffer in Asamu (2013). Additionally, the commitment performance approach values the voice of employees and views them as resources and assets rather than as mere labour. Actually, it plays a highly positive effect on how well an organisation performs. It is viewed primarily as the effectiveness—or lack thereof—of an employee. Boachie-Mensah (2011) demonstrates that improved employee performance can also depend on improved organisational performance. Güngör (2011) characterises the performance of employees as basically including: output quantity, output quality, promptness of output, diligence to work, and cooperativeness.

2.3 THEORITICAL REVIEW

2.3.1 Goal-Setting Theory

The goal-setting hypothesis was first put forth by Edwin Locke in 1968. According to this view, an employee's personal objectives are crucial in inspiring them to deliver great work. This is as a result of the employees continuing to pursue their objectives. If they fail to meet these objectives, they either enhance their performance or change the objectives to make them more reasonable (Salaman, 2005).

The idea places a strong emphasis on the crucial link between objectives and performance. The best performance appears to occur when goals are clear and difficult, when they are used to gauge performance and related to feedback on outcomes, and when they foster dedication and acceptance, according to research. Moderators like ability and self-efficacy may have an impact on the motivational impact of objectives. Setting goals as a way to enhance and maintain performance is commonly accepted by managers (DuBrin, 2012).

The main conclusion of goal setting, based on thousands of research, is that people who are given clear, challenging but attainable goals do better than those who are given vague, easy goals or no goals at all. However, the people involved also need to be able to achieve the goals, accept them, and get performance-related feedback (Latham, 2003).

According to the goal-setting hypothesis, if a person's goals are challenging and detailed, have a clear direction, require sustained effort, and improve company strategy, they can have an impact on their outputs (Locke & Latham, 2002). In contrast to goals that are unclear and unchallenging, challenging goals may lead to increased business performance and success. In this regard, the workforce of any business should be inspired to be conscious of their goals as well as supported in understanding how they may make use of their performance goals to increase their effectiveness and efficiency (Buchner, 2007).

Pride, Hughes, and Kapoor (2010) contend that employees must be dedicated to achieving extremely precise, moderately challenging goals. To improve performance at work, rewards should be correlated with the objectives. Compared to goals that are generic in character, those that are specific in nature provide high levels of productivity. This is due to the fact that certain goals serve as an internal stimulation for organisational processes. It may be said that the more challenging the goals, the higher the level of performance at the workplace, assuming other aspects like acceptance of the goals remain constant. Companies that aim to further their mission do so by establishing attainable objectives. Setting goals helps organisations formalise their declarations and carry out their missions and visions. Goals therefore serve as powerful motivators at work by giving people clearly achievable, practical, and tangible targets (Kopaneva & Sias, 2015).

This emphasises how crucial a performance evaluation system is. Worker goals are established through performance reviews. The performance of the individual will change when these specific goals are met, which will have an impact on the organization's overall effectiveness. The value of performance review or management systems in this context, however, has been contested by certain academics. They claim that it's not always evident whether the objectives established for employees can actually be achieved (Buchner, 2007).

This shows that firms that utilise performance assessments to set precise, attainable targets or goals for their employees are more likely to be productive organisations than those that do not use them to create such particular, attainable goals. In a similar vein, Baker, Jensen, and Murphy (1988), referenced by Abbas and Cross (2019), claim that performance reviews "may be the most effective tool a manager has to increase a subordinate's productivity. On the other hand, appropriate goals [or performance targets in a successful performance appraisal system] can ignite intense emotion and conflict at work.

2.3.2 Control Theory

Numerous workplace uses of control theory have been demonstrated. Managers must make sure that staff has clear, challenging goals because such provide higher performance than unclear goals if they are to

boost EMP. Doing your best or trying harder aren't good comparing standards because they don't provide clear feedback (Campion & Lord, 1982). An employee won't be able to identify mistakes and won't adjust their behaviour in a way that enhances performance in the absence of a clear standard and feedback. Workplace supervision may be examined as a control system made up of supervisors and subordinates, according to theoretical claims made by R. G. Lord and P. J. Hanges (1987) and C. S. Carver and M. F. Scheier (1981).

Programs that follow the Management by Objectives (MBO) method can also make use of control theory to "define and arrange the feedback loop between managers, their subordinates, and the tasks they are doing as a team, as that team is a social network" (Campion & Lord, 1982). As the control theory highlights, individuals always seek feedback. As a result, you can find applications of the control theory in team meetings, weekly check-ins, and evaluation processes. Control theory applications in the workplace also appear when focusing on additional control mechanisms that could affect the "system," such as social control, societal dynamics, and cultural shifts. The use of behaviour control, output controls, and input controls to influence behaviour and job performance is a common application of control theory in human resource management (Campion & Lord, 1982). According to Snell (1992), a key benefit with output control offers consideration at a lower level, but it still offers motivation and responsibility that benefit the employer.

