

MKM227 Postgraduate Dissertation

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[THE IMPACT OF PERFORMANCE APPRAISAL ON EMPLOYEE PERFORMANCE.
A case study of first bank of Nigeria plc.]

A dissertation submitted in partial fulfilment of the requirements of the Royal Docks Business
 School, University of East London for the degree of **MA INTERNATIONAL HUMAN**
RESOURCE MANAGEMENT.

[MAY, 2014]

[14,696]

I declare that no material contained in the thesis has been used in any other submission for an academic award

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ABSTRACT

Performance appraisal has emerged as a tool for enhancing organisational growth and professional development. To this effect, this research will focus on the impact the appraisal exercise have on employee performance using First Bank of Nigeria Plc as a case study. Key performance indicators will be investigated including the efficacy of the available performance appraisal strategies in enhancing self-efficacy and motivation of employees in the overall satisfaction of organisational goals. The research will embrace a qualitative research approach that is buttressed by the interpretive, phenomenological or constructive philosophy that gives precedence to the subjective state of the employee's mind and the meaning attached to data collected rather than the measurement of parameters. Epistemological underpinnings will be assessed as a means of validating knowledge acquired through social interaction and constant revision. Data collection was done through questionnaires and follow up calls using a sample size of 100 respondents for which 96 of the 100 questionnaires distributed was valid for the research. Findings suggest that performance appraisal leveraged by employee assessment; career and professional development, feedback and benefits are valid ingredients of enhanced employee performance in an organisation. The theoretical assumptions of the research, therefore, tilted towards the proponents of performance appraisal as a vital tool for promoting personal and organisational growth. Recommendations made include regular appraisal exercises, quality and timely feedback information, and a more robust reward system as effective motivational factors to enhancing employee performance at all levels. The research also recommended the adoption of the experimental 360 degree feedback used in the bank as a substantial performance appraisal method.

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1. CHAPTER ONE OVERVIEW

1.1 INTRODUCTION

Employee performance and its overall impact on organisational growth and development has been a topical issue over the years. One cannot deny the fact that the continuity of an organisation is a factor of the ability of its employees to meet set targets in terms of job performance. Job performance evaluation and appraisal form core aspects of employee rating and assessments, which reveal the level of on-the-job efficiency demonstrated by the assessed employee(s). No organisation will smile at poor performance of its employees. Consequently, it has become increasingly important to ensure that performance appraisal exercises are regularly carried out as a means of maintaining the operational standard of the organisation.

As discussed by Grote & Grote (2011) an organization without a suitable and consistent performance appraisal will experience failure and poor performance of its employees. Though organizational goals, objectives, functions and target profit or quality of service differ, enforcing control measures and accountability for each assigned task within the organization's decision space cannot be actualized unless there are mechanisms for enhancing quality job performance by those assigned to do so. Saffie-Robertson & Brutus (2014) agree that the value of performance appraisal is not unconnected with the development of employee competence, performance enhancement and reward system though it may have trickles of emotional bias by the evaluator. This follows that the extent to which performance appraisal is successful is largely dependent on the evaluator or assessor who gives the feedback on the employee's performance after the appraisal exercise.

Most organizations in Nigeria including the First Bank of Nigeria Plc have deployed performance appraisal metrics over the years to enforce competence and job performance enhancement. The reward system is usually underpinned by promotion and financial incentives while most of the consequences of poor performance are termination of job appointment and dismissal. First Bank of Nigeria Plc has experienced a rapid expansion and increase in its workforce. Form the point of view of an external observer; one can quickly

deduce that such a large workforce requires effective monitoring to ascertain individual performance. With the focus of most businesses driving towards customer satisfaction, performance appraisal has become an integral part of business continuity as its relevance in the control of business and effective decision making cannot be overemphasized.

It is a common practice for organizations to lay emphasis on employee performance. This is because it is the employees that have direct contact with the business processes at the operational and managerial levels. As stated by Grigoroudis et al (2013), continuous improvement and customer orientation philosophy is being adopted by most businesses as a means of enhancing quality and customer satisfaction. It is on the basis of this premise that this research work will focus on investigating the impact of performance appraisal on the employees of First Bank of Nigeria Plc, Calabar. Findings from this research work are targeted at helping the management of First Bank of Nigeria Plc, Calabar as well as other organizations to assess the relevance of performance appraisal on employee evaluation and the various ways through which improvement can be instituted.

1.2 ORGANIZATIONAL BACKGROUND

First Bank of Nigeria Plc is one of the fast expanding banks in Nigeria with over 12, 000 employees and 560 branches spread across the 36 states of Nigeria including the Federal Capital Territory, Abuja. First Bank of Nigeria Plc started as the Bank for British West Africa and was incorporated in Liverpool, England in 1894. The bank then acquired African Banking Corporation, which was established in 1892. Its first international branch was opened in Accra, Ghana in 1896. Through expansion, the bank later became known as the Standard Bank of Nigeria Limited in 1969 after being incorporated locally and became listed on the Nigeria Stock Exchange in 1971. The first offshore subsidiary branch of the bank, now being addressed as a Nigeria-owned bank was opened in the United Kingdom in 2002. Since then, First Bank of Nigeria has continued to expand in its capacity as a first generation bank.

This expansion was witnessed in 2005 when it acquired two major financial institutions; MBC International Bank Ltd., and FBN (Merchant Bankers) Ltd. Today, First Bank of Nigeria Plc parades over 560 branches all over the country as well as branches in the United Kingdom, South Africa, Ghana and other countries. In 1912, the Calabar Branch of First Bank was opened by King Jaja of Opobo as the second branch of the bank in today's Nigeria.

In recent times, First Bank has a main branch in Calabar with up to 8 subsidiary branches and over 200 employees.

First Bank of Nigeria Plc deploys the Management by Objective (MBO) method in its approach to performance appraisal rating. 360 degree feedback is still undergoing test running for now, it has not been fully implemented officially as a method of performance appraisal in the bank (FBN) As stated in its annual report for 2010 (www.firstbanknigeria.com/annual-report), performance appraisal has become an effective tool in the organization for motivating and creating an enabling environment for fostering and encouraging individual superior performance. The adoption of MBO was as a consequence of meeting specific goals and objectives including the use of pay for performance (PFP) and pay for role (PFR) strategies to retain superior performance. These strategies were targeted towards providing for adequate incentives for value-added contributions made by employees to the objectives of the organization.

The need to enhance productivity at all levels as well as being among the top 5 paying banks in Nigeria, necessitated the bank to conduct performance appraisals quarterly as well as mid-yearly and at the end of each year. The quarterly appraisal exercise usually cascade into the mid-year and end of year appraisals. The overall goal of the exercise is to ensure the accurate tracking of employee performance and its sustainability in the long run.

1.3 RESEARCH QUESTION

What impact does performance appraisal have on employee performance in First Bank of Nigeria Plc, Calabar?

The research will try to answer the above question qualitatively. Emphasis will be laid on job improvement and customer satisfaction rating.

1.4 RESEARCH OBJECTIVES

The research's objectives include the following;

- a) To investigate the impact of performance appraisal exercises of First Bank of Nigeria Plc, on employee performance rating.
- b) To critically analyze the existing performance appraisal measures and the level of impact they have on the attitude and behavior of employees.
- c) To determine the efficiency of the adopted performance appraisal mechanism and feedback system.
- d) To critically examine the parameters used in rating or scoring employees during performance appraisals and the convenience it creates within the job function of the employee.

1.5 RESEARCH JUSTIFICATION

First Bank of Nigeria Plc is known for a large number of customers and effective service delivery. However, the increasing number of customers and the tendency to be complacent on the job, due to fatigue and pressure from the bank's management to impress on a daily basis calls for investigation into the various means employed to assess employees in order to increase the bank's productivity leveraged by customer satisfaction, quality of service and profit margin.

It is evident that the overall progress of the bank shows that employees plays important role in the banks. Meeting targets, daily reports and proper customer account management are some of the aspects of employee functions, which must be monitored to bring about comprehensive success and business breakthroughs by the bank. Rewarding employees is also a vital part of motivation that allows them to appreciate their jobs and protect the business' ideology. This study, therefore, comes at the right time when most banks are busy with profit margins with little attention paid to appraising employees at all levels of the organisational strata. The study will provide the management of First Bank adequate information needed to promote the efficiency of employee job performance by investigating and reporting the extent to which previously organised appraisals have changed the employees' attitude to work and appreciation of its daily job functions.

1.6 OVERVIEW OF EACH CHAPTER

Chapter 1 will discuss an introduction to performance appraisal, research questions, the objectives of the research, and research justification.

Chapter 2 gives a critical literature review of existing performance appraisal measures, reward and feedback system with the impact on employee performance.

Chapter 3 will discuss the research methodology with focus on the paradigm the research approach is located including the research philosophy guiding the inquiry. Methods of data collection, sampling strategy employed, the analysis and interpretation of the data generated during the inquiry stage will form an integral part of this chapter.

Chapter 4 provides the analysis of the interpreted data with emphasis laid on the key patterns identified in the analysis. The evaluation of the significance of the findings made will also be addressed here.

Chapter 5 the implication of the findings made during the research will be addressed.

Chapter 6 will give recommendations for future research work based on the issues discussed in the research. The recommendations will also be directed to managers of First Bank of Nigeria Plc, owners of businesses, as well as the wider society.

2. CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter comprises of reviews of literature on performance appraisal. It starts with how performance appraisal system has evolved up to the current rating scale in the organisation and goes on to discuss the different concepts relevant to the study. These concepts are the link of performance appraisal with HRM, the purpose and benefit of performance appraisal to the employee and to the organisation and the perception of performance appraisal of employees in the organisation. The trend of appraisal in the Nigerian banking sector with the method of appraisals they adopt looking at some of the challenges facing appraisal in Nigeria banking sector will also be considered.

2.2 HOW PERFORMANCE APPRAISAL HAS EVOLVED

Performance appraisal has come a long way as far back as the World War 1. W.D Scott came up with the idea of performance appraisal and was formally established in the mid 1950 with a personality based system widely used. In the 1960s, the establishment of management by objective moved the emphasis on to goal setting and the assessment of performance related abilities while in the 1970s appraisal practices became more open to study and this resulted in increased research into rating scales (Wren, 1994). In the 1980s and 1990s the concept of performance management came into existence as an approach for measuring and evaluating performance and as organisations evolved and became larger with professional management. Performance appraisal system served as an asset in administrative decision making (Wiese and Buckley, 1998).

Therefore in recent years, according to Soltani et al (2004); Islam and Rasad, (2006) performance appraisal has moved from just being a tool for measuring performance to a tool for self development. As a tool for measuring performance, it was to evaluate performance but now it focuses on employee development at the organisational level. This development including the growth of business is assessed by Grigoroudis et al (2013) as a factor of customer satisfaction and continuous improvement philosophy. Dusterhoff et al (2014) believes that there is a key link between employee behaviour and the calculated objectives of an organisation in the performance appraisal procedure.

Youngcourt et al (2007) agrees that performance appraisal addresses developmental purposes with methods such as self appraisal and peer review of individuals. Self development through self appraisal has come as a means of enhancing the efficiency of performance appraisal as a management tool. The continuous improvement witnessed by performance appraisal was manifested in its use to help employees advance their career paths and pave way for employees to be assessed not only by management but also by their peers.

Lee & Son (1998) assert that the need to drive performance appraisal towards self-rated satisfaction propelled the appraisal exercise to discussing the competences of employees and as such allowing them to develop their skills on the job. The motivation in this direction was a factor of the information that the employee gets at the end of the appraisal rating. This is corroborated by David (2013) who is of the view that performance on the job requires self-efficacy, which is a multiplicative function of ability and motivation. Tsai & Wang (2012) stated that the need to tilt performance appraisal towards self-development was borne out of the need to enhance accuracy on the job. They posit that accuracy is a factor of self-perception, which is in turn enhanced by individual achievement and self-actualisation.

Additionally, Golden et al (2009) asserts that 360 degree feedback is also used for employee development in improving performance. Narcisse and Harcourt (2008) agrees that on individual level it helps to define career development needs with Nickols (2007) emphasising that it helps to determine the career paths of employees. This in turn shows that performance appraisal has come a long way in increasing productivity of the organisation and employees' self development.

