

## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Behavioral outcome of employees is essential in any organisation and it refers to the various responses that people make at work. Employees' opinions of workplace fairness have an impact on these responses. Employee outcomes consist of attitudinal outcomes (such as commitment, job satisfaction and intention to leave). One of the elements of this is job satisfaction which is the degree of contentment employees feel with their jobs is known as job satisfaction. Beyond their regular responsibilities, this includes their relationship with coworkers and managers, their opinion of the organization's policies, and the effect their work has on their personal lives. In the same vein, the turnover intention is another important element that cannot be underrated in any organisation, this is often used to study actual employee turnover, is an employee's reported willingness to leave her organization within a specified time frame. Employee replacement can have an impact on a company's output, costs, and general performance. Although, previous studies delved on under-performance of public service in Nigeria, those studies were not anchored on performance evaluation, leadership role and employee behavioural outcome in public service.

There are two types of sectors in Nigeria, the public sector and the private sector. Public sector is the civil service that is a constitutional body established under section 169 of the 1999 Constitution of the Federal Republic of Nigeria (as amended). The civil service is an aged-long institution of government saddled with the responsibilities to implement government policies and play advisory roles to foster best practice with a bid to promote good governance. Government largely function through the civil service, the civil service

commands a pool of experience and know-how through which policies and plans are formulated and programmes and projects are propagated, translated and implemented for the common good of the citizenry. Therefore, civil service is an inevitable tool or instrument for any government in power to formulate and implement policies that will deliver the manifestos of the government and dividend of governance to the citizens, clients and stakeholders. Public service is a dynamic government organization that operates according to rules and represents the vibrancy of any nation's society globally. No country has ever progressed past its public sector. Because of the enormous obligations, tasks, and laws that could arise from the federal executive council when it comes to the public sector, it is nearly impossible to conduct monthly evaluations of activities in a business environment. When each government agency receives circulars to implement, this can be done on a micro level. Regulations for the public sector in Nigeria should be reviewed every five years to ensure that they are up-to-date and meet both current and future demands of the people who rely on their services. Although the Nigerian public sector is plagued by an endemic infirmity, personnel management's primary goal is to maximize human resources so that goals can be met successfully and efficiently<sup>1</sup>.

Additional distinctions among public officials include the levels of seniority and inexperience of their positions in the organization, as well as the executive and administrative cadres they belong to. Public servants' performance and efficiency are directly linked to the output of their organizations and agencies. In addition to the Public Service Rules (PSR), the Scheme of Service (SOS), Financial Regulations, Extant Circulars and 1999 Constitution of Federal Republic of Nigeria as amended that control the behavior and operational activities of public employees, every public employee should have a Schedule of Duties issued to him upon taking office. Thus, public servants' performance can be quantified. As a result, it is measurable because the Public Service rule outlines the rights and privileges of public

servants, what is expected of them and the measures they can take to address their challenges as well as measures that the Nigerian Public Service (NPS) is widely perceived to be inefficient and ineffective<sup>2</sup>.

There has also been an increase in the comparison of employee performance evaluations with employee behavioral outcomes in the public sector recently; this is due to public service tending to improve performance and job satisfaction because employees are considered essential components of the organization, and their disposition or state of mind affects such an organization's operations. Thus, poor management has had a negative impact on the Nigerian Public Service. So it can be inferred that the Nigerian Public Service was productive in the past and that its productivity was due to efficient and effective management<sup>1</sup>. It also implies that the Nigerian government's performance was being evaluated. According to the report, it also shows that performance monitoring is focused on the aggregate rather than on the micro performance of individual employees<sup>3</sup>. In order to compile the Annual Performance Evaluation Report, evaluating officers typically use a standard template (APER). There may be no time limit on the evaluation of employee performance, but a new trend in the public sector has seen officers redeployed without regard for their skill set, often through interdepartmental transfers and even across agencies during the course of the year. With more than two distinct schedules in separate departments and/or more than two superiors directly supervising an officer in one year, it becomes difficult to achieve an accurate performance measurement; this impacts work performance, commitment to the job, and satisfaction<sup>4</sup>. This scenario necessitates the development of a performance measurement system that will remain impenetrable even in the event of a blip in performance.

As a result, employees are a company's most valuable asset, and as such, they are well-valued and well-trained. However, this only applies to private businesses; in the public sector, staff productivity was hampered by a variety of issues such as nepotism, favoritism, corruption,

and lack of resources. As a result of employees' inability to work to their full potential due to lack of dedication and job satisfaction, practically every public organization has seen its performance suffer. Growth, survival, and attainment of organizational goals are all dependent on employees. The failure to meet these objectives could signify the end of the company. A company's highly skilled employees are likely to move on to another company if it does not have committed personnel. Reforms are not new in civil service. Several attempts have been made since the colonial era to the advent of the current political dispensation to reform the civil service for better performance. Various committees were formed as a result of this. Recent years have seen Oransanye's committee tasked with reforming the public sector. Nigeria's public sector firms have been the focus of many articles on general performance measurement in Nigeria's public sector<sup>5</sup>. Many of these articles focus solely on evaluating the performance of public sector organizations without considering the agency's statutory mandate, peculiarity, and key performance indicators, budget constraints, cost and employee performance inefficiencies, inadequate training and accountability, slow automation and adoption of automated processes and lack of performance incentives of the respective government agencies or the bureaucratic perspective that underpins them. Using the Annual Performance Evaluation Report approach to review the performance of public officials who operate under different supervisors during the period under review appears to be a problem as well. By looking at other performance evaluation methods such as management by objective, 360-degree feedback and the Behavioural Anchored Rating Scale, this study aims to avoid mistakes and bridge the gap by addressing the chaotic work environment and ensuring that public servants are committed to their jobs at all times<sup>6</sup>.

In the public sector, individual incentives tend to be low-powered since it is difficult to develop objective performance measurements. As a result, it was determined that there is no model for inspiring civil officials to perform, expand their capacity, and reform. Structure,

planning, and execution are all aspects of public service, as are policy implementation and implementation oversight, as well as increasing government revenue to fund its activities. Administrative accountability is also important, as is ensuring that political and financial decisions are made in accordance with stated policies.

In addition, an evaluation necessitates a strategy for achieving the stated goals. The civil service plays a major role in the delivery of services and in ensuring that the workforce has enough capacity through an evaluation system. The benefit of employee appraisal is that it allows a company to place workers in positions where they will be most productive. An organization's ability to compete and succeed relies heavily on its workforce's level of expertise and competence. Thus, employee-oriented human resource practices that build up employees' capabilities, commitment, and productivity improve the performance of the organization. Achieving the objectives will be impossible without the civil service's efficiency in providing services. This means that performance review is an effective tool for raising civil service standards. APER's accuracy and impartiality has been found to be one of the most important issues in research. Employees' weaknesses and strengths are used to identify and strengthen the muscles that are already present, and to enhance the deficiencies that need to be addressed<sup>7</sup>.

As a result, the Annual Performance Evaluation Report evaluation technique has not been meeting its objectives because it is outmoded and does not reflect the realities of public service today. Employees are more likely to declare that they are satisfied or happy with their occupations if they have a combination of psychological, physiological, and environmental factors working in their favor. Employee turnover intention, on the other hand, relates to the possibility that an individual will leave their existing position<sup>8</sup>. An employee's level of commitment to his or her employment is measured by the Employee Job Commitment Index. A worker's performance at work is measured by how well they carry out their responsibilities,

complete their assignments, and conduct themselves in the workplace. Some ministries and non-ministerial departments and agencies do not conduct performance evaluations in an objective manner because of elements inherent in the assessment process. Most promotions and appointments are also based on the political affiliation, ethnicity, religious inclination and reference of the appointee to those who matter in the selection process. In many cases, persons who are promoted or appointed may not be up to the task at hand. It's not uncommon for ratings to be tainted by bias due to the supervisors' personal relationships with their employees (who are rated)<sup>9</sup>.

Inadequate objectivity, poor employee input, fear of retaliation for negative reports on subordinates, and even a lack of knowledge about performance appraisal as a management tool are all obstacles to the efficient implementation of APER. Rather than only measuring inputs, direct managers should conduct staff appraisals more frequently. The review, in addition to leading to a promotion, should also result in training for personal growth. Performance or non-performance should be linked to rewards to motivate employees and deter them from poor work ethics<sup>10</sup>.

Deploying personnel to tasks without first establishing their fit for each activity is no longer fashionable. Even when employees are working on a different assignment, it is critical that they are evaluated on their real performance in the Nigerian Public Service to make sure that their efforts are helping to meet the organization's goals. In the public sector, Human Resource practitioners have found this method theoretical rather than practical. Poor performance and inefficiency have been a problem in government for decades, and many people blame the system for this. Because the method is not a continuous process, it has low objectivity, it is tedious, and its measures are not always quantifiable, it is alleged to have ineffective feedback mechanisms<sup>11</sup>. Aiming to find out how performance evaluation methods

affect the behaviour of employees in Nigeria's Citizenship and Leadership Training Centre, a federal government agency, this study is being conducted against this backdrop.

The Citizenship and Leadership Training Centre is a Federal Government of Nigeria parastatal. The Federal Ministry of Youth and Sports Development currently oversees the agency. The center is one of the few surviving national institutions established during Nigeria's colonial era (like the Nigeria Police, The Correctional Service formerly known as the Nigerian Prison Service, The Nigerian Railways and so on). At its inception, it provided training for personnel officers, primarily from the West African Sub-region, as well as as required by the home government (British Empire), to serve the various governments and institutions in the countries colonized by Britain. In early 1951, the Man O War Bay-Community Development Training Centre was established at Man O War Bay in Victoria, Southern Cameroon. By that time, Nigeria was still under British colonial rule, and Southern Cameroon was a part of Nigeria.

Alec Dickson, a British officer, was the Centre's founder and first Warden. It was founded on Kurt Hahn's Outward Bound philosophy and practice, which he developed as a naturalized British citizen. According to George Bereday and Joseph Lauwerys, the Man O War School in Nigeria was the first institution modeled after the Outward Bound to be established outside of the United Kingdom (Bereday & Lauwerys, 1957). Man O War Bay was named after the British warships, or Men of War, that anchored in the sheltered waters there in 1951, waiting to intercept slave traders transporting slaves between Douala and Bimbia to Fernando Po. On August 10, 1960, the Centre became a corporate body through the "Citizenship and Leadership Training Centre" Act of Parliament (Ordinance) No.45, volume 47. The Centre was renamed "Citizenship and Leadership Training Centre" in the year of the Ordinance, as opposed to its previous name, Man O War Bay Training Centre. This name change occurred during the tenure of Reverend Raymond E. Snowsell as Chief Executive. Snowsell was the

Centre's director from 1955 to 1967. Alhaji Tafawa Balewa, the then-prime minister, gave the new name. The instrument that established the Centre in 1960 was later modified by Decree No. 38 of 1989, which became Act of Parliament No. 38 of 1989.

In 1961, the Centre moved from Man O War Bay in Victoria, Southern Cameroon, to Kurra Falls in Plateau State. The movement was prompted by Southern Cameroon's plebiscite decision to leave Nigeria and join its Northern counterpart to form the Cameroon Republic. Kurra Falls is now part of the Barkin Ladi Local Government in Nigeria's Plateau State. The valley mountains and numerous dams provided the Centre with an ideal location for its type of training.

Aside from the organization's headquarters in Abuja and Shere Hill in Jos, other offices include Sea School Apapa, Lagos, Forest School, Aluu, Port Harcourt, Sahel Training School, Katsina State, Highland School, Ngwo, Enugu State, Valley School, Owode-Egba, Ogun State, and several Training Schools that will be established in due course. The Nigerian Armed Forces, Nigerian Police, Economic and Financial Crime Commission, Defense Intelligence School, The Correctional Services of Nigeria (Nigerian Prison Service), National Drug Law Enforcement Agency, Nigerian Immigration Service, Federal Road Safety Commission, Ministry of Foreign Affairs, Nigerian Port Authority Universities, Colleges of Education, and others have benefited from the Centre's training.

## **1.2 Statement of the Problem**

Employee performance in the public sector, which translates into organizational performance, has been deemed to have plummeted in Nigeria for several years, particularly in government agencies that deal with the public in terms of service delivery. Employee behavior in government organizations is also regarded as reprehensible, particularly in terms of job performance, commitment, and satisfaction, all of which are characterized by stagnation, corruption, nepotism, and the "quick money" syndrome, as well as an ineffective reward

system. All these never gave opportunity to competency and character in public sector. Employee behavior refers to the various responses that people give at work and is crucial in any organization. These responses are influenced by how employees perceive fairness in the workplace. Attitudinal outcomes make up employee outcomes (such as commitment, job satisfaction and intention to leave). Job satisfaction, which is the level of contentment employees feel with their jobs, is one of the components of this. This includes their interactions with managers and coworkers, how they feel about the organization's policies, and how their work affects their personal lives in addition to their regular duties. The turnover intention is another crucial factor that cannot be overlooked in any organization, and it is frequently used to study actual turnover rates. It is a worker's reported intent to leave her company within a certain time frame. The output, costs, and overall performance of a company may be affected by employee replacement. Although earlier research examined the under-performance of Nigeria's public sector, it lacked an emphasis on performance appraisal, the role of leadership, and employee behavior outcomes.

Moreover, the perspectives of various researchers in this particular topic have not been noticed on other performance evaluation methods in public service, but rather, concentration had been more on the Annual Performance Evaluation Method (APER) as a method of evaluation in public service in relation to overall performance of public sector agencies at large. Annual Performance Evaluation Report adopted was adopted by the Nigerian Civil Service in 1979 following the Udoji report. This method has been described by Human Resource Practitioners in the civil service as being outdated, unrealistic and not in tune with the reality of the 21st century. Moreover, the Annual Performance Evaluation Report framework has been widely criticised by experts and public service leaders that it is no longer serving the main purpose for which it was introduced in the Nigeria Public Service. According to the 2012 report of the committee on the review of the reforms processes in the

Nigeria Public Service chaired by former head of service of the federation, Mallam Adamu Fika, who asserted thus “APER which is supposed to appraise performance is generally believed to be lacking in integrity...by failing to measure performance against standards valued by the citizens; APER could not have serves as a reliable performance management and service delivery improvement tool.” It is in view of this, that this study is inevitable to the demand for paradigm shift on the general performance evaluation system in the public service. Subsequently, performance evaluation as a means of appraisal in public service written by various researchers has always been generalised across board without any recourse to the peculiarity of each agency and the instruments that established them.

Consequently, various human resource practitioners in the public sector have acknowledged the failure of the Annual Performance Evaluation Report Method, hence, the need to adopt other evaluation systems like 360 Degree feedback method and management by objective that would emphasize on key performance indicators in accordance with the peculiarity of the mandate of each government agency.

The consequences of less commitment from employees are devastating to an organisation; they include under-performance, resulting from absenteeism, lateness, poor attitude to work and resignation, the absence of job commitment and job satisfaction by employees' influence poor job performance because they could not perform to their optimal capacity and the consequential effect is on the organisational performance, this also ascribed to the role of leadership in an organisation<sup>12</sup>. A leader is supposed to play some roles effectively; such roles include providing vision and direction, establishing effective communication among the employees, inspiring or motivating employees for better performance, and executing strategies for the overall benefit of the employees and organisation. These behavioural outcomes include employee job satisfaction, turnover intention, employee job commitment, and employee performance.

In addition, a number of researchers who have written about management by objectives have emphasized how it produces dynamism and integrates efforts from superiors and subordinates to advance the organization. The demand of managers' active attitudes is the fundamental presumption for the method's success. Other aspects of Management by Objectives include the full and trustworthy involvement of management in the introduction and implementation of the system, aiding in goal-setting, assigning tasks, and accepting employee choice of resources. A boss should be approachable and transparent with his staff. The final consideration is focusing on results and reporting on task and effectiveness progress.

Furthermore, studies have shown that traditional performance appraisal is a top-down process in which supervisors or managers evaluate subordinates and does not transform into effective employee behavioural outcomes<sup>13</sup>. Similarly, research demonstrates that appraisal programs that rely solely on superiors' ratings are less reliable and valid than programs that use a variety of other rating sources to supplement the supervisor's evaluation. Managers should observe and measure all facets of the work to make a fair evaluation. In some work situations, the supervisor or rating official is not in the exact location or supervises enormous employees and does not have detailed knowledge of each employee's performance. Against this backdrop, this study examines other evaluation methods such as 360-degree feedback to determine positive employee behavioural outcomes and job commitment<sup>14</sup>.

In addition, numerous scholars have contested whether work engagement in Annual Performance Evaluation demonstrates similar beneficial effects in the public and semi-public sector compared with the private sector. In particular, empirical studies have highlighted characteristics specific to the public and semi-public sector that are likely to result in possible deviant effects of work engagement on employee outcomes, including frequent political leadership changes and the divergent motivations to work as a public servant<sup>15</sup>. Hence, the need to examine behavioural anchored rating scales and employee job performance.

In the same vein, a considerable amount of research indicates that employee behavioural outcome is mainly a result of a negative or positive relationship between the leadership role in the workplace and the followers. Therefore, it is not unreasonable to assume that leaders should be held accountable for the low percentages of worker engagement and adverse behavioural effects<sup>16</sup>. Therefore, this study examines the intervening impact of the leadership role and employee behavioural outcome in citizenship and leadership training centre.

Furthermore, studies were conducted on the method of performance evaluation for all government agencies without taking cognisance of the peculiarities, mandate, and functions of some government agencies like Economic and Financial Crime Commission (EFCC), Citizenship & Leadership Training Centre (CLTC), National Youth Service Corp (NYSC), National Broadcasting Commission (NBC), National Intelligence Agency (NIA), Standard Organisation of Nigeria (SON) Federal Road Safety Corps (FRSC), Central Bank of Nigeria (CBN) among others<sup>17</sup>. Government agencies or parastatals are classified into four (4) categories such as (i) Regulatory Agencies, (ii) General Services, (iii) Infrastructure/ Utility Agencies and (iv) Security Agencies. These Agencies were either created by Acts of Parliament, or were constitutionally created pursuant to section 153 of the 1999 constitution of Federal Republic of Nigeria as amended. The evaluation of employees in each agency should be in accordance with its mandate and peculiarity, however, the current status of evaluation in each agency is by using Annual Performance Evaluation Report as a general evaluation tool for all the agencies and commissions across board. Hence, this gap informed this researcher's decision to study further how performance evaluation and leadership role affect employee behavioural outcomes in a Federal Government agency established by an Act No. 38 of 1989 named Citizenship and Leadership Training Centre (CLTC) Abuja.

### **1.3 Aim and Objectives of the Study**

The aim is to examine influence of performance evaluation reports and employee behavioural outcome in Citizenship and Leadership Training Centre, a federal government agency in Nigeria. Other specific objectives are to:

- i. examine the extent to which Performance Evaluation Report affects employee job satisfaction (Behavioural Outcome) in the agency.
- ii. Examine the effect of Performance Evaluation Report on employee turnover intention ( Behavioural Outcome) in the agency.
- iii. Evaluate how Performance Evaluation Report affects employee job commitment (Behavioural Outcome) in the agency.
- iv. Determine the effect of Performance Evaluation Report on Employee Job Performance (Behavioural Outcome) in the agency.
- v. Ascertain the intervening role of leadership on performance evaluation and employee behavioural outcome

### **1.4 Research Questions**

This study answered the following research questions:

- i. What is the effect of Performance Evaluation Report on employee job satisfaction (Behavioural Outcome) in Citizenship and Leadership Training Centre?
- ii. To what extent does Performance Evaluation Report affects employee turnover intention (Behavioural Outcome) in Citizenship and Leadership Training Centre?
- iii. What is the effect of Performance Evaluation Report on employee job commitment (Behavioural Outcome) in Citizenship and Leadership Training Centre?
- iv. What is the effect of Performance Evaluation Report on employee job performance (Behavioural Outcome) in Citizenship and Leadership Training Centre?

- v. To what extent does role of leadership mediate on performance evaluation Report and employee behavioural outcome in Citizenship and Leadership Training Centre?

### **1.5 Hypotheses**

**H<sub>01</sub>:** Performance Evaluation Report does not affect job satisfaction (Behavioural Outcome)

**H<sub>02</sub>:** There is no effect of Performance Evaluation Report on employee turnover intention (Behavioural Outcome)

**H<sub>03</sub>:** Performance Evaluation Report does not affect employee job commitment (Behavioural Outcome)

**H<sub>04</sub>:** There is no effect of Performance Evaluation Report on Employee Job Performance (Behavioural Outcome)

**H<sub>05</sub>:** Leadership role does not mediate on Performance Evaluation Report and Employee Behavioural Outcome

### **1.6 Significance of the Study**

Research institutions will benefit from the findings of this study because it will serve as a resource for their own investigations. Survey results addressing the new suggested performance evaluation in public service will also be beneficial to Human Resource professionals. Human resource policy design and planning, especially in regard to performance evaluation, leadership role, and employee behavioral outcomes, will be greatly benefited by various Government Agencies. Workers will also profit from implementation and increased productivity while adapting to the new performance evaluation procedures proposed by the management. Scholars who want to expand their understanding of the subject matter can also benefit from this research.

## **1.7 Scope of the Study**

### **Content Scope**

The content scope of this study was restricted to performance evaluation, leadership role and employee behavioural outcome in a federal government agency in Nigeria. The dependent variable of this research is employee behavioural outcome; the independent variable is performance evaluation while the moderating variable is leadership role. Consequently, the sub variables of performance evaluation are annual performance evaluation report, management by objectives, 360 degree feedback method and behavioural anchored rating scale. In-addition, the indicators of the employee behavioural outcome are employee job satisfaction, employee turnover intention, employee job commitment, employee job performance, while the indicators of leadership role are vision/direction, effective corporate communication, inspiration and motivation for employees. It was planned to have 400 people in total, including management, middle management, and lower management in several areas, including accounts and finance, human resource, stores and training as well as the maintenance. An investigation into the factors that influence employee behavior such as job satisfaction, intention to leave the company, job commitment, and job performance was conducted. Performance Evaluation is the uncorrelated variable.

### **Geographical scope**

The geographical scope of this study is Citizenship and Leadership Training Centre offices in Abuja, Jos and Lagos. Based on “Total Enumeration Sampling technique”, the study’s population and sample size was 275 (Abuja: 97, Jos: 80, Lagos: 98). This means the population equal the sample size.

### **Agency category scope (General services):**

The agency where this study was carried out is Citizenship and Leadership Training Centre, established by an Act of parliament No. 38 of 1989.

### **Time Scope:**

The time scope of the study is between 2019 and 2022

### **1.8 Limitation of the Study**

In the course of this research challenges were envisaged and encountered in the course of data collection and other relevant records. Getting the respondents to agree to fill questionnaire was also difficult in the North- Central office of the agency (Jos) because of distance, security risk, religious inclination and level of education. Infact, their claim was releasing certain facts and figure could mean organizational —sale out. In other words, releasing some information could be against the oath of secrecy in public service, also, contravenes the ethics and code of conduct of the organization and government. Similarly, inadequate finance for the study also hindered the rate of progress for the research. Furthermore, another constraint was the short period within which to complete this research, notwithstanding these shortcomings, sufficient data was collected and used for generalization.

### **1.9 Operational Definition of Terms**

The following terms were operationalized:

**Annual Performance Evaluation Report:** This is the annual formal process and procedure to measure a federal government employee's work based on their job responsibilities.

**Behavioural Anchored Rating Scale:** This is a technique for evaluating employees on a predetermined set of performance on a scale of typically five, seven, or nine.

**Corporate Communication:** This is known to be as a process by which chief executive officer in the federal government agency conveys various types of information to the entire employees through issuance of internal memorandum.

**Direction:** This refers to a process or technique of directing, guiding, inspiring, counseling, overseeing and leading employees in government agency to accomplish such organization's goals.

**Employee behavioural outcome:** Employees' behavioural outcomes refer to the various ways in which employees react in the workplace. These reactions are influenced by employees' perception of fairness in the workplace.

**Job commitment:** It is the feeling of responsibility that an employee has towards the mission and goals of an organisation.

**Job performance:** It relates to how individuals perform their duties like dexterity or an inherent skill with numbers. It is impacted by workplace environment factors.

**Job satisfaction:** It is the level of contentment employees feel with their job. It is satisfaction with organisational policies (condition of service), and how this impacts employees work-life balance.

**Leadership:** it is the responsibility of the chief executive officer of a government agency to influence the employees of such organisation to achieve the overall mission and vision of such organisation.

**Management by Objective:** It is a strategic management model that aims to improve the performance of an organisation by clearly defining goals that are agreed to by both management and employees.

**Motivation:** Every leadership of a government agency should motivate his employee through several policies in order to to perform optimally.

**The situational theory of Leadership:** This leadership theory argues that the specific situation determines the best type of leadership and that no one leadership style is appropriate for all given workplace situations.

**Transactional leadership theory:** This assumes that people are motivated primarily by reward and punishment. The belief is that employees perform their best when the chain of command is definite and transparent, and that reward or punishment is contingent upon performance.

**Transformational leadership theory:** In this a leader motivates and encourages by developing a compelling vision, selling that vision, and developing relationships with followers as a teacher, mentor, and coach.

**Turnover Intention:** The intention of quitting is that the employee wants to quit his job due to dissatisfaction due to various reasons (salary, management style, justice, rewarding, etc.).

**360-degree technique of evaluation:** The 360-degree performance evaluation system is a way to make sure that employees' assessment is done in a full-fledged way considering all the employee's elements.

## Endnotes

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## **Chapter Two**

### **Literature Review**

This chapter reviewed literature along the following themes: Conceptual Review, Theoretical Framework and Empirical Studies. This becomes vital as it assists the researcher understand and examine what has been done in existing studies given the variables under study. This chapter is presented under the following headings:

#### **2.1 Conceptual Review**

2.1.1 Performance Evaluation

2.1.2 The Repercussion of Rating Performance

2.1.3 Some beneficial Outcomes from Performance Review

2.1.4 Unfavourable Outcomes from Employee Evaluation

2.1.5 Performance Evaluation Methodology

2.1.6 Developing an Evaluation System Version

2.1.7 Annual Report on Performance Evaluation

2.1.8 Administration with a focus on Results (MBO)

2.1.9 Method of Feedback from 360 Degree

2.1.10 Behavioural Anchored Rating Scale (BARS)

2.1.11 Leadership Role

2.1.12 Behavioural Outcome in the Workplace

2.1.13 Job Satisfaction

2.1.14 Employee Turnover Intention

2.1.15 Employee Job Commitment

2.1.16 Purpose: Worker Efficiency on the Job

## **2.2 Theoretical Framework**

2.2.1 The Theory of Contingency

2.2.2 The Theory of Expectation

2.2.3 Goal-Setting Theory

2.2.4 The Need Hierarchy

## **2.3 Empirical Review**

2.3.1 Research on the Global Stage

2.3.2 International Research on Africa

2.3.3 Local Review

2.3.4 Conceptual Framework

## **2.4 Summary of Gap in Literature Review**

## 2.1 Conceptual Review

An organization's culture has a big impact on how its people act and work. Similar to how outside factors influence workplace culture, employee behavior does too. In other words, the two cannot be separated from one another. To have a successful and effective workplace, employee behaviour is essential. It serves as the foundation for many Human Resource tasks like succession planning, pay and compensation, and recognition and awards. Without all of these, it is impossible to assess an employee's merit and to maintain an effective organization. Because of this, employee behavior is a crucial factor that needs to be considered. The behavior of people at work is significantly influenced by managers and other leaders. Setting a direction for team members is their duty as leaders. When their managers are strict, it has been shown that most of the time, employees do not feel like going to work. One needs to stand behind his team always. They need direction and assistance with day-to-day tasks, as well as assistance with learning new abilities and expanding their knowledge. Make them feel valued. A strong source of motivation for your team members is essential for a leader. Effective team communication is a responsibility of managers. When workers feel excluded, they stop caring about their jobs. They must be involved in important organizational decisions.

Consequently, behavioral outcomes of employees is crucial and it refers to the various responses that people make at work. Employees' opinions of workplace fairness have an impact on these responses. One of the elements of this is job satisfaction which is the degree of contentment employees feel with their jobs is known as job satisfaction. Beyond their regular responsibilities, this includes their relationship with coworkers and managers, their opinion of the organization's policies, and the effect their work has on their personal lives. In the same vein, the turnover intention is another important element that cannot be underrated

in any organisation, this is often used to study actual employee turnover, is an employee's reported willingness to leave her organization within a specified time frame. Employee replacement can have an impact on a company's output, costs, and general performance.

One can estimate the likelihood of staff leaving an organisation if one measures the intention of turnover. This enables one to identify areas where there may be room to cut back on overall turnover. Job commitment in any establishment cannot be wished away, it is the degree of commitment an employee has to the tasks assigned to him or her at work is known as work commitment. It is the sense of obligation someone feels toward the objectives, mission, and vision of the organization they are affiliated with. Similarly, the way a worker performs their job responsibilities and completes necessary tasks is referred to as their performance. It speaks to the usefulness, excellence, and effectiveness of their output. Performance is a factor in how valuable we consider each employee to be to the company.

### **2.1.1 Performance Evaluation**

Increasing productivity is of paramount importance in today's businesses. Organizational behavior (O.B.) and human resource development (H.R.D.) scholars have devoted a great deal of time and energy to studying how to increase productivity in the workplace through improved employee performance. Effective Human Resource management necessitates regular evaluation and control of employee performance on the job. It is the Human Resources department's most in-demand developmental intervention. Meaningful work, an interesting profile, and supportive coworkers and managers are all factors that contribute to an employee's "performance," which is defined as the results of that individual's efforts in the workplace. A strong employee performance management system is essential for a company to make the most of its Human Resources and boost its overall success. The process as a whole is anticipated to shift its focus from being event-driven to being strategic and people-

centric, and this is why the performance-driven aim must be in sync with the company's policies<sup>1</sup>.

Everyone wants to go up the ranks when it's their turn. However, you need more than just ambition to succeed in hiring employees. It's hardly an exaggeration to say that getting promoted is every worker's ultimate career objective. However, every worker should be evaluated in order to be considered for a promotion. The promotion of a worker is determined by the appraisal process, which also reveals the employee's SWOT analysis of the workplace. Employees' abilities and potential were evaluated based on assessment data from their prior and current job as well as their behavior and performance. When done well, performance reviews may boost morale and help employees realize their full potential<sup>2</sup>.

Employees are motivated to do a good job because they want to advance in their careers and receive pay raises and other perks; they are also aware that their efforts will be evaluated. In this respect, human beings have an innate desire to feel appreciated, and they react to praise or criticism accordingly. While performance reviews do have a place in the public sector, they need to be handled with care. The results or effects of a performance review on an employee might cut both ways. The same knife that saves a patient's life during surgery can also do injury if the surgeon isn't professional<sup>3</sup>.

Academics and professionals are increasingly interested in performance evaluation, which involves a process of finding, observing, evaluating, and developing human performance in organizations. It is also a crucial part of efficient human resource management, as it has a direct impact on the success of businesses. Individual and, by extension, organizational performance can be improved through the use of performance evaluation, which is a useful management tool<sup>4</sup>. Employee performance evaluations should focus on two main areas: how well workers are doing their current tasks, and what they need to do and know to do their jobs even better. Another definition of performance evaluation is "the process of reviewing the

performance and growth of a person or group of employees on a specific job, and his potential for future development"<sup>5</sup>. In addition, he claims that the term "performance evaluation" encompasses any and all methods through which an organization assesses an individual based on their character, performance, and future potential in the workplace.

A performance evaluation system is one that enables a structured method of assessing an employee's output. Quantitative and qualitative measures of personality, behavior, and work performance are used in different organizations to assess performance. An unstructured narrative on the appraiser's performance is what's needed for a proper performance review. Research into the effectiveness and methods of performance evaluation (P.E) has focused heavily on how employees feel about and experience the process. Researchers and practitioners have consequently adopted a more holistic perspective when assessing the effectiveness of performance evaluation methods. Recent studies have shown that the success of a performance evaluation system depends heavily on the users' perspectives about the process<sup>6</sup>. Most organizations have a formal, systematic process for evaluating employees' performance, regardless of how it is defined or what factors are included. The process typically consists of an interview between the evaluator and the evaluatee, as well as the usual assessment documentation. One aspect of performance evaluation that isn't typically mentioned in descriptions is how much participants fear receiving negative feedback. Performance reviews have been compared to paying taxes in terms of employee enthusiasm<sup>7</sup>. However, performance is defined as the actions or inactions of an employee. It's how much someone helps an organization succeed. A worker's performance can be measured in many ways, including as the amount and quality of work they do, how quickly they turn it around, how cooperatively they interact with others, and how present they are at their jobs overall<sup>8</sup>. In this context, "performance" refers to the degree to which a manager or organization is satisfied with how well a group of workers has carried out a set of assigned tasks. Employee

performance is often defined in terms of the tasks assigned to them and the degree to which they were completed successfully<sup>9</sup>.

That precision shouldn't be prioritized over speedy execution is another point of contention. Having a fair evaluation method is a more realistic objective<sup>10</sup>. In recent years, researchers have begun to prioritize employees' perceptions of fairness in the workplace over the veracity of the rating system itself. So let's say that people think an honest grading system is unjust. A competent evaluation method that is seen as fair might not have the same negative effects in this scenario. Adopting a principle of fairness is necessary since perfection is unattainable, justice is a core social value, and injustice provokes negative emotions with far-reaching effects in society and the workplace<sup>11</sup>. Humanists have a responsibility to examine Human Resource policies and procedures for justice.