2.4 EMPIRICAL REVIEW

In their 2019 study, Abbas and Cross concentrated on the "effect of PA on EMP." This study was carried out at Nigeria Breweries Plc as a case study to ensure high productivity of goods and services inside the company. Additionally, it looks at employee placement, training, motivation, advancement, and work satisfaction to evaluate how well they are doing their jobs for the company. Statistical Package for Social Sciences was used to evaluate the data collected (SPSS). The two methods employed in the study are Chi-Square analysis and percentage distribution. Both the time allotted for the research study and the costs associated with finishing the project task were properly budgeted. The results of the study survey revealed that for those who are involved in the assessment programme, retraining and consistent training are to be organised. These findings highlight the importance of objective and well-planned high staff productivity. The research study comes to its final conclusion by stating that using management by objectives as a performance appraisal was statistically significant in evaluating employee performance. The research study concludes that based on the aforementioned facts and conclusion, firms should increase staff productivity by evaluating employee performance. The company should then use accomplishments, targets, time management, organisational goals, and efficiency for measuring performance and the evaluation process as it will assist employees work more productively.

The impacts of PA on employee productivity were explored by Mandara, Ibrahim, Zailani, Ali, and Badiya (2019) in Abuja, the headquarters of the Federal Ministry of Education. The study's research design was a survey. 1797 employees of the Abuja headquarters of the Federal Ministry of Education make up the study's population. Utilizing the Taro Yamane formula, the study's sample size—400 respondents—was established. Structured questionnaires were used to collect the study's data, which were then subjected to descriptive and OLS analysis. The analysis of the findings showed that over the time period under consideration, the coefficients of PA and employee feedback had a favourable and significant impact on employee productivity. Employee productivity for the study period was positively impacted by the employee training and compensation coefficients, albeit this effect was not significant. The coefficient of multiple determination R^2 value of 0.687 percent indicated that performance evaluation, employee feedback, employee training, and employee compensation together accounted for 68 percent of the overall variation in employee productivity. To further promote objectivity and get rid of prejudice in the Ministry's evaluation of employees, the study suggests implementing a multiple appraisal technique.

In 2019, Arwa, Zaid, and Monira looked into how employees' work performance was affected by performance reviews at banks in the southern region of Jordan. Additionally, this study sought to investigate the key components of performance evaluation, which included setting performance criteria, creating communication standards, comparing actual performance to predetermined benchmarks, sharing the results with employees, and providing feedback. The necessary information was gathered for this study's conduct using a closed-ended structured questionnaire. The survey was adapted and incorporated from other previous studies. From a total of 260 employees, the following approaches were utilised to determine the comprehensive sample: The target demographic was first determined, and then the researcher utilised a formula to determine the sample size. Basically, 260 questionnaires total were given out to the sampled employees, and 260 of those were returned, representing a 100% response rate. The 260 returned surveys were then examined using clever PLS, a tool specifically designed for confirmatory factor analysis, route analysis, and structural equation modelling. It is sometimes referred to as software for causal modelling or study of covariance. An examination of correlation and descriptive statistics were done. The results showed a favourable relationship between employee work performance and performance appraisal, with a significance level of 5%. The impact of setting performance

requirements on staff productivity is negative, with a significance level of 5%. The significance level for the negative effect of established communication norms on staff productivity is 5%. A significance level of 5% indicates a favourable effect of comparing actual performance to standards on employee work performance. A significance level of 5% indicates that corrective action has a beneficial effect on employee work performance. In light of the aforementioned findings, the study recommended that banks operating in the South of Jordan maintain their current performance appraisal systems, such as cards, and place more emphasis on other, more delicate factors, like training and development, in order to measure employee performance.

Khan, Saha, and Pal (2018) identified the link between EMP and performance evaluation in order to gather empirical data on this kind of interaction in Pakistani higher education institutions. A survey-based questionnaire was used by the researcher. A self-administered questionnaire was used to gather information from 150 respondents in Khyber Pakhtunkhwa's public sector universities. In Khyber Pakhtunkhwa, Pakistan, faculty members at public universities were given 300 questionnaires; 150 of them were returned, yielding a response rate of 50%. The findings of this study demonstrated a positive relationship between employee performance and performance evaluation in Pakistan's public universities in Khyber Pakhtunkhwa. The appraisal of the performance of the universities was fair, and this will inspire staff members to develop their talents and better both their individual and collective organisational performance. The significance of this study lies in the lessons that can be learned by researchers from higher education policymakers.

Sajuyigbe (2017) investigated how the PA method affected workers' productivity in the telecom industry. One thousand three hundred (1,300) MTN Nigeria personnel made up the overall population, and two hundred and sixty (260) were chosen by a simple random selection process. An organised questionnaire and in-person interviews served as the sources of the data. Utilizing mean, standard deviation, and linear regression, data analysis was carried out. The personnel of MTN, Nigeria, has a high level of performance appraisal awareness, according to the results. Additionally, the results showed that the performance appraisal system had a big impact on employees' productivity. The performance appraisal method of MTN in Nigeria is challenged by the inability to provide comments on time, according to the results. The study then suggested that in order to give an organisation the needed competitive advantage, managers should be objective during appraisal exercises, give frequent feedback, and offer career growth.