2.3 HOW PERFORMANCE APPRAISAL IS LINKED TO HUMAN RESOURCE MANAGEMENT (HRM)

Tsai and Wang (2013) see PA as one of the most critical tools for managers to assess the performance of employees. Also, Carrell et al (2000) acknowledge that performance management is the starting point and view it as “a box of tools” consisting of a range of tools which is used by management to guide, control and improve performance of employees such tools include the reward systems, leadership, job design, training and performance appraisal while DeCenzo & Robbins (2007) attests to it and develops its point that performance management in the aspect of PA as a tool goes beyond reviewing what

employees have to do or have done to fulfilling several duties such as integration of individual objectives with that of the organisation, allowing employee to express their views on the job, providing avenue of sharing expectation on the job etc.

Therefore Bassioni et al (2004) expresses his views of performance assessment which he called the three C's; consistency, coordination and control. These factors were used as part of appraisal and performance related pay that is part of performance management. Iles and Zhang (2013) as well as Cheng (2013) conclude that performance management is seen as the corner stone of strategic HRM because it generates useful data on performance for HR to make informed decisions in the area of placement, promotion, career development, training and development and rewards all for the purpose of adding value to the employees. Gupta and Kumar (2012) as well as Bratton and Gold, (2003) emphasise that human resource is an essential part of the organisation, as a result it is imperative to study the role of appraisal in the effective and efficient use of resources. This helps in leveraging peoples capabilities to attain a competitive edge.

Therefore HRM forms a centre in understanding people behaviour towards their colleagues as well as the organisation. Cheng (2013) elucidates the importance of performance appraisal (PA) in human resource management practices. He postulates that PA brings about the availability of data that influences key decision making processes by the HR with respect to actions and outcomes. Performance appraisal therefore is the prevailing means of managing human resource. Brauns (2013) showed that HRM forms a valuable element in decision making that defines in general, the vision, mission, core values and objectives of the organisation. Ultimately, HRM sees to it that the employee's performances are up to standard with the organisations requirement

2.4 PERFORMANCE APPRAISAL IN THE NIGERIAN BANKING SECTOR-THE BANKING MGT STYLE:

The banking sector plays a vital role in the development of the economy, therefore a need for effective leadership and management style to achieve performance is fundamental. Moses (2002) submits that for any organisation to be successful in achieving its objectives and increase productivity in the global competitive market, it must engage in good and effective management style to improve organisational performance. Ojokuku et al. (2012), attests that

efficient leadership is a determinant of success especially in Nigerian banks. Different leaders have different management style that prove to be closely related with their organisational performance and output and are transformational and transactional style of leadership. According to Hartog et al. (1997), these two types of leadership styles have gained ground and attention in the Nigerian banking. It is also argued that they are both interrelated in any organisation to produce outcomes such as job satisfaction, group performance, employee performance and organisational commitment. Abdul et al., (2012), agreed that both transformational and transactional styles have positive significant effect on employee performance and commitment. Further to this, Luchak and Gellatly (2007) as well as Pare and Tremblay (2007), made known that employee commitment is positively related with work effort and negatively with absenteeism and employee turnover.

Avolio et al (2009), defines transformational style of leadership as one that transforms and inspires followers to achieve beyond anticipation while transcending self interest for the good of the organisation. Transactional style of leadership on the other hand has to do with motivation through the exchange of rewards, praises and promises while Ivey and Kline (2010), view it as a way leaders exchange things of value with followers and move ahead with both their agendas to the achievement of a goal in the organisation. Fasola et al (2013), show in a study that in the Nigerian banking sector that the leadership style is very instrumental to employee performance hence how they are being appraised. The two leadership styles contribute jointly to organisation commitment with 81.4% which implies both are independent variables and the 18.6% could be due effect of extraneous variables. Therefore it can be concluded that even though transformational style of leadership has positive impact on the organisation it is insignificant while transactional style is an independently significant predator of the Nigeria banking employee commitment and performance. This shows that the impact of transactional style of leadership is more effective than transformational style in the Nigerian banking sector.

This brings us to the aspect of culture as it affects the Nigeria banking sector in terms of appraisal. The nature of performance appraisal differs from one country to another, according to Fletcher (2008). National culture has a major influence on the way appraisal is conducted. Majority of the research on performance appraisal is drawn from a US or UK context. Fletcher (2008), argues that in the western world there is high individualism culture where

one is being assertive and ambitious is highly valued therefore performance appraisal is focused on the individual and what they can do, while in Asian, Nigeria and other African countries culture there is strong collectivism in terms of hierarchy and acceptance of authority so accountability and open confrontation are likely to be seen as inappropriate. Another aspect is the gender differences in the Nigerian banking sector, According to William and Bedward (2001), there is no difference between male and female in problem solving abilities, analytical skill, competitive drive, motivation and learning ability and it was observed that women are more eager to obey the rules and have expectations of success than men. Recently in Nigeria there has been significant change in terms of the increase in female participation rate in the work force and a rethinking of what composes male and female roles which confirms what William earlier stated that there is no significance difference in male and female in job productivity while Iyiola (2011) shows there is a relationship between gender culture and performance in the Nigerian banking industry. Therefore it is necessary for organisations to create realistic pathways for effective utilization of all human resources.

2.5 PERFORMANCE APPRAISAL PURPOSE, ITS BENEFITS TO EMPLOYEE AND THE ORGANISATION.

The existence of organisation is to achieve competitive advantage through efficient performance of employees in such organisations. Therefore, it has become an established part of administration convention that there should be an avenue by which performance should be measured, monitored and controlled (Bratton and Gold, 2003). The purposes for PA is to evaluate performance (Gennard and William, 2004); for employee training and development (Ovando and Ramirez jr, 2007; Aguinis, 2009); for identifying goals, setting them and achieving them (Ikramullah et al, 2012). Appraisal is a system that provides vital data for logical, objectives and competent decision making aimed at recuperating performance, identifying training needs, managing careers and setting levels for reward and for legal purposes. Redman and Wilkinson (2009) acknowledge that there are more critical aspects of performance appraisal than being just a developmental approach. This ensures that there is a move away from using it for identifying future potential, improving current performance, allocating rewards and career planning to performance appraisal used as an effective tool in identifying strength and weaknesses of employees and ways of using the strength to the

advantage of the organisation in order to overcome the weakness. (David, 2013; Farndale & Kelliher, 2013).

2.5.1 BENEFITS OF PERFORMANCE APPRAISAL TO THE ORGANISATION

Malcolm and Jackson (2002), summarize the benefits of performance appraisal to the organisation as the effective basis for retention of employees, reward decisions, targeted training based on identified needs and future employee promotion decisions. Schraeder and Lindsay,(2006) suggest some additional benefits like identifying unproductive work practices, identifying potential problems, which are hindering the growth of the organisation and detecting talented employees and future leaders of the organisation. Conversely, Farmer &Van Dyne (2010), stress its need for updating personnel records, revisiting job description while Aldakhilallah and Parente (2002) discuss PA benefits in terms of transfers. Behery and Patron (2008) assert that PA helps the organisation to certify promotion and demotion. Jønsson & Jeppesen (2012) relate the benefits of PA to affective commitment on the part of the employees. They opine that employees can influence the growth of the organisation through commitment leveraged by effective relationship between individuals including supervisor-subordinate relationships.

2.5.2 BENEFITS TO THE EMPLOYEE

Performance appraisal takes record of an employee's past performance and compares it to the present and focuses on the improvement of the future (Bersin, 2008). By so doing, it gives employees the opportunity to communicate their ideas, concerns and prospects for the overall goal of the organisation. Mullins (1999), states that ideally, performance appraisal helps the employee to receive feedback for their performance and evaluate their contributions to the common goal of the organisation. Also, Derven (1990) and Kuvaas (2006) review that PA helps align employee performance to organisational goals. Weise and Buckley (1998) confirm that it also helps an employee to make personal decisions regarding his or her current performance and provide strategies for future development. This is in agreement with the assertions of David (2013) who believes that self-efficacy is an important factor for personal growth and development on the job. On the other hand, Nelson (2000) adds that performance appraisal basically helps the employee to have a purpose and set approach in the direction of

the target goal elaborating that appraisal system acts like a motivator for the employee who performs well in the present to keep the achievement up and in the future.

2.6 PERCEPTION OF PERFORMANCE APPRAISAL IN AN ORGANISATION

The human resource system in any organisation can be more effective by adopting a suitable appraisal system in rating the performance of employees (Armstrong, 2003). Mensah & Seidu., (2012), agree to this but pointed out that it also depends on how the employees feel about the suitable method of appraisal in the organisation; whether it gives a positive or negative impact on them. This goes to show whether the employees get motivated to improve performance or if the feedback they receive de-motivate and make them loose interest in the job. Jawahar (2006) believes that the satisfaction employees derive from PA feedback fosters job satisfaction and organisational commitment. Denisi & Pritchard, (2006) recognized participation of employees in appraisal process as precursor to employees' work motivation because they will feel a sense of fairness in the process. Also, Brown and Benson (2003) confirms that employee respond more favourably to fair performance appraisal systems while Pettijohn et al, (2001) sees it in a similar light and points out that the participation is very essential to employees and leads to the perception of job satisfaction and commitment. On the other hand, Mullins (2007) goes to say that if employees perceive an appraisal process in an organisation as valuable source of feedback to improve their performance, bring opportunity for promotion and personal development they will be motivated to perform.

Therefore, Cheng (2013) opines that it is important for managers to make appraisal process very clear to the employees. This is because employees have certain expectations when they join the organisation such as growth and the organisation expects a lot from the employee as well, so the feedback they receive from appraisal will either motivate or de-motivate the employees which will either way affect the organisation performance. To this effect, it is important for mangers to carry out appraisal appropriately and recognize how to present information about improvement and criticism as well (Anthony et al., 1999).

2.7 CHALLENGES OF PERFORMANCE APPRAISAL

Performance appraisal is widely practiced worldwide in organisations. One of the greatest challenges faced by appraisal processes in organisations is the inconsistency existing between theory and practical implementation. This is affirmed by Saffie-Robertson & Brutus (2014) who highlight that most performance appraisal activities are resisted by employees in a bid to protect their jobs. Continuing, they believe that the inflation of performance evaluation as a show of leniency for employees in order to encourage them poses a major threat to the integrity of performance appraisal systems in various organisations.

According to Maroney and Buckley (1992) account, there is a significant gap between theory and practice. They further observed that human resource personnel do not fully utilize the psychometric tools available and middle management argue that the process should be simple and easy to follow if not it becomes time consuming and cost ineffective. Another criticism is the appraisal carried out by managers lead to the tendency of employees being dependent on them and more so sometimes the managers are not properly trained and the feedback is hindered due to subjectivity and bias which at the end leads to incorrect and unreliable appraisal of employees.

Walters (1995), summarizes some of the challenges faced by performance appraisal process in an organisation as top managements inability to determine evaluation criteria in a quantifiable terms, lack of competence and expertise in carrying out appraisal objectively, error in appraisals due to bias like stereotyping and employee resistance due to lack of clarity about the purpose and the process of the appraisal. Iles and Zhang (2013), discuss the challenge of cultural differences in performance appraisal in terms of attitude of extrinsic rewards, group performance, specific formal appraisal methods, and employee involvement. They suggest that it can pose a challenge because employees in a collectivist culture prefer team work rather than individual appraisal and are uncomfortable with direct face to face feedbacks or criticism.

2.8 PERFORMANCE APPRAISAL METHODS

There are different types of performance appraisal used in organisations but for the purpose of this research i.e. looking at the First Bank of Nigeria, this research will focus on the types used by the case study bank in Nigeria, which are management by objective and 360 degree feedback.

2.8.1 MANAGEMENT BY OBJECTIVES (MBO)

Management by Objective (MBO) was introduced and popularised by Peter Drucker in 1954. It states that objective is vital in any area where performance and result openly affect the continued existence and success of the organisation. He also emphasised the need for a participative goal setting, self control and self evaluation. In goal setting, the objectives of the organisation are used as a guideline to which employee objectives are setup, and it becomes a standard against which the employee performance will be evaluated. In the aspect of self control MBO, it helps in monitoring the employee performance in order to have a clear picture of result against objectives. MBO is a type of appraisal where the employee and the employer agree on a set goal and targets and deadline is given to achieve them. An example is the Nigerian banking where targets are given to employees to bring in deposit of certain amount within a specific period of time (Brown and Heywood, 2005). Rudman (2003), states clearly that it is key to have comprehensible and defined objectives to avoid the problem of appraising based on unclear objectives which can affect employee motivation to work. Aside from MBO assisting management to plan and control functions, it is also considered as result oriented approach to performance appraisal. Therefore MBO has survived as an effective management approach because it has grown and developed over the years.