It makes sense and is probably necessary to base employee evaluations on quantifiable standards directly related to the work they do. Some studies have shown, for instance, that an employee's feelings about their supervisor, their work, and the Performance Evaluation process can be predicted with a high degree of accuracy when a proper performance evaluation is conducted<sup>12</sup>. A flawed assessment, they argue, can have a chilling effect on employee behavior and business outcomes. Further supporting this idea is the work of another scholar who hypothesizes that negative reactions to performance evaluation may result from employees' lack of motivation due to the use of unknown, imprecise, or incorrect criteria<sup>13</sup>.

Whether or not a worker is happy with the Performance Evaluation system is correlated with how they feel about the system as a whole. The fairness of performance evaluation has been studied by a number of scholars over the years. Some academics, reviewing the literature on performance appraisals, have concluded that employees' perceptions of the fairness of individual performance reviews and the overall performance appraisal system pose the

greatest challenge for businesses. Research indicated that most workers felt their performance evaluations were inaccurate and unfair.

Workers' displeasure with their evaluations might rise to crisis proportions if they perceive the process to be unfair, politicized, or unrelated. Managers have a tough time when employees believe the Performance Evaluation process and the performance evaluation system are unreliable and biased. Another study found that whether or not workers thought their supervisors' leadership was credible had a substantial effect on whether or not they thought their performance reviews were fair, just, and appropriate<sup>14</sup>. They surveyed county government employees to learn more about burnout, satisfaction on the job, creativity from managers, and teamwork within departments. A recent study indicated that there is a favorable correlation between employee attitudes and procedurally fair performance reviews, and this study also highlighted the importance of fairness to employees<sup>15</sup>.

As a general rule, the relationship between a boss and an employee is not at its best during performance reviews. However, there are consistent aspects of successful performance evaluations that make them enjoyable for all involved and yield the most fruit. An excellent performance review will highlight the employee's strengths and provide constructive feedback to aid in their development<sup>16</sup>. The process of assessing performance could involve a wide range of factors. Furthermore, Landy and Farr presented a model of performance evaluation that included twelve interrelating factors: position characteristics, organisation characteristics, the purpose of the rating, the rating process, scale development, the rating instrument, evaluator and evaluatee characteristics, the observation and storage of performance data, the judgment of that performance, the analysis of this information, the description of performance, and the evaluatee's personal reaction<sup>17</sup>.

Defining what performance evaluation is or should be, measuring and evaluating performance, feeding information about that performance back to the individual, and

providing information to other organizational systems that use it<sup>18</sup> are all parts of the performance evaluation cycle, as described by Mohrman.

WD Scott is often credited as the man who first used performance reviews throughout the war. Though WD Scott's technique of performance evaluations may have been the first of its kind to be recorded, it was not widely adopted. Midway through the twentieth century saw the widespread adoption of formalized appraisal systems by numerous companies. By the middle of the 20th century, most businesses had adopted personality-based performance rating methods. However, by the late 1950s, concerns were being raised about the effectiveness of such systems due to the lack of any kind of self-evaluation and the limited effectiveness of the personality-based approach in terms of performance monitoring. Rather, it kept tabs on the individual's genetic make-up. Introspection had become more popular by the 1960s. Most performance evaluation methods focused on future potential rather than past performance (as opposed to how competent their personalities appeared to be at the time of being assessed)<sup>18</sup>.

As the decade of the 1960s progressed, performance appraisals improved their ability to evaluate workers by shifting their emphasis from subjective ratings to quantifiable targets. Several cases were litigated in the 1970s due to complaints concerning appraisal procedures. Since most appraisal methods relied heavily on subjective judgments and anecdotes, businesses began incorporating more objective tools like psychometric tests and rating scales in the 1970s to improve their performance reviews<sup>19</sup>.

In the 20 years that followed, there was a shift toward a more all-encompassing method of performance management and evaluation. New criteria, such as self-awareness, communication, teamwork, conflict reduction, and emotion regulation, have been incorporated into the appraisal processes of many companies. Many of these are still considered to be important in today's performance evaluations<sup>20</sup>.

Many businesses have flattened their organizational charts in recent years as a part of a trend toward more egalitarian work conditions, and performance management has developed to reflect this trend. As a result, there has been an uptick in the use of "360-degree feedback" in performance management systems, in which numerous perspectives are taken into account when rating an employee's output<sup>8</sup>.

Given the increased mobility afforded by smartphones and the growing appreciation by businesses for the importance of fostering a positive corporate culture, we anticipate that the standards by which employees are evaluated will continue to evolve and that those at the helm of an organization will have an ever-increasing say in the process.

### **2.1.2 The Repercussions of Rating Performance**

When appraisers have divergent views on the significance of the selected attributes and the language employed on the rating scales, performance appraisals suffer from the severe consequence of the problem of perceived meaning. Different raters may assign different meanings to phrases like "Performance exceed expectations" and "Below average skill" when using these phrases to establish a rating scale. An employee may show initiative, according to one rater, by bringing issues at work to the attention of a manager. This could be interpreted as a lack of initiative on the part of the other rater if they rely too heavily on their superiors' help. Another effect is that ratings are inaccurate because appraisers make more mistakes in their evaluations of candidates than they do in their assessments of their character. It's possible that, unlike with perceptual errors, these are intentional. The central tendency fallacy is the most typical mistake made when giving ratings. Too many passive, in-between, middle-of-the-road evaluations (such as "satisfactory" or "sufficient") may be marked out regardless of a subordinate's actual performance because busy appraisers or those fearful of confrontation and repercussions may be persuaded to do so. Because of this, ratings tend to cluster excessively towards the scale's midpoint. This issue becomes more serious in

workplaces where either the assessment process does not have strong management backing or if the appraisers lack confidence in their ability to perform a good job<sup>12</sup>.

### **2.1.3 Beneficial Outcomes from Performance Reviews**

The most important advantage of evaluation is that it provides a rare opportunity for a supervisor and subordinate to take "time out" for a one-on-one discussion of important work concerns that could not otherwise be addressed in the midst of the hectic daily working environment. Where performance appraisals have been carried out properly, both managers and employees have reported excellent outcomes. Performance reviews are a great way to help employees hone in on what they need to accomplish at work, pinpoint where they may be falling short, and be motivated to improve their work in the future. As a result, overall productivity is boosted. Many workers' only opportunity to have an extended, one-on-one conversation with their manager takes place during the "formal" evaluation interview. After receiving his first official performance review, one worker at a large organization remarked, "In twenty years of work, that's the first time anyone has ever bothered to sit down and tell me how I'm doing."

It would be a mistake to discount the importance of this kind of focused communication between superiors and employees.

#### **Inspiration and Happiness**

The process of evaluating an employee's performance has the potential to significantly alter both their motivation and their degree of satisfaction with their jobs. An employee's efforts on the job are more likely to be noticed and appreciated when their performance is reviewed. There has long been recognition of social credit's effectiveness as an incentive. As surprising as it may sound, studies have shown that people would rather receive negative attention than none at all. At the very least, an evaluation process shows workers that their employers care

about how they perform and what they can do to improve. Simply this can have a salutary effect on a person's sense of self-worth, dedication, and belonging. It would be foolish to discount the power and pervasiveness of the fundamental human need for appreciation and admiration. Increased focus could help certain businesses drastically lower absenteeism and turnover rates. The least we can do is evaluate performance on a regular basis<sup>18</sup>.

### **Education and Growth**

An employee's performance review is a great chance for their boss and them to discuss and settle on goals for further education and training. The presence or lack of work skills can become quite apparent during the discussion of an employee's performance on the job, even to people who routinely reject the idea of training for them. When training is directly tied to a person's performance goals and expected future advancement, the necessity for such training becomes both more immediate and more meaningful. Consolidated assessment data can paint a picture of the organization-wide need for training from the perspective of the whole. This information can be broken down by categories like gender, workplace, and more. In this regard, performance appraisal can serve as an effective and regular audit of the organization's training needs<sup>19</sup>.

### **Methods of Recruiting and Orientation**

Evaluative information can track how well the company's onboarding and orientation programs are working. Evaluation information can also be used to track the success of new approaches to hiring. How productive, for instance, have your newest hires proven to be in their first two years on the job? If enough data is collected each year on new employees, we may determine whether or not the overall quality of the workforce is rising, remaining stable, or falling over time<sup>20</sup>.

## **Performance Review**

Even so, at its core, performance appraisal is just the act of analyzing and rating an employee's output. Even though it's frequently downplayed or rejected outright, a primary goal of performance reviews should be evaluative. However, evaluative and developmental agendas frequently clash, making the desire to assess (i.e., judge) a persistent source of conflict. Organizations have the legal right, and some would argue the moral obligation, to execute such reviews, yet many avoid them anyhow. Anxiety and worry might be caused by the exact judging procedure, which can be dehumanizing and reduce morale among workers. Some have argued that appraisal can only be used for either evaluation or development, and not both. However, a happy medium may exist between the two extremes of evaluating workers fairly and not doing enough to help them grow and improve<sup>21</sup>.

An employee's performance during a given time period can be documented with the use of a Performance Evaluation. It's paper that can be filed away in the employee's personnel folder.

This procedure establishes a framework for a supervisor to meet with an employee to discuss his or her performance. It's a good way to get people to have the tough conversations that need to take place.

Employees thrive when they receive and act upon feedback, and this procedure allows a manager to deliver such feedback by reviewing an employee's work and discussing the degree to which predetermined goals have been met. In addition, this can be used as a forum for talking about training and advancement possibilities for staff members.

The P.A. process allows a manager to clarify expectations and discuss issues with their employees, which is important because workers need to know what is expected of them.

Annual planning offers a framework within which to set objectives for the following year and map out plans for the organization as a whole.

#### **2.1.4 Unfavorable Outcome from Employee Evaluations**

Many researchers have written about the problems and drawbacks of performance reviews. Different reasons for performance appraisals' ineffectiveness have been uncovered by these studies. Companies' performance reviews often fail to hit the mark because of issues with psychometric testing. The psychological bias of the appraiser is to blame for the leniency, halo effect, range restriction, recency, and contrast errors that occur throughout the evaluation process. Using a multi-rater evaluation method has been proposed as a strategy to reduce psychometric errors. When used in conjunction with a multi-rater system, a self-performance appraisal can further cut down on psychometric inaccuracies. Studies of the self-evaluation appraisal approach are scarcer than those of the multi-rater design. However, the vast majority of research into self-appraisal has shown promising outcomes for the evaluation procedure itself. Self-evaluations were found to have a favorable effect on employee satisfaction with the assessment as well as their opinion of justice and fairness inside the appraisal system. When employees were given the opportunity to evaluate their own performance, they showed greater interest in and dedication to their individual objectives<sup>19</sup>.

Incorrect performance reviews can have a detrimental impact on both the employee and the boss. Getting the right education in methods and procedures might aid with this. (ii) It Takes a Lot of Time Managers with a lot of staff members sometimes find the process of evaluating employee performance to be stressful and a drain on their time. I've met supervisors who were tasked with evaluating the performance of hundreds of workers every year. (iii) Humans have inherent biases that can lead to inaccurate ratings. Managers who are able to recognize and address their own implicit biases will have a much easier time fostering a more inclusive workplace. (iv) Time is wasted if the process is not carried out correctly. Considering the time spent in vain when the outcome is negative. It's pointless on every front. Anxiety among

workers and supervisors has been linked to performance reviews. A better understanding of what to expect and how to deal with it can help lessen the strain<sup>22</sup>.

### **2.1.5 Performance Evaluation Methodology**

Establishing criteria against which actual performance can be judged is the first stage in every performance review. The next step is to determine how employee performance will be evaluated, both in terms of success or failure and in terms of how much they contribute to the organization's overall goals and objectives. The established criteria ought to be comprehensible and quantifiable. Great care should be taken to describe the criteria if the employee's performance is not measurable. After the means have been determined, they must be disseminated to all personnel. Workers need to be made aware of the expectations and given thorough explanations. They will be better able to do their duties and meet expectations after reading this. Evaluators and appraisers should also be made aware of the criteria. The criteria can be adjusted at this point, if necessary, based on input from the evaluators and the staff<sup>23</sup>.

Measuring an employee's real performance, or the job they completed throughout the evaluation period, is the process's biggest challenge. This procedure is ongoing and requires year-round monitoring of performance. Choosing the right measurement methods, ensuring that bias doesn't affect the conclusion, and helping rather than hindering an employee's efforts are all crucial steps at this stage. Employee performance information must be recalled, evaluated, and analyzed. A negative deviation in organizational performance would be indicated by a finding that actual performance was either higher than expected or lower than expected<sup>20</sup>.

Employees receive feedback on their performance reviews in one-on-one meetings. The importance of both speaking and listening is emphasized here. Results, problems, and potential solutions are addressed in order to resolve them and reach an agreement.

Employees' future efforts can be influenced by the tone in which feedback is delivered. Managers' comments on employees' performance should be constructive in that they help them improve their work, rather than discouraging them. Feedback on performance is a delicate topic because it can provoke strong reactions if delivered improperly. The nature and disposition of the receiver can have a significant impact on how the recipient responds to feedback, therefore it's important for the giver to be mentally and emotionally ready before delivering it. For the HR manager to make impartial judgments regarding personnel, it is necessary to conduct performance reviews. Human resource managers rely heavily on employee performance reviews to make decisions on pay raises, promotions, transfers, and even suspensions and terminations. The HR manager's choice should be in sync with employees' performance reviews for the sake of harmony within the workplace and productivity for the company as a whole<sup>24</sup>.

#### **2.1.6 Developing an Evaluation System Version**

There are two main types of evaluation schemes: objective and subjective. Actual output, sales volume, and claims processed are all reliable indicators of performance. 'Opportunity bias' makes these systems less than ideal in most cases. For instance, the area provides an ideal setting for enhanced productivity. Someone doing business in Lagos should definitely perform better than one doing the same business in Udi. Therefore, comparing the two employees' performance based on metrics such as sales volume would be inappropriate. The one-of-a-kind performance test is another type of objective performance measurement tool. That way, the worker gets evaluated in a consistent setting. That's why it helps get rid of opportunity bias. The ability to wield such power on a daily basis is measured by subjective systems, but not by objective ones. Therefore, the evaluative system is the most popular choice. Rating and ranking methods are used in these frameworks.

### **2.1.7 Annual Performance Evaluation Report**

There is no more vital document than the APER, or Annual Performance Evaluation Report. It gives us the data we need to judge an officer's performance and determine his potential for promotion. In business, the term "performance evaluation" refers to the periodic assessment of an employee's efforts on the job and overall value to the firm. A performance evaluation, also called a yearly review, performance review, evaluation, or employee appraisal, is an assessment of an employee's abilities, progress, and potential<sup>20</sup>.

The Annual Performance Evaluation Report serves as a tool for doing just that. A yearly review of the worker's performance is required. Among other things, the APER can be used to determine an employee's strengths and development opportunities. In the APER form, you'll find five main sections. The first section consists of the worker's biographical data. In the second section, you'll find numerous questions posed under various themes. Goal-setting, job description, training, and performance reviews are all subheadings of the second section of the APER form. The officer being evaluated (the appraisee) is responsible for filling out Parts 1 and 2 of the APER. The officer the employee reports to (the appraiser) will fill out the APER's third section, answering yes or no to questions about the employee's performance (the assessment appraisee/subordinate).

The appraiser is responsible for providing feedback on the appraisee's abilities, strengths, areas for improvement, and potential for advancement. The appraiser is also responsible for assigning a numerical rating to the officer (A-F, with weights of 6-1, respectively). Here, the reporting officer and the employee being reported on fill out Part 4 together; the reporting officer makes a declaration, and the reported employee affirms that he or she has discussed the report's contents with the reporting officer. Here, active-duty military personnel can voice concerns about proposed changes. The reporting officer's immediate supervisor has countersigned section<sup>5</sup>. Part I of the APER contains details about the organization that have

nothing to do with evaluating an employee's performance. Part II of the appraisal is where the appraisee elaborates on the goals that have been set for him, including how those goals were accomplished, any roadblocks that were in the way, the financial and time costs, and the overall duration of the process.

The appraisee is given this opportunity to elaborate on his or her performance over the course of a year. However, these criteria lack objectivity because an appraisee is only likely to highlight the activities in which he participated, rather than the jobs he held. The appraisee should also note any training or seminars they attended over the year, as well as comment on how such opportunities impacted their performance. The appraiser is to check the box corresponding to the letter grade that best answers questions on the appraisee's general aptitude, character attributes, human relations, work habits, and work output in Part III, where each letter grade is worth 6, 5, 4, 3, 2, and 1, respectively. The appraisee's final grade will be calculated using these letter grades and the associated weights.

The appraisee is not evaluated in relation to any one particular duty or set of responsibilities. The generic appraisal approach outlined in this section lacks clarity when it comes to assessing the employee's actual performance over the course of the year, instead favoring an evaluation of their overall demeanor in the workplace.

### **Measuring Success**

Measuring performance has many goals, including boosting morale in the workplace by giving workers a clearer picture of their contribution, as well as ensuring that everyone is treated fairly in the appraisal process, that everyone has access to the same resources, that everyone is given the same opportunities, that everyone is encouraged to take those opportunities, and that everyone (s). When evaluating workers, it is important to consider not just how much was accomplished, but also how well it was done, how much it cost, and how long it took. A study on the topic of performance evaluation stressed the need of setting goals

using the SMART criteria in order to accurately evaluate employee progress. Specific, Measurable, Achievable, Trustworthy, and Time-bound (SMART) objectives are preferred<sup>21</sup>.

A company's success depends on its ability to measure and track employee performance on a consistent basis. Assessing an employee's performance entails comparing their output over a specific time period to the objectives they were given at the outset of that time period. Timely feedback and assessments of the employee's work and performance in relation to established goals and problem solutions are essential components of effective monitoring and measuring. As a result, it is essential that each task have its own set of performance indicators derived from the goals of the task. Both the supervisor and the appraisee would benefit from having access to this metric, as it would reveal the extent to which a task has been completed.

#### **2.1.8 Administration with a Focus on Results (MBO)**

Peter Drucker and his pupil George Odiorne popularized the concept of management by objectives (MBO) in the 1960s and 1970s. Published in 1954, "The Practice of Management" is where Drucker laid forth some guidelines for the modern manager. Management by objectives (MBO) refers to a style of performance review in which both managers and employees work together to establish and share goals for the duration of an evaluation period. According to Erasmus, the system's primary focus is on goal-setting and performance evaluation at the individual and organizational levels. Managers can keep a close eye on progress toward goals when they involve workers in the process and use results as a yardstick to gauge performance. According to Bagraim, the Management by Objective method is designed to help workers stay focused on their goals. This would result in the organization fulfilling a key strategic objective.

## **Phases of an Object-Oriented Approach to Management**

It is essential for the growth and success of any business to have clearly defined goals. There should be multiple layers of management involved in the planning process. The management team's goals are only estimates of what the business can and should accomplish by a certain date. Second, after being briefed on the overall goals, plans, and strategies, employees can begin collaborating with their supervisors to set individual goals. Assistants will have one-on-one meetings with their bosses to discuss which objectives can be met given a set amount of time and money. As a result, they will be able to discuss which initiatives they believe have a chance of success inside their own organizations. Thirdly, although the management by objectives method is vital for boosting the efficacy of managers, it is equally as essential for measuring the performance and advancement of each individual in the organization. Fourthly, within the MBO framework, the performance evaluation is achieved through the managers' participation. Fifthly, under the management by objectives approach, feedback is critical; the most important stage is providing ongoing feedback on progress toward targets. In this way, workers can monitor their own behavior and adjust it as needed. The constant feedback is reinforced by frequent formal evaluation meetings in which superiors and subordinates may debate progress towards targets, leading to more feedback. Sixthly, in Management by Objectives settings, performance evaluations serve as a periodic evaluation of staff members' contributions to the company's goals.

## **The Value of Objective-Based Management**

Staff members benefit from a greater understanding of their duties and responsibilities thanks to management by objectives. Key Result Areas (KRAs) are tailored to each individual based on their interests, skills, and background. Management by Objective is a method that improves efficiency and productivity through increased cooperation and open lines of communication between employees. The staff benefit from having a solid grasp on what is

expected of them. Each team member has goals assigned by their superiors and a set of specific assignments to complete. Each worker has their own set of objectives to achieve. Because of this, all workers come to feel like they contribute significantly to the company's success, which in turn fosters loyalty. Managers play an important role in making ensuring that employees' aims are aligned with those of the company as a whole.

### **Constraints on Object-Oriented Management**

Management by objectives is typically insensitive to the culture and working conditions of an organization. Goal-setting and -target-setting are emphasized more heavily. Managers are always putting pressure on staff to meet targets, but they aren't making use of Management by Objective to encourage participation, useful input, and professional development among managers. Sometimes, management places too much focus on goal-setting at the expense of addressing the root causes of problems. In Management by Objective, the importance of the environment in which objectives are established is downplayed. Everything from the efficiency and quantity of available resources to the level of support from top management and other key players is part of the context. Finally, many managers tend to think that, once implemented, management by objectives will solve any and all management problems. The Management by Objective system may not be able to effectively address the challenges brought on by overdependence, which undermines the effectiveness of the approach<sup>22</sup>.

#### **2.1.9 Method of Feedback from 360 Degrees**

Marshall Goldsmith is well recognized as a pioneer in the fields of business education and coaching as well as a renowned author and professor of leadership. The 360-degree feedback approach, an excellent employee Performance assessments tool, is one of the many managements' development and Human Resource tools he created. All Around When employees participate in a feedback system or process; they are able to get honest criticism from their peers in a safe, anonymous setting<sup>23</sup>. The employee's supervisor, coworkers, and

subordinates are all part of this group. Participants range in number from 8-12, and provide feedback via an online survey covering a wide range of occupational skills. Each question on the forms is assigned a numerical value, and raters are also asked to make written remarks. People who are given feedback are also asked to complete a self-rating survey using the same questions that are given to everyone else.

When employees participate in a 360 review, they are given the opportunity to provide comments on their colleagues' performance from every angle. Workers are typically polled for their opinions by the Human Resource department or the employee's direct supervisor. Companies often utilize online surveys as a means of communication with workers and for offering feedback on their performance<sup>24</sup>. We have found that the online survey instrument is a great tool for gathering information and gaining insight into staff performance. The strengths and weaknesses of an employee's ability to contribute are highlighted in the 360-degree review. It's a well-rounded look at how well an individual does the various tasks required of them in their profession, such as teamwork, leadership, interaction, interpersonal communication, contribution, management, accountability, work habits, and vision. Here, the manager evaluates an employee's actual performance contribution, while the employee's subordinates, colleagues, and customers evaluate and analyze many facets of the function.

Collecting comments from coworkers helps examine how one person's actions impacted the productivity of the whole team. It also delves into the measures that businesses should take to foster collaboration in their workforce. Managers can learn even more about their employees' actions and attitudes on the job by soliciting both formal and informal feedback from those they supervise.

## **Aims of a 360-degree Performance Evaluation**

The fundamental purpose of a 360-degree performance evaluation, though it might vary from company to organization, is to provide a comprehensive assessment of an employee's work. Experts in the industry generally assert that an employee's level of comfort with the organization, as well as the employee's overall development and performance, are positively impacted by a well-implemented 360-degree feedback process. With the help of a 360-degree feedback system, modern businesses can focus on their employees as a team. Its membership is not rigidly defined, although the group as a whole has grown in size. Human resource management's exclusive purview in the past has included conducting the annual review. The purpose of a 360-degree performance review is still the same: to gather unnamed opinions about an employee's work from their manager, coworkers, peers, and customers. Organizational performance and staff happiness can both be gauged with this all-encompassing method. Benefits of a 360-degree evaluation

In the same way that this approach strengthens the employee's self-development process through feedback from coworkers, it also improves the credibility of the performance rating system. It also encourages workers to be more conscientious and attentive to their customers' needs. More convincing comments can be acquired from other participants when their ideas are merged with those of the raters to produce a more accurate 360-degree assessment. Managers and coworkers share the responsibility for assessing employees' performance. In addition, a 360-degree performance appraisal system can be used to build an honest culture throughout an organization and drive people who may have previously undervalued themselves.

## **Contemplative Evaluation has certain Drawbacks**

The procedure is laborious and time-consuming, and it can cause friction in the workplace if employees share their opinions with one another. In order for the 360-degree appraisal system

to be effective, substantial time and effort must be spent teaching the employee how to use it. As a corollary, calculating the outcomes is a difficult task. Not making all feedbacks public might foster suspicion inside the company and waste time and resources.

#### **2.1.10 Behavioural Anchored Rating Scale (BARS)**

The Behavioural Anchored Rating Scale (BARS) is a technique for evaluating employees on a predetermined set of performance dimensions by contrasting their actions with a list of exemplar actions that correspond to each performance level on a scale of typically five, seven, or nine. Dissatisfaction with conventional rating scales like the visual rating scale led to the creation of BARS. BARS was created to incorporate both qualitative and quantitative data into the assessment process by grading particular examples of employee behavior. According to an assessment of BARS, the format's potential benefits may not lie so much in the separation of behavioral and numerical scale anchors<sup>29</sup>, but rather in the performance metrics collected.

Although measuring performance on the job has been around for as long as humans have kept records, there is no consensus on the most effective way. The use of rating scales by managers to evaluate their employees' performance on the job has become widespread. Midway through the 19th century, phrenologists and later Francis Galton popularized the use of rating scales in psychology. Christian Tomasius is credited with developing the first rating scales specifically designed for assessing psychological constructs. Some 300 years ago, this philosopher developed a philosophy of personality.

#### **Behaviourally anchored rating scales have many benefits**

The BARS approach has the advantage of being quite clear. As a result of the transparency of the applied standards of evaluation, the entire process can be understood by all parties involved. The foundation of the BARS approach is on the study of behavior. Businesses can't

function without a firm grasp of their staff members' motivations and disinclinations. They gain new insight through the BARS approach, which clarifies what works and what doesn't. As a result, they are able to gain insight into their staff members and encourage productivity. Since it is based solely on observations of behavior, this approach is objective. Every single worker can benefit from the BARS technique because it is tailored to their specific needs. It paves the way for the development of an individualized procedure for monitoring employee performance.

In addition, since it is behavior-based, the BARS technique has a reputation for providing employees with impartial feedback. BARS is also used to analyze client behavior to help staff respond appropriately. BARS not only helps the company's management and staff see things clearly, but it's also very simple to use. Given its quantitative nature, it eliminates guesswork when rating employees and guarantees consistency across all ratings.

### **Restrictions of the Behavioral Anchored Rating Scale**

The high level of upkeep and monitoring necessitated by the BARS approach is one of its major drawbacks. Each position in the organization requires a unique one, which can be time-consuming and expensive for the business. However, the evaluation does not take into account all of the worker's actions. It can be difficult for a manager to give an employee a rating if their actions fall outside the scope of the scale. BARS requires extensive upkeep and monitoring. Because managers are counted on to know every aspect of their staff's performance, this procedure can be taxing on their time. Many managers ignore the need to collect this kind of information because of the time and effort it requires.

### **2.1.11 Leadership Role**

Leadership is life blood of any organization and its importance cannot be underestimated. Many authors have studied this phenomenon, but there is no conscious definition of what

leadership is, no dominant paradigm for studying it, and little agreement regarding the best strategies for developing and exercising it. Researchers view leadership as that kind of direction, which a person can give to a group of people under him in such a way that these will influence the behavior of another individual, or group. Leadership perceived to be a reciprocal process of social influence, in which leaders and subordinates influence each other in order to achieve organisational goals. Leadership style is viewed as the combination of traits, characteristics, skills and behaviours that leaders use when interacting with their subordinates. Furthermore, researchers see leadership as a pattern of managerial behavior designed to integrate personal or organizational interest and effect, in pursuit of some objectives. Several authors postulate that leadership style refers to a kind of relationship whereby someone uses his ways and methods to make many people work together for a common task.

The relationship between leadership style and organizational performance has been extensively discussed. The majority of studies found that leadership style has a significant relationship with organizational performance, and different leadership styles may have a positive or negative correlation with organizational performance, depending on the variables used by researchers. There is a significant relationship between leadership styles and organizational performance. Effective leadership style is viewed as a powerful source of management development and long-term competitive advantage. Leadership style assists organizations in achieving their current objectives more efficiently by linking job performance to valued rewards and ensuring that employees have the resources they need to complete the job<sup>30</sup>.

A comparison of leadership style with leadership performance in schools and enterprises was made, and it was discovered that leadership style had a significantly positive correlation with organizational performance in both schools and enterprises. In general, leadership

performance is synonymous with organizational performance. Business management attributes their success to leadership effectiveness; that is, administrative supervisors' leadership styles have a significant impact on organizational performance<sup>31</sup>. When executives use their leadership style to demonstrate concern, care, and respect for employees, it increases employee interest in their work and enables them to put up better performance, thereby positively affecting their job satisfaction<sup>32</sup>.

In modern leadership theories, several leadership styles have been presented, including charismatic leadership, transactional leadership, transformational leadership, visionary leadership, culture-based leadership, authentic leadership, collaborative leadership, ethical theory of leadership, servant leadership, trait theory of leadership among others. Collaborative Leadership is a new leadership paradigm which is also known as shared, participatory, collective, cooperative, democratic, inclusive, roving, distributed, relational, and post-heroic. The ethical theory of Leadership is another theory of leadership which is one in which individuals follow a leader that makes ethical decisions that are right for all the internal and external stakeholders of the organisation. This type of leadership is based on morality. Authentic Leadership is “a process that draws from both positive psychological capacities and a highly developed organisational context, which results in both greater self-awareness and self-regulated positive behaviours on the part of leaders and associates, fostering positive self-development”.

Servant theory of Leadership represents a philosophy in which leaders focus on increased service to others rather than their power. The situational theory of Leadership, this leadership theory argues that the specific situation determines the best type of leadership and that no one leadership style is appropriate for all given workplace situations. Trait theory of Leadership posits that leaders are born, not made or trained. In other words, only a few scarce individuals possess the unique characteristics to be influential leaders and attain greatness by divine

design. Value-based Leadership theory has become the overarching definition of several nuanced leadership styles, such as transformational and authentic leadership. Similarly, four different types of leaders were identified which have been most widely accepted and used. These leadership styles, which centre around Mc Gregor's Theory 'X and Y' assumptions, are democratic, autocratic, dictatorial, and laissez faire leadership styles.

Leadership role is a key determinant of the success or failure of any organization. A leader is a person who influences, directs, and motivates others to perform specific tasks and also inspires his subordinates for efficient performance towards the accomplishment of the stated corporate objectives. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Leadership is also a process of influencing others' commitment towards realizing their full potential in achieving a value added, shared vision, with passion and integrity. The nature of this influence is such that the members of the team cooperate voluntarily with each other in order to achieve the objectives which the leader has set for each member, as well as for the group. The relationships between the leader and employee, as well as the quality of employees' performance, are significantly influenced by the leadership style. Leadership style in an organization is one of the factors that play a significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Leadership is a critical management skill, involving the ability to encourage a group of people towards a common goal. Leadership focuses on the development of followers and their needs. Managers exercising transformational leadership style focus on the development of a value system of employees, their motivational level and moralities with the development of their skills. It basically helps followers achieve their goals as they work in the organizational setting; it encourages followers to be expressive and adaptive to new and improved practices and changes in the environment. Leadership has a direct cause and effect relationship upon organizations and their success. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their

execution and effectiveness. Leaders can appear at any level of an institution and are not exclusive to management. Successful leaders do, however, have one thing in common. They influence those around them in order to reap maximum benefit from the organization's resources, including its most vital and expensive.

In recent times, many organizations in the Nigerian banking industry, have recorded cases of immoral and unethical banking practices, gratifications, high labour turnover, inability to meet basic required obligations, and incessant financial distress syndrome, which has led to many banks being merged and acquired. This may be as a result of lack of effective leadership. The prime motive of many organizations is to achieve its stated objectives, hence the need to effectively coordinate and motivate the workers by an effective leader. Unfortunately some organizations do not take cognizance of the leadership style adopted by their managers. It is on this premise that this research work set out to examine leadership role as a moderator to performance evaluation and employee behavioural in public sector in Nigeria.

### **Charismatic Leadership**

The theory behind Charismatic Leadership emphasizes the ability of a leader to communicate new visions of an organization to its followers and to raise follower awareness of the importance and core value of goals, often getting people to exceed their own interests. Charismatic Leaders are dominant, able to express their vision, are exceptionally self-confident, have a high need for power, and have a strong conviction in the moral "righteousness" of their beliefs. They strive to project a magnetic personality which emanates success and competence, and they convey high expectation for and confidence in followers. Leader who possess and exhibit these characteristics inspire trust, confidence, affection, admiration, emotional involvement, obedience, and high performance in their followers. The Charismatic Leader often appears under conditions of uncertainty or in times of crisis which

are stressful and make more cognitively and emotionally receptive to the ideas and actions of someone perceived as a so-called savior.

### **Transactional Leadership**

Transactional Leadership takes place when leaders and their followers are in some type of exchange relationship which satisfies needs for one or both parties. The exchange can be economic, psychological, or political in nature; and examples might include exchanging money for work, loyalty for consideration, and political favors. Transactional Leaders help organizations reach their current goals and objectives more efficiently by connecting job performance to valued rewards or by ensuring that employees have the needed resources to get the job done. Transactional Leadership is very common but tends to be transitory, in that there may be no lasting purpose to hold parties together once a transaction takes place.