Using performance evaluation as a moderator, Khan, Khan, and Khan (2017) examined the relationship between EMP and motivation. The findings show that there is a significant correlation between employees' performance at Dera Ismail Khan's commercial banks and their evaluation of their performance. A total of one hundred fifty (150) bank workers were researched in Dera Ismail Khan, and it was found that motivation, which is the moderating variable, can affect employees' performance and was thought to be a determining factor in employee performance. The findings are presented in a table, and we can see that while Model 2 with the interaction between performance appraisal and employees' motivation accounted for more variance than just performance appraisal and employees' motivation level alone, R^2 change = .006 is insignificant with $p = .168$, indicating that there are no moderating effects of employees' motivation on the relationship between performance appraisal and employees' performance.

The effects of the performance evaluation procedure on the productivity of faculty staff at Hawass University were investigated by Girma, Solomon, and Gebre in 2016. 320 administrative staff members with a history of employment were given structured questionnaires to complete in order to gather data. According to the study's findings, there is a strong correlation between the independent and consequential variables. As a result, guidelines for performance were created, and the staff members were made aware of them. Then, these performance standards were created, and actual employee performance was assessed in comparison to the new standards. The management then discussed how the employees were evaluated in relation to these standards after the employees' performance met these requirements. Employees were allowed to freely express their views on these standards, and corrective action was then implemented in light of this information. As a result, the evaluation system should prompt the university administration to make some changes.

2.5 LITERATURE GAP: According to all of the research we looked at, the effectiveness of the performance review process has a big impact on employee performance. However, the majority of research didn't look at how much the performance review process affected employee performance or the role or degree of management whose salary was being looked at. A research gap has been caused by this. Regarding whether Nigeria's performance appraisal system has improved or hampered employee performance, there is still debate. The relationship is still debatable, conflicting, and unresolved. There aren't many recent studies that have looked at how performance assessment systems affect employee performance in the Nigerian telecommunications sector, and these studies haven't yet produced conclusive and understandable results about whether they increase or decrease employee performance. This leaves an informational gap that this study aims to close about the impact of the performance appraisal procedure on employee performance in the Nigerian telecommunications sector. In

the Nigerian telecommunications business, the study attempted to examine the effect of the performance appraisal procedure on employee performance.

III. RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology is a way to systematically solve the research problem and it provides a guide or framework for collection of data (Mugenda and Mugenda, 2008). Serekan (2010) opines that a good research design has a clearly defined purpose and has consistency between the research questions and the proposed research methods. While according to Cooper and Schindler, (2014), if the research is concerned with finding out who, what, where, when or how much, then the study is descriptive. The study adopted a survey research design method because the survey research design is suitable for collecting information from the focused respondents. The population of the study consisted of top level management, middle level management and lower level management employees of two MTN offices at Nnebisi road and Coca-Junction in Asaba, Delta State, Nigeria. Hence, from this selected two MTN branches in Asaba, the staffs would serve as our respondents. The number of their staffs, is enumerated on the table below;

Name	Location	Number Staffs
MTN	Nnebisi Road, kowen plaza, Asaba.	43
MTN	Coca-Junction in Asaba	73
Total		116

Source: Branch Managers of MTN;Nnebisi Road and Coca-Junction, Asaba, 2022.

The total population of the study is 116 which comprises of staffs of the MTN under study. This population of MTN staffs under study has the following characteristics, namely; always ready, audience minded, persuasive Prowess, punctuality, detail oriented and willing to learn. In this case the population for the study is known. The total population of the study is 116 which comprises of staffs of the MTN under study.

The sample size for this study is determined by using the Yaro Yamane’s formula (1967), which is expressed as:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = sample size,
- N = population size,
- e = level of precision

$$n = \frac{116}{1+116(0.05)^2}$$

$$n = \frac{130}{1.325}$$

$$n = 89$$

The total number of staffs under study is 116; a sample size of 89 was drawn using the Yaro Yamane’s formula.

The study chose the simple random procedure because it is a way of selecting a smaller sample size from a bigger population and using it to investigate and draw conclusions about the larger group. Using a questionnaire to capture respondents' responses, the primary data was gathered. The responders were given questionnaires to complete on their own. The secondary data came from books, papers, textbooks, etc. To prepare the information from the completed surveys for analysis, it will be cleaned, recoded, and input into the computer using SPSS for Windows. The research topic will be addressed using descriptive statistics such as frequencies and percentages, and the correlation analysis was utilised to establish the nature of the link between the independent and dependent variables. In order to determine the link between the independent and dependent variables, this hypothesis is evaluated using multiple regressions using SPSS version 23.

Employee Performance (EMP) is the dependent variable, and the performance appraisal system's independent variables are the following: Established Performance Standards (EPS), Communicating Performance Expectations (CPE), Measuring Actual Employee Performance Based on Established Standards (MAPEBES), Discussion on Appraisal Result and Giving Feedback (DARGF), and Indicating Corrective Actions (ICA). In order to determine how these elements individually and collectively affect MTN Nigeria's ability to effectively retain customers, a study was conducted.