2.8.2 360 DEGREE FEEDBACK

The traditional method of appraisal where the managers alone appraises employees has become insufficient for the organisation. Therefore, many organisations have extended the idea of upward feedback into a 360 degree feedback (Dessler, 2000). This method of appraisal provides wider perspectives about employee performance and also allows employees to understand how others view their effectiveness as co-workers and as individuals (Gallagher et al, 1990). According to Decenzo and Robbins (2005), a research into the effectiveness of 360 degree appraisal was reported positive because the feedback result was more accurate and also reduces the subjective factor of evaluation process.

Oz & Deniz (2012), agree to this fact and state that in an organisation where team work, employee development, performance and communication with lots of people, 360 degree is very reliable since feedback information is gathered from managers, supervisor, teams, project mates, customers and employees themselves. More so, Luecke & Hall (2006), expresses that the participation of employees in appraisal brings a feeling of involvement which is associated with organisational commitment and reduces appraisal mistake because it is not from one source.

In a different view, Pak (2009) assessed 360 degree feedback in organisational and employee perspective. He argues that in the organisational perspective, it facilitates cultural change, aids developmental purposes, succession planning systems, executive development, and reinforces core values and business strategies. Moreover, the individual perspective view of 360 degree feedback helps improve unsatisfactory performance and decreases employee excuses about weakness and provides a good understanding of their abilities. Thus, it is argued that 360 degree can be planned to increase productivity by ascertaining which activity will be performed and the outcome expected from it. Wimer & Nowack (2006) emphasises that most organisations do not have a clear purpose in their approach to deploying the 360-degree feedback in performance appraisal. They suggest that multi-rater involvements for PA should consider specific business and strategic needs of the organisation.

Alexander (2006) identifies an employee's affective and behavioural reaction as a significant factor that can distort performance improvement based on the 360-degree feedback approach.

They opine that the emotional stress associated with receiving feedback on performance from colleagues and supervisors may affect an employee's appreciation of the exercise thereby posing a threat to organisational development. It is a known fact that not many people are comfortable with negative feedback on their job functions and as such this feedback can be damaging to their egos and self esteem.

3 CHAPTER THREE RESEARCH METHODOLOGY

3.1 INTRODUCTION

This section will discuss the researcher's methodological approach to data and information collection as well as the interpretation of the objectives of the research. The collected data is assumed to give adequate answers to the questions raised in this research including the rationale behind the chosen techniques for the collection, interpretation and analysis of the data used in this study. To this effect, the discussion in this chapter will be based on the following; the research aims and objectives, the research design, research philosophy, research approach, the sources of data collection as well as sample population for the study, data acquisition, which describes the structure and administration of questionnaires and data analysis method deployed.

3.2 RESEARCH AIMS AND OBJECTIVES

The aim of this research is to investigate the validity of performance appraisal as a tool for evaluating the on-the-job performance of employees of First Bank of Nigeria Plc, Calabar Branch. The focus of the research is on the critical analysis of the impact of appraising employees including the administering of incentives such as promotion, increment in salaries as well as training and development, on employee performance rating as a means of fostering personal and organizational growth. The objectives of the research consist of the following;

1. To investigate the impact of performance appraisal exercises of First Bank of Nigeria Plc, on employee performance rating
2. To critically analyse the existing performance appraisal measures and the level of impact they have on the attitude and behaviour of employees
3. To determine the efficiency of the adopted performance appraisal mechanism and feedback system

4. To critically examine the parameters used in rating or scoring employees during performance appraisals and the convenience it creates within the job function of the employee

The realization of the above objectives is anchored on giving appropriate answers to the following research question; What impact does performance appraisal have on employee performance in First Bank of Nigeria Plc, Calabar?

The research questions raised reflect the extent of information required to be derived from an analysis of the responses of employees of the case study. The questions were carefully chosen to cut across the broader perspective of performance appraisal measures and rating. As stated in Gregg et al (2013), mining the thoughts and feelings of any set of respondents in a research work is most commonly achieved through asking questions and self-reporting techniques. The use of surveys and interviews provides a means by which researchers can collect most revealing information about the target audience.

3.3 RESEARCH DESIGN

Performance appraisal exercises involve the direct participation of the evaluator and the employees being appraised. The outcome of the exercise is usually felt more by the employees who are evaluated than the evaluator. Since the overall goal of performance appraisal is to enhance efficiency on the job, the survey strategy was deployed to collect the needed primary data for the critical analysis of the impact of performance appraisal on employee performance and their reactions to various performance appraisal metrics. Research design provides the overall plan for connecting the identified research problems to the relevant empirical research. The main research design as highlighted in Groenewald (2004) is to ascertain the relevant data, methods for data collection and analysis, and the answers the data and methods used are going to provide for the stated research questions.

Saunders et al (2007) assert that the researcher should be able to formulate the research design, which addresses ethical issues focused on broad assumptions to specifying the exact details of data collection and analysis. These ethical issues raise key questions during the

research process, which are answered in the research design. According to Bryman et al (2008), the research design answers three (3) key questions including;

- What the underlying assumptions are,
- How the research will be conducted with emphasis on the methods of data collection and analysis,
- Why it is important to use the chosen plan for achieving the objectives of the research and providing answers to the questions raised.

Research design can be influenced by practical considerations, theory, epistemology, axiological values and ontology. Consequently, choosing a research design method for optimum results is essential (Bryman et al 2008). Performance appraisal is connected to employee behaviour and epistemology. As discussed in Collis & Hussey (2003), epistemological underpinnings are relevant in ascertaining what we can accept as valid knowledge. Assessing employees on appraisal rating must be characterized by what is accepted as work ethics and ethos within the confines of the organization. Such ethics and ethos form the knowledge base for creating and monitoring standards and baselines. Data collection in this research will be based on the administering of a survey to employees of First Bank of Nigeria Plc, Calabar to enhance the collection, collation and analysis of the data leveraged by an interpretive approach to understanding the impact of performance appraisal on the job performance of employees in the case study.

3.4 RESEARCH PHILOSOPHY

Collis & Hussey (2003) highlighted the efficacy of two main paradigms in the research process. These include the positivistic and phenomenological paradigms for sampling and analyzing data. As described in Samuel (2012), the phenomenologist considers the product of knowledge as the perceptions of the individuals involved in the knowledge acquisition process and believes that reality is an outcome of social interaction and constant revision. Therefore, human behaviour is viewed based on the different interpretations given to the world by different people. To this end, qualitative analysis of data is more enhanced since different interpretations can be given to the data based on the perception of different people. As a consequence, the subjective state of the individual being appraised is given higher

precedence in terms of meaning rather than the measurement of parameters. The objectives and questions raised in this research work are best suited for interpretive, phenomenological or constructive philosophy, which assesses the subjective state of the employee's mind. This is buttressed by the fact that there is no reality independent of the mind and human behaviour is largely influenced by the state of an individual's mind. Subjecting this research to interpretive paradigm paves way for the collection and use of qualitative data, which is rich and has high validity. This data can also be used in generating theories around the research domain.

3.5 RESEARCH APPROACH AND JUSTIFICATION

This research work is underpinned by a qualitative research approach. This is in connection with the desire of the researcher to explore and understand the meaning attached to the identified social problem. Creswell (2009) opines that a qualitative approach in undertaking a research is important for several reasons. Some of these include;

- its usefulness in understanding and interpreting behaviors
- its insider perspective on the data
- it is discovery-oriented and allows for explanations and descriptions
- it is holistic and open, allowing the researcher to drive the research
- it assumes a dynamic reality and allows to be collected in the participant's setting.

The goal of this approach to be subjective enough in the assessment of factors that allow for understanding the impact of performance appraisal in the chosen domain. Data analysis will be done inductively from a specific to a general case, with participative enquiry used for data gathering (Collis & Hussey, 2003; Saunders et al, 2009).

The means of data collection for this research is achieved with the help of questionnaires. Though there are several methods through which data can be collected including the use of interviews, focus groups, observations and archived data, the choice of questionnaires is based on its accessibility and cost of processing. The logistic convenience created when questionnaires are used in a research work and the tendency to allow respondents to express their views freely and in privacy as responses are anonymous makes the use of questionnaires valuable for this research.

3.6 SOURCES OF DATA COLLECTION

Data used in this research was collected from two sources; primary and secondary sources. Collecting data for proving the validity of the research as well as the extent to which the data collected is relevant in achieving the research's aims and objectives and being able to answer the research questions raised is a vital aspect of the research process. It is noteworthy to mention here that the researcher is mindful of the reliability of the data collected and Specifically ensured that it was devoid of erroneous values in order to generate accurate results. The sources of data used are discussed elaborately below.

3.6.1 PRIMARY DATA

Primary data will be collected by conducting a short survey. The survey will be characterised by the administration of questionnaires. Hox & Boeije (2005) opine that the pertinence of structured questionnaires is leveraged by their usage in assessing a large number of variables from a sample size of respondents that is large enough to represent the entire study population. The questionnaires were distributed to a selected sample size of employees of the case study. The use of questionnaires is chosen as a means of enhancing the participation of employees, who are more affected in the performance appraisal process. Nielsen & Randall (2012) argue that having employees to participate in planning and other teamwork based processes yields positive results at all levels. The relevance of questionnaires is highlighted in Rattray & Jones (2005). They emphasized that questionnaire are useful tools for measuring knowledge, attitudes, cognition, intention or behaviour. The questionnaire is able to capture data about the self-reported observations of the respondent, which may be unique and revealing. The series of questions included in the questionnaire were designed in line with the objectives of the study as well as the research questions raised in the study.

Lim & Odom (2009) investigated the relevance of appropriately framing questions prior to a research and highlighted that this pre-figurative process is essential to the experience of the respondents as well as the researcher in achieving the target goal. Use of questionnaires can be classified as action research and require an understanding of the investigated domain

(Koshy, 2005). The main goal of the questionnaire in this respect is to obtain information from respondents in order to clarify the questions raised in the study.

3.6.2 SECONDARY DATA

The use of secondary data is important in a research. Owing to this fact, several sources of secondary data collection were employed. The emphasis here was on the accuracy and authenticity of the data being collected. Having examined the requirements for data collection, the library and the Internet were major sources of secondary data collection. Journal articles, books, reports and the organizational website of the case study were valuable for gathering the required information needed to foster the successful completion of the data collection stage. Though there was a lot of secondary data accessed, the researcher was able to critically analyse and examine the validity and newness of the data before collating it for use in the research.

Boslaugh (2007) posit that both primary and secondary data are important in a research and should be treated with the same degree of attention during the course of the research. Hox & Boeije (2005) agree that there is the possibility of using the data collected and archived prior to a research such as administrative records, official statistics and so on as valuable data for carrying out a research work. However, they pointed out that secondary data may be problematic in processing. According to them, being able to locate the useful data from secondary sources, which the researcher must initially have to source for and filter, to align with the specific research problem identified, as well as meet the quality requirements of the research in relation to good methodical practice, can be tasking. Consequently, extracts of data from secondary sources were critically assessed before use. Main sources of secondary data were the library and online journals including Sage, Google Scholar, Emerald, among others.

3.7 SAMPLING TECHNIQUE AND SIZE

Purposive sampling was employed for the collection of data used in this research. Since the focus of the research is on meeting objectives and giving answers to questions raised, this sampling technique was chosen as a way of selecting the appropriate sample size for representing the large population of the sample space. As discussed in Saunders et al (2009) purposive sampling allows for the effective analysis of responses using self-selection and judgemental sampling to select and judge cases that will foster the realisation of set objectives. The size of the sample population as well as the need to promote fairness of participation necessitated the combination of the stated sampling techniques in order to collect the required primary data. The sample size will comprise of one hundred employees randomly chosen from the Calabar main office of First Bank of Nigeria Plc and its eight subsidiaries across the state capital. The classes of employees included in the sample size are managers, assistant managers, line heads and banking officers of both genders within the age range of 18 years and above.

The collection of data was preceded by permission to the authorities of First Bank of Nigeria Plc, Calabar. The researcher was able to contact the management of the Bank to seek approval for carrying out the research. This was done through phone calls. The management agreed to the researcher's request and directed the researcher to discuss with the respondents and seek their permission to distribute questionnaires. Discussion with the respondents was successful and as such the data collection was done with the respondents' consent, the researcher introduced herself to the respondents and highlighted the purpose of the research work as well as the need to make notes including protecting the confidentiality of the respondents. Data was then collected after the distribution of the questionnaire as well as the follow up calls.