James MacGregor Burns noted that while this type of leadership could be quite effective, it did not result in organizational or even societal change and, instead tended to perpetuate and legitimize the status quo. In conclusion, Transactional Leaders view management as a series of transactions in which they use their legitimate, reward, and coercive powers to give commands and exchange rewards for services rendered.

### **Transformational Leadership**

The Transformational Leadership process is currently the most popular leadership perspective, and it moves way beyond the more “traditional” transactional approach to leadership. Transformational Leadership is related to charisma in that these leaders motivate people to exceed their personal interests for the sake of the larger community. It also produces levels of dependent efforts and performance that go beyond what would occur with a Transactional Leadership approach alone. In addition, Transformational Leadership is much more than just charisma. While the purely charismatic leader may want followers to adopt his or her “world

view” and go no further, the Transactional Leader will attempt to instill in followers the ability to question not only the established views but eventually those established by the leader.

Warren Bennis and Burt Nanus have defined four skills of leadership, which are required for the Transformational Leader to be successful: First, is a strategic vision or goal that evokes people’s attention. Second, is the ability to successfully communicate that vision through words, manners, or symbolism. The third skill set is to have the capacity to build trust by being consistent, dependable, and persistent. And lastly, the fourth skill required for a Transformational Leader to be successful is the capability of positive self-regard—by striving for success. The use of these four skills builds follower commitment and pumps them up to adopt the leader’s vision as their own. They also perform their jobs better, engage in more organizational citizenship behaviors, and make better or more creative decisions. To conclude this, Transformational Leadership is closer to the prototype of leadership that people have in mind when they describe their ideal leader and is more likely to provide a role model in which dependents want to identify.

#### **2.1.12 Behavioural Outcome in the Workplace**

A worker's behavior is their response to a given circumstance on the job. People need to act sensibly in the workplace if they want to be respected and valued by their coworkers and for the workplace as a whole to thrive. The norms of the workplace must be respected at all times. Attitude outcomes (such as commitment, work satisfaction, and intention to leave) and behavior results are two types of employee outcomes (effort, motivation, cooperation, and organisational citizenship)<sup>148</sup>.

The term "behavioral outcomes" is used to describe the numerous responses that employees may have while on the job. Fairness in the workplace is a major factor in how workers respond. The internal and international effects of employees' actions are of paramount

importance in today's business world. Companies in every industry must contend with rising levels of competition and a wide range of ongoing shifts in the business environment (including technology, organizational design, procedure, and policy). Many industries have distinct difficulties and opportunities as a result of globalization. To achieve the beneficial and sustainable behavioural effects necessary for success, these businesses rely on the efforts of skilled workers. As used above, "Employee Behavior Outcomes" refer to the numerous courses of action (good or negative) taken by a company's workers to complete a task with a conclusion that could affect the business. Many businesses see the concept of employee behavioral outcomes as essential, much like the need for sustenance. Many businesses rely on human resources departments to boost productivity and gain a competitive edge by influencing how workers behave on the job. Particularly important in highly competitive environments is having employees who can respond positively to good results. Organizations with workers who have undergone a cultural shift and are exhibiting positive behavioral results in the workplace are currently the ones to beat on the global market scene. A high level of involvement, loyalty, satisfaction, intent to remain, and performance are all examples of these behavioural outcomes. There is an emphasis on how highly empowered workers demonstrate favorable behavioral results for the company as a source of competitive advantage. To put it another way, good behavior at work is encouraged. Employees that are happy in their jobs and committed to the company are less likely to leave.

Additionally, various pressures from the external and internal business environment or both drive these behavioral reactions of employees when they are trying to carry out their obligations at work. Therefore, the results of employees' behaviors are generally a combination of their prior experiences and their unique personalities. Employees' responses to change span the cognitive, intentional, affective, and behavioral domains. To rephrase, Human Resource positive behavioral outcomes work to improve how employees and

management interact so that the business may achieve its objectives. Behaviors people exhibit while at work are similarly varied and virtually limitless. Employees may form behavioural outcomes that are for or against the interest of the organisation through, for example, celebrating successes together, conspiring against superiors, telling a variety of stories at work, comforting each other in the event of failure, avoiding work, developing peculiar rituals, and knowingly exhibiting behaviour patterns that shake existing norms.

Regardless of the type or scale of an organization, the behavioural outcomes of its employees (employee satisfaction, turnover intention, commitment, citizenship behavior, and perceived performance), according to another study, can have a major impact on its performance. To this end, businesses and government agencies alike try to encourage daily employee participation in ways that boost positive work behaviors like job satisfaction, identification with the company, commitment to the job, and loyalty to the company, while decreasing negative ones like a desire to leave the job, rudeness, and dishonesty<sup>151</sup>.

### **2.1.13 Job Satisfaction**

As a topic of interest in the field of industrial and organizational psychology, numerous scholars and professionals have offered their own definitions of job satisfaction. However, the most prevalent surveys define work satisfaction as either "the extent to which people like (satisfaction) or detest (dissatisfaction) their occupations" and "the pleasurable emotional state arising from the appraisal of one's job as attaining or aiding the attainment of one's job values." According to Vroom, workers' feelings about their jobs reflect the importance they attach to their jobs. Improved productivity and morale stem directly from workers' ability to enjoy their work. The concept of "work satisfaction" has been variously described by various individuals over the years. Employees are more likely to report feelings of contentment with their occupations when certain psychological, physiological, and environmental factors are present, as defined by Hoppok & Spielgler<sup>152</sup>.

Job satisfaction refers to how happy a person is with his or her job and workplace. Therefore, fulfilling one's requirements at work is key to achieving job happiness. Substances used at work, age, sex, level of education, work environment, location, coworkers, income, and scheduling of work are all aspects that can affect one's degree of job satisfaction. Many hypotheses have been explored to explain what makes workers happy. The need hypothesis developed by Maslow is the most important. Human needs are ranked in a hierarchical structure. Job satisfaction, on the other hand, is linked to major conventional beliefs developed by Mausner and Herzberg. Accomplishment, recognition, duty, compensation, structure, direction, supervision, and a pleasant work environment are all cornerstones of Maslow's theory<sup>153</sup>.

Workplace happiness is widely recognized as a significant contributor to the success of businesses. Companies and their leadership teams these days are increasingly concerned with their workers' happiness and the fulfillment of their individual needs and aspirations. Satisfied workers are productive workers because they enjoy their jobs. There are a lot of negative outcomes that can result from employee dissatisfaction on the job, including decreased loyalty, greater absenteeism, an increase in accidents, and so on, all of which highlight the significance of job satisfaction. To be successful and competitive, businesses need happy employees, who in turn will boost metrics like customer satisfaction and financial performance. Three viewpoints are presented by Spector to illustrate why measuring job satisfaction is crucial. From a moral and ethical stance, companies first need to realize how crucial it is to treat their people with dignity and respect. Second, from a practical standpoint, employees' levels of happiness or unhappiness with their jobs can have a major impact on the organization's operations. Employees will exhibit more positivity if they are content in their jobs, and vice versa if they are dissatisfied. Third, contentment with one's job could be a barometer of how things are going in the workplace. Increasing productivity could be

achieved by assessing employee contentment across departments in a business. Many things can affect how happy you are at your job<sup>155</sup>. According to Spector, there are many factors that contribute to or detract from job satisfaction, including but not limited to the following: the nature of the work, salary, advancement opportunities, management, workgroups, and working conditions, as well as coworkers or supervisors, and the nature of the work itself and the organization.

When asked about what makes a work satisfying, Armstrong listed three factors: First, job-specific elements that motivate workers from inside, such as the intrinsic value they place on skill diversity, task identity, task relevance, autonomy, and feedback, as described by the job characteristics model<sup>156</sup>.

The second factor is the supervisor's effectiveness, which is the single most important factor in shaping employees' perspectives about the workplace.

Third, the impact of success or failure: happiness in the former case, disappointment in the latter. A person's self-esteem and sense of accomplishment will increase when he puts out his best effort and utilizes all of his abilities to demonstrate his worth and potential. Alternatively, another person's persistent failure to perform duties satisfactorily will lead to growing levels of discontent<sup>157</sup>. There are four primary factors that influence employees' happiness at work: Individual considerations come first, followed by those of society and culture. Last but not least, we must consider external and internal elements from the organization and the surrounding community. A sense of autonomy at work is another factor that can influence happiness on the job. Incentives that encourage workers to take on responsibility and make choices without consulting superiors are key components of employee empowerment. The ability to work when and where one chooses is another factor that can influence occupational contentment. FWA refers to "the degree to which an employee can establish his or her own

schedule, determine his or her own work schedule, and determine his or her own work location and workload"<sup>158</sup>.

#### **2.1.14 Employee Turnover Intention**

For several reasons, it is impossible to accurately predict how much time any given individual will spend on any given activity, work, or organization. Work and organizations that don't make their employees feel at ease may see employees leave. The intention to leave one's employment or organization is called "turnover intention," and it is a necessary condition for quitting. The term "turnover intention" is used to describe a worker's propensity of seeking a new job. Every company, no matter its size or industry, has always placed a premium on minimizing employee turnover. In all parts of the economy, employee turnover is a major problem that has a significant impact on productivity, product quality, and bottom-line profits.

Turnover has been shown to be one of the most expensive and seemingly intractable human resource difficulties faced by various firms worldwide<sup>159</sup>. A researcher found that the costs associated with replacing departing employees are high, including those for advertising open positions, interviewing and selecting candidates, orienting new employees, and training them on company procedures and policies. Turnover costs a business time and money that could have been spent on recruiting, hiring, and retaining a more stable workforce. Furthermore, a high turnover rate in an organization has a negative impact on the motivation of current staff, increases the burden, and complicates work planning. The loss of valuable human capital due to staff turnover is a significant problem that can have far-reaching effects on a business's operations. The expense of employee turnover is well-documented, but Habib argued that some degree of attrition is inevitable. The influx of fresh perspectives and ideas that often accompany new recruits can be a boon to any company, and this trend may be encouraging for businesses to consider expanding their workforce<sup>160</sup>. Organizational leaders want a high

turnover rate because they believe it promotes creative growth. When employee turnover rates are too low, companies risk becoming stagnant bureaucracies that are unable to adapt to new circumstances. Employee turnover is a major issue that can have far-reaching consequences for any business. Particularly in the field of human resource management, it has become a serious problem. Some researchers noted that the high rate of employee turnover was a major issue for many businesses. The possibility of a person leaving his or her current position is referred to as that individual's "turnover intention," and it can have a devastating effect on a firm, especially if the people lost are excellent achievers. Every company, no matter its size or industry, has always given serious consideration to the turnover intentions of its employees<sup>161</sup>.

### **Definitions of Turnover**

Voluntary and involuntary forms of turnover exist. According to Perez, if all leavers are counted in an estimate of the association between turnover and a given indicator, say, job satisfaction, then the estimation will be erroneous. Voluntary turnover occurs when an employee voluntarily decides to leave his position and the company. When an employee is let go by management without their consent, it is called involuntary turnover. According to Perez, the price of turnover is considerable, whether measured in terms of the direct cost of replacing departing employees or the indirect cost of increased stress on the existing workforce or diminished social capital. Voluntary turnovers were further classified by Taylor into two categories: functional and dysfunctional. Resignations from poor performers are referred to as functional turnover, while those from high-achieving employees are called dysfunctional turnover. The causes of dysfunctional turnover can be broken down into two categories: those within the organization's control and those outside of it, such as family moves, major sickness, and death.

## **Circumstances that may prompt a change in employment**

A change in personnel could be the result of a number of different circumstances. These motives for leaving vary to some extent from company to company. Jha claimed that it is impossible to pin employee turnover on any one issue, and instead advocated taking a more all-encompassing approach to the research of such problems.

Griffin and Moorhead's definition of leadership as both a process and a property prompted the study of different approaches to leadership, which we will discuss in the following paragraph. Leadership is an approach that calls for the exercise of influence other than force. Leadership is the perceived qualities of someone who is able to effectively use leverage. In an effort to have a conversation on leadership, we thought about different types of leadership. Managers carry out their managerial responsibilities by adopting and enacting a certain leadership style. What defines a leader and how he or she chooses to lead others is the leadership style. A leader's leadership style is the approach he takes to inspiring his team to work toward the organization's goals. For organizations to survive and thrive in today's fast-paced, global economy, strong leadership is essential. Siew argued that there is a strong correlation between leadership style and intention to leave the company. Studies by Puni et al. show that workers under autocratic management are more likely to resign because of the leader's obsession with output.

The communal decision-making technique of a democratic leader reduces the likelihood that employees will be considering a move to another company<sup>165</sup>. There is no correlation between age, tenure, marital status, job title, or industry expertise and the likelihood of a worker's intention to leave their current position, as detailed by Kaya and Abdiolu (ii). The demographic characteristics of age, marital status, tenure, wage, position, and working department were found to be drivers of turnover intention by some authors. Despite the fact that some of the researchers discovered a strong correlation between the sexes and turnover

intent, Victoria and Olalekan found no evidence that gender played a role in workers' decisions to leave their positions. Researchers Choong et al. found significant differences in turnover intention based on demographic variables as gender, age, and marital status. The willingness to stay at one's current place of employment is higher among married respondents than among single respondents, and among older respondents than among younger ones. By "organizational commitment," we mean (iii) a firm belief in and acceptance of the organization's goals and ideals; (iv) a readiness to expend considerable effort on behalf of the organization; and (v) a firm desire to maintain membership in the organization. Lambert defined organizational commitment as an individual's emotional investment in their employer. When employees are committed to their organizations, they are less likely to leave<sup>166</sup>. Some researchers in their study found that turnover intention has an inverse and significant relationship to organizational justice, such that the more justly an organization is run, the less likely its employees are to want to leave, leading to greater efficiency and productivity. Distributive justice, procedural justice, and the intention to leave the company were all found to have a negative and statistically significant association. An increase in employees' perceptions of procedural justice (how decisions are made) and distributive justice (who gets what) is associated with greater levels of job satisfaction, organizational commitment, and lower turnover intentions. In a study, finding shows that there is a strong correlation between employee engagement and their likelihood of leaving their current organization. (iv) Justice in the workplace Justice is a multidimensional notion that encompasses respect for diversity and the elimination of bias.

The term "organizational justice" describes the degree to which workers feel that decisions, relationships, and outcomes inside the company are equitable. Individuals' and groups' perceptions of the fairness of organizational behaviors, as well as their actions in response to those perceptions, define organizational justice. Organizational fairness in distributive justice,

procedural justice, and interactional justice is essential for retaining and motivating employees. (v) Possibilities for Advancement: a promotion is moving up to a position with more authority and responsibility as well as improved pay and working circumstances. There is a negative and significant association between characteristics, promotion opportunities, pay level and rewards, work-life quality, and job satisfaction with the likelihood of a worker leaving their current position. Employees' intentions to leave an organization were significantly influenced by their level of job satisfaction and access to advancement chances. Employees' intentions to leave an organization can be influenced in large part by how quickly they are promoted and how much their salaries increase. Among the many elements that influence whether or not a person will leave their current position is the availability of a promotion. The employee's desire to leave the company increases if they feel they can improve their career more quickly or more effectively elsewhere. If a promotion opportunity is handled poorly, it can lead to high levels of dissatisfaction, frustration, skepticism, and infighting among employees. It's no secret that many workers at various companies would like to increase their salary. It follows that workers can increase their income by either negotiating a raise with their current employer or switching to a company that pays better. The salary structure of an organization is a significant direct factor in the amount of voluntary turnover that occurs. To put it simply, in today's competitive job market, people will leave their existing positions for those that pay more. When it comes to keeping employees around, it's important to offer compensation packages that satisfy their monetary and material needs.

A researcher has correctly pointed the finger at poor pay as the primary cause of employee turnover. The correlation between pay and benefits and the likelihood of leaving the company was negative and statistically significant. (vii) A company's culture is the sum total of the values, beliefs, and attitudes of its employees, including those instilled at birth and those picked up over time. The term "organizational culture" is used to describe the norms and

values that set one group apart from another. It is widely acknowledged that a company's culture has a significant impact on its ability to attract and retain talented workers. Turnover intent is heavily impacted by the culture of an organization. Workers' absenteeism and plans to leave their positions and the company are reduced when they are part of a culture that encourages them to take on tough work. Role ambiguity, role conflict, job overload, and work-family conflict are all potential sources of employee stress, and Jha cites them as major contributors to workers' intents to leave the company. Hassan discovered that stress in the workplace is the primary motivator for considering a job change. Stress at work is a major factor in deciding whether or not to quit a job<sup>121</sup>. However, job stress is a major factor in employees' decisions to leave their current positions. When a person is happy and content in their current position, they are said to be "job contented." Ali and Wu found a negative correlation between job satisfaction and future turnover intent. A researcher also showed a connection between job contentment and resignation intent. According to Perez, job contentment is a highly important predictor of turnover in the workplace<sup>173</sup>.

### **Effects and Consequences of Employee Turnover**

There are always people who go above and above in the workplace. Those assets are notoriously prone to uprooting and finding new employment. The effects on a business could be devastating if employee turnover is particularly high. When talented employees depart, businesses risk losing productivity and slowing down their ability to service customers. Despite the company's best efforts; it will be unable to attract qualified candidates to its new programs. Therefore, a company may lose sight of its initial goals. Government jobs are just like corporate ones in every way. When a valuable employee leaves, it can have a negative impact on the company. As a result, residents' satisfaction with government services declines. To be honest, there are two groups of people who might be considered customers in public posts: those who actually get government-related services, and those who work for the

government. It is the responsibility of the Human Resources division in a government agency to ensure that workers have access to the resources they require to remain in their positions for the long term. When workers' needs are met on the job, they in turn take better care of customers and the public. In a sense, the workplace is a microcosm of the larger society in which we live<sup>78</sup>.

Any decent workplace must provide its workers with a sense of stability and perks. This means that communication and the establishment of a channel of understanding are crucial to the development of the web that connects personnel at a business. When employees leave, that bond is severed, and it shows in the bottom line and morale of the company. Maintaining a low turnover rate depends on offering incentives to current workers. As a company's future and prosperity depend on the quality of its personnel, it is in its best interest to cater to those people. It is common knowledge that retaining a company's best personnel, especially those with many years of service in the same position, is the best way to guarantee a company consistently delivers high-quality products and services.

#### **2.1.15 Employee Job Commitment**

A high level of employee job commitment is indicative of an individual's dedication, enthusiasm, and pride in their work. It usually reflects the degree to which an individual derives satisfaction from his job, his role within the business, and the work itself. In other words, it's evidence that the worker enjoys his or her position. Workers are more productive when they enjoy their work. A good attitude toward one's work is indicative of one's motivation to succeed. They are more committed to staying with the company for the sake of its success and growth. Therefore, studies giving importance to job satisfaction and organizational commitment receive large funding. One of the primary causes for high occupational dedication is the enjoyment we get from our work, according to previous studies<sup>176</sup>.

Staff Position As an employee, you're committed if you identify with and work toward the organization's overarching goals in the same way that you work toward your own personal ambitions. Commitment to one's job is a mental condition that (a) defines an employee's connections to their employer. b) Be relevant to whether or not a person chooses to remain a member of the group. As an attitude, there are a number of ways in which employees' commitment to their jobs differs from their level of job satisfaction. A person's level of commitment to an organization is more systemic than their level of satisfaction with their work. Employment satisfaction is a feeling about one's work and the things that make up the job. Consequently, commitment implies a stronger emotional investment in one's place of employment than in one's duties, surroundings, or physical location. Taking into account these factors, long-term job satisfaction should be secondary to employee dedication.

Commitment from workers is highly prized by employers since it is seen to lower turnover, tardiness, and other forms of disengagement. There is no denying that these beliefs could have devastating effects on an organization's productivity as a whole. According to James, workers who have a feeling of commitment to their workplace are more open to new ideas and less prone to withdraw when things become tough. Those employees who are less loyal to their employer will focus their commitment elsewhere; understanding how to cultivate the proper kind and level of employee commitment is crucial for keeping hold of dedicated personnel. Workers who go above and beyond their call of duty are more likely to feel fulfilled in their roles. Due to the dynamic nature of the global economy today, organizational transformation is an ongoing process that needs buy-in from all levels of staff. In today's business world, it is widely accepted that a company's most valuable resource are its employees, namely those who are highly motivated to devote time and effort to achieving the company's goals. They contribute intellectual capital, which has become an invaluable resource for many businesses. In addition, employees who demonstrate dedication to the

organization and the success of its goals are better equipped to produce the social capital that enables such learning.

Organizational success is greatly aided by devoted workers. There are a number of ways to gauge an organization's success, including financial metrics, staff turnover, the return on equity, and other metrics. It was agreed that including employees in decision-making processes would boost their commitment to the organization and, by extension, improve the company's success. Workers nowadays treat teamwork like a business venture, with each member of the team competing for the spotlight. These factors boost employees' dedication to the company, which boosts their productivity. To what extent does the worker identify with the goals and values of the company? Ongori defined commitment as an employee's positive reaction to their employer, as well as their level of emotional investment in and dedication to the company. Zheng defines employee commitment as an individual's feelings toward their employer. The attitude of an organization's workforce is multifaceted, which necessitates a broad definition of employee commitment. Employee commitment, as defined by Bratton and Gold, is defined as an individual's emotional investment in, or active participation in, their place of employment. Worker dedication is crucial since it predicts whether or not workers will quit or work harder. The topic of employee dedication has been the subject of numerous academic investigations. Affective commitment and behavioral commitment were stressed by Mowday, Steers, and Porter. When expectancy/equity requirements are not met and do not work, Meyer and Allen argue, commitment acts as a stabilizing force to keep behavior moving in the right direction<sup>182</sup>.

According to Salancik, a person is committed when he or she is no longer able to act independently of the ideas that provide the foundation for their actions and the value they assign to those actions. Employee dedication has multiple dimensions, and Meyer and Allen identify three: affective dedication, continuation commitment, and normative commitment.

Emotional investment, or affective commitment, is often associated with a positive work environment and positive connections with coworkers. Workers may experience a sense of Normative Commitment toward their employer since they were able to secure employment through a difficult time in their lives. Continuity Commitment: Refers to Employment Terms, Such as Contracts, That Can Make Leaving Current Position Difficult or Expensive<sup>183</sup>. Many company Chief Executive Officers and Human Resource directors are increasingly concerned about employee productivity and turnover as a direct result of the company culture. Employees, who are one of the most valuable assets of the business, are suffering from insecurity in their employment conditions. Increasing numbers of businesses recognize the need of cultivating employees who are dedicated to their work, their careers, the company's mission, and their professional ethics.

#### **2.1.16 Purpose: Worker Efficiency on the Job**

Performance on the job refers to how well an employee carries out the responsibilities assigned to them, how efficiently they execute tasks, and how professionally they conduct themselves in the workplace. Employee morale and output quality are boosted, and workers are able to perform at a higher level as a result. Quantity, quality, and efficiency of work are all indicators of successful implementation. Monitoring staff performance gives managers insight into how well the company is doing. This not only aids in illuminating what businesses could be doing right now to improve their operations, but also informs strategies for expansion in the future.

However, there are other advantages to putting emphasis on workers' productivity than the bottom line. Motivates workers and boosts productivity, which in turn boosts morale and the caliber of their output. When workers aren't putting up their best effort, it can lead to a number of problems, not the least of which is unhappy consumers. Because of this, subpar

results and an inability to meet objectives may have far-reaching consequences for the company.

Is there a standard method for gauging an employee's effectiveness on the job?

Employee performance indicators should be tailored to the industry in which the organization and its employees operate because no two jobs are the same. Overall notwithstanding, the most common methods of evaluating performance are Quality of work is an important measure of effectiveness. Is everybody giving it their absolute best to get the job done right? Is progress being made toward goals? All other aspects of performance can be evaluated off of the foundation of work quality. For (ii) Quickness and efficacy: How well do the typical weekly, monthly, and quarterly outputs of your staff meet your expectations? Do you meet your deadlines, make significant progress, or waste time? Are shortcuts being taken to meet deadlines? As a corporation, it is crucial that you are aware of the link between efficiency and maximum output at minimum expense. Consider whether you have faith in your staff to consistently do quality work that is both accurate and timely. Can they handle things on their own, or do you have to step in frequently? Can you count on them to uphold the company's ideals at all times? Do they show up when expected and look appropriate? Effective workers can be given more freedom and responsibility with the expectation that they will still deliver quality results<sup>185</sup>.

Answering the question of how to boost efficiency and output among workers. The researcher finds out why the worker isn't performing up to par: Countless factors can contribute to an employee's subpar performance. Finding the root of these problems makes it much more difficult to implement solutions. To begin, have an honest conversation with the worker to determine if they feel anything is affecting their performance. They may not feel like they are contributing to the company's success, they may not agree with the company's direction, they

may not have access to adequate resources, or they may not be receiving the supervision or training they need. Employment can be affected by things that have nothing to do with work. Personal factors, such as an employee's mental health or life circumstances, can also have an effect on productivity. (ii) Share the highlights and low points: even if the purpose of a performance evaluation is to encourage change for the better, it's not enough to just highlight areas for improvement. If you only point out where your company could improve, it could be discouraging to your staff and even make them resentful that their efforts elsewhere aren't being rewarded. When giving feedback to employees, it's important to highlight both their successes and opportunities for improvement since their last evaluation. When employees are appreciated for their efforts, they are more likely to continue putting in maximum effort on the job<sup>79</sup>.

However, while discussing difficulties and potential improvements, it is important to be forthright about any issues. The simple solution would be to "soften the blow," but if you don't get to the bottom of exactly what's bothering you, things will just become worse over time, and the relationship could even deteriorate. Make sure the employee knows what they did well, where they can improve, and what they can do to reach their goals as a result of the dialogue. As they advance, (iii) maintain a steady stream of constructive criticism: Offering constructive criticism on a regular basis is the most effective strategy to boost staff productivity. Instead of putting off dealing with problems until a formal evaluation, regular feedback helps keep workers motivated and on track as they grow in competence. At that point, the team's or company's bad performance can already have had negative repercussions. Having feedback conversations more frequently can help employees feel more at ease when providing and receiving feedback. Negative associations with feedback can also be mitigated in this way. Since it is more likely to be a combination of positive and constructive comments, frequent feedback might help to keep staff engaged and motivated rather than disheartened.

Employees must have a clear understanding of their current position and their growth in order to make strides in performance. Then, they'll have a better idea of where they stand and what they can do to get better. (iv) Foster a supportive environment at work: A more favorable work environment can increase employee engagement, motivation, and productivity. Consider the work environment, as well as factors like flexibility and holiday rules, as well as employee benefits and the way the firm runs to gauge employees' level of commitment to the company's vision and goal. The atmosphere at work should be supportive and encouraging, allowing each worker to shine. Employees are able to give their whole attention and effort to their task because of the favorable environment they are surrounded by at work. Asking your staff members directly is the quickest and easiest way to gauge their satisfaction with the work environment. If you want to know how your employees feel about the way the company is run, you may use a survey tool that will keep their responses private. Since this is a private forum, your staff will feel safe providing constructive criticism. Changes can be made to any area of the organization that is having an impact on performance, and it also serves as a way to demonstrate staff how much you respect their input<sup>97</sup>.

This not only boosts morale by making workers feel appreciated, but it also increases their commitment to the company. (v) Make training and education a top priority. Lackluster performance is frequently the result of insufficient expertise. By investing in their employees' education and growth, businesses may help staff remember best practices and help them acquire marketable skills as they advance in their careers. Employees are more invested in their own learning when they have a say in the methods and content of their training. It's a nice way to boost morale. (vi) Aim towards specific and attainable outcomes: A better understanding of performance metrics can be a powerful motivator for employees. This will allow them to keep tabs on their progress and make adjustments as needed. Without measurable targets, workers have no idea if they're making progress and may worry that their

achievements are dependent on the preferences of their supervisors. Second, you need to be practical with your plans. Having goals that are overly lofty might cause stress and discourage workers from even trying. However, if your targets are too simple, they won't serve to inspire you. Take care to strike a reasonable equilibrium. Timeliness of these objectives should also be made crystal clear. You should schedule two dates: one to check in on the project's progress and another for it to be finished. (vii) Show appreciation on a regular basis for excellent performance and progress. This shows appreciation for the hard work of employees and encourages them to continue doing their best. Leaders frequently make the mistake of dwelling excessively on subpar performance and not giving sufficient attention to consistently excellent results. By institutionalizing a system for routinely rewarding excellent performance, you can maintain the interest and motivation of your top performers and set an example for those who are currently falling short. Use our platform to applaud progress and hard work on a regular basis. (viii) Ensure that workers are happy in their jobs by meeting or exceeding their expectations. Employees may not put in their full effort if they believe their efforts aren't being rewarded with adequate compensation, adequate perks, or sufficient workplace resources<sup>187</sup>.

You should research your competitors to see if they provide the same or similar incentives in order to retain and attract the best talent. (ix) Take action when you don't see progress: If an employee isn't making progress despite your best efforts to communicate your expectations, set goals, and develop a strategy for change, you need to take action. Employees will think it's fine to perform poorly or require excessive oversight if you don't. Those who are already doing well will find this discouraging as well. When people perceive no negative consequences for bad performance, they begin to question the point of even trying. Get in touch with the problem and the lack of improvement with a warning letter or a serious talk. Employees may take attention if the criticality of the situation is highlighted with a warning.

When problems are allowed to linger, even minor ones can balloon into major ones and sap productivity. To keep a workplace that is productive and focused on results, it is important to keep an eye on trends and make adjustments as necessary<sup>188</sup>.

## **2.2 Theoretical Review**

### **2.2.1 Contingency Theory of Leadership**

There is no one optimal method to organize a business, lead people, or make decisions, according to the "best practices" thesis put forth in 1964 by one of the foremost authorities on leadership and organizational performance, Austrian psychologist Fred Edward Fiedler. Donaldson argues that successful businesses adapt their internal structures to changing external conditions. Thus, the organization conforms to the circumstances (fit) so as to prevent performance degradation. So, when you link an organization to its circumstances, you also link those circumstances to the qualities of the context in which the organization operates. The foundation of contingency theory is the idea that there is no one set of criteria that can be considered optimal for all organizations under all conditions. It is proposed that the specific components of an effective measuring system will vary from one company to the next depending on its unique conditions.

The research contends that contingency theory provides a helpful framework for thinking about how various "contingency" variables relate to organizational structure (Performance Management System design and use).

Contingency theorists believe that the factors influencing the design and use of Performance Measurement Systems are the characteristics of the organization and its environment, which in turn inform the creation of accounting information and control systems, which is one type of Performance Management System. The theory is used because it provides a framework for

understanding the ways in which external and internal elements, like as technology, size, environment, culture, and strategy, influence the formation and operation of organizations<sup>188</sup>.

According to contingency theory, leaders should carefully analyze the situation before deciding on the appropriate leadership style to use. According to the theory's proponent, Edward Fiedler, there is no one best style of leadership. Instead, a leader's effectiveness is determined by two factors: (i) leadership style and (ii) situational favourableness, which was later dubbed situational control.

**Leadership Style:** The first step in applying the model is to identify one's leadership style. Fiedler believed that leadership style is fixed and can be measured using a scale he devised known as the Least Preferred Coworker (LPC) scale. The LPC scale asks leaders to consider all of the people with whom they have ever worked and then describe the person with whom they have worked the least using a series of bipolar scales ranging from 10 to 1. A high LPC score indicates that the leader is "human relations oriented," whereas a low LPC score indicates that the leader is "task oriented." Fiedler assumes that everyone is LPC; in fact, it is about equally unpleasant on average; however, people who are relationship motivated tend to describe the least preferred coworkers in a more positive manner, for example, more pleasant, more efficient, and thus receive high LPC scores. People who are task motivated, on the other hand, tend to rate their least preferred coworkers negatively, resulting in low LPC scores; thus, the LPC scale is not about least preferred coworker, but rather about that person's motivation type.

**Situational control or situational favourableness:** This is further dependent on three distinct sub-factors, namely (a) leader-member relations, (b) situational favourableness, and (c) situational favourableness. This is the team's level of trust and confidence in the leader. A leader who is trusted and has more influence within the group is in a better position than an untrustworthy leader. (b) Task structure refers to the type of task you are performing, whether

structured or unstructured. Unstructured tasks in which the team and leader have little knowledge of how to complete them are viewed negatively. (c) Leader's position power, the amount of power a leader has to direct that specific group and provide reward or punishment. The more power you have, the better your situation. According to Fiedler, power can be either strong or weak. For example, if a Human Resource Manager is newly hired in a company, the following scenario may occur. (i) Trust will be low because the manager is new to the job, so the team will not trust him; additionally, staff turnover is high, making it difficult to establish strong relationships. (ii) Task structure is high because there are very clear operating procedures to follow that cover everything on the job. (iii) Position power is high; the manager has the authority to hire and fire, as well as reward and punish as needed.

According to the Fiedler contingency model of leadership, a leader's behavior, such as directive, supportive, participatory, or achievement oriented, directly affects or influences the outcome of employee behavior, such as job performance, job satisfaction, job commitment, or turnover intention. However, every leader in the public sector acts in a directive manner, which hinders employee behavioral outcomes.