The model is therefore specified as follows;

$$EMP = f(EPS, CPE, MAPEBES, DARGF, ICA) \dots \dots \dots (1).$$

In specific forms;

$$EMP = \beta_0 + \beta_1(EPS) + \beta_2(CPE) + \beta_3(MAPEBES) + \beta_4(DARGF) + \beta_5(ICA) + \epsilon$$

IV. RESULT DISCUSSIONS

4.1 INTRODUCTION

The study targeted a sample size of 89 respondents, and total 89 questionnaire administered were properly filled and return; that means the response rate is 100%. Thus, the sample to be used for the study was the total of eighty-nine (89) respondents from top level management, middle level management and lower level management employees of two MTN offices at Nnebisi road and Coca-Junction in Asaba, Delta State, Nigeria.

4.2. Analysis of Data According to Research Questions for Responses from Staffs of Two MTN offices in Asaba, Delta State, Nigeria.

This section seeks to analyze each of the research questions and analyze the responses of the respondents and fetch out the effect of the study for proper analysis. These were done with the aid of descriptive statistics. The descriptive statistics which comprises of the minimum, maximum, mean and standard deviation was employed proper and thorough description of the independent variables [performance appraisal system) are; EPS, CPE, MAPEBES, DARGF and ICA] and dependent variable [EMP] for this study, presented below;

Table 4.2.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EPS	89	8	20	16.39	2.530
CPE	89	8	20	15.85	2.745
MAPEBES	89	10	20	17.02	2.241
DARGF	89	10	20	16.09	2.443
ICA	89	8	20	15.57	2.779
EMP	89	11	20	16.22	1.993
Valid N (listwise)	89				

Source: SPSS Output, 2022.

The minimum, maximum, mean, and standard deviation values of the various variables utilised in this study are shown in Table 4.2.1 above along with other descriptive data. The study's independent variables—EPS, CPE, MAPEBES, DARGF, and ICA—serve as measurements of the performance appraisal system, and the dependent variable—EMP—relates to two MTN Nigeria offices in Asaba, Delta State, Nigeria.

The greatest and minimum values differed by 12, according to the descriptive statistics for EPS, which show a mean of 16.39 and a standard deviation of 2.530. The fact that the mean number is higher than the standard deviation value suggests that the variance in EPS is significant. Similar to CPE, the minimum and maximum values are 8 and 20, respectively, with a mean value of 15.85 and a standard deviation of 2.745. Since the mean value of 15.85 is higher than the standard deviation of 2.745, it can be inferred that the CPE varies quickly, which is also represented in the variation of the EMP. MAPEBES also reports a mean of 17.02, a standard deviation of 2.241, and a difference between the maximum and minimum values of 10. The fact that the mean value of 17.02 is significantly higher than the standard deviation of 1.241 suggests that the MAPEBES has been rigorously applied, which is also reflected in the variance of the EMP. Furthermore, the DARGF results show a mean of 16.09, a standard deviation of 2.443, and a difference between the maximum and minimum values of 10. Since the mean value is higher than the standard deviation, this suggests that the variance in DARGF is significant and that MTN Nigeria has a good understanding of it. The ICA also shows a mean of 15.57, a standard deviation of 2.779, and a difference between the highest and minimum values of 12. Since the mean value is higher than the standard deviation, it can be concluded that MTN Nigeria employs ICA effectively. Last but not least, the EMP reports a mean of 16.22, a standard deviation of 1.993, and a difference between the maximum and minimum values of 9. This suggests that the EMP undergoes significant seasonal variation.

4.3 DATA ANALYSIS

4.3.1 Correlation Matrix

Correlation analysis is used to examine the relationship between dependent and independent variables. Its values lie between -1 and +1. +1 indicates that there is a positive linear sense between two variables and are perfectly related while -1 indicates a negative linear sense between two variables. This tells the degree of correlation between the independent [EPS, CPE, MAPEBES, DARGF and ICA] and dependent [EMP] variables, whether there is moderate or low degree of correlation.

Table 4.3.1: Correlations

		EMP	EPS	CPE	MAPEBES	DARGF	ICA
Pearson Correlation	EMP	1.000					
	EPS	.170	1.000				
	CPE	.168	.403	1.000			
	MAPEBES	.272	.343	.331	1.000		
	DARGF	.360	.393	.387	.442	1.000	
	ICA	.264	.381	.470	.412	.575	1.000

Source: SPSS Output, 2022.

In Table 4.3.1, the Pearson correlation coefficient for the link between the independent variables (EPS, CPE, MAPEBES, DARGF, and ICA) and the dependent variable (Employee Performance (EMP)) was displayed. A rise in EPS will likely have a good impact on the EMP of the two MTN Nigeria offices in Asaba, Delta State, Nigeria, according to the coefficient of EPS ($r=0.170>0.05$), which demonstrates that EPS and EMP have a high positive correlation. With a coefficient of ($r= 0.168>0.05$), CPE is strongly positively correlated with EMP, suggesting that raising CPE would improve EMP at two MTN Nigeria offices in Asaba, Delta State, Nigeria. The employee performance (EMP) of two MTN Nigeria offices in Asaba, Delta State, Nigeria will benefit from an increase in MAPEBES, according to the coefficient of ($r= 0.272>0.05$), which indicates that MAPEBES has a high positive association with EMP. The EMP of the two MTN Nigeria offices in Asaba, Delta State, Nigeria, has a substantial positive connection with DARGF ($r= 0.360>0.05$), indicating that an increase in DARGF will likely have a beneficial impact on EMP. A rise in ICA will likely have a good impact on the EMP of the two MTN Nigeria offices in Asaba, Delta State, Nigeria, according to the coefficient of ICA ($r= 0.264>0.05$), which indicates that ICA and EMP have a strong positive association. The study's main goal is to improve employee performance using performance evaluation systems. The correlation analysis encompassing the entire performance appraisal system's indicators produced data showing positive correlation coefficient values between the measurements. This demonstrated that they are suitable factors in a performance evaluation system.