The qualitative and descriptive nature of the research allowed for in-depth data to be collected. The selection of subjects was based on the employees who have taken part in performance appraisal for the past 3 years including the assessors themselves. This made it possible for the researcher to arrive at the right sample for the study. The follow up calls were done through phone calls. Notes were taken to record all the responses of the respondents. In order to have a good representative sample, purposive sampling was used. This sampling is based on the judgement of the researcher to ascertain the extent to which the data given was correct and valid for the research. The sampling size was 10 allowing for 10 qualitative

follow up calls to be conducted. There were 7-female and 3-male respondents for the follow up calls. After the first 10 calls, the researcher could not conduct more follow up calls as there was a recurrence of themes in the responses given by the respondents.

The questionnaires were also collected from the 100 copies that were distributed. Out of the total number of 100 questionnaires, four of the questionnaires were returned with all the relevant sections skipped. Therefore, 96 valid questionnaires were used for the analysis. Of this number (96), 28 were males; representing 29.17% of the valid samples and 68 were females; representing 70.83% of the valid samples.

3.8 DESIGN OF THE QUESTIONNAIRE

The structure of a questionnaire is relevant to the adequate collection of primary data. As stated in Koshy (2005), a questionnaire should be kept simple and relevant to the focus of the research. A questionnaire provides an interface to giving answers to the questions raised in the research from the point of view of the respondents. A set of fifteen open and close ended questions were raised in the questionnaire. The structure of the questionnaire allows respondents to be both objective and subjective in the course of supplying answers that will in turn serve as primary data for this research. The same set of questions will be served to all the respondents and emphasis will be laid on answering the questions in the direction that satisfies the stated research objectives. Rattray & Jones (2005) assert that the questionnaire's design should reflect the scale and response format to use in order that the required data can be captured. Questions included in the research were designed to cut across all the aspects of performance appraisal relevant to the research. Emphasis was laid on subjectivity and critical thinking as well as the respondent's perception of the overall impact of the appraisal exercise. The questionnaire was critically examined by the supervisor and appropriate corrections effected.

3.9 RELIABILITY, ETHICS AND VALIDITY OF DATA

Every research work is challenged by adherence to ethics and the reliability of the data collected. Rattray & Jones (2005) posit that a questionnaire must be repeatable, internally consistent and stable. Responses to questionnaires must also be devoid of bias and emotional attachment in order to collect accurate data. Bryman et al (2008) agrees that constructivism, which is employed in the analysis of the data collected in this research, allows reality to be produced through social interaction and in regular amendment. Therefore, it was ensured that the respondents were conversant with the subject matter before the questionnaires were distributed to them. The data collected was also reviewed for consistency before it was accepted as valid data for analysis and reporting. Organisational ethics were maintained in the dissemination of the questionnaires and all privacy issues were addressed in order that the respondents were comfortable with the adopted data collection process. This was made possible by allowing respondents to decide whether or not to participate in the research after reading the terms and purpose of the research on the introductory section of the questionnaire.

Questionnaires are commonly used tools for data collection. Since a questionnaire is based on a definite structure with objective and subjective response format, it is believed that it is a suitable tool for the acquisition of valid research data. As stated in Rattray & Jones (2005), questionnaires provide for consistency when the structure is kept simple enough to be followed judiciously by respondents. The data collected through questionnaires is therefore based on questions, which are related to the research topic in a bid to satisfy the research objectives. According to Saunders et al (2009), a questionnaire is valid when its design is able to measure the required parameters needed to drive the success of the research. Questions administered to respondents were designed to collect sufficient information that gives answers and meaning to the theoretical assumptions around the research domain. Face and content validity tests, which allow for the assessment of the measurement of the purported concept within the context of the research, were used for testing the validity of acquired data.

3.10 DATA ANALYSIS

The data collected will be analysed using a qualitative approach. The data will be grouped and inductions made based on the facts and information generated from the raw data. The interpretation of the data will be devoid of emotional attachment or bias and a coding scheme will be used to create patterns that will provide answers to the research questions. Data will be read and evaluated using the statistical package for social sciences (SPSS). This is to enhance the accuracy of the output as well as the analysis of the processed data. The interpretation given to the data will be in relation to the research's objectives leveraged by efficiency and productivity on the part of the employees towards fostering organisational growth and customer satisfaction.

3.11 LIMITATIONS

The research was faced with limited time window in conducting the survey for data collection and analysis. The human factor was also experienced in terms of the expression of emotions especially by respondents who feel they have been long on their current positions and as such require promotion and other financial benefits. In the same vein, the sample size may not have been a truer reflection of the subjectivity of the sample space, which is very large. However, due to time and resources, a smaller sample size of 100 respondents was chosen to represent the rather large sample space.

4. CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 INTRODUCTION

The purpose of this chapter is to analyse and present the data obtained from the research questionnaire. The chapter will give a description of the respondents who participated in the study and present the data from their responses. As described in De Vos et al (1998), carrying out a qualitative analysis of data is challenging and depends on the creativity of the researcher as well as the intimate involvement he has with his respondents. The data compilation will be directed towards interpretive analysis with emphasis on the intended and derived meaning of the data collected.

The next sections will look at the details and identity of the respondents and data analysis. A table that defines the main themes of the research will be presented including a discussion of the themes afterwards.

4.3 DATA ANALYSIS

The interpretive approach was adopted for data analysis. The data collected was first analysed based on the following:

- The researcher read through the collected transcripts and questionnaires to make meaning out of the responses
- Ideas around the respondents' data were written down and efforts were made to correlate these ideas with the objectives of the research
- Categories were created from the responses given in order to classify and interpret the data more subjectively
- Subcategories were identified among the major categories and proper relationships were created between data points to support their relevance in the research

The themes, categories and subcategories that were identified from the responses given by the respondents are given in Table 4.1.

Table 4.1 Themes and Categories for Performance Appraisal

Theme	Categories and Subcategories
Performance	<ul style="list-style-type: none">• Employee assessment<ul style="list-style-type: none">○ participation○ frequency○ relevance• Job performance and improvement<ul style="list-style-type: none">○ performance indicators• Relevance of appraisal
Feedback and benefits	<ul style="list-style-type: none">• Quality of feedback• Quality of appraisal methods• Appraisal benefits

The highlighted themes in Table 4.1 will be discussed in details in section 4.5.

4.4 INTERPRETATION OF FINDINGS

The questions used for data collection for both the interviews and the questionnaire were designed to allow for the investigation of performance appraisal impact including feedback and benefits. The main factors identified as major prerequisites for organisational growth were indicated as employee job performance and feedback/job benefits. Consequently, the discussion of findings will be concentrated on these two factors, which were identified as the two major themes for this research. As stated in Neuman (1997), interpretation is connected to coherent meaning and significance. Therefore, the qualitative analysis done here will be based on assigning meanings to data interpretation and the meanings will be a representation of the views of the sample population. A descriptive and narrative format will be used as opposed to the use of a scientific report format. Descriptions will form the basis of communicating the impact of performance appraisal on employee performance for the identified case study.

4.5 DEMOGRAPHIC DATA

It is important to discuss the distribution of the valid sample size in terms of age, marital status, highest level of qualification and rank. This is meant to give an insight into the attributes of the respondents that took part in the research. It is always valuable to identity

quantitative subsets within a given population, which symbolise that population at a given time. To this effect, details of the demographic data for the given sample size are discussed.

4.5.1 AGE AND MARITAL STATUS OF RESPONDENTS

Most of the respondents were in the age range of 28 – 37 years. This is likely based on the fact that most banks including First Bank of Nigeria Plc place age restrictions as one of the criteria for the recruitment of staff. Also, it can be seen that most people exhibit more maturity and the ability to cope with the stress of work between the ages of 28 to 37 years in normal life activities. The question enabled the researcher to estimate the average age of the respondents. The pie chart on Figure 4.1 below gives a summary of the age range of the respondents that took part in the research.

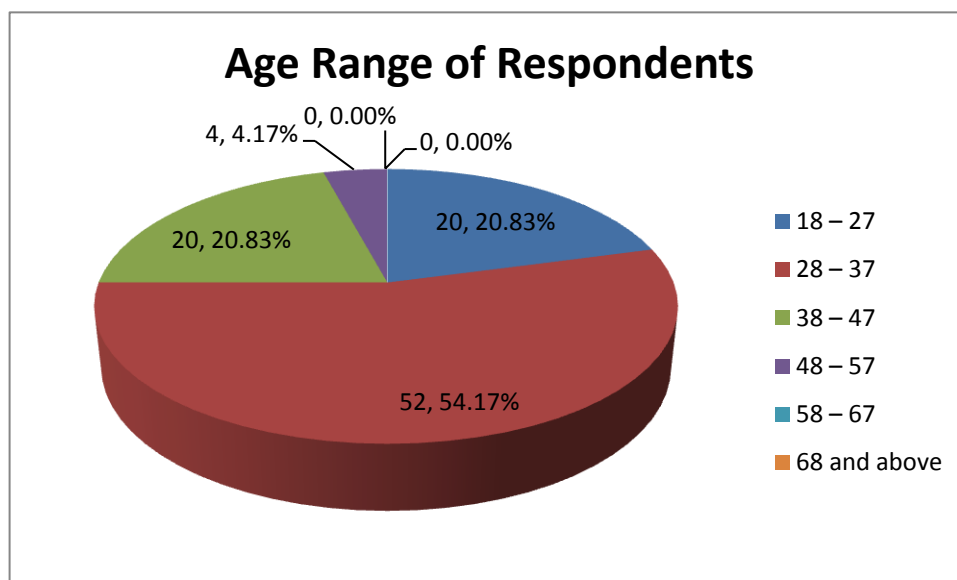


Figure 4.1 Age Range of Respondents

As shown in Figure 4.1, a good number of respondents were in their active state of life. No respondents were recorded in the age range 58 and above, indicating that First Bank of Nigeria Plc has a high rate of youthful workforce that are healthy and strong enough to perform their jobs to the satisfaction of organisational goals.

The question of marital status was asked to ascertain the level of distraction respondents may have while performing their jobs and also to determine if marriage had an influence in their performance during appraisal exercises. The data collected showed that most of the

respondents were single and a good number were married. Few were separated and none was either divorced or widowed. The data collected based on this question during the research is shown in Figure 4.2.

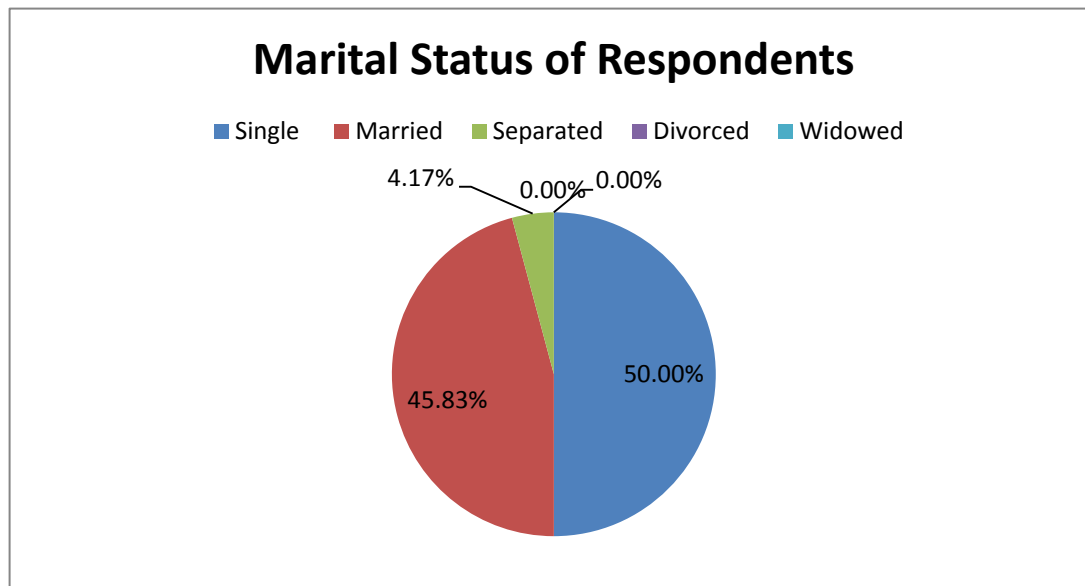


Figure 4.2 Marital Status of Respondents

As indicated in Figure 4.2, 50.00% of the respondents were single while 45.83% indicated that they were happily married. Only 4 of the respondents representing a percentage of 4.17% had been separated after marriage. The figure in the data gives an insight into the fact that most of the employees were not being distracted by their partners (for those who have) while the others who do not have, are not affected by relationship issues that may impact negatively on their job performance.