### **2.2.2 Expectancy Theory of Motivation**

The hypothesis was propounded and presented in 1965 by Victor Vroom, the basic assumption was that people act in a certain way because they are driven by the hope of a positive consequence. Accordingly, the idea rests on the premise that incentive pay for employees is contingent on their level of effort and performance. Rewards might be good or bad depending on the situation. Positive incentives are associated with greater levels of employee motivation. And vice versa, a worker is less likely to be motivated by a punishment.

In addition, expectancy theory defines motivation as the triangulation of valence, instrumentality, and anticipation. The value of a possible outcome might be thought of as its valence. One's perspective on his or her own ability to achieve a desired outcome might be

thought of as a "instrumental" or "expectant" attitude. It's proof that doing the right thing will lead to the outcome you want. The term "expectancy" is used to describe the range of hopes and assurances that people have in their own abilities.

According to Vroom's theory, expectancy, instrumentality, and valence elements all play a role in determining how motivated an individual is to complete a task.

Advantages: (a) This theory considers individual value and differences in motivational factors for different people. (b) It argues that motivation is a complex process that is affected by a variety of factors. (c) It recognizes the significance of the employer-employee relationship in motivating employees.

Disadvantages: (a) Because of its complexity, assessing the authority of this theory is difficult. (b) Vroom's theory only describes the issues in motivation and fails to provide a valid solution to improve those issues. (c) It is extremely difficult to apply this theory in an organization.

This theory was criticised thus, Vroom's theory is one-dimensional, according to Edward Lawler of Porter and Lawler's theory of motivation. It assumes that an employer will definitively reward employee performance, which can be misleading. Vroom's expectancy theory, proposed by W.F. Maloney and J.M. Mcfillen, can accurately present employee motivation only in industries with limited diversity in the nature of rewards and job performance. Another point of contention is the link between the desirability of rewards and performance. According to this theory, rewards can only improve performance if the employees want them. However, because each individual's requirements and needs differ, developing a unified management plan becomes extremely difficult. Despite criticism and liberal assumptions, Vroom's expectancy theory stands out as a key model of motivation that is used to develop management plans for various organizations in order to increase employee motivation.

The expectancy theory of motivation is relevant to the present investigation because it emphasizes individual differences and presupposes that people are driven by their hopes for and anticipation of rewards as well as their personal preferences for those rewards.

### **2.2.3 Goal-Setting Theory**

Edwin Locke proposed and propounded the goal-setting hypothesis in 1960, arguing that setting goals that are both achievable and stretch one's abilities, and providing regular feedback, leads to enhanced performance. Among the top five proven findings in the academic literature of human resource management, the beneficial effect of goal-setting ranks high. According to goal-setting theory, an appraisee can't be motivated to do well on an evaluation if they don't know what they're being measured against or why they're being evaluated in the first place. More than 90% of empirical investigations have proven that goal-setting improves an employee's or team's performance, as Edwin Locke and Latham pointed out. Simply said, having something concrete to work for prevents procrastination and helps one stay focused on the task at hand. The high-performance cycle was created as a result of research into goal-setting methods. There is a strong positive association between goal commitment and performance, with the relationship being moderated by goal difficulty, according to meta-analyses conducted in the field of goal-setting. The high-performance cycle takes into account not just the effects of setting and achieving goals, but also the fallout from not doing so. Employees who consistently perform at a high level are more likely to be happy in their jobs. Albert Bandura and Daniel Cervone discovered that goal-setting theory works better when it is supported by constant accurate feedback. Goal-setting theory has the following characteristics: (a) specific- the goal must be specific, (b) challenging- the goal must not only be specific but also challenging to task the team. (c) commitment- everyone must be committed to such a goal.

In conclusion, this research is grounded in the contingency theory, which maintains that there is no such thing as a perfect or universally applicable system of measurement. Additionally, it is indicated that the specific characteristics of a useful measuring system will vary from one company to the next, depending on its current situation. In addition, this research relied on the goal-setting theory, which argues that in order to effectively motivate an appraisee, the evaluation criteria, performance goals, and the aims of the performance evaluation must be articulated and made plain.

#### **2.2.4 The Needs Hierarchy**

This theory offers what is arguably the most comprehensive framework for analyzing human requirements within organizational settings. Clinical psychologist Abraham Maslow developed and propounded the need hierarchy hypothesis, also known as his theory of subjective motivation. Those who are not provided for throughout their formative years are less likely to develop into healthy, well-adjusted adults, in his view. Maslow's publication "motivation to work" likely gave the fields of organizational behavior and management a new lens through which to examine the motivations of their employees at various levels of their employment.

According to Abraham Maslow's theory of the hierarchy of needs, people can't be happy and healthy unless their basic needs are met. Maslow proposed a theory of human motivation in which five distinct needs emerge in a hierarchical order. In other words, the requirements are activated in a precise order, from lowest to highest, with the lowest-order need having to be satisfied before the next order need is triggered and the process continues. From a motivational standpoint, Maslow's theory states that satiety (the feeling that a need has been completely satisfied) is the opposite of drive. Maslow argues that in order to motivate someone, you must first determine where he or she stands on the hierarchy of needs. In that case, catering to that person's specific demands is what's needed most. Maslow argued that

every person has five fundamental needs that must be met in order for them to thrive: physical, social, esteem, and self-actualization.

Maslow proposed a hierarchy of needs based on this list, with the most fundamental wants being those for survival and protection. According to Maslow, it is only once these basic requirements are satisfied that a person would work toward fulfilling more complex wants and needs. He suggested that needs lose their motivational power after they are met. It is the lowest level of unmet wants in the hierarchy that drives behavior, while the highest level of requirements in the hierarchy motivates action once that level has been supplied. For this reason, this idea is relevant to the investigation at hand. Managers are responsible for figuring out how to make their staff happy and fulfilled. By reaching their full potential, people will help the company achieve its full potential<sup>191</sup>. Hierarchy of Needs According to Maslow In order to paraphrase:

There are five tiers of societal requirements, as depicted by Abraham Maslow's hierarchy of needs diagram. Abraham Maslow's theory of the "five levels of human motivation" describes how different groups of people can work together to improve their own and others' quality of life by focusing on different aspects of their surroundings. Abraham Maslow developed a hierarchy of needs to examine how different groups of people's attitudes are influenced by their pursuit of different types of social belonging. The foundation of Abraham Maslow's theory of needs is the proposition that all socially-motivated behavior may be reduced to a pursuit of basic human wants. However, leaders in different modern societies might apply Abraham Maslow's hierarchy of needs to evaluate the needs of their workforce. Abraham Maslow devised a hierarchy of requirements that specifies which needs must be addressed before any others can be considered. What we need as a society is built on the solid basis of the basic human needs. This, however, provides a clear rationale for why Abraham Maslow's hierarchy of needs diagram (shown above) ranks safety needs higher than physiological needs.

Humans have physiological demands, which are fundamental requirements for functioning in any social setting. The physiological demands of humans include sustenance, hydration, insulation, a safe place to sleep and rest, as well as the opportunity to procreate. A society or human race that does not provide for its members' most fundamental needs is doomed to fail. For the continued existence of the human race, it is essential that basic necessities be met. Understandably, organizational development is seen as the leadership and members of the participating employees uniting with the efforts of governmental authorities, non-governmental organizations (NGOs), corporate organizations, wealthy individuals, and other relevant stakeholders to meet basic human needs, thereby improving the living conditions of people in the society. It has been noted correctly that progress in the realm of organization is seen as an attempt to provide for the material demands of individuals in a society<sup>194</sup>. The International Labor Organization (ILO) distinguishes between "basic needs" and "essential community services," where the former refers to things like water, health services, sanitation, educational services, and public transportation in the community, and the latter to things like adequate food, shelter, household equipment, and furnishing as well as clothing.

It's essential to provide assistance to some in order to ensure their continued existence in modern society. Without these necessities, civilization will collapse and become unlivable. A common understanding of organizational development holds that it is achieved when employees work together with government, NGOs, corporations, wealthy individuals, and other stakeholders to provide for people's most fundamental needs and so improve their quality of life. Organizational development, it was noted, is seen as an effort to meet people's basic wants in the form of tangible material provisions in society<sup>196</sup>. This is a point on which there is no disagreement. Essential community services like water, health services, sanitation, educational services, and public transportation in the society are cited as part of the ILO's definition of "basic needs," along with the minimum family requirements for consumption,

which include adequate food, shelter, household equipment, furnishing, and clothing. Some people really do require assistance in order to stay alive in today's culture. To put it simply, life becomes challenging without such requirements<sup>197</sup>.

Human psychology, motivation, and the identification of basic needs all may trace their roots back to Abraham Maslow. Meeting one's basic social needs is at the top of Abraham Maslow's hierarchy of needs, which in turn is based on the idea that all other human behavior is motivated by the satisfaction of these needs. According to the needs hypothesis, certain individual needs are more fundamental and important than broader society ones. To be sure, Abraham Maslow's theory of needs is more fundamental and pressing than any other. That's why it's only fair that in the communities making up the society as a whole, the most basic and urgent human needs be given priority.

Food, shelter, health, and reproduction were all mentioned as necessary for human survival. Food security for the world's bulging population is, at its core, a crucial development indicator in the modern international context. It is a sign of underdevelopment for a society if it lacks the means to provide for its members' nutritional, hygienic, clad, and procreative requirements.

Needs for protection from harm make up the second tier of necessities. When basic physiological requirements are met, then the needs become active. To them, a safe and harm-free workplace is of paramount importance. The thinking behind this is that when workers aren't worried about being harmed on the job, they can focus on their tasks at hand<sup>198</sup>. Concerned with ensuring one's own safety and well-being in a world fraught with danger, social unrest, and physical threats, safety requirements (also known as security needs) are paramount. Community crises, wars, clashes, civil disruption, riots, militancy, terrorism, kidnappings, armed robberies, and murders are all examples of messy problems, social disorder, and social disturbance that pose a threat to the peaceful coexistence and harmonious

living of people in different communities in the modern human environment. Physical risks include, but are not limited to, those posed by floods, fires, earthquakes, and tremors. Concern for one's personal safety is the primary concern at the second level of needs<sup>199</sup>. Survival in such a dangerous world requires a strong focus on security measures to safeguard citizens from the dangers of war and criminality. Many uncertainties threaten the peaceful coexistence of people in different communities in society, and this is especially true in times of chaos, social disorders, social disturbance, and social and physical risks.

For people to live and work together peacefully in all of society's many workplaces, there must first be an environment conducive to productive organization development initiatives. When employees are stressed out by a chaotic scenario, social disturbance, social disorder, or physical disorder, they tend to focus solely on how to protect themselves. It has been observed that people's attention is narrowed on matters of self-preservation in the face of social or physical disturbance. This suggests that people in the participating communities are very apprehensive about the future, and as a result, are not concerned with anything having to do with the promotion of community development in their various communities in the society<sup>200</sup>.

Third-level demands are those for social interaction and acceptance. After all necessary precautions have been taken, they will go into effect. Needs in the social sphere are synonymous with the requirement for the market to be linked (the need to be loved and accepted by other people). Organizations recognize this need and respond by hosting programs like company picnics and bowling leagues. When people in different groups don't feel threatened, they don't feel the need to identify with or belong to any particular social organization in society, such as their family, their neighborhood, or their local community-based organization (CBO). They are better able to make reasonable contributions to the growth of the organization because of this. It was made very apparent that the need for love

and belonging indicates the need to be a part of a group, such as a family, a job, a relationship, a social group, or any other group in society. In a variety of work environments, people are more likely to contribute thoughtfully to decision-making when they feel a sense of belonging to the group.

The fourth level of requirements is the need for respect or admiration. A part of it is wanting to be respected by others and also respecting oneself. Many groups now hold annual banquets specifically designed to honor members for their outstanding achievements. Those in need of esteem can fall into one of two categories. The first is the desire to have one's reputation and achievements recognized and respected by one's peers. The other is the requirement for self-respect, which includes characteristics such as bravery, initiative, success, and talent. Ego requirements encompass both the need for admiration and the desire for public acclaim. When people have a sense of belonging in their many communities throughout society (family, friends, coworkers, classmates, neighbors, etc.), it is only natural for them to look outside of those circles for validation and approval. In this regard, it was underlined that people tend to look for ways to satisfy their esteem and prestige demands after they have established a sense of safety. People seek respect, recognition, reputation, status, and self-worth among others in their respective social groups in various communities in the society in order to fulfill their social needs or love and belonging needs by belonging to a family, social group, communal group, group of friends, group of colleagues, and a professional group, among others.

Last but not least, at the very pinnacle of the triangle, comes self-actualization. That's right; reaching your maximum potential necessitates becoming the best version of yourself. The argument here is that self-actualized workers are an organization's greatest asset. People's aspiration to realize their full potential as individuals is at the heart of the concept of self-actualization. One of the goals of self-actualization is to foster the motivation to make use of

latent abilities. Getting to this point is equivalent to meeting the "self-actualization" or "self-realization" level of Abraham Maslow's "hierarchy of needs" (see p. One's need to become the best version of himself in society, or self-actualization, was understood to be the driving force behind the term. Self-actualization, often known as "coming into one's own," occurs when an individual makes a conscious effort to develop his or her full set of skills and abilities. In order to better the lives of all people, society as a whole benefits when individuals are motivated to take initiative and pursue their own self-actualization or self-realization.

Despite its detractors, the hierarchy of needs theory has made important contributions to the study of organizational behavior and management, particularly in the area of employee motivation, and continues to be a favorite among academics and business leaders alike. Maslow's Hierarchy of Needs has made important contributions that could lead to the notion of needs being incorporated into modern workplaces. Humans, by their own nature and temperament, are ambitious and always looking to better their position in the world. A major obstacle to the growth of organizations in the modern world is the unquenchable desire of individuals to better their material circumstances through participation in those organizations. Human needs at the organizational level can only be met when leaders first meet the most fundamental requirements of their constituents, as outlined by Abraham Maslow's hierarchy of needs. Abraham Maslow's hierarchy of needs, which consists of five (5) levels, surely strengthens the human urge to address human wants in order to enhance people's living conditions in different communities across the human environment.

### **The Impact of Abraham Maslow's Theory of Needs on Social Progress**

Abraham Maslow developed a hierarchy of needs to explain why some people are more motivated than others to work toward bettering their own lives and the lives of others. The correct implementation of Abraham Maslow's hierarchy of needs, which emphasizes some basic criteria that must be addressed before any consideration is given to other human wants

in the human environment, demands immediate focus on achieving insatiable human needs in the society. All other human demands lie firmly on the foundation of meeting basic physiological requirements for food, water, and other necessities of life and safety or security.

Every person in the human environment has an intrinsic desire for and requirement of love, affection, belonging, identification, and relationship. To put it another way: no man is an island. Humans desperately require strong senses of cultural identification, social grouping, association, affiliation, and belonging based on love to let them live together peacefully in all kinds of social contexts. It was emphasized that social interaction is essential to human survival; acknowledgment and acceptance from one's peers are powerful validations of an individual's humanity. This suggests that individuals lack the self-assurance to make meaningful contributions to community development until they are assured of the affection and acceptance of a social group, such as a family, community, society, association, or organization. Therefore, as stated explicitly in community development projects in numerous communities across society, people will interact and associate with others to develop as individuals and communities to better people's living situations. This is the defining feature of the ways in which members of various social groups engage with one another.

### **Organizational Culture and the Effects of Maslow's Hierarchy of Needs Theory**

The idea of Maslow's hierarchy of needs, which is applicable to both organizational goals and individual motivation, is of interest to the present investigation. In addition, the idea can provide guidance for how managers can foster self-actualization in their teams or subordinates. When employees give their all to the service of their organization, the culture and human resource practice should also ensure that the employees' level of needs are reflected in the values the organization holds in high esteem<sup>206</sup>. This idea implies the dual role of the theory, first to organizations and then to employees.

Employees' physiological and security demands are of the utmost importance, and it is to the benefit of the business as a whole that they be considered a cultural priority. That the performance requirement won't be met if attention isn't paid to cultural considerations is the implication of this line of reasoning. In light of employees' increasing desire to fulfill their social requirements, it is imperative that human resource practitioners develop employee relationships as part of their strategic planning for the organization's success. Staff members' aspirations for personal growth and acceptance into meaningful work should be supported by organizational values and Human Resource Management policies and practices. When staff members learn that their employer truly values their professional growth, they are more motivated to give their all to the company. Human Resource Management and the Effects of Maslow's Hierarchy of Needs Theory Organizations place a premium on human resource management, and researchers have spent a lot of time debating different approaches to increasing employee productivity. Human resource management is a multidisciplinary organizational function that draws on theories and concepts from a wide range of disciplines, including but not limited to management, psychology, sociology, and economics. Planning, recruiting, selecting, orienting, training, appraising, motivating, and compensating employees are all administrative tasks that fall under the umbrella of human resource management. Management of people and their resources can be summed up by these five words: motivate, discipline, manage conflict, staff, and train<sup>207</sup>.

Similarly, there is a wealth of motivational literature that summarizes numerous ways in which organizational leadership can design environments that are self-motivating, with strong influences from Maslow's hierarchy of needs. The eight types of motivation are as follows: (i) motivation by challenges; (ii) motivation by curiosity; (iii) motivation by control; (iv) motivation by fantasy; (v) motivation by competition; (vi) motivation by cooperation; (vii) motivation by recognition. Simply said, our bodies have requirements. Organizations

need to give their employees with more relaxed and comfortable dining options. Allowances for employees' basic necessities, including food and safety precautions, should be provided by their employers. Companies have a responsibility to provide their employees with a safe place to work free from unnecessary risks. This includes the provision of appropriate safety equipment, such as helmets in high-risk industries like construction, and the prominent placement of warning signs in such areas. Organizations should compensate workers fairly and guarantee a secure employment future since financial stability is a form of safety. Fulfill your employees' social requirements by throwing office parties and providing training on the company's culture. Those who are transferred to other locations, either within the country or abroad, provide them more time to see their relatives. Leaders should provide material or spiritual rewards for personnel who have met certain performance benchmarks in order to satisfy their need for esteem. Incentives for attaining organizational objectives and mandates should be clearly defined.

The prizes should serve as both monetary incentives and psychological reinforcement in the form of praise. As a means of satisfying employees' demand for self-actualization, organizations should promote workers based on their actual merit rather than their years of service and give them official titles reflecting their accomplishments. Leaders that help their staff members meet their potential are the most effective. This allows businesses to maximize their employees' talents and potential, which in turn boosts efficiency and output. To foster and explore employees' creativity and innovation potential, organizations might provide them with tough and relevant assignments. Additionally, Maslow expanded the original hierarchy of needs to include a need for knowledge and comprehension. The ramifications of this are clear; employers need to provide both orientation and ongoing instruction.

## **Effects of Maslow's Hierarchy of Needs Theory on Productivity**

The perks provided by an employer also have the potential to have a major impact on how happy and productive an employee is. A number of companies reward workers who make an effort to boost their performance with incentives and other perks. Gaining funding to attend a professional convention is another example. Additional incentives like these can encourage an individual to seek out ways to grow professionally, which in turn boosts his effectiveness at his current job. It may also help him move forward in his job in a way that leads to increased opportunities for advancement. The most important factor in whether or not an organization's employees perform well is the manner in which their work is reviewed and graded. Employee dissatisfaction is inevitable in businesses that don't conduct performance reviews or reward good work.

In addition, companies that keep a close eye on workers without giving them a chance to voice their opinions may also find that their employees lose motivation. Periodic, frequent, honest, and objective feedback to the employee is an integral part of performance reviews that serve to maintain employee motivation and quality of work. The company, however, should also provide avenues through which workers can contribute to the betterment of the company and the working environment. Employees will feel better about their performance assessment and their overall remuneration package if they are able to provide feedback and ask questions of their supervisors. Maslow argued that people are less likely to develop into healthy, well-adjusted adults if they are exposed to conditions that do not provide for their basic psychological requirements as children.

Experimental research Maslow's theory has shown that not everyone's higher-order requirements can be met on the job, but it does support the separation of basic needs and developmental goals. As a result, upper-level research managers at the firm are able to fulfill both their development and deficit needs on the job, whereas middle- and lower-level managers are limited to fulfilling the latter. It is hypothesized that this model best describes the actions of people who have a strong need for personal development and growth, as workers who are uninterested in personal development and growth will not experience any physiological reaction to their jobs. Regarding this essential idea, Maslow's theory has not found a lot of advocates.

Therefore, the need theory and other content theories of motivation are often met with three main types of critique. There is little evidence to support their claims, they generalize about their workforce, and they are not theories of motivation but rather theories of employee satisfaction. All personnel are treated the same, all situations are treated the same, and there is only one optimum way to meet demands; these are all incorrect assumptions made by the idea. It has also been argued that this view is flawed since employees have an innate tendency to claim credit for needs met and express unhappiness with wants unfulfilled.

### **2.3 Empirical Review**

The literature review demonstrates the value of conducting performance reviews, as well as the positive and negative implications that a performance evaluation system can have on an organization's productivity. Studies on employee evaluation, however, have been conducted by numerous academics and can be broken down into two broad categories: global studies and African studies.

### **2.3.1 Research on the Global Stage**

Investigation was done by Walsh on whether or not workers in the South were happy with and felt their performance reviews were fair. Based on a postulated four-factor model of organizational justice, this study surveyed workers about their perceptions of the fairness and satisfaction of the performance evaluation system they now use. The information was collected through a survey questionnaire from 440 people at two agencies within a large public employment system. Respondents agreed with 9 out of the 10 scales used to gauge reactions to fairness, suggesting that they see the performance review system favorably. However, when compared to other credible three-factor models, the conceived four-factor model did not provide a significantly better representation of the underlying component structure. Although the distinction between procedural and interactional organizational justice elements has been hotly contested in the literature, the best fit three-factor model did give some evidence for this distinction. This research aimed to bridge a knowledge gap between the South and Nigeria, which arises from disparities in geography, history, and economic growth. Rao looked into how the government in India rates its employees' performance. The study aimed to ascertain whether or not performance reviews aid in highlighting individuals' relative strengths and areas for improvement. About 98% of those polled in a study of 588 officers at significant Indian public sector businesses agreed that their performance reviews should highlight both their strengths and areas for improvement. Over 60% of them acknowledged the difficulty of achieving an objective assessment in any kind of evaluation due to the presence of human variables. The results of this survey suggest that the organization in question uses a more conventional approach to employee performance review. An open performance evaluation program that encourages interaction between the appraiser and the appraised is the topic of this research. The foregoing discussion appears thorough and pertinent to the present study, as it provides a solid framework upon which to investigate the efficacy of 360-degree performance evaluation

techniques in government agencies. Nonetheless, the fact that it was carried out in India, a country far different from Nigeria in terms of economic growth and geographical position, demonstrates the passage of time and space that has elapsed since then. Moreover, Yahchouchi did research in 2009 on the connection between leadership style and employee dedication; the study found that Lebanese leaders are often thought to be more transformative than transactional, but that both types of leadership had beneficial effects on staff loyalty. No significant gender disparities in leadership styles, either transformational or transactional, were found in this study. A large gulf, however, separates Muslim civilizations from Christian ones. Christian employees, with their "collectivistic mentality and family relationships," saw their leaders as more interested in transformation than in transaction. This means that a leader's choice of approach to inspiring loyalty in his or her team members may be influenced by factors such as religious beliefs, nationality, and the nature of the work environment. Understanding the impact of managerial practices and leadership styles on employee commitment to a business requires knowledge of the components listed above. Another Turkish study was conducted in 2010 by Mert, Keskin, and Bas, who concluded that transformational leadership increases employee responsibility in the banking sector<sup>209</sup>. Transformational leadership was found to be more popular and connected to employee commitment than transactional leadership in a study by Raja and Palanichamy. Salary does not appear to make a difference among the sampled respondents, while respondents' positional identification does have a substantial impact on how leadership style is perceived and how committed employees are to the organization. Salary, which can be considered as a form of financial motivation, does not appear to account for leadership style choice and commitment to the firm, the study found, but employees' perception relative to others does play a role in their preference of leadership style. The findings of this study provide credence to the idea that extrinsic motivation does not always explain how dedicated an individual is to their job<sup>210</sup>.

### **2.3.2 International Research on Africa**

To better understand how successful performance evaluation methods are at private universities in Kenya, and at Kabarak University in particular, Nyanga performed a study. According to his findings, a company cannot assess the success of its diverse workforce without instituting some sort of performance review system. Most workers were aware of the performance evaluation method utilized by private colleges, but they understood that such techniques lacked a serious institutional foundation. The multi-rating systems used in private institutions' performance evaluations are only as effective as the training given to the employees who participate in the rating/appraising process. To sum up, private institutions struggled to reach their Human Resource Management goals since they could not accurately gauge employee performance because to their ineffective performance evaluation processes. Differences in academic fields, vision, and missions between Kabarak University and Nigerian radio stations are to blame for this information chasm. Mackenzie also looked into the efficacy of performance appraisals in boosting business operations.

The research set out to better understand the challenges of conducting performance evaluations and to locate tried-and-true approaches that will yield credible, equitable, and supportive outcomes for the goals of the organization. This study's protocols were designed to address these concerns. This was accomplished by conducting research into the factors driving the need for performance evaluations, the challenges presented by different evaluation approaches, the characteristics that should be measured at the individual and organizational levels, and the strategies for enhancing organizational performance.

Based on the findings, the QFRA's present procedures are geared toward addressing issues of declining performance. Therefore, managers have little incentive to challenge the status quo or encourage risk-taking in order to enhance service delivery<sup>211</sup>, and employees' efforts are not always aligned with the desired organizational goal.

Migiro and Taderera also conducted research to assess the effectiveness of the performance evaluation system at the Bank of Botswana. The purpose of this research is to evaluate the effectiveness of the current method used to assess employee performance at the Bank of Botswana. Our study was conducted using a qualitative methodology. There were 417 total workers, spread throughout nine different divisions, and they were all included in the investigation's sample. Units of measurement that are statistically representative were chosen using a proportional stratified sampling method. Then, a random sample of 79 respondents filled out questionnaires, but only 70 of them were returned for analysis (88% response rate). According to empirical findings, the system is able to choose candidates for pay raises and promotions. The system was found to be inconsistent, with reward outcomes not always correlating favorably with those of performance evaluations. Regular training for employees and evaluators, transparency in the implementation of the evaluation system, providing continuous feedback to employees on their performance, and reducing inconsistency across the Bank are all issues highlighted in the article as necessary for the performance evaluation system to be effective and achieve its objectives. The report sheds light on the difficulties of the bank's Performance Appraisal System and offers solutions to these problems.

However, there were caveats to the study due to the fact that the evaluation was conducted in just one institution (the Bank of Botswana). Additionally, there was no opportunity for triangulation of the survey results because the researcher solely used the questionnaire.

Effective administration of performance evaluation processes was a topic of research for Fanuel. The goal of this study was to identify and analyze the factors limiting the performance evaluation function's ability to boost efficiency and productivity at Tanzania's NIC. Documentary review, interview schedules and questionnaires, and direct observation were used to collect information from 83 participants. SPSS was used for the statistical analysis of the data. According to the results of the research, NIC's duty of evaluating employee performance was inadequately carried out. Employees were not informed about the initiative, provided no input, and were given access to only one evaluation tool. Thus, the strategy never achieved its goals. While it did shed light on some of the barriers to more widespread use of performance evaluation in the workplace, its scope was constrained by the research design it employed.

Since this research used a quantitative methodology, it was unable to record any intangibles that may have played a role. In addition, seven years have passed since then. Itika looked into the discrepancy between what is expected during the hiring process and how that same process is used to evaluate an employee's performance. Behavioural theory, institutional economics, and capital theory all provided insights into the data used here. It has provided an overview of different African countries' experiences with recruiting and evaluating employees' performance with the goal of managing employees' expectations for increased productivity.

With this context in mind, he offers a critique of OPRAS as a performance appraisal tool for not living up to employees' expectations and a proposal for an alternative model. Seventy percent of workers surveyed in the study reported feeling neglected, and more than half felt that performance reviews added little value to their careers. These results are useful and relevant to the study because they shed light on the mismatch between elements that hinder OPRAS's implementation. There was a hole in the research, however, because it was

conducted in a setting that was not representative of the relevant organization. This conforms to Stonich's findings regarding the diversity of businesses, wherein different sectors have distinctive organizational styles, policies, and internal environments<sup>212</sup>.

Chambo investigated the administration of performance review initiatives in Tanzania. The goal was to examine the administrative processes involved in Kwimba District's performance rating system. There were 89 responders total, including managers and non-managers. Data was gathered by questionnaire, in-person interviews with observers, and analyses of relevant archival materials. The information was coded and analyzed using SPSS. The outcomes showed that OPRAS functioned inadequately. There was a lack of communication about the initiative, no opportunity for employees to submit input, and just one means of assessing employees' performance for the entire council. Chambo suggested that more Human Resource management experts be added to government ranks.

The results of this research emphasized the significance of feedback in the evaluative procedure. Ten Kwimba council workers participated in the study. Another quantitative method was utilized in this investigation. Differences between Chambo's analysis and this one arise from the fact that Chambo took a quantitative rather than qualitative approach. Also, it's based on local governance, so extrapolating to the federal level is tricky because every level of government has its own unique approach to running things. In addition, this study uses a qualitative method to fill in the blanks where others have failed.

A small positive significant association was also discovered between transformational leadership and affective, normative, and continuity commitment in 2013 research of public agencies in South Africa conducted by Garg and Ramjee. Laid-back leadership was significantly correlated negatively with both emotional and normative commitment, while transactional leadership was correlated positively. Employees may feel more committed to staying with an organization if their leaders exhibit the traits of a transformational leadership

style, according to a recent study. These traits include: instilling trust, inspiring a mutual vision, creating excitement, enabling inventiveness, coaching, and recognizing achievements.

Different levels of employee commitment can be attributed to the adoption of different leadership styles, the study found (affective commitment, continuance commitment, and normative commitment). While it may appear that the wiggle room in the wiggle room seems to be influenced by a transactional leadership style, which includes the following elements (clarification of objectives and targets and giving of acknowledgement once goals are accomplished, determining the benchmarks for compliance and also what constitutes ineffective performance and punishing followers for being out of compliance with those standards, and closely checking for deviance, mistakes, and blunders for remedial action as quickly as possible), it is important to note that there is no conclusion. The various reasons that workers have for wanting to leave or stay with the company are now clear.

Furthermore, a 2016 study conducted by Dariush et al. found that both transformational and transactional leadership styles employed by managers significantly increase employee dedication. Nonetheless, employees' dedication suffers under a leader's laissez-faire attitude. This result suggests that not all leadership styles would have the same effect on employee dedication. This connection could be good or bad. According to research conducted by Mohamed in 2017, both transformational and transactional leadership styles favorably affect employee commitment. Similar findings have been seen in more recent research. Workers at Mulugeta and Hailemariam's company in 2018 agreed that transformational leadership was most common, followed by transactional and laissez-faire approaches. The research found that, in addition to leadership styles, other factors also influence employees' loyalty to their organizations. A researcher examined the connection between leadership style and company culture and loyalty. What motivates employees greatly depends on leadership and company

culture. Transformative leadership was found to have a greater impact on employee commitment than transactional leadership in the study<sup>172</sup>.

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### 2.3.3 Local Review

Documentary analysis used in producing the Annual Performance Evaluation Report showed that the APER was too broad to adequately assess the complexity of evaluating the performance of government employees with varying areas of expertise. The study confirms the importance of reviewing the performance appraisal and objectives assessment of subordinate officers in Nigeria on a quarterly basis to account for changes in tasks, responsibilities, schedules, additional responsibilities, special assignments, commendations, and discoveries. The research also suggests developing a comprehensive APER that places a premium on specialists' abilities and knowledge.

Since promotion interviews and examinations are both important in deciding whether or not to promote an employee, the study suggests that the APER plays little to no effect in either process<sup>216</sup>.

The study also found that APER is used as a political tool in many public services, either to help favorites or to punish those who are not favorites. Therefore, subjectivity and favoritism tend to undermine the objectivity of any evaluation process. Fear of blackmail, reprisal, physical attack, tribalism and nepotism, ethnicity, leniency, poor rater and rate on the usage of APER, bribery, and adoration of personal loyalty were found to have a greater impact on APER use than actual job performance. The study suggests that in order to have a more objective performance appraisal system, all levels of the Nigerian Public Service should make a clear commitment to performance appraisal, raters who are found guilty of corruption should be disciplined, supervising/reporting officers should undergo training and retraining, and only reporting officers with proven integrity should be involved in the appraisal process<sup>217</sup>.

This research was done to better understand how to gauge government employee productivity in Nigeria. Since an employee may have more than two direct supervisors in two or more departments within a year, APER, an instrument for performance measurement, is flawed because of the volatility of staff disposition to APER. According to the findings, a more flexible paradigm is needed. Based on their findings, the authors of this paper suggest implementing a new public service performance measurement model to maintain a monthly record of the performance of public servants. Employees in the public sector can use the public service performance measurement system to keep tabs on how they're doing each month in relation to their assigned tasks. These documented monthly reviews protect employees from having their performance evaluated by a manager who has not yet had the opportunity to work with them in their new position, which might happen if an employee is transferred right before an evaluation.

Similar to the APER, another study reviewing performance appraisal and objectively assessing subordinate officers in Nigeria found that it did not provide an accurate assessment of those officials. Poor knowledge of the role of APER as a tool of management, cultural values, a lack of internal capacities for understanding and administering APER, a lack of objectivity by supervising officers, a lack of feedback to employees, and hasty preparations are some of the problem clefts identified by the study. The study suggests that APER be conducted more frequently than once a year, that output rather than input be measured, that superior and subordinate officers meet at the outset of the performance period to agree on what will be measured and how, and that a reward system be developed that is contingent on performance or lack thereof<sup>218</sup>.