Table 4.4.1: Multiple Regression Analysis of Measures of performance appraisal system and Employee Performance of two MTN Nigeria offices in Asaba, Delta State, Nigeria
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.202	2.012		7.554	.000
	EPS	.346	.133	.279	2.602	.011
	CPE	.774	.183	.772	4.230	.001
	MAPEBES	.225	.093	.234	2.419	.017
	DARGF	.203	.054	.196	3.759	.003
	ICA	.141	.049	.140	2.878	.026

a. Dependent Variable: EMP

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.971 ^a	.943	.901	1.633	1.378

a. Predictors: (Constant), ICA, EPS, MAPEBES, CPE, DARGF

b. Dependent Variable: EMP

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	183.228	4	45.807	12.417	.000 ^b
	Residual	457.132	84	5.442		
	Total	640.360	88			

a. Dependent Variable: EMP

b. Predictors: (Constant), ICA, EPS, MAPEBES, CPE, DARGF

Source: SPSS Output, 2022.

4.4 DISCUSSION OF FINDINGS

The outcome confirmed the H1 test finding that there is a substantial positive association between EMP and EPS ($=0.279$; $P=0.0110.05$). Because the determined p-value of 0.011 is less than 0.05 (5%), it is

significant. Additionally, it indicates that the confidence level (confidence interval) is 98.9% higher than the required threshold of 95%. Since there is no significant correlation between EMP at two MTN Nigeria Plc offices in Asaba, Delta State, Nigeria, and EPS, we accept the alternative hypothesis and reject the null hypothesis (Ho1). With a regression coefficient of 0.279, it is clear that an increase in EPS of 1% would result in a change in EMP of 27.9% at the two MTN Nigeria Plc offices in Asaba, Delta State, Nigeria. The goal-setting theory, which contends that an employee's own goals play a significant part in motivating him or her for higher performance, lends support to this conclusion. According to Abbas and Cross's (2019) and Arwa, Zaid, and Monira's (2019) findings (2019).

The results also supported the H2 test result, which showed a strong positive link between EMP and CPE ($=0.772$; $P=0.010.05$). Because the computed p-value of 0.001 is less than 0.05 (5%), it is significant. Additionally, it indicates that the confidence level (confidence interval) is 99.9% higher than the required level of 95%. Since there is no significant correlation between CPE and EMP of two MTN Nigeria Plc offices in Asaba, Delta State, Nigeria, we accept the alternative hypothesis and reject the null hypothesis (H02). As seen by a regression coefficient of 0.772, this suggests that a 1% rise in CPE will result in a 77.2% movement in EMP of two offices of MTN Nigeria Plc in Asaba, Delta State. The control hypothesis, which claimed that managers should guarantee that employees have clear and challenging objectives communication channels that result in better performance than ambiguous goals communication channels, is supported by this outcome. Ambiguous objectives like "do your best" or "try harder" don't offer a solid benchmark for comparison or honest feedback. This concurs with the conclusions of Abbas and Cross (2019) and Arwa, Zaid, and Monira (2019).

Additionally, the outcome supported the H3 test result, which showed a strong positive link between EMP and MAPEBES ($=0.234$; $P=0.0170.05$). The computed p-value of 0.017, which is less than 0.05 (5%), is noteworthy. Additionally, it indicates that the confidence level (confidence interval) is 98.3% higher than the required threshold of 95%. Since there is no significant correlation between MAPEBES and EMP of two MTN Nigeria Plc offices in Asaba, Delta State, Nigeria, we accept the alternative hypothesis and reject the null hypothesis (Ho3). With a regression coefficient of 0.234, it is clear that 1% increase in MAPEBES will result in a shift of 23.4% in EMP of two offices of MTN Nigeria Plc in Asaba, Delta State, Nigeria. The outcome is consistent with goal setting theory, which highlights the significance of the connection between goals and performance and backs up predictions that the most effective performance appears to occur when goals are precise and difficult, when they are used to assess performance and linked to feedback on results, and when they foster commitment and acceptance. The findings of Abbas and Cross (2019) and Arwa, Zaid, and Monira are consistent with this (2019).