4.5.2 RESPONDENTS' QUALIFICATION AND RANK

The respondents were asked to indicate their highest qualifications and rank during the research. This question was raised as a means of ascertaining the degree of influence the level of education attained by an employee affects his job performance. It is believed that higher qualifications create professional maturity in an employee's ability to perform his statutory roles as well as his ability to interpret assigned job roles and functions. In most organisations including the First Bank of Nigeria, higher qualifications also provide an avenue to improve upon the organisational standards and earn higher positions on the organisational structure. The responses collected for the qualification of employees are shown in Table 4.2.

Table 4.2 Respondents' Qualification

Qualification	Frequency	Percentage (%)
SSCE	0	0.00
Diploma	4	4.17
Bachelors degree	72	75.00
Postgraduate	20	20.83
Total	96	100

The implication of this finding is that no respondent that is an employee of First Bank of Nigeria Plc for the selected and valid sample size has his or her highest qualification as SSCE (Senior School Certificate). This is an indication of the fact that the bank places some level of emphasis on qualification. This is evident in the high rate of employees with first degree as their highest qualifications and a reasonable number with postgraduate qualifications. A total of 72 respondents, representing 75.00% have Bachelors degree, which is usually regarded as the basis for coping with the complexity and intricacy as well as the sensitivity and pragmatic nature of banking jobs. Understanding and interpreting roles is also regarded as a factor of the level of education one has attained. If we have a look at the number of respondents with Diploma as their highest level of qualification, it is a clear statement that the level of education one attains is very crucial in the performance appraisal process.

The rank of each respondent that partook in the research was recorded and the data collected is shown in Table 4.3.

Table 4.3 Rank of Respondents

Rank	Frequency	Percentage (%)
Manager	4	4.55
Assistant Manager	4	4.55
Line Head	24	27.27
Banking Officer	56	63.64
Total	96	100

A large population of the respondents were banking officers; 56 of them representing 63.64% of the valid sample size. They were 24 line heads representing 27.27%, 4 Managers and 4 Assistant Managers, each representing 4.55% of the valid sample size.

4.6 PERFORMANCE

One major aspect of the research that identified how appraisal exercises affect employees is general performance of the employee in the organisation. The value of performance will be interpreted based on the findings made in this research. The findings propose that performance appraisal in terms of employee assessment; feedback and benefits are major determinants of job satisfaction and improvement by employees. This is in tandem with the assertion of Dusterhoff et al (2014), who think that employees' moral justification of performance appraisal is an efficiency factor for its continuity. After collating and reading through the responses given by respondents such categories as employee assessment, job performance and improvement, and the relevance of appraisal exercises kept recurring and were used by respondents for interpreting performance. Out of the valid sample size of 96 respondents, 92 indicated that they have participated in a performance appraisal before while 4 answered 'No' to the question 'Have you participated in performance appraisal before?' As a result of the findings, improved employee performance was directly linked to qualitative performance appraisal exercises than the absence of same.

Respondents affirmed that employee assessment is imperative for an organisation to witness reasonable growth and development as well as remain profitable in its business transactions. This further ascertains the validity of the research when compared to the findings of Grigoroudis et al (2013). When responding to the question of: **Does your organisation conduct performance appraisal to assess employees?** 95 out of the 96 valid responses collected indicated **yes**. Table 4.4 shows the distribution of the responses.

Table 4.4 Sampling highlighting Employee Assessment

Does your organisation conduct performance appraisal to assess employees?	Frequency	Percentage
Yes	92	95.83
No	0	0.00
Not sure	4	4.17
Total	96	100

When respondents were asked to specify the aspects of their job performance that were appraised, one of the respondents indicated that such aspects as *task outcomes and improvement potentials* were used in the appraisal exercise. However, another respondent stated that *“HSSE performance, Annual Tasks and targets, customers requirement, Company core values of ITEC (Integrity, Teamwork, Excellence and care)”* were used as the parameters for appraising employees when the appraisal exercise he was involved in was conducted. Looking further into the responses given, a respondent indicated as follows *“Knowledge, performance on the job, job satisfaction and career development”* while responding to the question of: **If yes, specify the aspects of your job performance that were appraised.**

From the responses given, it is convincing that performance appraisal is relevant in an organisation and has direct effect on employee performance. This conforms with the work of Youngcourt et al (2007), who believes that performance appraisal has a role to play in personal and organisational development. This is even more buttressed by the frequency of the exercise as highlighted in Table 4.5.

Table 4.5 Sampling highlighting the frequency of performance appraisal exercises

How often is performance appraisal conducted in your bank?	Frequency	Percentage
Monthly	4	4.17
Quarterly	32	33.33
Half yearly	52	54.17
Yearly	8	8.33
Total	96	100

As shown in Table 4.5, the frequency of performance appraisal exercises is higher for the period ‘half yearly and quarterly’ than ‘monthly and yearly’. From this information, it is likely that performance appraisal is done alongside quarterly and mid-year reports, as witnessed in most organisations. This is an indication of the extent of employee improvement that organisations desire to drive their businesses forward. The expression of positive attitude towards performance appraisal by employees validates the notion that no

organisation is likely to make any reasonable achievement without conducting performance appraisal exercises regularly.

4.6.1 JOB PERFORMANCE AND IMPROVEMENT

Job performance and improvement are vital factors to an employee's career development. Narcisse & Harcourt (2008) highlights one of the strong points of performance appraisal as career development with Nickols (2007) stating specifically that PA is essential for determining employee career path. When probed about issues involving the relationship between performance appraisal and job improvement, 88 of the respondents affirmed that they were able to improve on their daily job routines due to the appraisal exercise. The data collected from respondents is shown in Table 4.6.

Table 4.6 Sampling highlighting improved job performance based appraisal exercise

The appraisal exercise helped me to improve on my job performance?	Frequency	Percentage
Yes	88	91.67
No	5	5.21
Not at all	3	3.12
Total	96	100

The data in Table 4.6 indicates that employees look forward to appraisal exercises to help highlight grey areas in their assigned job roles and functions. One of the respondents have this to say: *“It helped me to deal with issues arising objectively by proactively providing solutions to customers queries, managing the process end to end and taking ownership for every customer enquiry to the point of providing an effective resolution”*. In the words of another respondent, *“I have improved on proper preparation prior to internal and external audits ensuring that records are tidied and ready for auditors”*.

As specifically stated by respondents, performance appraisal is an effective instrument of growth in an organisation. One of the respondents highlighted that *“key performance indicators”* were clearly visible in his approach to daily job routines after being appraised

while another stated thus *“It gives me a focus on my job objectives and target”*. While assessing the level of improvement instituted by performance appraisal, respondents were asked if performance appraisal has brought improvement to the departments where they work. The data collected from the respondents is shown in Figure 4.3

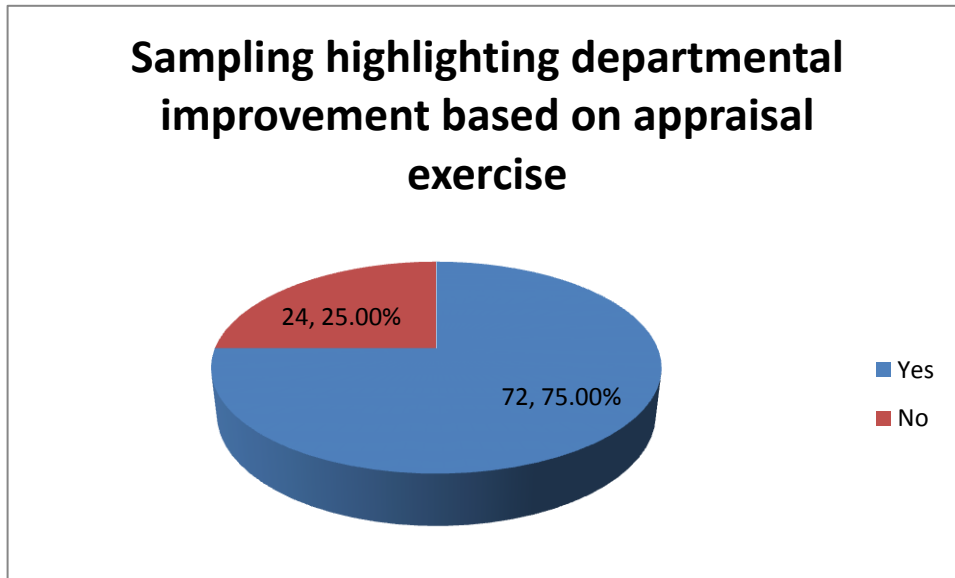


Figure 4.3 Sampling highlighting departmental improvement based on appraisal exercise

The percentage of the responses indicates that most of the respondents have witnessed improvements in their various departments due to performance appraisals. As shown in Figure 4.3, 44 of the respondents stated that the appraisal exercise has completely revitalised their departments and a total of 92 respondents including those who indicated slight, moderate, quite a bit and almost totally, revealed that one or more changes have been made to their departments in terms of customer satisfaction, competition, meeting organisational goals and so on. One of the respondents gave a succinct response; *“keeps us striving to be one of the best”*, when asked to specify the extent of improvement witnessed in the department he works as a consequence of performance appraisal.

Another respondent while trying to describe the improvement in his department based on performance appraisal stated thus *“Enquiries are not just passed on to our superiors and other relevant team members without an effort to resolve it. There is more accountability, ownership and responsibility shown by staff in the department”*. This statement gives a clear meaning to the value of performance appraisal and provides an avenue to hold people accountable and responsible for certain job functions.

Having examined the responses given to the degree of improvement triggered by performance appraisal based on the available data, it is obvious that each respondent has been positively impacted by appraisal exercises. This goes with the fact organisations are constantly improving upon the goods and services they render, which puts appraisal as an indispensable aspect of employee performance with emphasis on personal and organisational growth and development.

4.6.2 RELEVANCE OF APPRAISAL

One major issue in motivating employees is to ascertain the relevance of appraisal exercises. Is the appraisal exercise relevant to the employee or is it a distraction to his emotional comfort viz-a-viz his performance on a standard scale. As highlighted in Tsai & Wang (2013), PA is a critical tool for assessing employee performance and as such finds relevance in an organisation's structure. This question was raised in the research in different perspectives. One of the questions asked to determine the relevance of performance appraisal was *“how confident do you feel performance appraisal will help you in your future careers?”* Responses given to this question are shown in Table 4.10.

Table 4.7 Sampling highlighting confidence level of employees on performance appraisal

How confident do you feel performance appraisal will help you in your future careers?	Frequency	Percentage
Not confident	4	4.17
Moderately confident	28	29.17
Totally confident	64	66.67
Total	96	100

The confidence level expressed by respondents on performance appraisal was high. According to the data in Table 4.7, it is evident that most employees depend on performance appraisal maximally to determine the direction of their future careers. This is evident in the quality of responses given by 92 of the respondents who expressed confidence in the exercise. One of the respondents specifically wrote thus *“It tells on how I am performing and areas needing improvement and recommended courses to attend”*. The information

available in the comment shows that choice of career path is a function of the advice employees are given during appraisal exercises. This is also glaring since most organisations such as First Bank of Nigeria Plc are keen on professionalism and career advancement.

Another respondent gave the following response to the question highlighted in Table 4.10; ***“It will help me become more goal orientated and objective in my approach to carrying out my duties effectively. It will also enable me become aware that because my performance will contribute greatly to the achievement of the organisations, it needs to be optimized”.***

Looking at career development in a broader perspective, one respondent put it thus ***“performance appraisal steers a staff progression and training requirement for growth in the organisation”.*** This brief comment provides the basis for accepting performance appraisal as an integral growth of personal and organisational growth.

4.7 FEEDBACK AND BENEFITS

Feedback and benefits was identified as the second major theme for this research’s data analysis. The essence of this theme is to ascertain the information that is available to employees after a performance appraisal exercise including the consequence of the exercise. There was strong indication that feedback information and benefits of the appraisal exercise formed significant motivation factors for enhancing employee performance at both short and long run. The value of feedback is made clear when one begins to understand reality is embedded in social interaction and constant revision (Samuel, 2012). Further analysis revealed that feedback and benefits create emotional comfort for employees and propel them to working even harder towards the achievement of organisational goals. The categories identified for the effective analysis of this theme include quality of feedback, quality of appraisal methods and appraisal benefits.