In addition, in 2013, researchers at Obafemi Awolowo University Ile-Ife led by Ijewere Ogbewere Bankole compared the performance appraisal processes of the Edo and Ondo States in Nigeria. Both primary and secondary sources were used to complete the analysis. A questionnaire was used to gather preliminary data. Purposive sampling was used to select officers from GL 07-12 and 13-17 to administer a total of 490 copies of the questionnaire to four core ministries in both the Edo and Ondo States. The study found that because of inherent factors influencing the appraisal process in the two states, performance appraisal had not been adequately practiced, leading to pseudo reports on subordinates with the grave consequence of inefficiency in service delivery. The study found that Edo State had a greater prevalence of elements impacting the evaluation process than Ondo State did, with the exception of bribery. As a result, these suggestions are provided to help human resource managers (in the public sector, particularly in the civil service of Edo and Ondo States) approach performance review with more objectivity<sup>219</sup>. Authorities in Nigeria should take disciplinary action against any reporting officer who was found to have accepted bribes in order to write favorable reports on subordinates or the bribe giver. No civil official in Edo or Ondo State, or the Nigerian Federal Civil Service, should be assigned to supervise a member of his or her own tribal group. Supervisors and reporters, especially in the public sector in Edo State, should do their best to avoid scandal and to expose the facts without fear of extortion or retribution. When evaluating employees, managers should keep their neutrality and not let their subordinates' allegiance influence their judgment. Managers/reporting officers need extensive training and frequent refreshers. Only trustworthy reporting officers should be included in the evaluation process if objectivity is to be maintained. There needs to be a firm dedication to performance appraisal at all levels of the Nigerian public sector in order to develop a better and more objective performance appraisal system<sup>220</sup>. Evaluation of past performance has shown to be a vital method for boosting efficiency. Using a military service unit as a case study, Dyaji conducted another study (G. M et al.) that looked at the

impact of performance appraisal on productivity in Nigeria's public sector. Using a military service unit as a case study, this research set out to examine the correlation between performance reviews and output in the public sector. An issue that has plagued the Nigerian public sector and been highlighted by the country's many reform initiatives is low productivity. Threatening the potential benefits of an effective review system in Nigeria's public sector are issues of political meddling, nepotism, unethical behaviour, and malpractice. The obstacles encountered in implementing performance appraisal that influences public sector productivity were also analyzed in this research. It found that poor evaluations were being given and that the appraisers lacked the necessary expertise. The findings of this study suggest that managers and other appraisers should provide a clear and meaningful comparison of an employee's performance to established norms. Evaluation of employees should not be based on personal characteristics but on measurable measures of job performance. Improvements in assessment outcomes can be achieved through retraining of appraisers by human resource experts who are better able to assess employees' actual work performance<sup>221</sup>. Similar research was conducted in 2011 by Lawal Bello Dogarawa, whose article, titled "A New Model for Performance Measurement in the Nigerian Public Service," examined the present method of performance evaluation in the Nigerian public sector (APER). Due to the high turnover rate in the NPS, public servants may have more than two direct superiors in as many as four different departments in the span of a single year. Due to these shortcomings, the APER system has to be replaced with a more flexible approach. In light of the aforementioned problems, this study creates a new Public Service Performance Measurement Model (PSPM Model) to keep track of government employees' monthly performance and to improve organizational stability. The PMS requires the employee to report on his monthly activities, highlight important difficulties, provide solutions, and plan for the following month's activities, all of which will be evaluated by his supervisor. The Model was created with the goal of increasing efficiency in the public sector.

However, the Model necessitates the use of an intranet-based automated system for data entry and submission. Private companies can adapt the Model to their needs. However, the Model should be applied so that only individuals with a responsibility for supplying performance records and performance assessment have access, and no changes may be made once the data has been processed<sup>222</sup>. It appears that there has been a lack of research into the connection between leadership styles and employee commitment in the Nigerian context. However, recent research shows that attention to leadership styles and staff dedication is on the rise<sup>223</sup>. Both transformational and transactional leadership styles were found to positively correlate with employee commitment in a 2013 study conducted by Othman et al. at public universities in Nigeria. The study found that the commitment of instructors at Nigerian public universities varied according to the passion, recognition of successes, direction, and encouragement of creativity provided by the leadership at different universities.

While both transformational and transactional leadership have been shown to increase employee engagement in the banking industry, a 2013 study by Fasola et al. in Ibadan found that transactional leadership styles have a greater impact on staff commitment. While there was some correlation between transformational leadership and employee dedication, it was not strong. This result suggests that the dedication of banking personnel was not a result of the transformational leadership style. To what extent one company's leadership style influences employees' loyalty to that company is open to debate. Therefore, it's crucial for managers and executives to pay attention to the unique characteristics of their own workplace.

Similarly, a researcher found that employees' loyalty may be predicted by their perceptions of their leaders' styles, with democratic leadership having the most positive prediction. On the other hand, followers of authoritarian and laissez-faire management styles could not reasonably be expected to be as dedicated to the company as those working under transformational leaders.

In a study, canonical analysis between the perceived leadership styles and employees' commitment in Nigeria revealed a positive relationship between transformational leadership and employees' commitment and a negative relationship between transactional and laissez-faire leadership and employees' responsibility in the study context. Furthermore, the findings indicated that idealized behavior, contingent reward, intellectual stimulation, and inspiring motivation are the most common leadership styles that correlate most strongly with employee commitment<sup>212</sup>.

Similar to how we recognize and use the leadership styles that have been shown to increase employee dedication. Finding the right leadership style that inspires loyalty among workers was found to be the key to improving an organization's performance.

Similarly, in a study, a researcher observed that transformational leadership style is primarily related to personnel commitment in Nigeria and argued that private sector understudies should pay attention to transformational leadership style in order to achieve personnel commitment in Nigeria higher performance. The importance of leadership style in determining employees' levels of dedication was emphasized as a major finding of the research. Based on the literature review, it appears that few studies have been conducted on the topic of leadership styles and employee commitment in the Nigerian context, and those that have been conducted have largely ignored the impact of demographic variables on the relationship between leadership styles and employee commitment<sup>226</sup>.

### 2.3.4 Conceptual Framework

The conceptual framework for this research is developed from a theoretical review of literature, which has led to the theoretical framework in figure 2.1 depicting the relationships between variables.

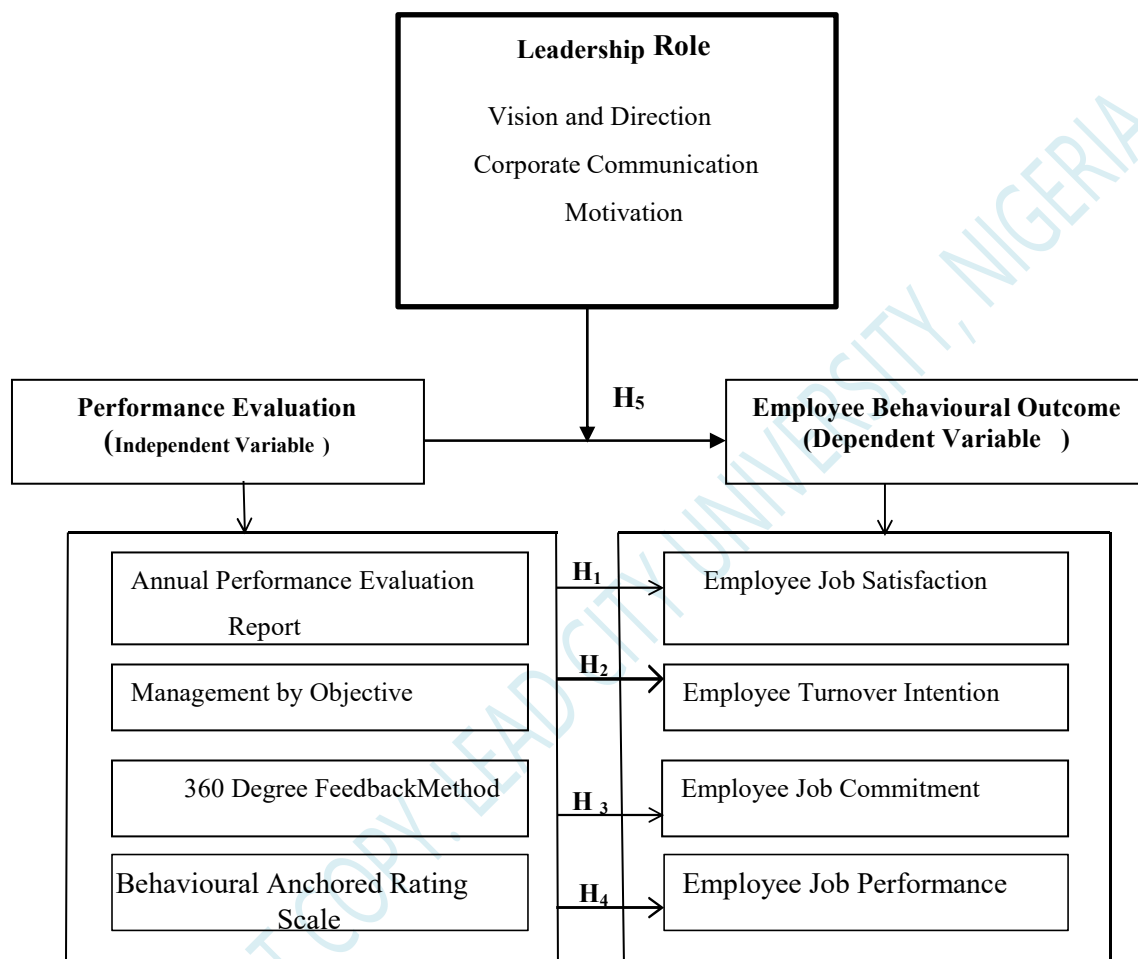


Figure 2.1: Conceptual Framework for the study

Source: Researcher's Developed Model (2022)

### 2.4 Summary of Gaps in Literature Review

Previous research on performance appraisal in the public sector focused mostly on creating organizational models of performance, as shown by a survey of the relevant literature. However, there has been a lack of effort put into creating models of individual performance, which is particularly problematic given the complexity of the public sector. There are few

meta-analysis studies that link determinants of the evaluation system to satisfaction with employee performance, despite widespread agreement among human resource management scholars and other organisational researchers that employee performance is a critical mechanism in achieving organisational effectiveness. Therefore, the issue of how to effectively evaluate staff members' contributions remains unresolved. The key critical problems in performance management include the changing trends and nature of work, the work environment and sectors, the many forms of performance evaluation measures, the format of rating scales, and the application of performance information. Authors like Kanfer and Campbell argue that it's important to separate the behavioral and outcome dimensions of performance. Others, however, have argued that performance is best understood in terms of tangible results, such as those achieved in the workplace or through positive, accepting attitudes and actions.

Organizations have struggled with a difficult problem: identifying the right metrics to use when evaluating performance. The importance of individuals' performances to the achievement of organizational goals and the productivity of organizations necessitates substantial research into this topic from both a dependent and an independent perspective. Performance data can be classified as either subjective (judgmental measurements) or objective according to the criteria established by Landy and Farr (non-judgmental measures). Scholars like Carter, Kelly, and Swindell have been debating the relative value of subjective versus objective performance evaluations for over 30 years. They have not settled on a single metric as the definitive barometer. Literature review in the field of public management reveals that both objective and subjective measures of performance have been used in studies of the determinants of performance in public sector organizations. These authors include Meier and O'Toole, Brewer and Gould-Williams, Pandey and Moynihan, and Andrews.

These results are, however, limited to the western world and hence apply only to the United States, the United Kingdom, and Europe.

It is of interest to the authors to determine whether or whether objective or subjective performance metrics contribute to a climate that is unfriendly to or unsupportive of performance management in the public sector. These are some of the problems highlighted before they are shared by scholars throughout Asia. In light of Hofstede's national culture, these authors have stressed the need of keeping one's "face" and fostering peaceful relationships at work among Asians. From the perspectives of Chinese, Malay, and Vietnamese culture, the harmony of the subordinate-manager relationship is crucial to a fair performance review. Avoiding strife rather than fostering healthy competition is the goal of this subjective approach. In addition, the literature revealed that other researchers, including Murphy and Cleveland, Armstrong and Baron, and Tziner, have recognized and analyzed the relative relevance of factors and measurements impacting performance, especially at the organizational level, in the private sector. Many businesses now use incentive programs, recognition programs, and other methods to encourage employee engagement.

Although most organizations in the public sector are operating as a process-oriented unit or division that shares similar activities, there is currently insufficient empirical evidence that team-based measurements better gauge employee performance than individual-based ones. Moreover, many authors have argued either way on the question of whether incentives like pay for performance may boost organizational commitment and efficiency, especially in the public sector. In light of the increasing complexity of the public sector, this study investigates whether or not the implementation of team-based metrics and performance-related compensation has a discernible impact on worker output.

The conceptual framework provided in this study is derived from this void in the existing literature. The suggested model describes the potential independent and dependent

components that affect the efficiency of a performance evaluation system and, by extension, employee behavior outcomes in the Nigerian public sector. The primary research questions have been posed, and hypotheses have been developed in relation to issues like job satisfaction, intention to leave, commitment to one's career, and ultimately, performance on the job. The researcher found that most studies gave scant attention to these factors, and the literature analysis confirmed this. This was especially true in the public sector. Therefore, the goal of this study is to provide a theoretical framework that accounts for these shifting conditions.

As an added bonus, the cultural contexts that were missing from prior research are accounted for in the conceptual framework. According to research into different cultural contexts, different formal and informal methods emphasize the significance of cultivating one's unique tastes and capabilities in individualistic cultures. Employees in a highly individualistic culture are recognized and rewarded for their efforts, and there is an emphasis on immediate feedback and advancement. In this context, concepts such as freedom, independence, and self-sufficiency take center stage. In contrast, cultural mechanisms in Nigeria and other collectivist West African countries tend to emphasize the significance of one's interdependence with others. This is a group-oriented approach. Numerous businesses now prioritize strong teams over individuals in the workplace. But is there a robust link between cultural factors and productivity in the workplace? There has been some progress made by western researchers who have emphasized the relevance of employee performance as a strategic link-up to organizational performance and effectiveness. It has been revealed that less research has been done in developing nations like Nigeria.

There is a lack of research into the potential benefits of using a micro-analytical approach to evaluating public sector employees' performance in Nigeria. Researchers and practitioners need to pay more attention to identifying the determinants and predictors of employee

performance that vary across organizational contexts and cultures. Continuing in this vein, this research used survey data gathered from Nigerian government agencies to create individual models of employee performance and investigate how that performance relates to the achievement of organizational goals and overall performance.

Organizational culture, environment, and employee behavioral methods in a country like Nigeria differ significantly from those studied in the majority of published research studies undertaken in advanced industrialized countries like the USA, UK, Australia, and Europe. To the best of the researcher's knowledge, there is a dearth of study on the factors that influence public sector employees' performance reviews and the actions those reviews inspire. Similarly, no research has been done in Nigeria to determine whether or not the various government agencies established under Section 153 of the 1999 Constitution of the Federal Republic of Nigeria or Acts of Assembly should each adopt an employee evaluation system that is unique to the specific needs of their operations. This research has the potential to verify and expand upon previous work on organizational and individual performance that has been done in the West and applied to a different cultural setting. A recent call to examine the performance evaluation system in the public sector in Nigeria as part of the modernization strategy provides the impetus for this study. Therefore, such a study is warranted.

## Endnotes

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## Chapter Three

### Methodology

This chapter details the research methodology such as research design, population of the study, sample and sampling techniques, description of the research instrument, validity of research instrument, reliability of the research instrument, data collection, data analysis, and ethical approval.

#### 3.1 Research Design

Survey research method was adopted by the researcher; this refers to the methods that describe the characteristics of the variable under study. It has three (3) main data collection methods namely; observational method, case study method, and survey research. The researcher used survey research method. In a descriptive study, no changes to the environment are made in order to collect data (that is, nothing is manipulated).

#### 3.2 Population of the Study

The total population of this study was 275 representing the total number employees in the organisation and their various degrees of responsibility.

#### Table 3.1: Determination of Sample Size

To get the total number of employees in each location, the researcher relied on the data released by the Human Resource Department of the Agency.

#### Nominal Role of Employees

Abuja	97
Jos	80
Lagos	98
Total	275

Source: (HR / HQ of C&LTC 2022)

## **Response Ratio**

Out of the 275 copies of the questionnaire given to the respondents, 243 were filled out; 32, or 11.64 percent, were declared unreturned, or otherwise disqualified. Only 88.36% of the survey copies were returned, according to the results of a field survey (2022).

### **3.3 Sample and Sampling Techniques**

Based on “Total Enumeration Sampling technique”, the study’s population and sample size was 275 (Abuja: 97, Jos: 80, Lagos: 98). This means the population equal to the sample size as adumbrated by Tella, Ayeni, and Popoola<sup>1</sup>.

### **3.4 Description of the Research Instrument**

To get the data needed for the study, the researcher used questionnaire. There were both open-ended and closed-ended questions on the survey. Respondents found the questions in the questionnaire straightforward. In this case, a huge number of people were reached at a relatively low cost, and the process was straightforward to carry out. The questionnaire was developed by the researcher to collect data for this investigation and it has four (4) sections namely: Section (A), is Demographic Information that contained items like gender, age, educational qualifications, department and year in service of the respondents. Section (B) is Performance Evaluation Methods that states various evaluation methods like Annual Performance Evaluation Report, Management By Objectives, 360 Degree feedback and Behavioural Anchored Rating Scale. Section (C) is Leadership Role, this contained elements such as leadership direction, corporate communication and motivation. Section (D) is Employee Behavioural Outcome. The sub-variables in the section are as follows: employee

job satisfaction, employee turnover intention, employee job commitment and employee job performance.

### **3.5 Validity and Reliability of Research Instrument**

The instrument used to obtain the data was deemed reliable and the variable being measured was accurately measured using it. To put it another way, when an instrument measures what it is designed to measure, it is said to be legitimate outlined four levels of validity for tools that collect data quantitatively. Validity of construct, content, criterion, and face all fall under this category. In accordance with research, the study used both content and construct validity<sup>2</sup>.

Confirmatory factor analysis was used to test the instruments' validity. Via the SmartPLS version 3.3.9 the factor analysis includes the evaluation of composite reliability and Cronbach's Alpha coefficient for assessing internal accuracy, reliability of individual measurements, and the average variance extracted (AVE) for determining convergence validity<sup>7</sup>. If the research is exploratory, however, 0.7 or higher outside loadings are likewise acceptable as a general rule of thumb. All elements loading between 0.4 and 0.5 should be omitted from the scale of measurement models in order to attain a threshold value and increase the composite dependability<sup>3</sup>.

PLS-SEM was used to conduct two measurements tests to guarantee convergent validity. For each item, the Cronbach's Alpha and the average variance are calculated. As a result, the threshold value of 0.70 was utilized to decrease measurement scale errors, increase the consistency and validity of instruments developed. Overall, it was determined that dependability values ranging from 0.70 to 0.9 are adequate for a quantitative approach after a thorough examination of the potential functional significance of leading indicators below this threshold. Scores above 0.95 are unsuitable, whereas composite reliability values below 0.6 indicate a lack of internal consistency in the data. Content and face validity of the research

instrument were confirmed. Table below provided the validity and reliability statistics for this study.

**Table 3 Summary of Pilot Test Incorporating Reliability and Validity Test results.**

<b>Variable</b>	<b>Cronbach Alpha</b>	<b>Composite reliability</b>	<b>AVE</b>	<b>Remark</b>
360-degree feedback method	0.73	0.84	0.64	Reliable
Annual performance evaluation	0.70	0.80	0.57	Reliable
Behavioural anchored rating scale	0.72	0.84	0.63	Reliable
Employee job performance	0.74	0.83	0.56	Reliable
Employee job satisfaction	0.78	0.86	0.69	Reliable
Employee turnover intention	0.87	0.90	0.65	Reliable
Employee job commitment	0.70	0.83	0.62	Reliable
Leadership role	0.91	0.92	0.56	Reliable
Management by Objective	0.68	0.70	0.55	Reliable

**Source: Computed from Pilot study, (2022)**

Table 3.7 above shows that the AVE values for all the constructs are above the threshold of 0.5 to suggest that the convergent validity has been established for all the reflective constructs in this study. Likewise, that the instrument is reliable given the values of Cronbach alpha which is reinforced by the composite reliability. The capacity of a research instrument to consistently measure the features of interest across time is referred to as the reliability. After numerous trials, it is how reliable a research tool is at producing consistent results. For an instrument to be considered reliable, it must be administered two times to a single participant and receive an identical score each time. The consistency, dependability, and stability of a test are all aspects of reliability<sup>4</sup>.

### **3.6 Methods of Data Collection**

Questionnaire was produced and copies were delivered to the selected respondents at Abuja Headquarters office, Jos (Shere Hill Unit) and Lagos (Sea School Unit) to fill. The Abuja Headquarters office comprises employees from the six geo-political zones/ethnic groups one can think of in Nigeria, Jos office (Shere-Hill) is predominantly Northern ethnic group, while Lagos office (Sea School) is predominantly Southern ethnic group. The respondents were given few weeks to offer the replies because of their normal busy at work. The researcher checked the questionnaire for unclear phrases and grammatical errors before it was distributed to participants. The questionnaire was used by the researcher to collect primary data from the selected respondents. Additionally, the researcher used secondary data gathered from the internet, past empirical studies, and records that were considered publishable for the study on relevant themes.

### **3.7 Methods of Data Analysis**

For the sake of achieving the study's objectives and posing its research questions, the collected data was sorted, tabulated, and coded. The demographic characteristics of respondent and each of the study's variables were analyzed using descriptive statistics. To make it easier to analyze the data, the percentages of the frequencies were turned into numbers. The significance level for all analyses was set at 5% with the assistance of statistical tool called Statistical Package for the Social Sciences; the Statistical Package for Social Sciences (SPSS) was very useful in this regard. The study's primary data was modified and validated for dependability and consistency and for the inferential statistics, Smart-PLS Structural Equation Model (SEM) version 3.3.9 was used for multivariate

analysis. Multivariate data analysis takes care statistical study of data where multiple measurements are made on each experimental unit and where the relationships among multivariate measurements and their structure are important. The choice of using Smart-PLS Structural Equation Model (SEM) for inferential statistics over the Statistical Packages for Social Sciences (SPSS) was because it is a more advanced multivariate analytical technique which offers more strict and robust analysis compared with the outcome of SPSS. Notwithstanding, other advantages are; (i) it takes care of explicit assessment of measurement error (ii) estimation of latent (unobserved) variables via observed variables, (iii) it can be used to do complex structural equation model unlike SPSS, and (iv) drawing of conclusion is more accurate.

## Endnotes

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## **Chapter Four**

### **Results and Discussion of Findings**

This chapter offers the empirical results from the data analysis conducted, interpretation of the findings, and discussions of the study results. The aim of this study is to examine the effect of Performance Evaluation, Leadership Role and Employee Behavioural Outcome in Citizenship and Leadership Training Centre in Nigeria. To achieve the objective of the study, the research was conducted through questionnaire which was used to obtain the required information.

Information regarding respondents 'demographic, response rate, response to each variable and test of hypotheses are presented in this chapter. The last section presents the test of the hypotheses. It indicates how each of the five hypotheses were tested. This last section dealt with discussion of findings. The data was analyzed using Statistical Package for Social Sciences (SPSS) version 24 (for the descriptive statistics) and SmartPLS version 3.3.9 (for the inferential statistics).

#### **4.1 Demographic Data Analysis**

A total of two hundred and seventy-five (275) copies of questionnaire were administered, and two hundred and sixty-two (262) copies were returned. After sorting the questionnaires only two hundred and forty-three (243) copies were certified as duly filled and considered usable. The usable questionnaire represented 88.36% response rate. The high response rate was recorded as the researcher administered the instruments with the help of research assistants who put concerted efforts to regularly visit the respondents at the three locations (Abuja, Jos and Lagos) to request them to fill the instrument. The response results are presented in Table 4.1.

**Table 4.1: Response Rate**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Completed usable copies of questionnaire	243	88.36%
Unusable, unreturned and disqualified questionnaires	32	11.63%
<b>Total</b>	<b>275</b>	<b>100%</b>

Source: Field Survey Results (2022)

#### 4.1.1 Demographic Data of Respondents

This presents the demographic information of the respondents of this study

**Table 4.2 Socio-Demographic Characteristics of Respondents**

<b>Variables</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Gender	Male	125	51.4%
	Female	118	48.6%
Age	21-30years	25	10.3%
	31-40years	89	36.6%
	41-50years	98	40.3%
	51-60years	31	12.8%
Educational Qualification	National Diploma	28	11.5%
Qualification	HND/BSC	155	63.8%
	MSc/MBA	58	23.9%
	PhD	2	0.8%

Department	Training & Operations	60	24.7%
	Finance/Account	41	16.9%
	HRM	87	35.8%
	Others	55	22.6%
Years in Service	1-10years	90	37.0%
	11-20years	104	42.8%
	21-30years	48	19.8%
	31-35years	1	0.4%

**Source: Field Survey (2022)**

This section consists of background and respondents' information that describes basic characteristics such as gender of the respondents, age of the respondents, educational qualification, department, and years in service. To this effect, the results are presented in Table 4.2.

Table 4.2 presents the demographic and personal profile of respondents used for this study. Demographic and personal profile of respondents as shown in table 4.2; Profile of gender indicated that 125 respondents representing 51.4% were male while 118 respondents representing 48.6% were female, indicating that most of the respondents were male. Demographic and personal profile of respondents as shown in table 4.2 by age revealed that 25 respondents representing 10.3% were between the ages of 21-30 years, 89 respondents representing 36.6% were between 31-40 years, 98 respondents representing 40.3% were between 41-50 years, 31 respondents representing 12.8% were between 51-60 years, indicating that most of the respondents were between 41-50years. Meanwhile, 28 respondents representing 11.5% had National Diploma, 155 respondents representing 63.8% had HND/BSc, 58 respondents representing 23.9% had MSc/MBA, and 2 respondents representing 0.8% had PhD. Also, 60 respondents representing 24.7% were in Training and Operations department, 41 respondents representing 16.4% were in Finance/Account, 87 respondents representing 35.8% were in HRM, and 55 respondents representing 22.6% were in others. Furthermore, 90 respondents representing 37.0% had 1-10 years' work experience, 104 respondents representing 42.8% had 11-20 years' experience, 48 respondents

representing 19.8% had 21-30 years' work experience, and 1 respondent representing 0.4% had 31-40 years' work experience.

## 4.2 Presentation of Data

### 4.2.1 Research Question

The decision rule to make sense of a four Likert-type scale is Mean of response between 1.00 – 1.49 is strongly disagree, 1.50 – 2.49 represents disagree, 2.50 – 3.49 represents agree and the mean of response between 3.50 - 4.00 represent strongly agree.

**Table 4.3: Descriptive Analysis of Responses on APER Method**

APER Method	SA	A	D	SD	MEAN
I have freedom to engage my professional skill in carrying out my responsibility	110 (45.3%)	-	131 (53.9%)	2 (0.8%)	3.44
My performance is assessed by my immediate superiors on the basis of my knowledge of the job and ability to carry out my responsibility	101 (41.6%)	135 (55.6%)	5 (2.1%)	2 (0.8%)	3.38
Supervisors see the employees as reliable and professional in carrying out their jobs	98 (40.3%)	135 (55.6%)	8 (3.3%)	2 (0.8%)	3.35
I have always been judged as having a good sense of responsibility	106 (43.6%)	134 (55.1%)	2 (0.8%)	1 (0.4%)	3.42
Grand Mean					3.40

Source: Field Surveys (2022)

According to results in Table 4.3, 45.3% of respondents strongly agree that they have freedom to engage their professional skill in carrying out their responsibility, 53.9% disagree, and 0.8% strongly disagree. On average, the respondents indicated that they have freedom to engage their professional skill in carrying out their responsibility has a mean of 3.44. Results also indicated that 41.6% of respondents strongly agree that their performance is assessed by

their immediate superiors on the basis of their knowledge of the job and ability to carry out their responsibilities, 55.6% agree, 2.1% disagree, and 0.8% strongly disagree. On average, the respondents indicated that their performance is assessed by their immediate superiors on the basis of their knowledge of the job and ability to carry out their responsibilities has a mean of 3.88.

Results also indicated that 40.3% of the respondents strongly agree that supervisors see the employees as reliable and professional in carrying out their jobs, 55.6% agree, 3.3% disagree, and 0.8% strongly disagree. On average, the respondents indicated that supervisors see the employees as reliable and professional in carrying out their jobs has a mean of 3.35. Results also indicated that 43.6% of the respondents strongly agree that they have always been judged as having a good sense of responsibility, 55.1% agree, 0.8% disagree, and 0.4% strongly disagree. On average, the respondents indicated that they have always been judged as having a good sense of responsibility has a mean of 3.42. The grand mean for APER method is 3.40 which indicate that on average, respondents agreed with most of the statements on the high scale as it relates to how APER method is an appropriate measure of performance evaluation.

**Table 4.4: Descriptive Analysis of Responses on Management By Objective**

<b>Management by Objective</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>
I understand my role and responsibility in this organization	117 (48.1%)	126 (51.9%)	-	-	3.48
My work schedule agrees with the objectives of the organization	11 (45.7%)	126 (51.9%)	6 (2.5%)	-	3.43
My role does not conflict with the organizational objectives	95 (39.1%)	134 (55.1%)	11 (4.5%)	3 (1.2%)	3.32

The organization's objective is well communicated to me by my superiors	95 (39.1%)	119 (49.0%)	26 (10.7%)	3 (1.2%)	3.26
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**Grand Mean** **3.37**

Source: Field Survey (2022)

According to results in Table 4.4, 48.1% of respondents strongly agree that they understand their role and responsibility in the organization, and 51.9% strongly disagree. On average, respondents indicated that they understand their role and responsibility in the organization has a mean of 3.48. Results also indicated that 45.7% of respondents strongly agree that their work schedule agrees with the objectives of the organization, 51.9% agree, and 2.5% disagree. On average, the respondents indicated that their work schedule agrees with the objectives of the organization has a mean of 3.43. Results also indicated that 39.1% of the respondents strongly agree that their role does not conflict with the organizational objectives, 55.1% agree, 4.5% disagree, and 1.2% strongly disagree. On average, the respondents indicated that their role does not conflict with the organizational objectives has a mean of 3.32. Results also indicated that 39.1% of the respondents strongly agree that the organization's objectives are well communicated to them by their superiors, 49.0% agree, 10.7% disagree, and 1.2% strongly disagree. On average, the respondents indicated that the organization's objectives is well communicated to them by their superiors has a mean of 3.26. The grand mean for management by objective is 3.37 which indicate that on average, respondents agreed with most of the statements on the high scale as it relates to how management by objective is an appropriate measure of performance evaluation.

**Table 4.5: Descriptive Analysis of Responses on 360-Degree Feedback Method**

<b>360 Degree Feedback Method</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>
The organization is taking steps to improve my performance in my current position	39 (16.0%)	148 (60.9%)	49 (20.2%)	7 (2.9%)	2.90
There is effective communication from top to bottom and vice-versa after the completion of task in the organization	67 (27.6%)	131 (53.9%)	44 (18.1%)	1 (0.4%)	3.09
My welfare is given due consideration in this organization	34 (14.0%)	131 (53.9%)	56 (23.0%)	22 (9.1%)	2.73
The organization offers new creative ideas for improvement	45 (18.5%)	119 (49.0%)	70 (28.8%)	9 (3.7%)	2.82
<b>Grand Mean</b>					<b>2.89</b>

Source: Field Survey (2022)

According to results in Table 4.5, 16.0% of respondents strongly agree that the organization is taking steps to improve their performance in their current position, 60.9% agree, 20.2% disagree, and 2.9% strongly disagree. On average, respondents indicated that the organization is taking steps to improve their performance in their current position has a mean of 2.90. Results also indicated that 27.6% of respondents strongly agree that there is effective communication from top to bottom and vice-versa after the completion of task in the organization, 53.9% agree, 18.1% disagree, and 0.4% strongly disagree. On average, the respondents indicated that there is effective communication from top to bottom and vice-versa after the completion of task in the organization has a mean of 3.09. Results also indicated that 14.0% of the respondents strongly agree that their welfare is given due consideration in the organization, 53.9% agree, 23.0% disagree, and 9.1% strongly disagree.

On average, the respondents indicated that their welfare is given due consideration in the organization has a mean of 2.73. Results also indicated that 18.5% of the respondents strongly agree that the organization offers new creative ideas for improvement, 49.0% agree, 28.8% disagree, and 3.7% strongly disagree. On average, the respondents indicated that the organization offers new creative ideas for improvement has a mean of 2.82. The grand mean for 360-degree feedback method is 2.89 which indicate that on average, respondents agreed with most of the statements on the high scale as it relates to how 360-degree feedback method is an appropriate measure of performance evaluation.