Additionally, the results supported the H4 test finding, which showed a strong positive association between EMP and DARGF ($=0.196$; $P=0.0030.05$). Because the determined p-value of 0.003 is less than 0.05 (5%), it is significant. Additionally, it indicates that the confidence level (confidence interval) is 99.7% higher than the required threshold of 95%. We therefore accept the alternative hypothesis and reject the null hypothesis (Ho4), which claims that there is no significant association between EMP of MTN Nigeria Plc in Asaba, Delta State, Nigeria, and DARGF. According to this, a 19.6% change in EMP at MTN Nigeria Plc in Asaba, Delta State, Nigeria would result from a 1% rise in DARGF, as shown by the regression coefficient of 0.196. This result is backed by the goal setting hypothesis, which postulated that people who are given clear, challenging, but reachable goals perform better than those who are given vague, easy goals or none at all. However, the personnel also need to be capable enough, agree to the objectives, and get performance-related feedback. The findings of Abbas and Cross (2019) and Mandara, Ibrahim, Zailani, Ali, and Badiya are in agreement with this (2019).

Finally, the results supported the H5 test finding that there is a substantial positive association between EMP and ICA ($=0.140$; $P=0.0260.05$). Because the determined p-value of 0.026 is less than 0.05 (5%), it is significant. Additionally, it indicates that the level of confidence (confidence interval) exceeds the required level of 95% by 97.4%. Since there is no significant correlation between ICA and EMP of MTN Nigeria Plc in Asaba, Delta State, Nigeria, we accept the alternative hypothesis and reject the null hypothesis (Ho5). With a regression value of 0.140, it is clear that a 1% increase in ICA will cause a 14% change in EMP at MTN Nigeria Plc in Asaba, Delta State, Nigeria. The control theory, which recognises that a team is a social network, is used to explain and organise the feedback loop between managers, their subordinates, and the tasks they are completing as a team, supports this finding. Because the control theory emphasises that individuals always seek feedback, you will find its use in team meetings, weekly check-ins, and evaluation processes. The findings of Abbas and Cross (2019) and Arwa, Zaid, and Monira are consistent with this (2019).

Additionally, the model summary table in Table 4.4.1 shows the correlation coefficient (R) of the regression is 0.971 (97%) which shows a very strong positive relationship between the independent variables [EPS, CPE, MAPEBES, DARGF, ICA] and the dependent variable [EMP] of SME's in Delta State, Nigeria]. The co-efficient of determination (R²) is 94% (0.943), indicating that the independent variables [EPS, CPE, MAPEBES, DARGF, ICA] account for 94% of the variation in the dependent variable [EMP] of two offices of

MTN Nigeria Plc in Asaba. The substantial positive relationship is further verified by an R² value of 94%. The adjusted R² evaluates how well the model fits the data. This demonstrates the model's goodness of fit and provides 90 different explanations for how the dependent variable relates to the independent variables. The error term and other factors outside the model make up the remaining 10%. The Durbin Watson computed value of 1.378 is less than "2," which provides strong evidence of serial or autocorrelation.

Finally, the Anova Table 4.4.1 above illustrates the model's overall significance by displaying F(12,417), whose p-value is predicted to be 0.000. This shows that the dependent variable, EMP) of two offices of MTN Nigeria Plc in Asaba, Delta State, Nigeria, is impacted by all the independent variables, EPS, CPE, MAPEBES, DARGF, ICA.

V. SUMMARY, CONCLUSION AND RECOMMENDATIONS

This study looked at MTN Nigeria Plc in Asaba, Delta State to see how the company's performance rating method affected workers' productivity. This is carried out in relation to the performance appraisal system's measures of " EPS, CPE, MAPEBES, DARGF, ICA on EMP (dependent variable) of two MTN Nigeria Plc offices in Asaba, Delta State, Nigeria. The top level management, middle level management, and lower level management staff of the two MTN offices at Nnebisi Road and Coca-Junction in Asaba, Delta State, Nigeria, were the sampling objects used for this study. The responses from the respondents were gathered using a five (5) likert scale questionnaire.

The survey research approach was used for the study because it is appropriate for gathering data from the targeted respondents. The use of a survey design allows the researcher to gather more data from a representative sample of a broad population, which is the main justification for doing so. The study's 116 total participants are the employees of MTN Nigeria Plc's two offices in Asaba, Delta State, Nigeria, and a sample size of 89 was chosen using Yaro Yamane's technique. Because simple random sampling is a strategy used to select a smaller sample size from a bigger population and use it to investigate and draw generalisations about the larger group, the study embraced it.

The study's planned sample size was 89 respondents, and all 89 of the questionnaires that were sent out were duly completed and returned, yielding a response rate of 100%. The total of eighty-nine (89) respondents from top management, middle management, and lower management personnel of two MTN offices at Nnebisi road and Coca-Junction in Asaba, Delta State, Nigeria, served as the sample for the study.