4.7.1 QUALITY OF FEEDBACK

Feedback information is a refining factor of any organised system (Gallagher, 2008). It is extremely difficult to perform a piece of work without having to know the outcome and more so, if the outcome is acceptable in the public domain. Respondents classified feedback as an essential tool for holistic improvement in the organisation. The data collected from responses

to the question “*did you receive feedback from the appraisal exercise?*” indicates a 75.00% response rate in the affirmative as compared to 25.00% that answered “*no*”. This data is given in Figure 4.4.

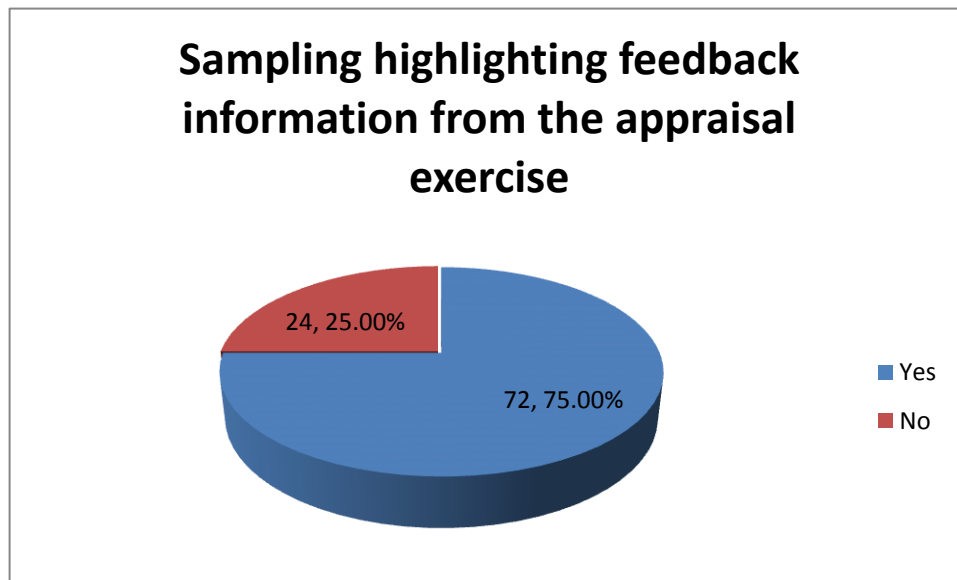


Figure 4.4 Sampling highlighting feedback information from the appraisal exercise

More than half of the respondents gave indications that feedback was received at the end of the appraisal exercise. When asked to describe the type of feedback given after appraisal, one of the respondents said “*my appraisal was discussed with me and strength and weaknesses mentioned to me. Areas of weakness were addressed and ways to improve them agreed upon*”. Another respondent put it this way “*my strength and weaknesses were given by my supervisor when giving feedback*”. These comments are indicative of the quality of feedback given after appraisal exercises. This is a clear statement that highlights the reliance of employees on feedback to identify their strengths, weaknesses and areas of the job they need to be improved upon.

4.7.2 QUALITY OF APPRAISAL METHODS

Appraisal methods are central to the quality of appraisal performed in an organisation (Rudman, 2003). The methods of appraisal must be structured and well defined. Most of the respondents agreed that the method of appraisal in First Bank of Nigeria Plc was not sufficient enough and more efforts should be put in place to institute improvement in this direction. Table 4.8 gives the data collected based on the question “*Do you think the*

methods employed in appraising the performance of employees in your organisation should be improved?”

Table 4.8 Sampling highlighting improving the methods used for performance appraisal

Do you think the methods employed in appraising the performance of employees in your organisation should be improved?	Frequency	Percentage
Yes	36	37.50
No	36	37.50
Not sure	26	25.00
Total	96	100

The data in Table 4.8 reveals that 36 of the respondents are keen about having improvements on the appraisal methods employed by First Bank of Nigeria Plc, Calabar. One of the respondents who affirmed that the current methods in use require improvement stated *that “Feedback for the appraisal process should be provided more quickly”*. This is an indication of the fact that the feedback process do witness delay in giving information to employees on the outcome of their respective appraisals.

However, another respondent who opposed improvement for the appraisal methods used made his submission this way *“the appraisal system is very adequate. It covers employee self appraisal and supervisor appraisal on previously set task and targets”*. While equal number of respondents representing 37.50% were in support and against the improvement of the appraisal methods respectively, a reasonable number of respondents representing 25.00% of the valid sample size stated that they were not sure if the improvement is relevant or not. One important aspect of this topic highlighted was *changes in human behaviour and technology*, which has both internal and external influence on the methods used for appraising staff of the organisation.

4.7.3 APPRAISAL BENEFITS

Are they benefits to performance appraisal? The question was asked in a bid to ascertain how financial and strategic rewards were relevant to the enhancement of employee performance. In the findings of Islam & Rasad (2007), PA was seen as a motivating factor for the

actualisation of personal goals. Figure 4.5 gives a summary of responses from respondents based on this question. The answers were weighed on a 6-factor scale ranging from strongly disagree to strongly agree.

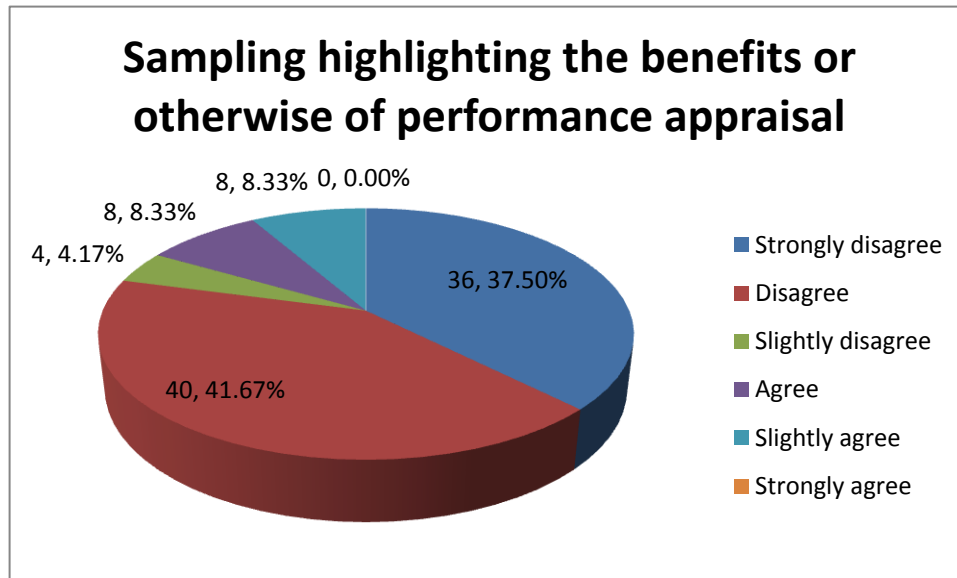


Figure 4.5 Sampling highlighting the benefits or otherwise of performance appraisal

A total of 80 respondents disagreed with the notion, representing 83.34% of the valid sample size. This reveals that performance appraisal is fraught with benefits as indicated by the comments made by some of the respondents. One of such comments reads *“most organisations are in the business of making profit and this is directly related to employee performance. This in turn calls for the introduction of an effective and non-intrusive appraisal system that will not only aid the employee in developing professionally but also aid the organisation in achieving their goals”*. Another respondent has this to say *“performance appraisal is a tool for enhancement and promotion”*.

A critical look at some of the comments made by the respondent's shows that employees have identified profit margin, professional development, achievement of organisational goals, job enhancement and promotion as some of the benefits of performance appraisal exercise.

In the same vein, respondents were probed on the question: *“How do you rate performance appraisal in the enhancement of employee performance?”* This question is borne out of the relevance of employee assessment of performance appraisal rating as a means to its efficiency (Collis & Hussey, 2003). The distribution of responses is shown in Table 4.9.

Table 4.9 Sampling highlighting employee rating of performance appraisal

<i>How do you rate performance appraisal in the enhancement of employee performance?</i>	Frequency	Percentage
Excellent	44	45.83
Very good	36	37.50
Good	8	8.33
Fair	8	8.33
Poor	0	0.00
Total	96	100

From the findings as shown in Table 4.9, only 8 respondents representing 8.33% of the valid sample size assessed performance appraisal exercise as fair. Based on an average rating of good, 80 respondents rated the appraisal exercise above average, representing 83.33% of the total score. In the event of approving the relevance of appraisal in enhancing employee performance, one of the respondents replied thus ***“It exposes the need for training and development in an organisation such that if there is a gap between actual and expected performance, it will be bridged to improve employee performance”***.

In another response, a respondent wrote ***“it creates a strong and efficient workforce”*** as one of the reasons for rating performance appraisal above average. Performance appraisal is therefore seen as an efficient tool for promoting employee performance and enhancing the overall good of the organisation.

4.8 SUMMARY

The findings from the research were cognitive in identifying performance appraisal as a key tool for enhancing employee performance in the organisation (Tsai & Wang (2013) ; Iles & Zhang (2013). Data interpretation through a descriptive and narrative format revealed that employees have confidence in performance appraisal and see the exercise as relevant to personal, professional and organisational growth and development. This ultimately provides

for the high rating of the exercise by respondents. From the descriptions given by the respondents, it can be deduced that performance appraisal has a vital role to play in fostering continuous improvement in the performance of assigned roles and functions as well as the realisation of set goals and maximisation of profit margins.

Furthermore, feedback and benefits were identified as significant for enhancing employee performance. Findings suggest that timely feedback will be valuable in directing the career path of the employees as well as create a strong and efficient workforce for the organisation. More so, benefits such as promotion, retraining programmes and professional development can be argued as important motivating factors for promoting performance in the organisation as well (Soltani et al, 2004). To this effect, the researcher will conclude that performance appraisal is relevant for any organisation to have a professional workforce that has as its target, the achievement of set goals.

5.0 CHAPTER FIVE

CONCLUSION

The theoretical assumptions of this research have tilted towards the proponents of performance appraisal as an effective tool for enhancing employee performance in an organisation. The epistemological underpinnings of the knowledge base, which have provided adequate answers to the research questions around the research topic validates this research in tandem with the assertions of Collis & Hussey (2003). The impact of performance appraisal on employee performance has been shown, from the findings, to be of great value. Performance requires that employees satisfy certain organisational and statutory values, which define the structure of a business and how this structure is sustained within specific principles.

From the data collected and the subjectivity of the research domain, it was imperative to ascertain the efficacy of the existing appraisal techniques in First Bank of Nigeria Plc. Having examined the contents of the responses in connection with the research objectives, it was a clear statement from employees that the tendency to appraise staff with positive feedback mechanism is a driving force to growth and organisational development. This corresponds to the submission of Bryman (2008) who believes that reality can be produced in a medium where social interaction is enhanced and in relation to constant revision.

The research revealed that regular employee assessment is vital to job performance improvement as well as profit margins and development within the organisation. As highlighted in Youngcourt et al (2007), performance appraisal through employee assessment has invaluable contributions to the state of the organization in terms of individual and organizational advancement including career development, professionalism and enhanced business operations. Employee improvement must be monitored towards meeting targets and satisfying organizational goals. Most employees, from the research conducted, agree that sensitive areas of their job functions including task outcomes, teamwork, job knowledge, career improvement, and customers' requirements were given adequate enhancement through participation in performance appraisal exercises. This agrees with the postulations of Malcolm & Jackson (2002), who affirm that performance appraisal provides for the development and retention of employees to allow for the continuity of business.

Organisational goals are sacrosanct. This implies that every goal set by an organisation is geared towards the improvement and continuity of business. The critical evaluation of employee performance redirects the focus of the organisation in line with the initial goal

conditions of the business. Kuvaas (2006) assert that these goal conditions can only be satisfied when employees align their daily job functions to the initial goals of the organisation. He stated that one of the methods through which such an activity is made possible is the use of performance appraisal (PA). Moreso, this study has revealed that employees look forward to appraisal rating to weigh the extent to which their performance is acceptable and the areas for which improvement is needed. Dusterhoff et al (2014) believes that such positive attitude exhibited by employees is efficacious in the adoption of performance appraisal as a measure for standards and excellence.