**Table 4.6: Descriptive Analysis of Responses on Behavioural Anchored Rating Scale**

<b>Behavioural Anchored Rating Scale</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>
I have a good human relation with my superior	96 (39.5%)	119 (49.0%)	26 (10.7%)	2 (0.2%)	3.27
The organization makes it easy for me to relate well with my colleagues	73 (30.0%)	139 (57.2%)	29 (11.9%)	2 (0.8%)	3.16
I have psychological attachment to the organization	20 (8.2%)	157 (64.6%)	58 (23.9%)	8 (3.3%)	2.78
The organization encourages me on attitudinal change for my development	36 (14.8%)	141 (58.0%)	63 (25.9%)	3 (1.2%)	2.86
<b>Weighted Mean</b>					<b>3.02</b>

Source: Field Survey (2022)

According to results in Table 4.6, 39.5% of respondents strongly agree that they have good human relation with their superior, 49.0% agree, 10.7% disagree, and 0.2% strongly disagree. On average, respondents indicated that they have good human relation with their superior has a mean of 3.27. Results also indicated that 30.0% of respondents strongly agree that the organization makes it easy for them to relate well with their colleagues, 57.2% agree, 11.9% disagree, and 0.8% strongly disagree. On average, the respondents indicated that the

organization makes it easy for them to relate well with their colleagues has a mean of 3.16. Results also indicated that 8.2% of the respondents strongly agree that they have psychological attachment to the organization, 64.6% agree, 23.9% disagree, and 3.3% strongly disagree. On average, the respondents indicated that they have psychological attachment to the organization has a mean of 2.78. Results also indicated that 14.8% of the respondents strongly agree that the organization encourages them on attitudinal change for their development, 58.0% agree, 25.9% disagree, and 1.2% strongly disagree. On average, the respondents indicated that the organization encourages them on attitudinal change for their development has a mean of 2.86. The grand mean for behavioural anchored rating scale is 3.02 which indicate that on average, respondents agreed with most of the statements on the high scale as it relates to how behavioural anchored rating scale is an appropriate measure of performance evaluation.

**Table 4.7: Descriptive Analysis of Responses on Employee Job Satisfaction**

<b>Employee Satisfaction</b>	<b>Job</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>
I always imagine working at a different place	47 (19.3%)	84 (34.6%)	83 (34.2%)	29 (11.9%)	2.61	
I often think of giving up the present job	13 (5.3%)	64 (26.3%)	112 (46.1%)	54 (22.2%)	2.15	
I feel I am overworked most of the time	12 (4.9%)	82 (33.7%)	103 (42.4%)	88 (36.2%)	2.25	
I am motivated to go to work most of the time	26 (10.7%)	103 (42.4%)	88 (36.2%)	26 (10.7%)	2.53	
I always speak positive about the organization to people	61 (25.1%)	112 (46.1%)	62 (25.5%)	8 (3.3%)	2.93	
<b>Weighted Mean</b>					<b>2.49</b>	

Source: Field Survey (2022)

According to results in Table 4.7, 19.3% of respondents strongly agree that they always imagine working at a different place, 34.6% agree, 34.2% disagree, and 11.9% strongly disagree. On average, the respondents indicated that they always imagine working at a different place has a mean of 2.61. Results also indicated that 5.3% of respondents strongly agree that they often think of giving up the present job, 26.3% agree, 46.1% disagree, and 22.2% strongly disagree. On average, the respondents indicated that they often think of giving up the present job has a mean of 2.15. Results also indicated that 4.9% of the respondents strongly agree that they feel they are overworked most of the time, 33.7% agree, 42.4% disagree, and 36.2% strongly disagree. On average, the respondents indicated that they feel they are overworked most of the time has a mean of 2.25.

Results also indicated that 10.7% of the respondents strongly agree that they are motivated to go to work most of the time, 42.4% agree, 36.2% disagree, and 10.7% strongly disagree. On average, the respondents indicated that they are motivated to go to work most of the time has a mean of 2.53. Results also indicated that 25.1% of the respondents strongly agree that they always speak positive about the organization to people, 46.1% agree, 25.5% disagree, and 3.3% strongly disagree. On average, the respondents indicated that they always speak positive about the organization to people has a mean of 2.93. The grand mean for employee job satisfaction is 2.49 which, indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how employee job satisfaction is an appropriate measure of employee behavioural outcomes.

Relating results in tables 4.3, 4.4, 4.5, 4.6, and 4.7 together, the performance evaluation component (APER Method, Management by Objective, 360-Degree Feedback Method, and Behavioural Anchored Rating Scale) have varying patterns of increase with employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria. The findings reveal that Citizenship and Leadership Training Centre in Nigeria are found to adopt the APER

Method, Management By Objective, 360-Degree Feedback Method, and Behavioural Anchored Rating Scale. Likewise, there is evidence to substantiate employee job satisfaction for the Citizenship and Leadership Training Centre investigated. The descriptive analysis for each of the performance evaluation component and employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria was at a moderately high level. Nonetheless, reasonable efforts in strategies can be put in place to improve these results. Consequent on these findings mentioned above, it suggests that performance evaluation components may influence employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria. This provided response to research question one and create the basis for the achievement of first objective of this study.

**Table 4.8: Descriptive Analysis of Responses on Employee Turnover Intention**

<b>Employee Turnover Intention</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>
I will quit this job sometimes in future	32 (13.2%)	75 (30.9%)	82 (33.7%)	54 (22.2%)	2.35
I am currently looking for another job with better opportunities	23 (9.5%)	61 (25.1%)	95 (39.1%)	64 (26.3%)	2.18
I do not feel motivated about this organization	10 (4.1%)	66 (27.2%)	117 (48.1%)	50 (20.6%)	2.15
Where opportunity is available, I will leave my present job	54 (22.2%)	83 (34.2%)	67 (27.6%)	39 (16.0%)	2.63
I often dream about a new job	41 (16.9%)	81 (33.3%)	88 (36.2%)	33 (13.6%)	2.53
<b>Weighted Mean</b>					<b>2.37</b>

Source: Field Survey (2022)

According to results in Table 4.8, 13.2% of respondents strongly agree that they will quit the job sometimes in future, 30.9% agree, 33.7% disagree, and 22.2% strongly disagree. On average, respondents indicated that they will quit the job sometimes in future has a mean of 2.35. Results also indicated that 9.5% of respondents strongly agree that they are currently looking for another job with better opportunities, 25.1% agree, 39.1% disagree, and 26.3% strongly disagree. On average, the respondents indicated that they are currently looking for another job with better opportunities has a mean of 2.18. Results also indicated that 4.1% of the respondents strongly agree that they do not feel motivated about the organization, 27.2% agree, 48.1% disagree, and 20.6% strongly disagree. On average, the respondents indicated that they do not feel motivated about the organization has a mean of 2.15.

Results also indicated that 22.2% of the respondents strongly agree that they will leave their present job when opportunity is available, 34.2% agree, 27.6% disagree, and 16.0% strongly disagree. On average, the respondents indicated that they will leave their present job when opportunity is available has a mean of 2.63. Results also indicated that 16.9% of the respondents strongly agree that they often dream about a new job, 33.3% agree, 36.2% disagree, and 13.6% strongly disagree. On average, the respondents indicated that they often dream about a new job has a mean of 2.53. The grand mean for employee turnover intention is 2.37 which, indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how employee turnover intention is an appropriate measure of employee behavioural outcomes.

Relating results in tables 4.3, 4.4, 4.5, 4.6, and 4.8 together, the performance evaluation component (APER Method, Management By Objective, 360-Degree Feedback Method, and Behavioural Anchored Rating Scale) have varying patterns of increase with employee turnover intention in Citizenship and Leadership Training Centre in Nigeria. The findings reveal that Citizenship and Leadership Training Centre in Nigeria are found to adopt the

APER Method, Management By Objective, 360-Degree Feedback Method, and Behavioural Anchored Rating Scale. Likewise, there is evidence to substantiate employee turnover intention in the Citizenship and Leadership Training Centre investigated. The descriptive analysis for each of the performance evaluation component and employee turnover intention in Citizenship and Leadership Training Centre in Nigeria was at a moderately high level. Nonetheless, reasonable efforts in strategies can be put in place to improve these results. Consequent on these findings mentioned above, it suggests that performance evaluation components may influence employee turnover intention in Citizenship and Leadership Training Centre in Nigeria. This provides response to research question two and create the basis for the achievement of second specific objective of this study.

**Table 4.9: Descriptive Analysis of Responses on Employee Job Commitment**

<b>Employee Job Commitment</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>
I am currently committed to my job in this organization	105 (43.2%)	114 (46.9%)	24 (9.9%)	-	3.33
I do intend to commit my time to the organization	74 (30.5%)	128 (52.7%)	36 (14.8%)	5 (2.1%)	3.12
The management encourages me to be committed to my job schedule	63 (25.9%)	109 (44.9%)	64 (26.3%)	7 (2.9%)	2.94
I am perceived as a team player	64 (26.3%)	126 (51.9%)	51 (21.0%)	2 (0.8%)	3.04
I stay in this organization because other organizations can't give me more satisfaction	31 (12.8%)	92 (37.9%)	91 (37.4%)	29 (11.9%)	2.51
<b>Grand Mean</b>					<b>2.99</b>

Source: Field Survey (2022)

According to results in Table 4.9, 43.2% of respondents strongly agree that they are currently committed to their job in the organization, 46.9% agree, and 9.9% disagree. On average, respondents indicated that they are currently committed to their job in the organization has a mean of 3.33. Results also indicated that 30.5% of respondents strongly agree that they do not intend to commit their time to the organization, 52.7% agree, 14.8% disagree, and 2.1% strongly disagree. On average, the respondents indicated that they do not intend to commit their time to the organization has a mean of 3.12. Results also indicated that 25.9% of the respondents strongly agree that the management encourages them to be committed to their job schedule, 44.4% agree, 26.3% disagree, and 2.9% strongly disagree. On average, the respondents indicated that the management encourages them to be committed to their job schedule has a mean of 2.94.

Results also indicated that 26.3% of the respondents strongly agree that they are perceived as a team player, 51.9% agree, 21.0% disagree, and 0.8% strongly disagree. On average, the respondents indicated that they are perceived as a team player has a mean of 3.04. Results also indicated that 12.8% of the respondents strongly agree that they stay in the organization because other organizations can't give them more satisfaction, 37.9% agree, 37.4% disagree, and 11.9% strongly disagree. On average, the respondents indicated that they stay in the organization because other organizations can't give them more satisfaction has a mean of 2.51. The grand mean for employee job commitment is 2.99 which indicate that on average, respondents agreed with most of the statements on the high scale as it relates to how employee job commitment is an appropriate measure of employee behavioural outcomes.

Relating results in tables 4.3, 4.4, 4.5, 4.6, and 4.9 together, the performance evaluation component (APER Method, Management By Objective, 360-Degree Feedback Method, and Behavioural Anchored Rating Scale) have varying patterns of increase with employee job commitment in Citizenship and Leadership Training Centre in Nigeria. The findings reveal

that Citizenship and Leadership Training Centre in Nigeria are found to adopt the APER Method, Management By Objective, 360-Degree Feedback Method, and Behavioural Anchored Rating Scale. Likewise, there is evidence to substantiate employee job commitment in the Citizenship and Leadership Training Centre investigated. The descriptive analysis for each of the performance evaluation component and employee job commitment in Citizenship and Leadership Training Centre in Nigeria was at a moderately high level. Nonetheless, reasonable efforts in strategies can also be put in place to improve these results. Resulting from these discussions, it suggests that performance evaluation components may influence employee job commitment in Citizenship and Leadership Training Centre in Nigeria. This provides response to research question three and create the basis for the achievement of third specific objective of this study.

**Table 4.10: Descriptive Analysis of Responses on Employee Job Performance**

<b>Employee Job Performance</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>
Values are instilled in me to keep me loyal to the organization	53 (21.8%)	133 (54.7%)	52 (21.4%)	5 (2.1%)	2.96
My quick response to official complaints enhances my job performance	61 (25.1%)	143 (58.8%)	29 (16.0%)	-	3.09
I feel I have the obligation to continue to contribute to the organization	70 (28.8%)	139 (57.2%)	29 (11.9%)	5 (2.1%)	3.13
Reduce counter-productive activities like absenteeism	70 (28.8%)	123 (50.6%)	47 (19.3%)	3 (1.2%)	3.07
Responsive to clients compliant quickly	59 (24.3%)	144 (59.3%)	39 (16.0%)	1 (0.4%)	3.07
My superiors follow-up my commitment to the organization	80 (32.9%)	107 (44.0%)	49 (20.2%)	7 (2.9%)	3.07
<b>Weighted Mean</b>					<b>3.07</b>

Source: Field Survey (2022)

According to results in Table 4.10, 21.8% of respondents strongly agree that values are instilled in them to keep them loyal to the organization, 54.7% agree, 21.4% disagree, and 2.1% strongly disagree. On average, respondents indicated that values are instilled in them to keep them loyal to the organization has a mean of 2.96. Results also indicated that 25.1% of respondents strongly agree that their quick response to official complaints enhances their job performance, 58.8% agree, and 16.0% disagree. On average, the respondents indicated that their quick response to official complaints enhances their job performance has a mean of 3.09. Results also indicated that 28.8% of the respondents strongly agree that they feel they have obligation to continue to contribute to the organization, 57.2% agree, 11.9% disagree, and

2.1% strongly disagree. On average, the respondents indicated that they feel they have obligation to continue to contribute to the organization has a mean of 3.13. Results also indicated that 28.8% of the respondents strongly agree that they reduce counter-productive activities like absenteeism, 50.6% agree, 19.3% disagree, and 1.2% strongly disagree. On average, the respondents indicated that they reduce counter-productive activities like absenteeism has a mean of 3.07.

Results also indicated that 24.3% of the respondents strongly agree that they are responsive to clients' complaint quickly, 59.3% agree, 16.0% disagree, and 0.4% strongly disagree. On average, the respondents indicated that they are responsive to clients complaint quickly has a mean of 3.07. Results also indicated that 32.9% of the respondents strongly agree that their superiors' follow-up their commitment to the organization, 44.0% agree, 20.2% disagree, and 2.9% strongly disagree. On average, the respondents indicated that their superior's follow-up their commitment to the organization has a mean of 3.07. The grand mean for employee job performance is 2.99 which, indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how employee job performance is an appropriate measure of employee behavioural outcomes.

Relating results in tables 4.3, 4.4, 4.5, 4.6, and 4.10 together, the performance evaluation component (APER Method, Management By Objective, 360-Degree Feedback Method, and Behavioural Anchored Rating Scale) have varying patterns of increase with employee job performance in Citizenship and Leadership Training Centre in Nigeria. The findings reveal that Citizenship and Leadership Training Centre in Nigeria are found to adopt the APER Method, Management By Objective, 360-Degree Feedback Method, and Behavioural Anchored Rating Scale. Likewise, there is evidence to substantiate employee job performance in the Citizenship and Leadership Training Centre investigated. The descriptive analysis for each of the performance evaluation component and employee job commitment

in Citizenship and Leadership Training Centre in Nigeria was at a moderately high level. Nonetheless, reasonable efforts can be put in place to improve these results. Resulting from these discussions, it suggests that performance evaluation components may influence employee job performance in Citizenship and Leadership Training Centre in Nigeria. This provides response to research question four and create the basis for the achievement of fourth specific objective of this study.

**Table 4.11: Descriptive Analysis of Responses on Leadership Role**

Leadership Role	SA	A	D	SD	MEAN
<b>Leadership Direction</b>					
The organization's leadership have good direction	68 (28.0%)	135 (55.6%)	37 (15.2%)	3 (1.2%)	3.10
The organization's leadership encourages me to maximize potential in line with the direction and vision	48 (19.8%)	141 (58.0%)	50 (20.6%)	4 (1.6%)	2.96
The organization's leadership encourages transformational agenda	53 (21.8%)	131 (53.9%)	56 (23.0%)	3 (1.2%)	2.96
The organization's leadership create the avenue for employees to see clarification on management directives	42 (17.3%)	158 (65.0%)	42 (17.3%)	1 (0.4%)	2.99
The organization's leadership understand the dynamics of the environment in which it operates	54 (22.2%)	147 (60.5%)	39 (16.0%)	3 (1.2%)	3.04
<b>Corporate Communication</b>					
Organization's leadership periodic meetings to provide directions on management plans	77 (31.7%)	123 (50.6%)	43 (17.7%)	-	3.14
Organization's leadership create effective communication channel for me	45 (18.5%)	153 (63.0%)	45 (18.5%)	-	3.00

I have a sense of personal accomplishment from my work through effective communication	57 (23.5%)	143 (58.8%)	40 (16.5%)	3 (1.2%)	3.05
Organization's leadership communicate effectively with me	45 (18.5%)	137 (56.4%)	61 (25.1%)	-	2.93
<b>Motivation</b>					
Organization's leadership inspires me as an employee	46 (18.9%)	125 (51.4%)	64 (26.3%)	8 (3.3%)	2.86
I feel motivated to work in this organization	53 (21.8%)	117 (48.1%)	59 (24.3%)	14 (5.8%)	2.86
Leadership roles have effect on my job performance	50 (20.6%)	138 (56.8%)	51 (21.0%)	4 (1.6%)	2.96
The organization's leadership motivates me to be a team player	45 (18.5%)	127 (52.3%)	67 (27.6%)	4 (1.6%)	2.88
I feel inspired to communicate with people about this organization	48 (19.8%)	134 (55.1%)	52 (21.4%)	9 (3.7%)	2.91
<b>Grand Mean</b>					<b>2.97</b>

Source: Field Survey (2022)

According to results in Table 4.11, 28.0% of respondents strongly agree that the organization's leadership have good direction, 55.6% agree, 15.2% disagree, and 1.2% strongly disagree. On average, the respondents indicated that the organization's leadership have good direction has a mean of 3.10. Results also indicated that 19.8% of respondents strongly agree that the organization's leadership encourages me to maximize potential in line with the direction and vision, 58.0% agree, 20.6% disagree, and 1.6% strongly disagree. On average, the respondents indicated that the organization's leadership encourages me to maximize potential in line with the direction and vision has a mean of 2.96. Results also indicated that 21.8% of the respondents strongly agree that the organization's leadership encourages transformational agenda, 53.9% agree, 23.0% disagree, and 1.2% strongly disagree. On average, the respondents indicated that the organization's leadership encourages transformational agenda has a mean of 2.96. Results also indicated that 17.3% of

the respondents strongly agree that the organization's leadership create the avenue for employees to see clarification on management directives, 65.0% agree, 17.3% disagree, and 0.4% strongly disagree. On average, the respondents indicated that the organization's leadership creates the avenue for employees to see clarification on management directives has a mean of 2.99. Results also indicated that 22.2% of the respondents strongly agree that the organization's leadership understand the dynamics of the environment in which it operates, 60.5% agree, 16.0% disagree, and 1.2% strongly disagree. On average, the respondents indicated that the organization's leadership understands the dynamics of the environment in which they operates has a mean of 3.04.

According to results in Table 4.11, 31.7% of respondents strongly agree that organization's leadership periodic meetings to provide directions on management plans, 50.6% agree, and 17.7% disagree. On average, respondents indicated that organization's leadership periodic meetings to provide directions on management plans have a mean of 3.14. Results also indicated that 18.5% of respondents strongly agree that organization's leadership create effective communication channel for them, 63.0% agree, and 18.5% disagree. On average, the respondents indicated that organization's leadership create effective communication channel for them has a mean of 3.00. Results also indicated that 23.5% of the respondents strongly agree that they have good sense of personal accomplishment from their work through effective communication, 58.8% agree, 16.5% disagree, and 1.2% strongly disagree. On average, the respondents indicated that they have good sense of personal accomplishment from their work through effective communication has a mean of 3.05. Results also indicated that 18.5% of the respondents strongly agree that the organization's leadership communicate effectively with them, 56.4% agree, and 25.1% disagree. On average, the respondents indicated that the organization's leadership communicate effectively with them has a mean of 2.93.

According to results in Table 4.11, 18.9% of respondents strongly agree that the organization's leadership inspires them as an employee, 51.4% agree, 26.3% disagree, and 3.3% strongly disagree. On average, respondents indicated that the organization's leadership inspires them as an employee has a mean of 2.86. Results also indicated that 21.8% of respondents strongly agree that they feel motivated to work in this organization, 48.1% agree, 24.3% disagree, and 5.8% strongly disagree. On average, the respondents indicated that they feel motivated to work in this organization has a mean of 2.86. Results also indicated that 20.6% of the respondents strongly agree that leadership roles have effect on their job, 56.8% agree, 21.0% disagree, and 1.6% strongly disagree. On average, the respondents indicated that leadership roles have effect on their job performance has a mean of 2.96.

Results also indicated that 18.5% of the respondents strongly agree that the organization's leadership motivates them to be a team player, 52.3% agree, 27.6% disagree, and 1.6% strongly disagree. On average, the respondents indicated that the organization's leadership motivates them to be a team player has a mean of 2.88. Results also indicated that 19.8% of the respondents strongly agree that they feel inspired to communicate with people about the organization, 55.1% agree, 21.4% disagree, and 3.7% strongly disagree. On average, the respondents indicated that they feel inspired to communicate with people about the organization has a mean of 2.91. The grand mean for leadership role is 2.97 which indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how leadership direction, corporate communication, and motivation are appropriate leadership role within an organisation.

Relating results in tables 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, and 4.11 together, the performance evaluation component (APER Method, Management By Objective, 360-Degree Feedback Method, and Behavioural Anchored Rating Scale) have varying patterns of increase with employee behavioural outcomes (satisfaction, intention to leave, commitment,

performance) and leadership roles in Citizenship and Leadership Training Centre in Nigeria. The findings reveal that Citizenship and Leadership Training Centre in Nigeria are found to adopt the APER Method, Management By Objective, 360-Degree Feedback Method, and Behavioural Anchored Rating Scale. Likewise, there is evidence to substantiate employee behavioral outcome and leadership role in the Citizenship and Leadership Training Centre investigated. The descriptive analysis for the performance evaluation components, employee behavioral outcome, and leadership role in Citizenship and Leadership Training Centre in Nigeria was at a moderately high level. However, management can put in place appropriate measures to improve these results. Resulting from these discussions, it suggests that the influence of performance evaluation on employee behavioural outcome may or may not be mediated by leadership role in Citizenship and Leadership Training Centre in Nigeria. This provides response to research question five and create the basis for the achievement of fifth specific objective of this study.

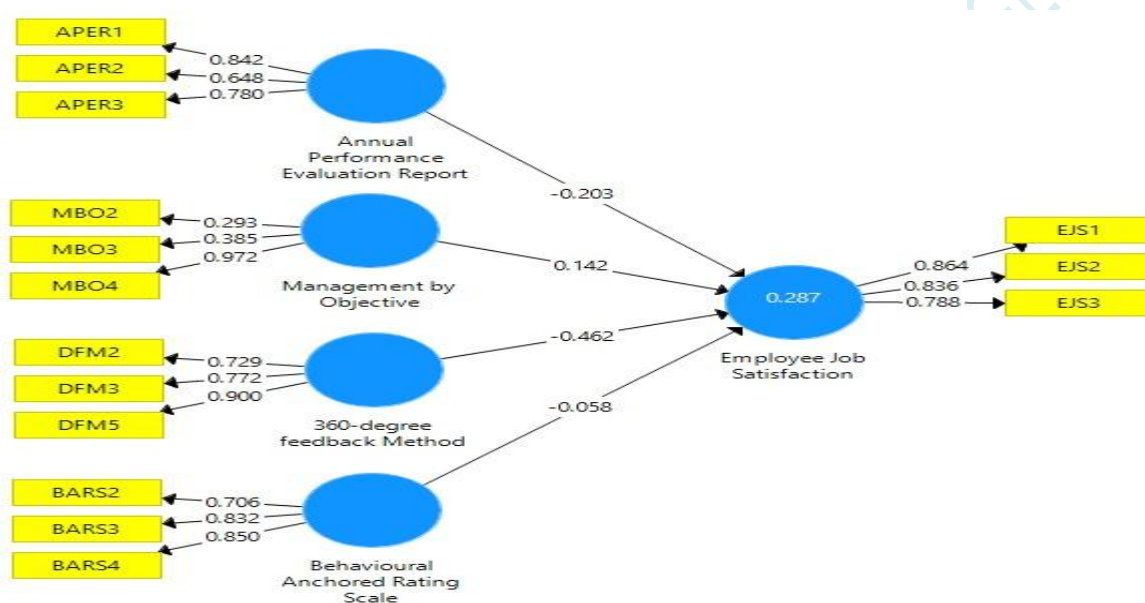
#### **4.2.2 Presentation of Test of Hypotheses**

**Hypothesis One:** Performance Evaluation components have no significant effect on employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria.

To test the null hypothesis one, Partial Least Square-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version 3.3.9. The study used the PLS algorithm's command which is appropriate for predicting effect, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to confirm the predictive relevance of the model. The choice of PLS-SEM (via SmartPLS) is because it is a more advanced multivariate analytical technique which offers more strict and robust analysis compared with the outcomes of SPSS<sup>1</sup>.

The independent variable performance evaluation includes sub-measures such as annual performance evaluation report, management by objective, 360-degree feedback method, and

behavioural anchored rating scale while employee job satisfaction constitutes the dependent variable. Data from two hundred and forty-three (243) respondents were collated for the analysis. The result of the PLS-SEM is presented in three models (see figure 1, 2 & 3) and a table (see table 4.12). Figure 1 shows the path analysis, figure 2 shows the t value which confirm the significance of the path analysis and figure 3 shows the Q<sup>2</sup> which established the predictive relevance of the structural model. The table 4.12 provides a tabular summary of the information in figure 1 and 2.



**Figure 1. Path Analysis for Hypothesis One**

**Source: Researcher's Computation via SmartPLS V3.3.9**

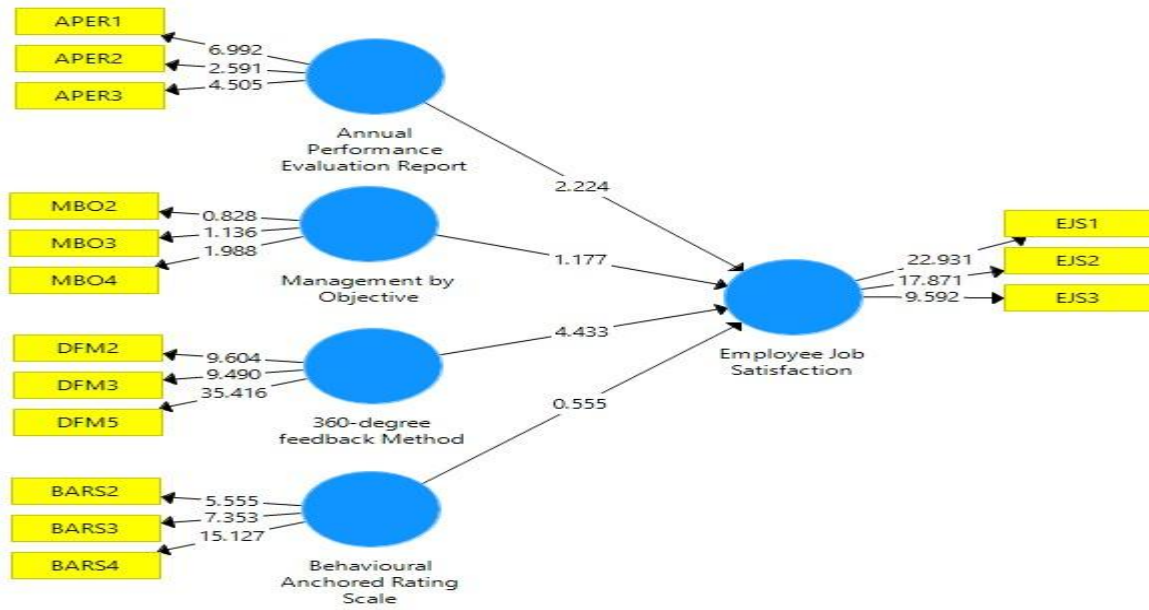


Figure 2. T-Statistics for Hypothesis One

Source: Researcher's Computation via SmartPLS V3.3.9

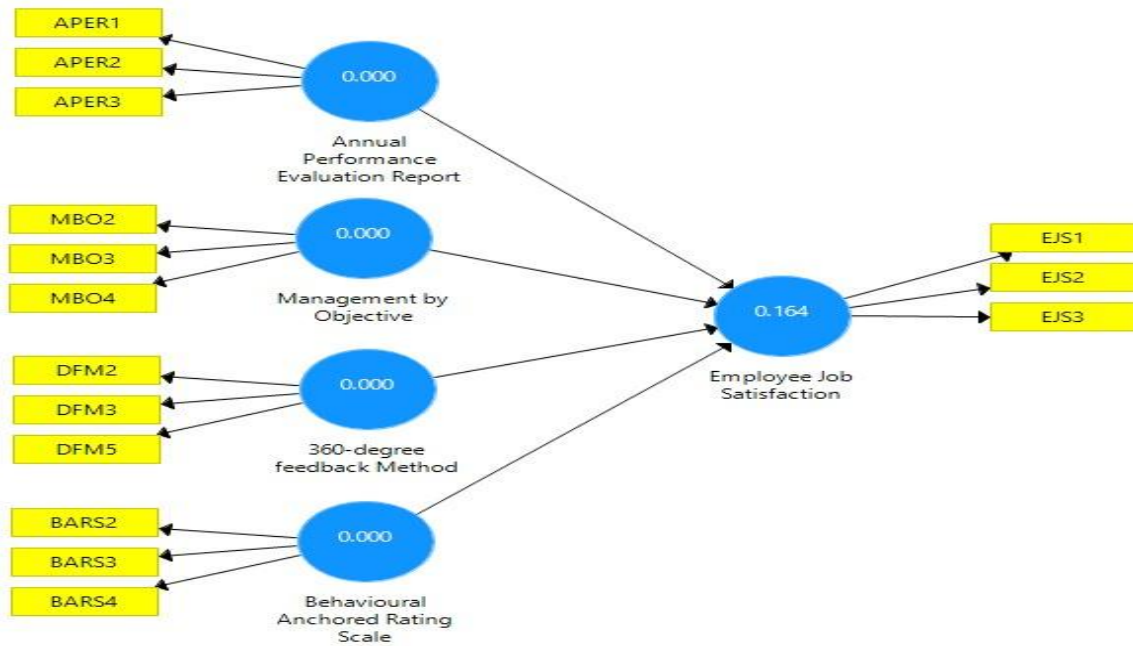


Figure 3. Q<sup>2</sup> Statistics for Hypothesis One

Source: Researcher's Computation via SmartPLS V3.3.9

**Tables 4.12: Summary of multiple regression analysis for the effect of performance evaluation components on employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria using PLS-SEM**

	Original Sample (o) Unstandardized Beta	t	Sig.	R <sup>2</sup>	Adj. R <sup>2</sup>	Sig.	Q <sup>2</sup>
				0.287	0.254	0.000	0.164
360-DFM → Employee job satisfaction	-0.462	4.433	0.000				
APER → Employee job satisfaction	-0.203	2.224	0.027				
BAR → Employee job satisfaction	0.058	0.555	0.579				
MBO → Employee job satisfaction	0.142	1.177	0.622				

Dependent Variable: Employee job satisfaction, Predictors: Performance Evaluation: 360-DFM, APER, BAR, and MBO.

Source: Researcher's Result via SmartPLS version 3.3.9 (2022)

Figure 1, 2, and 3 presents the results of PLS-SEM analysis for the effect of performance evaluation components on employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria. The Adjusted R<sup>2</sup> was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination (*Adj R<sup>2</sup>*) of 0.254 showed that performance evaluation components explained 25.4% of the variation in employee job satisfaction of SMEs under study while the remaining 74.6% variation in employee job satisfaction is explained by other exogenous variable different from performance evaluation components considered in this study and the effect is statistically significant at 95% confidence interval.

The path coefficient of each performance evaluation components (annual performance evaluation report, management by objective, 360-degree feedback method, and behavioural anchored rating scale) represents the coefficient of determination ( $\beta$ ) which shows the

relative effect of each performance evaluation components on employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria. The PLS-SEM results in fig. 1, 2, and 3 revealed that at 95% confidence level, 360-degree feedback method ( $\beta = -0.462$ ,  $t = 4.433$ ) and annual performance evaluation report ( $\beta = -0.203$ ,  $t = 2.224$ ) are significant however, management by objective ( $\beta = 0.142$ ,  $t = 1.177$ ), and behavioural anchored rating scale ( $\beta = 0.058$ ,  $t = 0.555$ ) are statistically insignificant. This result shows that; while the relative effect of 360-degree feedback method and annual performance evaluation report and their corresponding t-value greater than the threshold of 1.96 suggesting a statistically significant relative effect. However, the relative effect of management by objective and behavioural anchored rating scale has a t-value below the acceptable threshold of 1.96 to suggest that the relative effect is statistically insignificant.

The result also indicates that taking all other independent variables at zero, a unit change in 360-degree feedback method will lead to 0.462 decrease in employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria given that all other factors are held constant. Also, taking all other independent variables at zero, a unit change in annual performance evaluation report will lead to a 0.203 decrease in employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria given that all other factors are held constant.