The research questions were analysed with the aid of descriptive statistics, which includes the minimum, maximum, mean, and standard deviation, and a correlation matrix was used to determine the type of relationship that exists between the independent and dependent variables. The questionnaire was coded with the help of an excel spread sheet. With the help of SPSS version 23, the study's assumptions were examined utilising multiple regression analysis as the foundation. The results showed a significant positive relationship between EPS, CPE, MAPEBES, DARGF, ICA and EMP. According to the study's findings, the PAS in Nigeria's telecommunications sector generally had a major impact on employee performance. In particular: The researcher's advise to companies in the Nigerian telecommunications business for improving their operations and employee performance is contained in the suggestions given, which are based on the study's findings. The study makes the following recommendations in light of its findings:

1. There is a need for the continuous improvement of the employee performance appraisal process in the Nigerian telecommunications industry through training, informing stakeholders about the process, providing appropriate feedback, standardising the instrument, and through various methods of indicating corrective actions (Decision making).
2. MTN Nigeria's management should give professional growth and regular feedback. This will make it possible for the employees to pinpoint their strengths and limitations.
3. MTN's management in Nigeria needs to be impartial when conducting evaluations. Regardless of their cadres or status, employees should be sent to training sessions, seminars, workshops, and programmes based on their job roles and performance.
4. In order to give the company the needed competitive advantage, management at MTN Nigeria should keep assessing and auditing staff performance.
5. In order to foster faith in the evaluation system, performers should be appropriately rewarded.

REFERENCES

- [1]. Abbas, U. I. & Cross, O. D. (2019). Impact of Performance Appraisal on Employee Productivity in Nigeria Breweries Plc. *The International Journal of Business & Management*, 7(5), 206-211.
- [2]. Abbas, U. I. & Cross, O. D. (2019). Impact of Performance Appraisal on Employee Productivity in Nigeria Breweries Plc. *International Journal of Business & Management*, 7(5), 206-211.
- [3]. Adejoke, B. A., & Bayat, M. S. (2013). Performance management and development systems with balanced scorecard as a performance appraisal tool at a selected Eastern Cape hospital—A case study approach. *Singaporean Journal of Business Economics and Management Studies*, 2(5) 10-20.
- [4]. Aguinis, H. (2007). *Performance management*. London: Printice Hall.