Performance appraisal highlights the necessary performance indicators for the managers of business to compare actual with estimated performance metrics. This study has confirmed that focus on the objectives of the bank and the required target to be met periodically is seen to be directly proportional to the extent to which each employee achieves the performance baseline periodically. This corresponds with the work of Tsai & Wang (2013) who had earlier opined that PA is an inclusive tool in any organisational structure that holds excellence and the satisfaction of set goals in high esteem. Staff progression and training requirements with added employee awareness to their contributions to the achievement of set goals makes this study even more relevant.

Investigations on the feedback system revealed that quality and timely feedback increases employees' confidence levels in relation to their job performance. The study revealed that such information as strengths and weaknesses on the job provides employees emotional convenience to tackle daily job routines. This is in agreement with the assertions of Gallagher (2008) who posit that feedback is an excellent tool for refining human behaviour and work control measures. First Bank of Nigeria Plc deploys the 360 degree feedback system to respond to appraisal exercises. This system allows for information on an employee's performance status to be collected from different sources including departmental heads, line managers, project managers, team managers, office colleagues and customers. One of the respondents during the research was quick to highlight that specific areas of improvement were indicated with suggestive measures for their redress. This goes to confirm that feedback information drives employee performance in a way that enhances credibility with work ethics and standards. Further findings in relation to research objectives suggest that theoretical assumptions on the quality and value of feedback in performance appraisal were validated based on employees' reactions to the relevance and adequacy of feedback to the improvement of their daily job performances.

Additionally, the research understudied the relevance of performance appraisal in a bid to give answers to its criticality in fostering personal and organisational growth. It was shown that First Bank of Nigeria is driven by profit motives and as such redirects its efforts towards quality of service, professional development and constant growth rate that is leveraged by customer satisfaction. To this effect, performance appraisal was seen as a tool for bridging the gap between actual and expected performance. Collis & Hussey (2003) agree that employees' investigation of appraisal rating is necessary to ascertain its efficiency and applicability within the context of its use. The study, therefore, was able to show that PA is an indispensable requirement in the context of an organisation that is interested in the efficient contributions of its employees to enhanced workforce and service delivery. Moreover, PA creates room for promotion and good understanding of the job roles through constant reviews and retraining programmes.

The investigation of the impact of appraisal on employee performance has derived meaning to the research question. It was discovered that performance appraisal leveraged by employee assessment, feedback and benefits is a valuable tool for promoting employee performance including the enhancement of personal and organisational growth.

6.0 CHAPTER SIX RECOMMENDATION

This research was able to achieve findings that generally agree with and as well as contradict some epistemological underpinnings and theoretical assumptions, which have implications on academic and managerial domains. The manifestations of the findings in terms of a broader perspective for assessing the efficacy of performance appraisal exercises from an academic point of view, has been ratified. This ratification, through the researcher's ability to eloquently investigate the relationship existing between employee assessment and enhanced quality of service paves way for general deduction. While findings have shown that performance appraisal has characteristic impact on employee performance, it is also important to highlight that more value will be added to the exercise when quality feedback information is quickly given to the participants of the exercise as a means of instituting corrections. Corrections should be made with distinct elements of strengths and weaknesses in relation to the service being rendered including the employee's contribution to the overall goal of the organisation.

It is recommended that more meaning oriented research that give qualitative interpretations to the appraisal exercise should be encouraged. This is even more important when considerations are given to the extent to which the customer is satisfied based on the services rendered in the bank. The combination of factors that propel growth can be summed up into well structured performance appraisal metrics, which are measured more regularly and adequately. The case of First Bank of Nigeria Plc with an experimental appraisal system calls for concern. This research has therefore provided a baseline for the holistic assessment of the available appraisal methodology and the adoption of the 360 degree feedback appraisal method as sufficient for the organisation's employee assessment.

Top managers and management should enforce performance assessment at all levels. Organisational goals and periodic targets should be made available to employees periodically and the needed revisions made within the context of relevance. It is recommended that management should liaise with the human resource unit to identify those parameters that have motivational instincts towards creating emotional and physical convenience for employees. Relational mappings should be instituted between the rate of performance of each employee and the customers' appreciation of the service being rendered. Due to the delay in accessing feedback information as identified during the research, it is pertinent to deploy technology in

processing and disseminating feedback information to employees in real time to enhance the application of corrections at a faster rate.

More definition should be given to the relevance of training and professional development during performance appraisal exercises. This is in relation to enhancing employees' career paths and ensuring that each employee is best suited for the job function assigned to him or her. A more robust reward system such as certificate of achievement, task independence, mentoring, electing and appreciating the employee of the month, travel and holiday sponsorships, and letters of appreciation should be used as additions to the existing feedback system to foster improvement on the job by employees.

Further to the recommendations made, future researchers are encouraged to direct their investigation into the core aspects of performance appraisal monitoring underpinned by the setting of initial goal conditions for personal and organisational growth as well as acceptable throughput for the continuity of business. This is borne out of the fact that most organisations are complacent on their adopted appraisal strategies and not sensitive to employee behavioural change, customer complaints and service deterioration provided they are marginal profits for the services rendered. Since the study was confined to giving answers to the research question raised, it is important for further research to engage the interpretation of socio-cultural and socio-economic implications to the viability of an organisation that ignores the sensitivity of performance appraisal in its approach to achieving business objectives.

Using First Bank of Nigeria Plc as a case study demonstrates a small sample size. It is recommended that future research in this area should be more embracing and sampling should be more randomised to allow for the acquisition of a universe of opinions from employees of different organisations as a means of deducing more general and acceptable theories to the research context. Qualitative research is also recommended since it allows for the employee to express himself subjectively. This creates reality and enhances social interaction within the organisation. This social interaction correlates ideas, which enable the organisation to develop new strategies and approaches to representing required business solutions.

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APPENDICES

APPENDIX A: SAMPLE OF QUESTIONNAIRE USED

Dear Respondent,

I am currently conducting a research project on the impact of performance appraisal on employee performance. You will be required to complete a short questionnaire. The aim of this questionnaire is to gather information on employee attitude towards performance appraisal, the effect and outcome of conducting appraisal as well its impact on personal and career development in first bank of Nigeria, Calabar branch.

The information you provide with the questionnaire will help the researcher to determine the extent to which performance appraisal affect the attitude and overall job functions of employees of FBN. All answers you give here will remain anonymous and will not be given out to any third party and all the data obtained from this res

earch will be treated and stored confidentially.

The questionnaire is voluntary and you are free to participate or withdraw your participation at any point in time. Please note that the research intends to abide by all commonly acknowledge ethical codes. Thank you for your time.

I have read and understood the information stated above and hereby agreed to participate in this study. **(Please tick this box)** ☐

Direct all your questions and comments regarding this research to Helvester@yahoo.com

Yours Sincerely

Helen

Now fill the questionnaire below:

SECTION A-BACKGROUND INFORMATION

This section will enable the researcher to compare the data collected and does not imply the distribution of personal information, every information remain anonymous and only for research purposes.

Date

Organisation

City/state

Sex:

☒ Male ☐ Female

Age:

☐ 18-27 ☐ 28-37 ☐ 38-47 ☐ 48-57 ☐ 58-67

☐ >= 68

What is your highest qualification?

☒ SSCE ☐ Diploma ☐ Bachelors Degree ☐ Postgraduate Degree

Others please specify

What is your marital status?

☒ Single ☐ Married ☐ Separated ☐ Divorced ☐ Widowed

SECTION B- This section will explore your understanding and participation in performance appraisal.

1. What is your rank in the bank?

☒ Manage ☐ Assistant Manager ☐ Line Head ☐ Banking Officer

Other (please specify)

2. Have you participated in performance appraisal before?

☒ Yes ☐ No ☐ Not Sure

3. Does your organisation conduct performance appraisal to assess employees?

☒ Yes ☐ No ☐ I don't know

If yes, specify the aspects of your job performance that were appraised?

4. If no, what other means have you been assessed on the job? Please Specify

5. How often is performance appraisal conducted in your bank (select all that apply)?

☐ Monthly ☐ Quarterly ☐ Half yearly ☐ Yearly

6. Did you get feedback from the appraisal exercise?

☒ Yes ☐ No

If yes, briefly describe the feedback you got

If no, what other information were you given as a consequence of the performance

appraisal exercise?

7. The appraisal exercise helped me to improve on my job performance?

☒ Yes ☐ No ☐ Not at all

If yes, what aspects of your job performance did you improve on? (Please specify)

If no, what other impact did the performance appraisal exercise have on you?

8. Performance appraisal has brought improvement to your department?

☐ Slightly ☐ Moderately ☐ Quite a bit ☐ Almost totally ☐ Not at all

Please specify the extent of improvement performance appraisal has brought to your

department?

9. Have you appraised fellow employee before?

- ☒ Yes ☐ No ☐ Not sure

If yes, briefly describe the contents of the appraisal you performed

10. What was the result of the appraisal you were involved in?

- ☒ Promotion ☐ Probation ☐ Termination ☐ Transfer ☐ Change of Department

11. How confident do you feel performance appraisal will help you in your future careers?

- ☒ Not confident ☐ Moderately confident ☐ Totally confident

Briefly explain the choice of your answer

12. How do you rate performance appraisal in the enhancement of employee performance?

- ☐ Excellent ☐ Very good ☐ Good ☐ Fair
☐ Poor

Please briefly give reasons for the choice of your answer

13. When was the last time you were appraised based on your performance?

- ☒ Less than 6 months ☐ 6 months and above

14. There is no benefit to performance appraisal; it only makes employees uncomfortable in their jobs?

☒ Strongly disagree ☐ Disagree ☐ Slightly disagree ☐ Agree ☐ Slightly agree ☐ Strongly agree

Please give reasons for your answer

15. Do you think the methods employed in appraising the performance of employees in your organisation should be improved?

☒ Yes ☐ No ☐ Not sure

If yes, what areas of the appraisal do you suggest improvement?

If no, why are you satisfied with the current methods?

APPENDIX B: SAMPLE COMPLETED QUESTIONNAIRES

Respondent 1:

Dear Respondent,

I am currently conducting a research project on the impact of performance appraisal on employee performance. You will be required to complete a short questionnaire. The aim of this questionnaire is to gather information on employee attitude towards performance appraisal, the effect and outcome of conducting appraisal as well its impact on personal and career development in first bank of Nigerian Calabar branch.

The information you provide with the questionnaire will help the researcher to determine the extent to which performance appraisal affect the attitude and overall job functions of employees of FBN. All answers you give here will remain anonymous and will not be given out to any third party and all the data obtained from this research will be treated and stored confidentially.

The questionnaire is voluntary and you are free to participate or withdraw your participation at any point in time. Please note that the research intends to abide by all commonly acknowledge ethical codes. Thank you for your time.

I have read and understood the information stated above and hereby agreed to participate in this study. **(Please tick this box)** ☒

Direct all your questions and comments regarding this research to Helvester@yahoo.com

Yours Sincerely

Helen

Now fill the questionnaire below:

SECTION A-BACKGROUND INFORMATION

This section will enable the researcher to compare the data collected and does not imply the distribution of personal information, every information remain anonymous and only for research purposes.

Date	<input type="text" value="04/04/14"/>
Organisation	<input type="text" value="FBN"/>
City/state	<input type="text" value="CALABAR"/>
Sex:	<input type="radio"/> Male <input checked="" type="radio"/> Female
Age:	<input type="radio"/> 18-27 <input type="radio"/> 28-37 <input type="radio"/> 38-47 <input type="radio"/> 48-57 <input type="radio"/> 58-67
	<input type="radio"/> >= 68

What is your highest qualification?

☐ SSCE ☐ Diploma ☐ Bachelors Degree ☒ Postgraduate Degree

Others please specify

What is your marital status?

☒ Single ☐ Married ☐ Separated ☐ Divorced ☐ Widowed

SECTION B- This section will explore your understanding and participation in performance appraisal.

1. What is your rank in the bank?

☐ Manage ☐ Assistant Manager ☐ Line Head ☒ Banking Officer

Other (please specify)

2. Have you participated in performance appraisal before?

☒ Yes ☐ No ☐ Not Sure

3. Does your organisation conduct performance appraisal to assess employees?

☒ Yes ☐ No ☐ I don't know

If yes, specify the aspects of your job performance that were appraised?