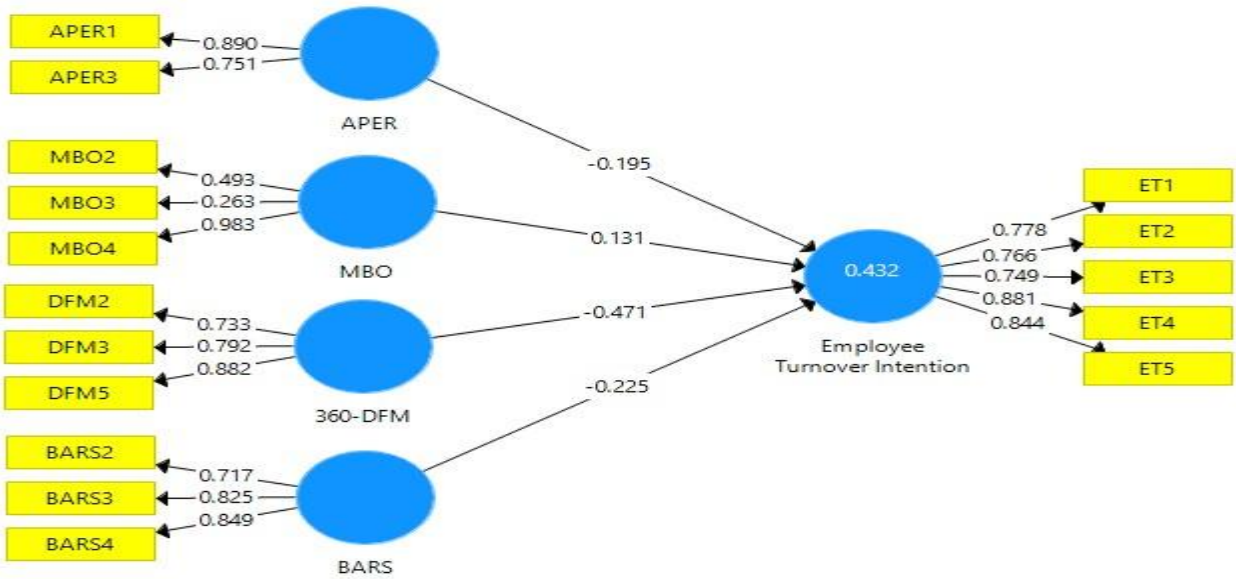
Overall, from the results, annual performance evaluation report had the least negative relative effect on employee job satisfaction, followed by 360-degree feedback method with a coefficient of 0.462 and 0.203 respectfully. Given these PLS-SEM predictive results in table 4.12 ( $Adj R^2 = 0.254$ ;  $p = 0.000$ ,  $Q^2 = 0.164$ ), this study can conclude that performance evaluation significantly affects employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria hence, the study rejects the null hypothesis one ( $H_01$ ) which

states that performance evaluation components have no significant effect on employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria.

**Hypothesis Two:** Performance evaluation components have no significant effect on employee turnover intention in Citizenship and Leadership Training Centre in Nigeria.

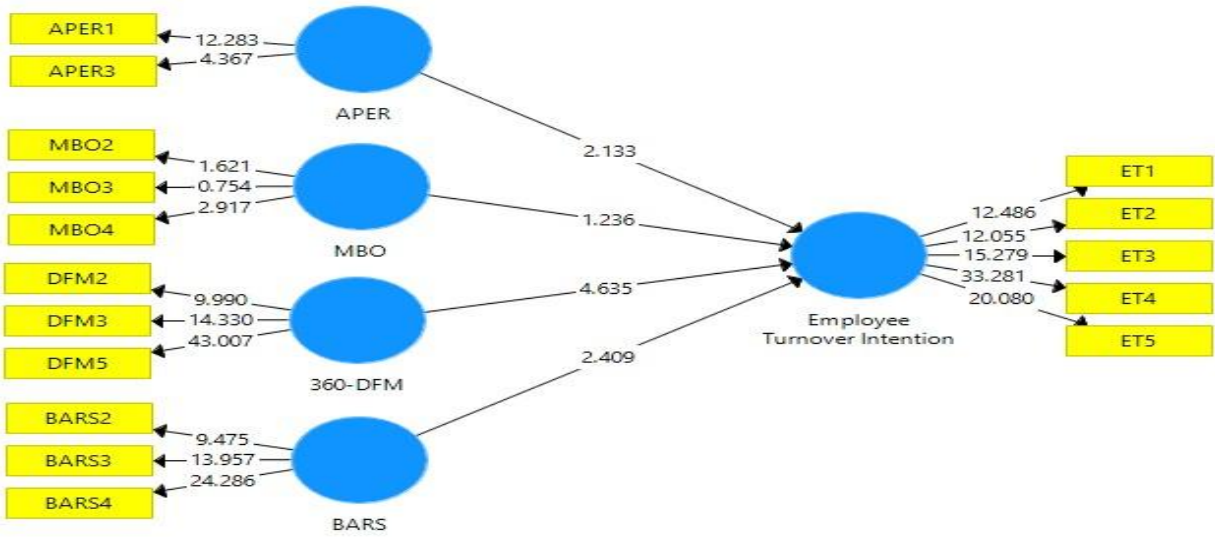
To test the null hypothesis one, Partial Least Square-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version 3.3.9. The study used the PLS algorithm's command which is appropriate for predicting effect, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to confirm the predictive relevance of the model. The choice of PLS-SEM (via SmartPLS) is because it is a more advanced multivariate analytical technique which offers more strict and robust analysis compared with the outcomes of SPSS<sup>2</sup>.

The independent variable performance evaluation includes sub-measures such as annual performance evaluation report, management by objective, 360-degree feedback method, and behavioural anchored rating scale while employee turnover intention constitutes the dependent variable. Data from two hundred and forty-three (243) respondents were collated for the analysis. The result of the PLS-SEM is presented in three models (see figure 4, 5 & 6) and a table (see table 4.13). Figure 4 shows the path analysis, figure 5 shows the t value which confirm the significance of the path analysis and figure 6 shows the Q<sup>2</sup> which established the predictive relevance of the structural model. The table 4.13 provides a tabular summary of the information in figure 4 and 5.



**Figure 4. Path Analysis for Hypothesis Two**

Source: Researcher's Computation via SmartPLS V3.3.9



**Figure 5. T-Statistics for Hypothesis Two**

Source: Researcher's Computation via SmartPLS V3.3.9

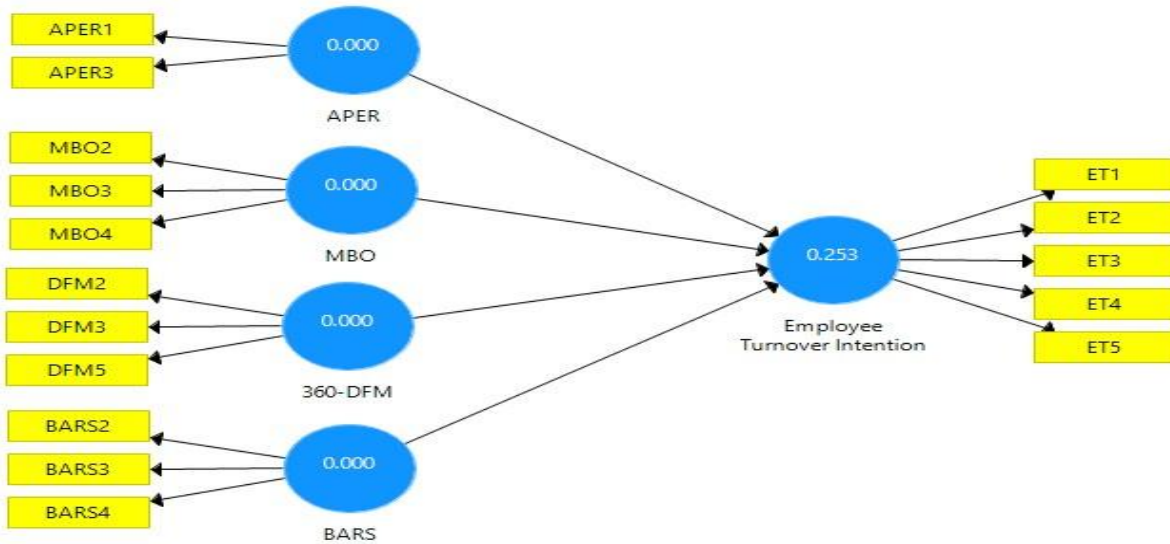


Figure 6. Q<sup>2</sup> Statistics for Hypothesis Two

Source: Researcher's Computation via SmartPLS V3.3.9

Tables 4.13: Summary of multiple regression analysis for the effect of performance evaluation on employee turnover intention in Citizenship and Leadership Training Centre in Nigeria using PLS-SEM

Path Description	Original sample (o)	t	Sig.	R <sup>2</sup>	Adj. R <sup>2</sup>	Sig.	Q <sup>2</sup>
	Unstandardized Beta						
				0.432	0.406	0.000	0.253
360-DFM → Employee turnover intention	0.471	4.635	0.000				
APER → Employee turnover intention	0.195	2.133	0.033				
BAR → Employee turnover intention	0.225	2.409	0.016				
MBO → Employee turnover intention	0.131	1.236	0.217				

Dependent Variable: Employee turnover intention, Predictors: Performance Evaluation: 360DFM, APER, BAR, and MBO.

Source: Researcher's Result via SmartPLS version 3.3.9 (2022)

Figure 4, 5, and 6 presents the results of PLS-SEM analysis for the effect of performance evaluation components on employee turnover intention in Citizenship and Leadership Training Centre in Nigeria. The Adjusted  $R^2$  was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination ( $Adj R^2$ ) of 0.406 showed that performance evaluation components explained 40.6% of the variation in employee turnover intention of organisation under study while the remaining 59.4% variation in employee turnover intention is explained by other external factors different from performance evaluation components considered in this study and the effect is statistically significant at 95% confidence interval.

The path coefficient of each performance evaluation components (annual performance evaluation report, management by objective, 360-degree feedback method, and behavioural anchored rating scale) represents the coefficient of determination ( $\beta$ ) which shows the relative effect of each performance evaluation components on employee turnover intention in Citizenship and Leadership Training Centre in Nigeria. The PLS-SEM results in fig. 4, 5, and 6 revealed that at 95% confidence level, 360-degree feedback method ( $\beta = 0.471$ ,  $t = 4.653$ ), annual performance evaluation report ( $\beta = 0.195$ ,  $t = 2.133$ ), and behavioural anchored rating scale ( $\beta = 0.225$ ,  $t = 2.409$ ) are significant however, management by objective ( $\beta = \beta = 0.131$ ,  $t = 1.236$ ), are statistically insignificant. This result shows that; while the relative effect of 360-degree feedback method, annual performance evaluation report, and behavioural anchored rating scale and their corresponding t-value greater than the threshold of 1.96 suggesting a statistically significant relative effect. However, the relative effect of management by objective has a t-value below the acceptable threshold of 1.96 to suggest that the relative effect is statistically insignificant.

The result also indicates that taking all other independent variables at zero, a unit change in 360-degree feedback method will lead to 0.471 increase in employee turnover intention in Citizenship and Leadership Training Centre in Nigeria given that all other factors are held constant. Also, taking all other independent variables at zero, a unit change in annual performance evaluation report will lead to a 0.195 increase in employee turnover intention in Citizenship and Leadership Training Centre in Nigeria given that all other factors are held constant. Also, taking all other independent variables at zero, a unit change in behavioural anchored rating scale will lead to a 0.225 increase in employee turnover intention in Citizenship and Leadership Training Centre in Nigeria given that all other factors are held constant.

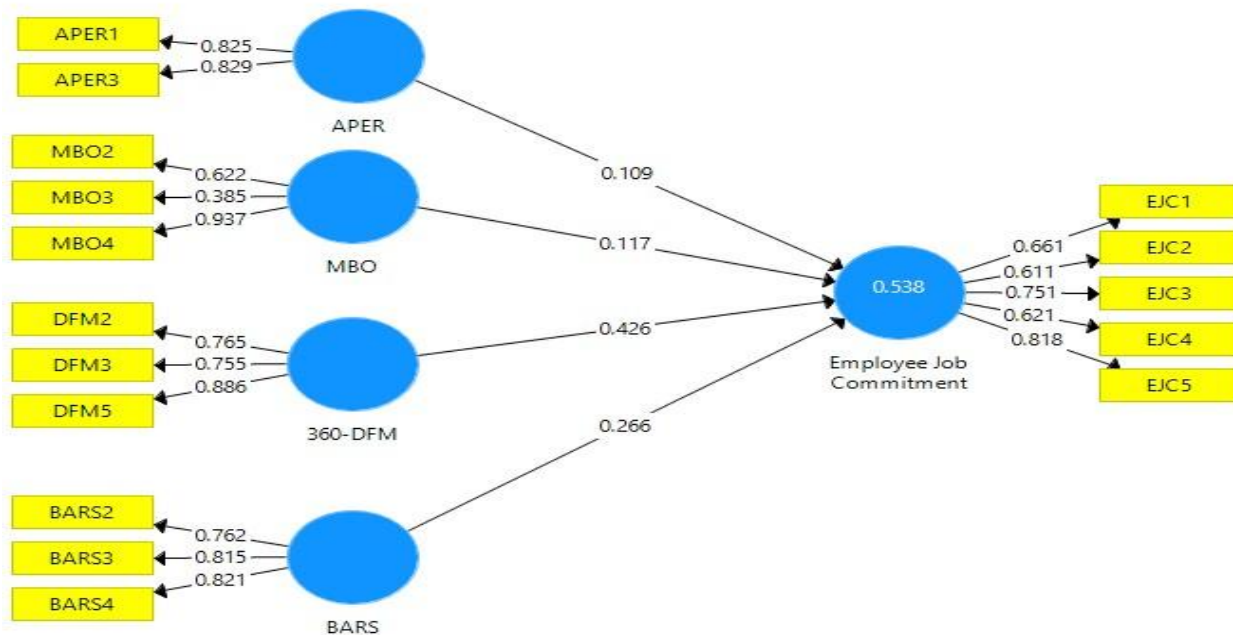
Overall, from the results, 360-degree feedback method had the highest relative effect on employee turnover intention, followed by behavioural anchored rating scale and the least annual performance evaluation report with a coefficient of 0.471, 0.225 and 0.195 respectfully. Given these PLS-SEM predictive results in table 4.13 ( $Adj R^2=0.406$ ;  $p=0.000$ ,  $Q^2 =0.253$ ), this study can conclude that performance evaluation significantly affects employee turnover intention in Citizenship and Leadership Training Centre in Nigeria hence, the study rejects the null hypothesis two ( $H_{02}$ ) which states that performance evaluation components have no significant effect on employee turnover intention in Citizenship and Leadership Training Centre in Nigeria.

**Hypothesis Three:** Performance evaluation components have no significant effect on employee job commitment in Citizenship and Leadership Training Centre in Nigeria.

To test the null hypothesis three, Partial Least Square-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version 3.3.9. The study used the PLS algorithm's command which is appropriate for predicting effect, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to confirm the

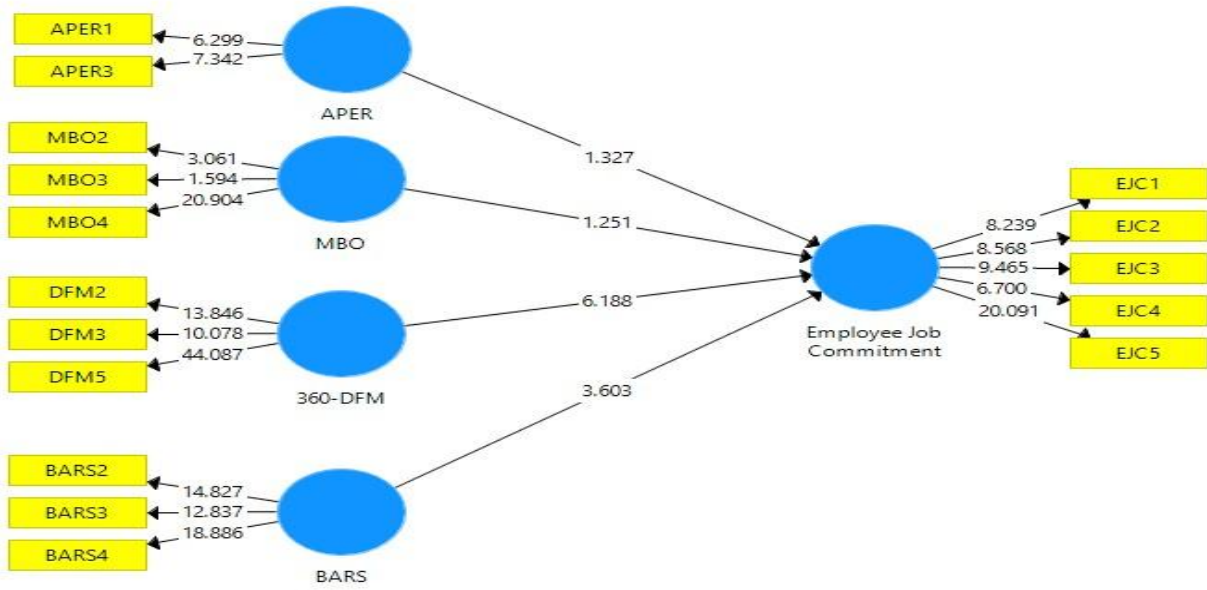
predictive relevance of the model. The choice of PLS-SEM (via SmartPLS) is because it is a more advanced multivariate analytical technique which offers more strict and robust analysis compared with the outcomes of SPSS.

The independent variable performance evaluation includes sub-measures such as annual performance evaluation report, management by objective, 360-degree feedback method, and behavioural anchored rating scale while employee job commitment constitutes the dependent variable. Data from two hundred and forty-three (243) respondents were collated for the analysis. The result of the PLS-SEM is presented in three models (see figure 7, 8, & 9) and a table (see table 4.14). Figure 7 shows the path analysis, figure 8 shows the t value which confirm the significance of the path analysis and figure 9 shows the Q<sup>2</sup> which established the predictive relevance of the structural model. The table 4.14 provides a tabular summary of the information in figure 7 and 8.



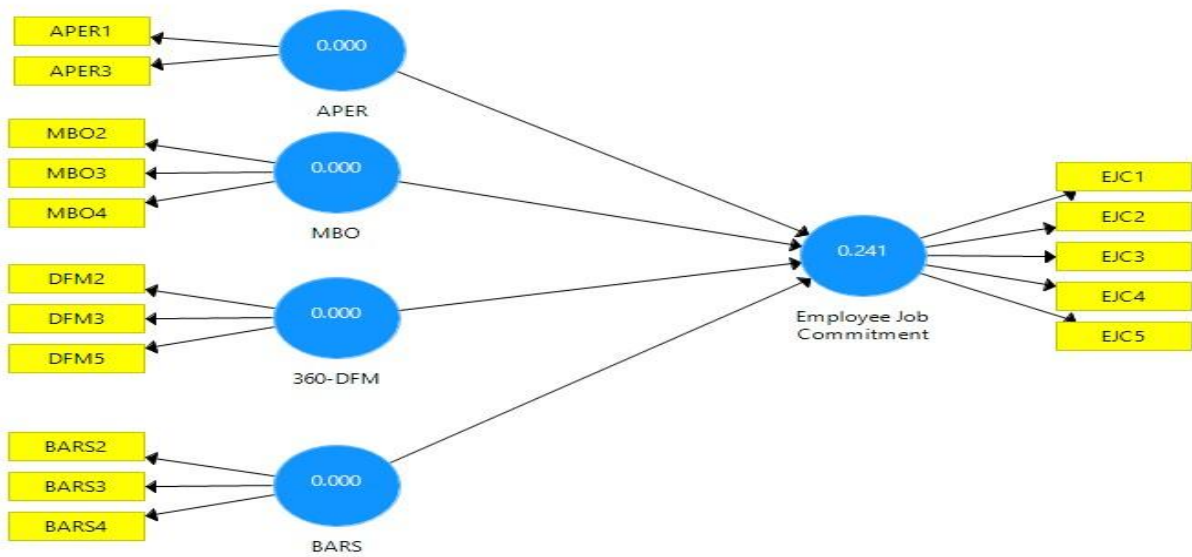
**Figure 7. Path Analysis for Hypothesis Three**

**Source: Researcher's Computation via SmartPLS V3.3.9**



**Figure 8. T-Statistics for Hypothesis Three**

Source: Researcher's Computation via SmartPLS V3.3.9



**Figure 9. Q<sup>2</sup> Statistics for Hypothesis Three**

Source: Researcher's Computation via SmartPLS V3.3.9

**Tables 4.14: Summary of multiple regression analysis for the effect of performance evaluation on employee job Commitment in Citizenship and Leadership Training Centre in Nigeria using PLS-SEM**

Path Description	Original (o) Unstandardized Beta	Sample t	Sig.	R <sup>2</sup>	Adj. R <sup>2</sup>	Sig.	Q <sup>2</sup>
				0.538	0.517	0.000	0.241
360-DFM → Employee Job Commitment	0.426	6.188	0.000				
APER → Employee Job Commitment	0.109	1.327	0.185				
BAR → Employee Commitment	0.266	3.603	0.000				
MBO → Employee Job Commitment	0.117	1.251	0.211				

Dependent Variable: Employee turnover intention, Predictors: Performance Evaluation: 360DFM, APER, BAR, and MBO.

Source: Researcher's Result via SmartPLS version 3.3.9 (2022)

Figure 7, 8, and 9 presents the results of PLS-SEM analysis for the effect of performance evaluation components on employee job commitment in Citizenship and Leadership Training Centre in Nigeria. The Adjusted R<sup>2</sup> was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination (*Adj R<sup>2</sup>*) of 0.517 showed that performance evaluation components explained 51.7% of the changes in employee job commitment of organisation under study while the remaining 48.3% variation in employee job commitment is explained by other external factors not considered in this study and the effect is statistically significant at 95% confidence interval.

The path coefficient of each performance evaluation components (annual performance evaluation report, management by objective, 360-degree feedback method, and behavioural anchored rating scale) represents the coefficient of determination ( $\beta$ ) which shows the

relative effect of each performance evaluation components on employee job commitment in Citizenship and Leadership Training Centre in Nigeria. The PLS-SEM results in fig. 7, 8, and 9 revealed that at 95% confidence level, 360-degree feedback method ( $\beta = 0.426$ ,  $t= 6.188$ ), and behavioural anchored rating scale ( $\beta = 0.266$ ,  $t= 3.603$ ) are significant however, annual performance evaluation report ( $\beta = 0.109$ ,  $t= 1.327$ ) and management by objective ( $\beta = \beta = 0.117$ ,  $t= 1.251$ ) are statistically insignificant. This result shows that; while the relative effect of 360-degree feedback method and behavioural anchored rating scale and their corresponding t-value greater than the threshold of 1.96 suggesting a statistically significant relative effect. However, the relative effect of annual performance evaluation report and management by objective has a t-value below the acceptable threshold of 1.96 to suggest that the relative effect is statistically insignificant.

The result also indicates that taking all other independent variables at zero, a unit change in 360degree feedback method will lead to 0.426 increase in employee job commitment in Citizenship and Leadership Training Centre in Nigeria given that all other factors are held constant. Also, taking all other independent variables at zero, a unit change in behavioural anchored rating scale will lead to a 0.266 increase in employee job commitment in Citizenship and Leadership Training Centre in Nigeria given that all other factors are held constant.

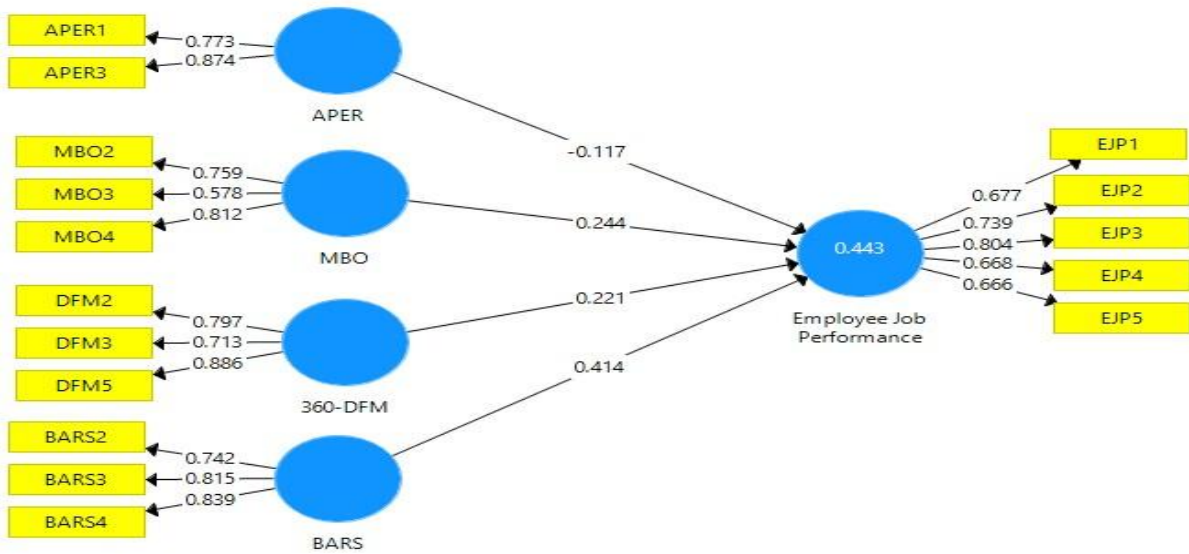
Overall, from the results, 360-degree feedback method had the highest relative effect on employee job commitment, followed by behavioural anchored rating scale with a coefficient of 0.426 and 0.266 respectfully. Given these PLS-SEM predictive results in table 4.14 ( $Adj R^2=0.517$ ;  $p=0.000$ ,  $Q^2 =0.241$ ), this study can conclude that performance evaluation significantly affects employee job commitment in Citizenship and Leadership Training Centre in Nigeria hence, the study rejects the null hypothesis three ( $H_{03}$ ) which states that

performance evaluation components have no significant effect on employee job commitment in Citizenship and Leadership Training Centre in Nigeria.

**Hypothesis Four:** Performance evaluation components have no significant effect on employee job performance in Citizenship and Leadership Training Centre in Nigeria.

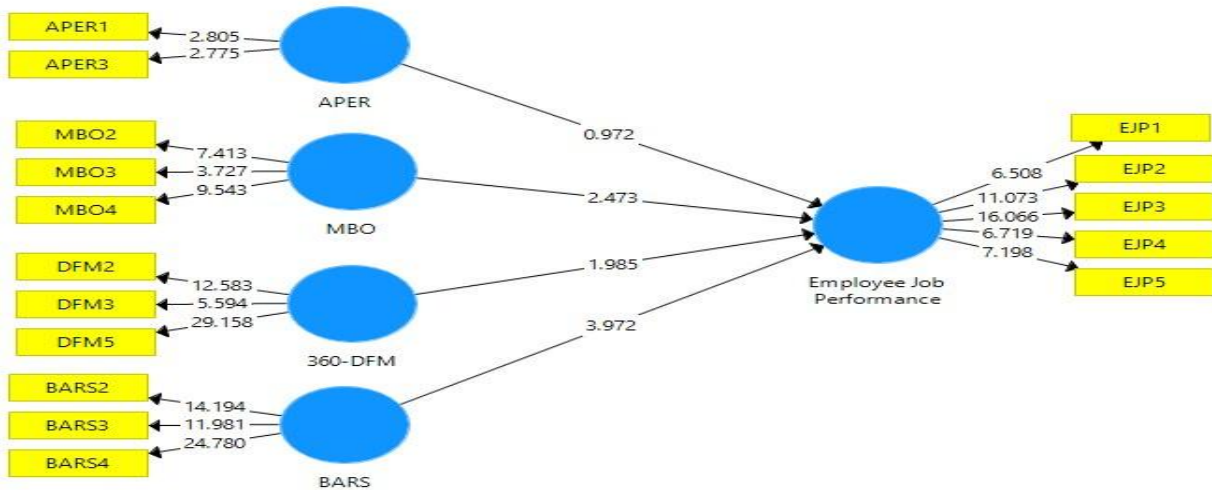
To test the null hypothesis three, Partial Least Square-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version 3.3.9. The study used the PLS algorithm's command which is appropriate for predicting effect, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to confirm the predictive relevance of the model. The choice of PLS-SEM (via SmartPLS) is because it is a more advanced multivariate analytical technique which offers more strict and robust analysis compared with the outcomes of SPSS.

The independent variable performance evaluation includes sub-measures such as annual performance evaluation report, management by objective, 360-degree feedback method, and behavioural anchored rating scale while employee job performance constitutes the dependent variable. Data from two hundred and forty-three (243) respondents were collated for the analysis. The result of the PLS-SEM is presented in three models (see figure 10, 11 & 12) and a table (see table 4.15). Figure 10 shows the path analysis; figure 11 shows the t value which confirm the significance of the path analysis and figure 12 shows the Q<sup>2</sup> which established the predictive relevance of the structural model. The table 4.15 provides a tabular summary of the information in figure 10 and 11.



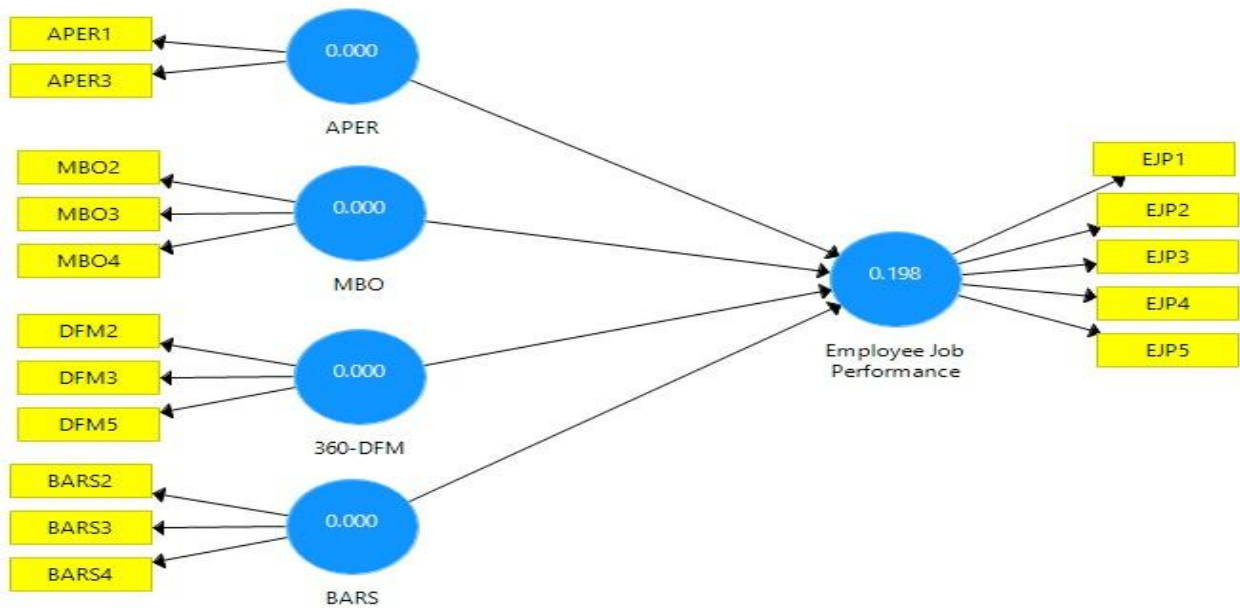
**Figure 10. Path Analysis for Hypothesis Four**

Source: Researcher's Computation via SmartPLS V3.3.9



**Figure 11. T-Statistics for Hypothesis Four**

Source: Researcher's Computation via SmartPLS V3.3.9



**Figure 12. Q<sup>2</sup> Statistics for Hypothesis Four**

Source: Researcher's Computation via SmartPLS V3.3.9

**Tables 4.15: Summary of multiple regression analysis for the effect of performance evaluation on employee job Performance in Citizenship and Leadership Training Centre in Nigeria using PLS-SEM**

Path Description	Original sample (o) Unstandardized Beta	t	Sig.	R <sup>2</sup>	Adj. R <sup>2</sup>	Sig.	Q <sup>2</sup>
				0.443	0.427	0.000	0.198
360-DFM → Employee Job Performance	0.221	1.985	0.048				
APER → Employee Job Performance	-0.117	0.972	0.331				
BAR → Employee Job Performance	0.414	3.972	0.000				
MBO → Employee Job Performance	0.244	2.473	0.014				

Dependent Variable: Employee turnover intention, Predictors: Performance Evaluation: 360DFM, APER, BAR, and MBO.

Source: Researcher's Result via SmartPLS version 3.3.9 (2022)

Figure 10, 11, and 12 presents the results of PLS-SEM analysis for the effect of performance evaluation components on employee job performance in Citizenship and Leadership Training Centre in Nigeria. The Adjusted  $R^2$  was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination ( $Adj R^2$ ) of 0.427 showed that performance evaluation components explained 42.7% of the changes in employee job performance of organisation under study while the remaining 57.3% variation in employee job performance is explained by other external factors not considered in PLS-SEM analysis in this study and the effect is statistically significant at 95% confidence interval.