- [5]. Agyare, G. Y., Mensah, L., Aidoo, Z., & Ansah, I. O. (2016). Impacts of performance appraisal on employees' job satisfaction and organizational commitment: A case of microfinance institutions in Ghana. *International Journal of Business and Management*, 11(9), 281-297.
- [6]. Agyenim-Boateng, E. O. (2006). An exploration into management of appraisal systems: The case of Ghanaian public sector universities. An unpublished master's thesis, BCID, University of Bradford, Bradford.
- [7]. Anso, H.S. (2014). The Impact of Performance Appraisal on Employee Performance. A Case Study of First Bank of Nigeria Plc. Master's Thesis of University of East London.
- [8]. Arwa, H. R., Zaid, A. A. & Monira, A. M. (2019). The impact of performance appraisal on employee performance in banks operating in the south of Jordan. *International Journal of Human Resource Studies*, 9(4), 77-94.
- [9]. Atiomo, A. C. (2000). Human resource management. Lagos: Malthouse Management Science Books.
- [10]. Baker, G. P., Jensen, M. C., & Murphy, K. J. (1988). Compensation and incentives: Practice vs. theory. *The Journal of Finance*, 43(3), 593-616.
- [11]. Begum, S., Sarika, K., & Sumalatha, G. (2015). A study on performance appraisal private sector vs. public sector. *IOSR Journal of Business and Management (IOSR-JBM)*, 17(2), 75-80.
- [12]. Belete, G., Tariku, J., & Assefa, T. (2014). The Effect of Employees' Fairness Perception on their Satisfaction Towards the Performance Appraisal Practices (A Case Study of University of Gondar). *International Journal of Management and Commerce Innovations*. 2 (1), 174-210).
- [13]. Boachie-Mensah, F. (2011). Employees' perception of performance appraisal system: A case study. *International Journal of Business and Management*, 7(2): 73-88.
- [14]. Brown, M., & Benson, J. (2003). Rated to exhaustion? Reactions to performance appraisal processes. *Industrial Relations Journal*, 34(1), 67-81.
- [15]. Buchner, T. (2007). Performance management theory: A look from the performers' perspective with implications for HRD. *Human Resources Development International*, 10(1), 59-73.
- [16]. Campion, M. A., & Lord, R. G. (1982). A control systems conceptualization of the goal-setting and changing process: *Organizational Behavior and Human Performance*, 30 (2), 265- 287.
- [17]. Chemeda, D. (2012). A Comparative Study of Employees Performance Appraisal Practices and Problems in Ethiopian Higher Education Institutions: the Case of Addis Ababa University and St. Mary University College Addis Ababa University." Addis Ababa University.
- [18]. Cooper, D. R. & Schindler, P. S. (2014). *Business Research Methods*, (12th edn.), Boston, Mc Graw-Hill Irwin.
- [19]. DuBrin, A. J. (2012). *Essentials of management*. Mason, OH: Cengage South-Western
- [20]. Girma, T., Solomon, L. & Gebre, S. (2016). The Effect of Performance Appraisal On Employee Performance: A Survey On Administrative Staff Of Hawassa Univesity. *IOSR Journal of Business and Management (IOSR-JBM)*, 18(3), 36-44.
- [21]. Girma, T., Solomon, L., & Gebre, S. (2016). The Effect of Performance Appraisal On Employee Performance: A Survey On Administrative Staff Of Hawassa Univesity. *IOSR Journal of Business and Management (IOSR-JBM)*, 18(3), 36-44.
- [22]. Grote, R. C. (2002). *The performance appraisal question and answer book: A survivalguide for managers*. New York: American Management Association.
- [23]. Grote, R. C. (2011). *How to be Good at Performance Appraisals: Simple, Effective, Done Right*. Cambridge, MA: Harvard Business Review Press.
- [24]. Grubb, T. (2007). Performance appraisal reappraised: it's not all positive. *Journal of Human Resource Education*. 1(1), 1-22.
- [25]. Güngör, P. (2011). The relationship between reward management system and performance appraisal for teachers implementation. *The Qualitative Report*, 13(4), 544-559.
- [26]. Huck, S. W. (2007). *Reading Statistics and Research*, United States of America, Allyn & Bacon.
- [27]. Idemobi, E. (2010). Performance management as an imperative for effective performance in Delta State of Nigerian public owned organizations. *Sacha Journal of Policy and Strategic Studies*, 1(2), 46-54.
- [28]. Igbojekwe, Polycarp A. and Ugo-Okoro, Chigozie P. (2015). Performance Evaluation of Academic Staff in Universities and Colleges In Nigeria: The Missing Criteria. *International Journal of Education and Research* , 3(3), 1-9.
- [29]. Jackson, S. E., & Schuler, R. S. (2003). *Managing human resources through strategicpartnerships*. Mason, Ohio: Thomson-Southwestern.
- [30]. Jafari, M., Bourouni, A., & Amiri, R. H. (2009). A new framework for selection of the best performance appraisal method. *Eur. J. Soc. Sci.*, 7(3), 92- 100.
- [31]. Khan, A., Saha, G. & Pal, R. K. (2018). An approach for reduction of false predictions in reverse engineering of gene regulatory networks. *Journal of Theoretical Biology*, 445, 9-30.
- [32]. Khan, Z., Khan, S. A. & Khan, I. (2017). Impact of Performance Appraisal on Employee's Performance Including the Moderating Role of Motivation: A Survey of Commercial Banks in Dera Ismail Khan, Khyber Pakhtunkhwa, Pakistan. *Universal Journal of Industrial and Business Management*, 5(1), 1-9.
- [33]. Kimberlin, C. L. & Winterstein, A.G. (2008). Research fundamentals. *Am J Health-Syst Pharm*, 65.
- [34]. Latham, G. P. (2003). Goal setting: A five-step approach to behavior change. *Organizational Dynamics*, 32(3), 309-318.
- [35]. Lee, C. H., & Bruvold, N. T. (2003). Creating value for employees: investment in employee development. *The International Journal of Human Resource Management*, 14(6), 981-1000.
- [36]. Levy, P. E., & Williams, J. R. (2004). The social context of performance appraisal: A review and framework for the future. *Journal of Management*, 30, 881-905.
- [37]. Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57, 705-717.
- [38]. Mandara, B., Ibrahim, M., Zailani, A., Ali, M. B. & Badiya, M. (2019). Effects of performance appraisal on employee productivity in federal ministry of education headquarters Abuja, Nigeria. *Asian Journal of Contemporary Education*, 3(2), 121-131.
- [39]. Miller, M. J. (2015). Graduate Research Methods. Available from: http://www.michaeljmillerphd.com/res500.../reliability_and_validity.pdf. [Last accessed on 2015 Oct 10].
- [40]. Monisha, G. (2017). An analytical study of Performance Appraisal System in Contemporary Organization. *International Journal of Business Administration and Management*, 7(1), 55-70.
- [41]. Mugenda, O. M. and Mugenda. A. G. (2008). *Research Methods, Qualitative and Quantitative Approaches*.
- [42]. Muhammad, S.M., & Surayya, A. (2013). Performance Appraisal and Employee's Motivation: A Comparative Analysis of Telecom Industry of Pakistan. *Pakistan Journal of Social Sciences* .33(1), 179-189.
- [43]. Rizzo, J., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15(2), 150-163.

- [44]. Sajuyigbe, A. S. (2017). Impact of Performance Appraisal on Employee Performance in Nigerian Telecommunication Industry (A study of MTN, Nigeria). *IIARD International Journal of Economics and Business Management*, 3(1), 80-90.
- [45]. Salaman, G., Storey, J., Billsberry, J. (2005). *Strategic Human Resource Management: Theory and Practice*, 2nd Edition. Sage Publications Ltd.
- [46]. Serekan, U. (2010). *Research Methods for Business: A skill Building Approach*, (5th edn), USA, John Wiley & Sons Publisher.
- [47]. Vroom, V. H. (1964). *Work and motivation*. San Francisco, CA: Jossey-Bass.
- [48]. Whitman, D. S., Van Rooy, D. L., & Viswesvaran, C. (2010). Satisfaction, citizenship behaviors, and performance in work units: A meta-analysis of collective construct relations. *Personnel Psychology*, 63(1), 41-81.