Knowledge, performance on the job, job satisfaction and career developme

4. If no, what other means have you been assessed on the job? Please Specify

5. How often is performance appraisal conducted in your bank (select all that apply)?

☐ Monthly ☒ Quarterly ☐ Half yearly ☐ Yearly

6. Did you get feedback from the appraisal exercise?

☒ Yes ☐ No

If yes, briefly describe the feedback you got

positive feedback and new goals set for the next quarter.

If no, what other information were you given as a consequence of the performance appraisal exercise?

7. The appraisal exercise helped me to improve on my job performance?

☒ Yes ☐ No ☐ Not at all

If yes, what aspects of your job performance did you improve on? (Please specify)

yes, it is definately the right steer to the next stage in my career.

If no, what other impact did the performance appraisal exercise have on you?

8. Performance appraisal has brought improvement to your department?

☐ Slightly ☐ Moderately ☐ Quite a bit ☐ Almost totally ☒ Not at all

Please specify the extent of improvement performance appraisal has brought to your department?

not really helped the department as such as the department phases challe

9. Have you appraised fellow employee before?

☐ Yes ☒ No ☐ Not sure

If yes, briefly describe the contents of the appraisal you performed

10. What was the result of the appraisal you were involved in?

☒ Promotion ☐ Probation ☐ Termination ☐ Transfer ☐ Change of Department

11. How confident do you feel performance appraisal will help you in your future careers?

- ☐ Not confident ☒ Moderately confident ☐ Totally confident

Briefly explain the choice of your answer

Its a guide to the right part of achieving goals set.

12. How do you rate performance appraisal in the enhancement of employee performance?

- ☐ Excellent ☒ Very good ☐ Good ☐ Fair
☐ Poor

Please briefly give reasons for the choice of your answer

Encourages motivation.

13. When was the last time you were appraised based on your performance?

- ☒ Less than 6 months ☐ 6 months and above

14. There is no benefit to performance appraisal; it only makes employees uncomfortable in their jobs?

- ☐ Strongly disagree ☐ Disagree ☒ Slightly disagree ☐ Agree ☐ Slightly agree ☐ Strongly agree

Please give reasons for your answer

nope it helps to develop and an eye opener to job satisfaction and future pr

15. Do you think the methods employed in appraising the performance of employees in your organisation should be improved?

- ☐ Yes ☒ No ☐ Not sure

If yes, what areas of the appraisal do you suggest improvement?

If no, why are you satisfied with the current methods?

Respondent 2:

Dear Respondent,

I am currently conducting a research project on the impact of performance appraisal on employee performance. You will be required to complete a short questionnaire. The aim of this questionnaire is to gather information on employee attitude towards performance appraisal, the effect and outcome of conducting appraisal as well its impact on personal and career development in first bank of Nigerian Calabar branch.

The information you provide with the questionnaire will help the researcher to determine the extent to which performance appraisal affect the attitude and overall job functions of employees of FBN. All answers you give here will remain anonymous and will not be given out to any third party and all the data obtained from this research will be treated and stored confidentially.

The questionnaire is voluntary and you are free to participate or withdraw your participation at any point in time. Please note that the research intends to abide by all commonly acknowledge ethical codes. Thank you for your time.

I have read and understood the information stated above and hereby agreed to participate in this study. **(Please tick this box)** ☒

Direct all your questions and comments regarding this research to Helvester@yahoo.com

Yours Sincerely

Helen

Now fill the questionnaire below:

SECTION A-BACKGROUND INFORMATION

This section will enable the researcher to compare the data collected and does not imply the distribution of personal information, every information remain anonymous and only for research purposes.

Date	<input type="text" value="APRIL 7, 2014"/>
Organisation	<input type="text" value="FIRST BANK OF NIGERIA PLC"/>
City/state	<input type="text" value="CALABAR/ CROSS RIVER STATE"/>
Sex:	<input type="radio"/> Male <input checked="" type="radio"/> Female
Age:	<input type="radio"/> 18-27 <input type="radio"/> 28-37 <input type="radio"/> 38-47 <input type="radio"/> 48-57 <input type="radio"/> 58-67
	<input type="radio"/> >= 68

What is your highest qualification?

- ☐ SSCE ☐ Diploma ☐ Bachelors Degree ☒ Postgraduate Degree

Others please specify

What is your marital status?

- ☐ Single ☒ Married ☐ Separated ☐ Divorced ☐ Widowed

SECTION B- This section will explore your understanding and participation in performance appraisal.

1. What is your rank in the bank?

- ☐ Manage ☐ Assistant Manager ☐ Line Head ☒ Banking Officer

Other (please specify)

2. Have you participated in performance appraisal before?

- ☒ Yes ☐ No ☐ Not Sure

3. Does your organisation conduct performance appraisal to assess employees?

- ☒ Yes ☐ No ☐ I don't know

If yes, specify the aspects of your job performance that were appraised?

PRODUCT KNOWLEDGE, PROFITABILITY, CUSTOMER ACQUISITION, (

4. If no, what other means have you been assessed on the job? Please Specify

5. How often is performance appraisal conducted in your bank (select all that apply)?

- ☐ Monthly ☐ Quarterly ☒ Half yearly ☒ Yearly

6. Did you get feedback from the appraisal exercise?

- ☒ Yes ☐ No

If yes, briefly describe the feedback you got

I SAW EXACTLY HOW I WAS APPRAISED, MY STRENGTHS AND WEAKNESSES

If no, what other information were you given as a consequence of the performance

appraisal exercise?

7. The appraisal exercise helped me to improve on my job performance?

☒ Yes ☐ No ☐ Not at all

If yes, what aspects of your job performance did you improve on? (Please specify)

ALL MY MENTIONED WEAKNESSES

If no, what other impact did the performance appraisal exercise have on you?

8. Performance appraisal has brought improvement to your department?

☐ Slightly ☐ Moderately ☐ Quite a bit ☒ Almost totally ☐ Not at all

Please specify the extent of improvement performance appraisal has brought to your

department?

WE NOW KNOW THAT OUR DAILY, WEEKLY AND MONTHLY CONTRIBUTIONS

9. Have you appraised fellow employee before?

☒ Yes ☐ No ☐ Not sure

If yes, briefly describe the contents of the appraisal you performed

I WAS OPPORTUNED TO ALSO APPRAISE MY SUPERVISOR TO ENHANCE HIS PERFORMANCE

10. What was the result of the appraisal you were involved in?

☒ Promotion
 ☐ Probation
 ☐ Termination
 ☐ Transfer
 ☐ Change of Department

11. How confident do you feel performance appraisal will help you in your future careers?

☐ Not confident
 ☐ Moderately confident
 ☒ Totally confident

Briefly explain the choice of your answer

I'LL BE ABLE TO KNOW MY STRENGTH, SUSTAIN IT AND ALSO WORK

12. How do you rate performance appraisal in the enhancement of employee performance?

☒ Excellent
 ☐ Very good
 ☐ Good
 ☐ Fair
 ☐ Poor

Please briefly give reasons for the choice of your answer

IT MAKES YOUR LAPSES AND GAP OBVIOUS AND ALSO GUIDE YOU

13. When was the last time you were appraised based on your performance?

☒ Less than 6 months
 ☐ 6 months and above

14. There is no benefit to performance appraisal; it only makes employees uncomfortable in their jobs?

☒ Strongly disagree
 ☐ Disagree
 ☐ Slightly disagree
 ☐ Agree
 ☐ Slightly agree
 ☐ Strongly agree

Please give reasons for your answer

A STAFF WHO REMAINS UNCOMFORTABLE BECAUSE HE/SHE WAS

15. Do you think the methods employed in appraising the performance of employees in your organisation should be improved?

☐ Yes
 ☐ No
 ☒ Not sure

If yes, what areas of the appraisal do you suggest improvement?

If no, why are you satisfied with the current methods?

Respondent 3:

Dear Respondent,

I am currently conducting a research project on the impact of performance appraisal on employee performance. You will be required to complete a short questionnaire. The aim of this questionnaire is to gather information on employee attitude towards performance appraisal, the effect and outcome of conducting appraisal as well its impact on personal and career development in first bank of Nigerian Calabar branch.

The information you provide with the questionnaire will help the researcher to determine the extent to which performance appraisal affect the attitude and overall job functions of employees of FBN. All answers you give here will remain anonymous and will not be given out to any third party and all the data obtained from this research will be treated and stored confidentially.

The questionnaire is voluntary and you are free to participate or withdraw your participation at any point in time. Please note that the research intends to abide by all commonly acknowledge ethical codes. Thank you for your time.

I have read and understood the information stated above and hereby agreed to participate in this study. **(Please tick this box)** ☒

Direct all your questions and comments regarding this research to Helvester@yahoo.com

Yours Sincerely

Helen

Now fill the questionnaire below:

SECTION A-BACKGROUND INFORMATION

This section will enable the researcher to compare the data collected and does not imply the distribution of personal information, every information remain anonymous and only for research purposes.

Date	<input type="text" value="04/04/2014"/>
Organisation	<input type="text" value="FIRST BANK OF NIGERIA"/>
City/state	<input type="text" value="CALABAR"/>
Sex:	<input checked="" type="radio"/> Male <input type="radio"/> Female

Age: ☐ 18-27 ☒ 28-37 ☐ 38-47 ☐ 48-57 ☐ 58-67
☐ >= 68

What is your highest qualification?

☐ SSCE ☐ Diploma ☒ Bachelors Degree ☐ Postgraduate Degree

Others please specify

What is your marital status?

☐ Single ☒ Married ☐ Separated ☐ Divorced ☐ Widowed

SECTION B- This section will explore your understanding and participation in performance appraisal.

1. What is your rank in the bank?

☐ Manage ☐ Assistant Manager ☒ Line Head ☐ Banking Officer

Other (please specify)

2. Have you participated in performance appraisal before?

☒ Yes ☐ No ☐ Not Sure

3. Does your organisation conduct performance appraisal to assess employees?

☒ Yes ☐ No ☐ I don't know

If yes, specify the aspects of your job performance that were appraised?

4. If no, what other means have you been assessed on the job? Please Specify

5. How often is performance appraisal conducted in your bank (select all that apply)?

☐ Monthly ☐ Quarterly ☒ Half yearly ☐ Yearly

6. Did you get feedback from the appraisal exercise?

☒ Yes ☐ No

If yes, briefly describe the feedback you got

My appraisal was discussed with me and strength and weaknesses mentioned

If no, what other information were you given as a consequence of the performance

appraisal exercise?

7. The appraisal exercise helped me to improve on my job performance?

☒ Yes ☐ No ☐ Not at all

If yes, what aspects of your job performance did you improve on? (Please specify)

I have improved on proper preparation prior to internal and external audits

If no, what other impact did the performance appraisal exercise have on you?

8. Performance appraisal has brought improvement to your department?

☐ Slightly ☐ Moderately ☐ Quite a bit ☒ Almost totally ☐ Not at all

Please specify the extent of improvement performance appraisal has brought to your

department?

There has been tremendous improvement in how we work and address issues

9. Have you appraised fellow employee before?

☒ Yes ☐ No ☐ Not sure

If yes, briefly describe the contents of the appraisal you performed

The appraisal covered HSSE Performance, on the job performance and acc

10. What was the result of the appraisal you were involved in?

- ☒ Promotion ☐ Probation ☐ Termination ☐ Transfer ☐ Change of Department

11. How confident do you feel performance appraisal will help you in your future careers?

- ☐ Not confident ☐ Moderately confident ☒ Totally confident

Briefly explain the choice of your answer

Performance appraisal steers a staff progression and training requirement t

12. How do you rate performance appraisal in the enhancement of employee performance?

- ☐ Excellent ☐ Very good ☐ Good ☐ Fair
☐ Poor

Please briefly give reasons for the choice of your answer

It identified staff strength and areas of improvement. It also set a reasons f

13. When was the last time you were appraised based on your performance?

- ☒ Less than 6 months ☐ 6 months and above

14. There is no benefit to performance appraisal; it only makes employees uncomfortable in their jobs?

- ☐ Strongly disagree ☒ Disagree ☐ Slightly disagree ☐ Agree ☐ Slightly agree ☐ Strongly agree

Please give reasons for your answer

Performance appraisal tells an employee how he/she is performance and a

15. Do you think the methods employed in appraising the performance of employees in your organisation should be improved?

☐ Yes ☒ No ☐ Not sure

If yes, what areas of the appraisal do you suggest improvement?

If no, why are you satisfied with the current methods?

The appraisal system is very adequate. It covers employee self appraisal a