The path coefficient of each performance evaluation components (annual performance evaluation report, management by objective, 360-degree feedback method, and behavioural anchored rating scale) represents the coefficient of determination ( $\beta$ ) which shows the relative effect of each performance evaluation components on employee job performance in Citizenship and Leadership Training Centre in Nigeria. The PLS-SEM results in fig. 10, 11, and 12 revealed that at 95% confidence level, 360-degree feedback method ( $\beta = 0.221$ ,  $t = 1.985$ ), behavioural anchored rating scale ( $\beta = 0.414$ ,  $t = 3.972$ ), and management by objective ( $\beta = \beta = 0.224$ ,  $t = 2.473$ ) are significant however, annual performance evaluation report ( $\beta = -0.117$ ,  $t = 0.972$ ) and are statistically insignificant. This result shows that while the relative effect of 360-degree feedback method, behavioural anchored rating scale and management by objective and their corresponding t-value greater than the threshold of 1.96 suggesting a statistically significant relative effect. However, the relative effect of annual performance evaluation report has a t-value below the acceptable threshold of 1.96 to suggest that the relative effect is statistically insignificant.

The result also indicates that taking all other independent variables at zero, a unit change in 360degree feedback method will lead to 0.221 increase in employee job performance in

Citizenship and Leadership Training Centre in Nigeria given that all other factors are held constant. Also, taking all other independent variables at zero, a unit change in behavioural anchored rating scale will lead to a 0.414 increase in employee job performance in Citizenship and Leadership Training Centre in Nigeria given that all other factors are held constant. Also, taking all other independent variables at zero, a unit change in management by objective will lead to a 0.224 increase in employee job performance in Citizenship and Leadership Training Centre in Nigeria given that all other factors are held constant.

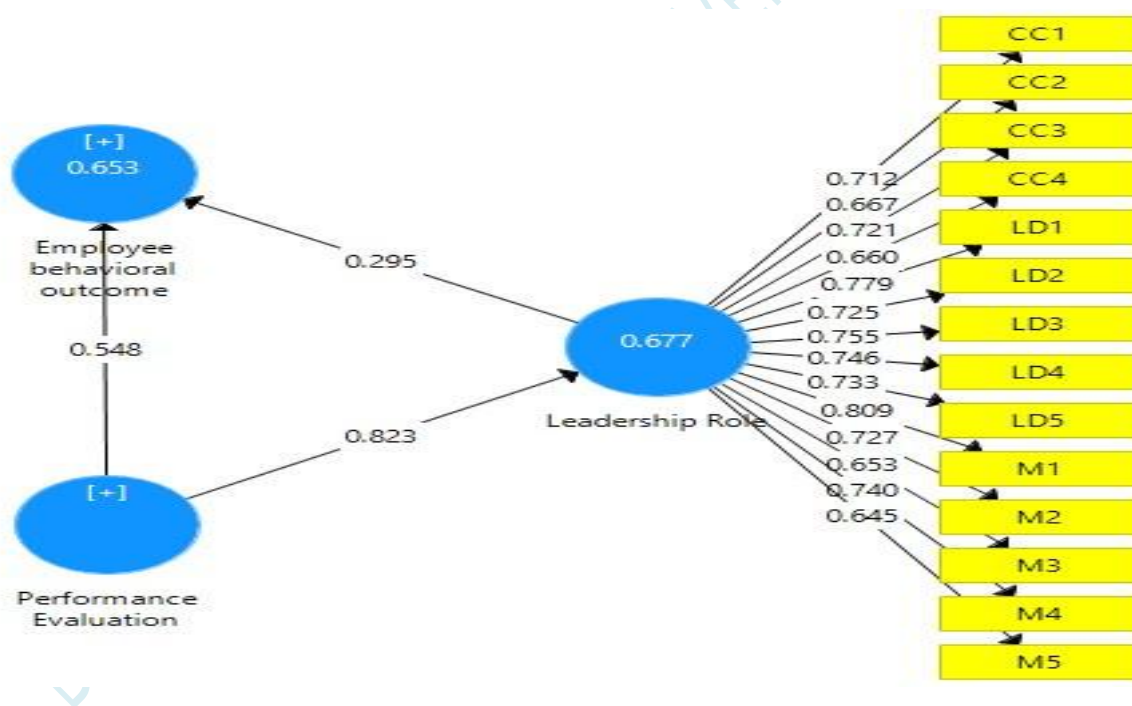
Overall, from the results, behavioural anchored rating scale had the highest relative effect on employee job performance, followed by management by objective and the least relative effect is 360-degree feedback method with a coefficient of 0.414, 0.224, and 0.221 respectfully. Given these PLS-SEM predictive results in table 4.15 ( $Adj R^2=0.427$ ;  $p=0.000$ ,  $Q^2 =0.198$ ), this study can conclude that performance evaluation significantly affects employee job performance in Citizenship and Leadership Training Centre in Nigeria hence, the study rejects the null hypothesis four ( $H_{04}$ ) which states that performance evaluation components have no significant effect on employee job performance in Citizenship and Leadership Training Centre in Nigeria.

**Hypothesis Five:** Leadership role does not significantly mediate the interaction between performance evaluation and employee behavioural outcomes in Citizenship and Leadership Training Centre in Nigeria.

To test the null hypothesis five, Partial Least Square-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version 3.3.9. The study used the PLS algorithm's command which is appropriate for predicting effect, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to confirm the predictive relevance of the model. The choice of PLS-SEM (via SmartPLS) is because it is a

more advanced multivariate analytical technique which offers more strict and robust analysis compared with the outcomes of SPSS.

The independent variable is performance evaluation, employee job performance constitutes the dependent variable and leadership role is the mediator. Data from two hundred and forty-three (243) respondents were collated for the analysis. The result of the PLS-SEM is presented in three models (see figure 13, 14 & 15) and a table (see table 4.16). Figure 13 shows the path analysis; figure 14 shows the t value which confirm the significance of the path analysis and figure 15 shows the  $Q^2$  which established the predictive relevance of the structural model. The table 4.16 provides a tabular summary of the information in figure 13 and 14.



**Figure 13. Path Analysis for Hypothesis Five**

**Source: Researcher's Computation via SmartPLS V3.3.9**

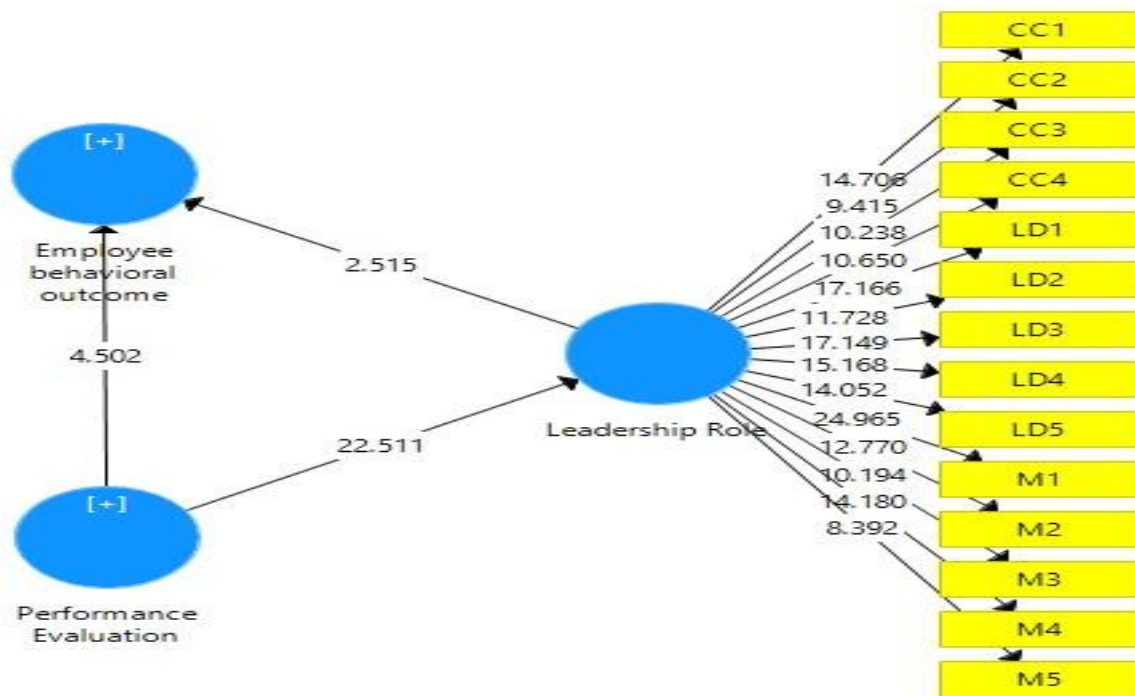


Figure 14. T-Statistics for Hypothesis Five

Source: Researcher's Computation via SmartPLS V3.3.9

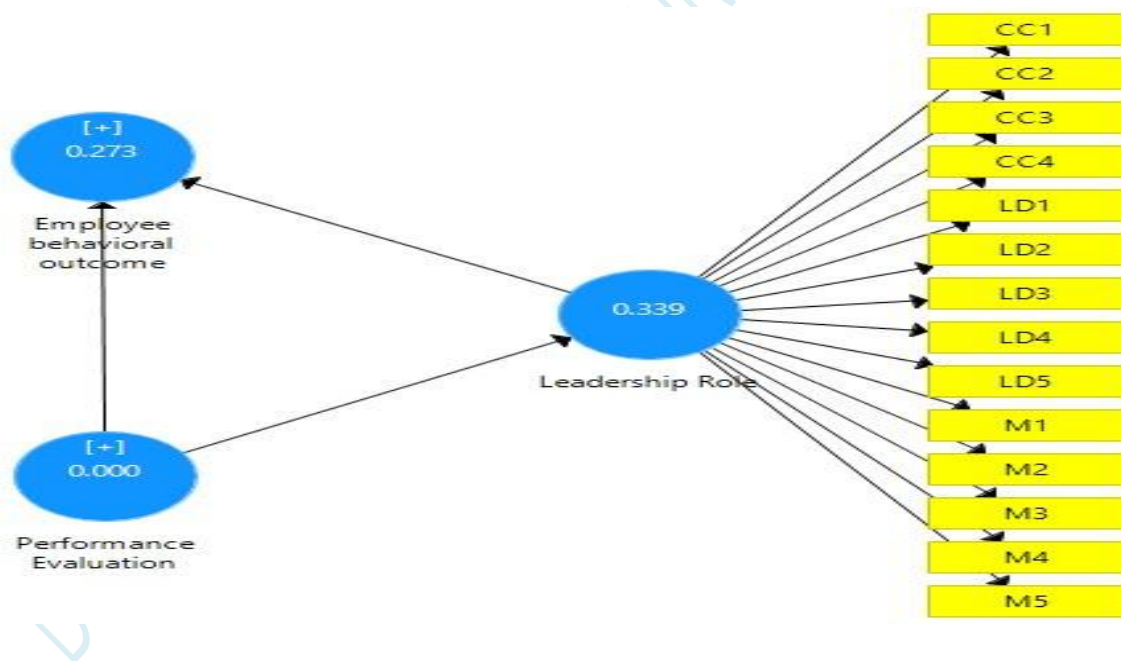


Figure 15. Q<sup>2</sup> Statistics for Hypothesis Five

Source: Researcher's Computation via SmartPLS V3.3.9

**Tables 4.16: Summary of multiple regression analysis for the mediating effect of performance evaluation on Employee Behavioural Outcome in Citizenship and Leadership Training Centre in Nigeria using PLS-SEM**

Path Description	Original sample (o) Unstandardized Beta	t	Sig.	R <sup>2</sup>	Adj. R <sup>2</sup>	Sig.	Q <sup>2</sup>
				0.538	0.517	0.000	
Leadership Role →Employee Behavioural Outcome	0.295	2.515	0.012				0.273
Performance Evaluation → Employee Behavioural Outcome	0.548	4.502	0.000				0.243
Performance Evaluation → Leadership Role	0.823	22.511	0.000				
Specific Indirect Impact							
Performance Evaluation →Leadership Role→ Employee Behavioural Outcome	0.243	2.295	0.022				

Dependent Variable: Employee Behavioural Outcome, Predictors: Performance Evaluation, Leadership Role

Source: Researcher's Result via SmartPLS version 3.3.9 (2022)

Figure 13, 14, 15 and table 4.16 presents the results of PLS-SEM analysis for the mediating effect of leadership role on the interaction between performance evaluation and employee behavioural outcomes in Citizenship and Leadership Training Centre in Nigeria. To establish the mediating effect in PLS-SEM, the study followed the preconditions prescribed by a scholar. The scholars suggested that the path coefficient (specific indirect effects) from 'performance evaluation' → 'leadership role' → 'employee behavioural outcomes' must be statistically significant<sup>3</sup>. If the effect is a full mediation, then the direct effect of performance evaluation on employee behavioural outcomes from the path analysis will be statistically

insignificant. However, if the indirect effect and the direct effects are significant from the path analysis then a partial mediation is established.

Given the above precondition, the PLS-SEM result in figure 13, 14, 15 and in Table 4.6 shows that the direct path (influence) from performance evaluation to employee behavioural outcomes in Citizenship and Leadership Training Centre in Nigeria is statistically significant ( $\beta= 0.548$ ,  $t= 22.511$ ,  $p=0.000$ ). The path from performance evaluation to leadership role is statistically significant ( $\beta= 0.823$ ,  $t=22.511$ ,  $p=0.000$ ). Lastly, the path from leadership role to employee behavioural outcomes in Citizenship and Leadership Training Centre in Nigeria is statistically significant ( $\beta= 0.295$ ,  $t= 2.515$ ,  $p=0.012$ ).

The implication of this result (in relation to the preconditions for the present of a mediation as postulated by scholars suggests that since the specific indirect effect (performance evaluation  $\rightarrow$  leadership role  $\rightarrow$  employee behavioural outcomes) is significant across all the paths (see table 4.9), then the study provides evidence to establish a partial mediating effect<sup>3</sup>. More specifically, because the direct effect of performance evaluation on employee behavioural outcomes is significant and other specific indirect path 'performance evaluation  $\rightarrow$  leadership role  $\rightarrow$  employee behavioural outcomes' is significant, hence a partial mediating effect is established. In other words, the result posits that the effect performance evaluation has on employee behavioural outcomes' is partially as a result of the leadership role in Citizenship and Leadership Training Centre in Nigeria.

On the strength of the specific indirect impact ( $\beta= 0.243$ ,  $t= 2.295$ ;  $p= 0.022$ ) and  $Q^2$  value (0.273, 0.243), this study can conclude that leadership role significantly mediate the interaction between performance evaluation and employee behavioural outcomes in Citizenship and Leadership Training Centre in Nigeria hence, the study reject the null hypothesis five ( $H_{05}$ ) which states that leadership role does not significantly mediate the

interaction between performance evaluation and employee behavioural outcomes in Citizenship and Leadership Training Centre in Nigeria.

### **4.3 Discussion of Findings**

From the findings of this study, performance evaluation significantly affects employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria, since performance evaluation cannot be undermined in any organization,

Similarly, further findings also showed that underlining the significant effect of this study, performance evaluation significantly affects employee turnover intention in the federal government agency studied in Nigeria.

From the generated results, performance evaluation significantly affects employee job commitment in federal government agency studied in Nigeria. Employee job commitment is the level of enthusiasm an employee has towards his / her tasks assigned at a work place. This is the feeling of responsibility that a person has towards the goals, mission, and vision of the organization he associated with.

Furthermore, the study also finds that performance evaluation significantly affects employee job performance in Citizenship and Leadership Training Centre in Nigeria.

From the results and analysis, this study further concludes that leadership role significantly mediates the interaction between performance evaluation and employee behavioural outcomes in the agency studied in Nigeria.

The outcome of this study is in line with the contingency theory that states that organizations seek to fit organizational characteristics to contingencies, leading to high performance. Therefore, the organization becomes shaped by the contingencies (fit) to avoid performance loss.

## Chapter Five

### Conclusion

This chapter presents and discusses the summary of findings, conclusions and provides useful recommendations, contributions to knowledge whilst also emphasizing respective implications of findings, limitations to study and suggestions for further studies.

#### 5.1 Summary of Findings

The data generated were sorted, coded, and analyzed to establish the statistical significance of the effect of performance evaluation, leadership role and employee behavioural outcome in Citizenship and Leadership Training Centre, and final acceptance of the hypotheses were made. From the interpretation of analyses of data collected and findings of the study, the following can be summed up, this study concluded that performance evaluation significantly affects employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria hence, the study rejects the null hypothesis one ( $H_{01}$ ) which states that performance evaluation components have no significant effect on employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria as the main empirical findings of this study ( $Adj R_2=0.254$ ;  $p=0.000$ ,  $Q_2=0.164$ ).

Furthermore, this study concludes that performance evaluation significantly affects employee turnover intention in Citizenship and Leadership Training Centre in Nigeria hence, the study rejects the null hypothesis two ( $H_{02}$ ) which states that performance evaluation components have no significant effect on employee turnover intention in Citizenship and Leadership Training Centre in Nigeria ( $Adj R_2=0.406$ ;  $p=0.000$ ,  $Q_2=0.253$ ).

In addition, this study concludes that performance evaluation significantly affects employee job commitment in Citizenship and Leadership Training Centre in Nigeria hence, the study rejects the null hypothesis three ( $H_{03}$ ) which states that performance evaluation components

have no significant effect on employee job commitment in Citizenship and Leadership Training Centre in Nigeria (*Adj R*<sub>2</sub>=0.517; *p*=0.000, *Q*<sub>2</sub>=0.241).

Furthermore, this study also concludes that performance evaluation significantly affects employee job performance in Citizenship and Leadership Training Centre in Nigeria hence, the study rejects the null hypothesis four (*H*<sub>04</sub>) which states that performance evaluation components have no significant effect on employee job performance in Citizenship and Leadership Training Centre in Nigeria (*Adj R*<sub>2</sub>=0.427; *p*=0.000, *Q*<sub>2</sub>=0.198).

On the direct of specific indirect impact ( $\beta = 0.243$ , *t*= 2.295; *p*= 0.022) and *Q*<sub>2</sub> value (0.273, 0.243), this study further concludes that leadership role significantly mediates the interaction between performance evaluation and employee behavioural outcomes in Citizenship and Leadership Training Centre in Nigeria hence, the study rejects the null hypothesis five (*H*<sub>05</sub>) which states that leadership role does not significantly mediate the interaction between performance evaluation and employee behavioural outcomes in Citizenship and Leadership Training Centre in Nigeria.

## **5.2 Conclusion**

The purpose of this study was to investigate how performance evaluation (APER Method, Management By Objective Method, 360 Degree Feedback Method, Behavioural Anchored Rating Scale), leadership role (Leadership Direction, Corporate Communication, Motivation) and leadership role influence employee behavioral outcome (Employee Job Satisfaction, Employee Turnover Intention, Employee Job Commitment, Employee Job Performance) in Citizenship and Leadership Training Centre.

This research concluded that performance evaluation and leadership roles had a statistically significant effect on employee behavioral outcomes in the Citizenship and Leadership Training Centre. However, the findings show that all dimensions of performance evaluation

and leadership role had a significant impact on employee behavioral outcomes in the federal government agency studied. If the federal government agencies are to make significant progress and compete with global public service performance standards, the agencies must focus on their key performance indicators, the leadership role and how these reshape employee behavioural outcomes which may be a source for concern.

The study's findings have significant implications for government agencies in terms of employee performance evaluation and productivity, as well as the resulting contribution to the overall economy. It is therefore critical that government agencies adopt a **BESPOKE KPI THEORY**.

The researcher propounds this theory and it is premised on the federal government agencies peculiarity of their operations on employee performance evaluation rather than an obsolete uniform evaluation method (APER).

### **5.3 Recommendations**

The results of this research showed the significant effects and mediation on the dependence and independence variables in relation to the federal government agency studied. However, the following recommendations are made based on the study's findings:

1. Since performance evaluation significantly affects employee job satisfaction as stated in the findings, it is suggested that the Citizenship and Leadership Training Centre be devising to the use of Key Performance Indicators as part of measurements of evaluation in order to achieve their established objectives.
2. Based on the findings, it is also suggested that the agency's leadership should design and implement policies that include financial incentives, material rewards, and psychological rewards (institutional reward system) in order to reduce employee turnover.

3. Similarly, it is further recommended that the organization's leadership implements motivating elements (conditions of service) that encourage employees job commitment, since the results showed that performance evaluation significantly affects employee job commitment .
4. From the results of the findings, performance evaluation significantly affects employee job performance, therefore, management of Citizenship and Leadership Training Centre should design a better system that will encourage employee job performance, administrative capacity through innovation and strategic planning in order to improve operational efficiency, quality services, and responsiveness.
5. The findings of the study also showed that leadership role significantly mediates the interaction of performance evaluation and employee behavioural outcome in the organisation, therefore, the researcher recommends that the agency should continually focusing on situational/contingency leadership styles that guides leaders in any circumstances and generate high levels of enthusiasm and inspire all employees.
6. Finally, the researcher suggests the **BESPOKE KPI THEORY**. This idea stems from the requirement that government agencies use custom-made key performance indicators that are appropriate for their mandates and the nature of their operations.

#### **5.4 Contribution to knowledge**

This study offers significant contribution to literature conceptually, theoretically, and empirically.

Based on the conceptual review, this study contributes significantly to knowledge in a variety of ways. The study identified and filled conceptual gaps in the literature concerning performance evaluation, leadership roles, and employee behavioral outcomes as a focus, as

well as the sub-variables in the Nigerian federal government agency studied. Previous researches are either did little or nothing or had failed to capture the focus of this study.

Another contribution to knowledge is that Human Resource Practitioners in the public sector will benefit from this study on the performance evaluation sub-variables used which, could be factored into their evaluation reports.

Empirically, similar study may have been conducted outside Nigeria which may not be known to this researcher and no similar research had been carried out outside the region where this research was conducted. However, this study was conducted in some geographical locations such as Abuja, Lagos, and Jos, covering a wide range of agency's operational units. Similar research could be conducted in other geographical locations.

Furthermore, the leadership of any federal government agency will benefit greatly on how leadership behaviour could mediate formulation and planning of human resource policies, particularly on key performance indicators. As a result, future studies may use these measures to improve generalizability.

The study's findings also support the positive impact of goal-setting, which is one of the top five established findings in the scholarly literature of human resource management. According to goal-setting theory, evaluation criteria, performance goals, and the purposes of performance evaluation should be clear and understandable in order to motivate the appraisee; otherwise, the appraisee will not know what to work toward.

## **5.5 Area of Further Research**

This study looked at how performance evaluation influences employee behavioral outcome in the Citizenship and Leadership Training Centre. Nonetheless, the following research areas are suggested for further study in order to broaden the frontiers of knowledge.

1. A comparative study on performance evaluation constraints, leadership roles, and employee behavioral outcomes in Nigeria should be considered in future research.
2. Because the study used a cross-sectional survey design, future research may consider using a longitudinal survey design to explain the interaction between performance evaluation, leadership role, and employee behavioral outcome in public sector Nigeria.
3. Factors that can enhance employee performance go beyond performance evaluation and leadership role capacity. Although these factors considered in this study are context specific yet other factors like good government policies in the area of compensation and pension are resilience and strategic factors for future studies.
4. Further studies be conducted in other federal government agencies and commissions established either by Acts of parliament or by Section 153 of the 1999 Constitution of the Federal Republic of Nigeria to broaden the generalization of this findings, as the agency where this study was conducted was established by the Act of parliament.

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## Appendix

### QUESTIONNAIRE LEAD CITY UNIVERSITY IBADAN DEPARTMENTS OF MANAGEMENT AND ACCOUNTING

Dear Respondent,

As part of the requirement for the award of **Doctor of Philosophy (Ph.D) degree in Human Resource management**, I am carrying out a study on “**Performance Evaluation, Leadership Role and Employee Behavioural Outcome in Citizenship and Leadership Training Centre Nigeria**”. This questionnaire is basically for research purpose. Your cooperation is highly solicited as information supplied will be treated as confidential. Please tick the response option that best express your opinion about the issues under investigation.

Thank you for your consent  
**AROWOLO, Ismaila Adepoju**  
Researcher

#### SECTION A: SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESPONDENT

Gender: Male ( ) Female ( )  
Age (a) 21 - 30 years ( ) (b) 31 – 40 years ( ) (c) 41 – 50 years ( ) (d) 51 - 60 years ( )  
Educational Qualification (a) National Diploma/NCE ( ) (b) HND/BSC ( ) (c) Msc/ MBA ( )  
(d) PhD ( )  
Department: (a) Training & Operations ( ) (b) Finance/Account ( ) (c) HRM ( ) (d) Others ( )  
Years in Service (a) 1-10 ( ) (b) 11 – 20 ( ) (c) 21- 30 ( ) (d) 31- 35

Kindly rate your knowledge of the overall organisation’s activity and performance on the scale below.

<i>Very low</i>	<i>Excellent</i>
1	10
2	9
3	8
4	7
5	6
6	5
7	4
8	3
9	2
10	1

#### SECTION B: PERFORMANCE EVALUATION METHODS

The statement in this section concerns performance evaluation methods applicable to your organisation. Using the four-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided ( 4, 3, 2, 1). Tick only ONE option per item

**4 = Strongly Agree (SA); 3 = Agree (A); 2= Disagree (D); 1 = Strongly Disagree (SD)**

I. APER Method		SA	A	D	SD
1	I have freedom to engage my professional skill in carrying out my responsibility				
2	My performance is assessed by my immediate superiors on the basis of my knowledge of the job and ability to carry out my responsibility				

3	Supervisors see the employees as reliable and professional in carrying out their jobs				
4	I have always been judged as having a good sense of responsibility				
<b>II. Management By Objective Method</b>		<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
1	I understand my role and responsibility in this organisation				
2	My work schedule agrees with the objectives of the organisation				
3	My role do not conflict with the organisational objectives				
4	The organisation's objective is well communicated to me by my superiors				
<b>III. 360 Degree Feedback Method</b>		<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
1	The organisation is taking steps to improve my performance in my current position				
2	There is effective communication from top to bottom and vice-versa after the completion of a task in the organisation				
3	My welfare is given due consideration in this organisation				
4	The organisation offers new creative ideas for improvement				
<b>IV. Behavioural Anchored Rating Scale</b>		<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
1	I have a good human relation with my superior				
2	The organisation makes it easy for me to relate well with my colleagues				
3	I have psychological attachment to the organisation				
4	The organisation encourages me on attitudinal change for my development				

### SECTION C: LEADERSHIP ROLE

The statement in this section concerns leadership roles applicable to your organisation. Using the four-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided ( 4, 3, 2, 1).

**4 = Strongly Agree (SA); 3 = Agree (A); 2= Disagree (D); 1 = Strongly Disagree (SD)**

<b>V. Leadership Direction</b>		<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
1	The organization's leadership have good direction				
2	The organization's leadership encourages me to maximise potential in line with the direction and vision				
3	The organization's leadership encourages transformational agenda				

4	The organization's leadership create the avenue for employees to see clarification on management directives				
5	The organization's leadership understand the dynamics of the environment in which it operates				
<b>VI. Corporate Communication</b>		<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
1	Organisation's leadership periodic meetings to provide directives on management plans				
2	Organisation's leadership create effective communication channel for me				
3	I have a sense of personal accomplishment from my work through effective communication				
4	Organisation's leadership communicate effectively with me				
<b>VII. Motivation</b>		<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
1	Organisation's leadership inspires me as an employee				
2	I feel motivated to work in this Organisation				
3	Leadership roles have effect on my job performance				
4	The organisation's Leadership motivates me to be a team player				
5	<b>I feel inspired to communicate with people about this organisation</b>				

#### SECTION D: EMPLOYEE BEHAVIOURAL OUTCOMES

The statement in this section concerns employee behavioural outcomes as applicable to your organisation. Using the four-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided ( 4, 3, 2, 1).

**4 = Strongly Agree (SA); 3 = Agree (A); 2= Disagree (D); 1 = Strongly Disagree (SD)**

<b>VIII. Employee Job Satisfaction</b>		<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
1	I always imagine working at a different place				
2	I often think of giving up the present job.				
3	I feel I am overworked most of the time.				
4	I am motivated to go to work most of the time.				
5	I always speak positive about the organisation to people.				
<b>IX. Employee Turnover Intention</b>		<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
1	I will quit this job sometimes in future				
2	I am currently looking for another job with better opportunities				
3	I do not feel motivated about this organisation				

4	Where opportunity is available, I will leave my present job				
5	I often dream about a new job				
<b>X. Employee Job Commitment</b>		<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
1	I am currently committed to my job in this organisation.				
2	I do intend to commit my time to the organisation				
3	The management encourages me to be committed to my job schedule				
4	I am perceived as a team-player				
5	I stay in this organisation because other organisations can't give me more satisfaction				
<b>XI. Employee Job Performance</b>		<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
1	Values are instilled in me to keep me loyal to the organisation				
2	My quick response to official complaints enhances my job performance				
3	I feel I have the obligation to continue to contribute to the organisation.				
4	Reduce counter-productive activities like absenteeism				
5	Responsive to clients compliant quickly				
6	My superiors follow-up my commitment to the organisation				

**Thank you for participating in this research**

Bio-data (CV)

# CURRICULUM VITAE

## AROWOLO, Ismaila Adepoju

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Date of Birth: Sept. 12<sup>th</sup> 1970. State of Origin: Osun Marital Status: Married

Address: 20, Olanipekun Omowunmi Street off Latona, Adesan Rd.,  
Lagos/Ibadan Exp. Way Mowe, Ogun State, Nigeria,

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8023382240, 08035738549

Academic  
Qualification/Schools  
Attended

PhD. ( Human Resource Management), Completion date is October  
2022 @Lead City University , Ibadan

(2021) LLB. (Law) ( 2<sup>nd</sup> Class Upper Division) @ Lead City University,  
Ibadan

(2016) Bsc Business Administration (2<sup>nd</sup> Class Upper)@  
Southwestern University,Okun-Owa, Ogun State

(2014) Member Institute of Leadership & Management (U.K.)

(2011) Certified Professional Australian Human Resources  
Institute. (CAHRI)

(2011) MSc Human Resources Mgt. / Industrial Relations @  
Olabisi Onabanjo University Ago-Iwoye Ogun State

(2009) Associate National Institute of Marketing of Nigeria

(2006) M.B.A. @ Adekunle Ajasin University, Ondo State

(2006) Member Chartered Institute of Marketing (United  
Kingdom)

(2004) P.G.D. (Financial Mgt.) @ Adekunle Ajasin University,  
Ondo State

(2002) Associate Nigerian Institute of Management

(2001) Associate Chartered Institute of Administration

(1998) H.N.D.( Banking & Finance) Osun State College of  
Technology

(1992) Foundation Chartered Institute of Bankers of Nigeria.

(1987) Nigerian Peoples' High School Ebute-Metta Lagos. G.C.E.  
O/Level

### Work Experience

*January 2003 to Date: **Citizenship & Leadership Training Centre Sea School (Federal Ministry of Youth Sport & Development)***

**Assistant Director (H.R.)** (Reporting to the Deputy Director, Human Resource)

*Responsibilities include but not limited to the following:*

Preparing Annual budget for the department  
Performing Personnel, Financial & General Administration duties in line with public service rule & financial regulations  
Coordinating / monitoring of Junior staff activities  
Coordinating the key activities of the department and ensure safe-keeping of records  
Assisting in the formulation, execution and review of policies  
Facilitating periodic training for staff  
Assisting in conducting Junior staff promotion interview

September 2000--December 2002 **Lotem Ltd. (Producers of Plastic Furniture) Plot CL1 Ikosi Rd. Oregun Ikeja Lagos.**

**Sales Officer** (Reported to the General Manager)

Responsibilities :

Increased sales from =N=2 million to about =N=7 million monthly.

Solely responsible for Products development & Brand Management.

Solely responsible to sell FIFA approved Stadium seats.

Initiated and Coordinated Customers / Clients relations.

Set-up & Developed Company's distribution channels.

- Coordinated all Sales activities in the Western States.

1994–2000 **Tuns Holdings Ltd. (Producers of Frozen Chicken, Ball Pen, Soya Oil & PVC Pipes) Km 9 Ikirun Rd. Osogbo Osun State.**

**Sales Officer** (Reported to the Sales Manager)

Responsibilities:

Involved in sales drive for the Company's Products.

Increased division's sales revenue from =N=1.5M to about =N=3.2M Monthly.

Co-coordinated & Monitored Products Inventory in Head Office & Branches (Lagos, Osogbo & Abuja) through Information Technology.

Involved in Weekly & Monthly sales budget.

Coordinated Company's sales (Lagos, Osogbo & Abuja) Daily

1993–1994 **Orisunbare Community Bank Ltd. Osogbo ,  
Osun State.**

Operations Supervisor( Reported to the Manager)

Signatures Verification (Current & Savings).

Daily Checking of the Cashiers.

Treasury Cash Counts.

Assisted in appraising & recommending customers for Loan.

Interests

Reading, Music & Sports.

Special Attributes

- Good Communication & Interpersonal Skills.
- Very good analytical ability and a creative mind.
- Ability to excel in a challenging Environment.
- Proficient in Ms-Excel, CorelDraw, Power-Point, & Ms-Word.

Referees.

Alhaji. T.O.Ramon Bsc, FCA, FCTI.  
Managing Partner  
T.O. Ramon & Co, (Chartered Accountants)  
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Mr. Adesina Adedapo  
Adesina Adedapo & Co  
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14, Allen Avenue, Ikeja  
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Dr. Simeon Ola Oni  
Faculty of Law  
Lead City University, Ibadan  
Oyo State (Tel: 08074559030)

-----  
Signature

-----  
Date

### **University Compliance Certification**

This is to certify that this Thesis written by **Adepoju Ismaila Arowolo** with Matric No. **LCU/PG/001082** in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan is in full compliance with the approved University format and style.

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**Signature**

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**Date**