

Performance Evaluation Reports and Employee Behavioural Outcome
in Citizenship and Leadership Training Centre
(A Federal Government Agency in Nigeria)

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Being a PhD Thesis Submitted to the Department of Management and Accounting,
Faculty of Management and Social Sciences, Lead City University Ibadan Oyo State, Nigeria,

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Certification

This is to certify that Adepoju Ismaila **AROWOLO** with matriculation number LCU/PG/001082 carried out this research work titled **Performance Evaluation Reports and Employee Behavioural Outcome in Citizenship and Leadership Training Centre (A Federal Government Agency in Nigeria)** in the department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan, Oyo State, for the award of Doctor of Philosophy Degree (PhD) in Human Resource Management under my supervision, and that this work has not been previously submitted.

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Dedication

This research work is dedicated to God Almighty, the Author, the Alpha and Omega who protected me and who made this research work possible for me. His love kept and brought me this far. Also, I dedicated this research work to my wife (Mrs. Fatimah Olapeju Arowolo), my children and the entire Arowolo family for their understanding.

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“Even though the above –mentioned institution and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work”.

Abstract

Employee performance in public sector which transformed into organisations performance deemed to have nosedived in government agencies in Nigeria including agency used for this study. Employee behaviour in government organisations is also deemed to be of no enthusiasm especially in the area of job performance, commitment and satisfaction, all these are characterized by stagnation, corruption, nepotism and quick money-making syndrome and ineffective reward system. This study examined the mediating effect of performance evaluation, leadership role on behavioural outcome in the agency and was anchored on contingency theory and theory of expectation. A descriptive method was adopted, the population of the study was 275 same with the sample size. Questionnaire was distributed to 275 respondents and the response rate is 88.36 percent and significance level for all analyses was 5%. The data was analyzed and the results showed 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), and concluded that leadership role significantly mediate the interaction between performance evaluation and employee behavioural outcomes in the agency. It is recommended that the government agency should be more innovative and adopt the Key Performance Indicators that is strategic, functional and custom-made to their operations. It crucial that the agency should consistently focusing on contingency leadership style that triggers high level of motivation and inspire the entire employee of the organization. Similarly, comparative studies on constraint of performance evaluation reports and employee behavioural outcomes in other government agencies should be considered in future studies. Future studies may also consider the longitudinal survey design to explain interaction between performance evaluation, leadership role and employee behavioural outcome in Nigeria. Factors like good government policies, regulations and amendment of relevant laws on compensation and pension are resilience and strategic factors for future studies.

Keywords: Performance Evaluation, Leadership Role, Behavioural Outcome, Management by Objective, 360 Degree Feedback, Turnover Intention, Job Commitment, Job Satisfaction

Words counts: 297

Contents

Certification	i
Dedication	ii
Acknowledgement	iii
Abstract	iv
Table of Contents	v-viii
List of Tables	ix
List of Figures	x
List of Acronyms	xi
Chapter One: Introduction	
1.1 Background to the Study	1
1.2 Statement of the Problem	8
1.3 Aim and Objectives of the Study	13
1.4 Research Questions	13
1.5 Hypotheses	14
1.6 Significance of the Study	14
1.7 Scope of the Study	15
1.8 Limitation of the Study	16
1.9 Operational Definition of Terms	16
Endnotes	19
Chapter Two: Literature Review	21
2.1 Conceptual Review	23
2.1.1 Performance Evaluation	24
2.1.2 The Repercussion of Rating Performance	30
2.1.3 Some Beneficial Outcomes from Performance Reviews	31
2.1.4 Some Unfavourable Outcomes from Employee Evaluation	34

2.1.5	Performance Evaluation Methodology	35
2.1.6	Developing on Evaluation System Version	36
2.1.7	Annual Performance Evaluation Report	37
2.1.8	Management By Objectives	39
2.1.9	360 Degree Feedback	41
2.1.10	Behavioural Anchored Rating Scale (BARS)	44
2.1.11	Leadership Role	45
2.1.12	Behavioural Outcomes in the Workplace	51
2.1.13	Satisfaction with One's Job	53
2.1.14	International Employee Turnover	56
2.1.15	Employee Job Commitment	62
2.1.16	Purpose: Workers Efficiency on the Job	65
2.2	Theoretical Framework	70
2.2.1	Contingency Theory of Leadership	70
2.2.2	Expectancy Theory of Motivation	72
2.2.3	Goal-Setting Theory of Motivation	74
2.2.4	The Need Hierarchy	75
2.3	Empirical Review	86
2.3.1	Research on the Global Stage	87
2.3.2	Research on the African Stage	89
2.3.3	Research on Nigerian Stage	95
2.3.4	Conceptual Framework and Model Specification	101
2.4	Summary of Gaps in Literature Review	101
	Endnotes	106

Chapter Three: Methodology	
3.1 Research Design	126
3.2 Population of the Study	126
3.3 Sample and Sampling Technique	127
3.4 Description of the Research Instrument	127
3.5 Research Instrument (Validity and Reliability)	128
3.6 Methods of Data Collection	130
3.7 Methods of Data Analysis	130
Endnotes	132
Chapter Four: Results and Discussion of Findings	133
4.1 Demographic Data Analysis	133
4.1.1 Demographic Data of Respondents	134
4.2 Presentation of Data	135
4.2.1 Research Questions	136
4.2.2 Presentation of Test of Hypotheses	154
4.3 Discussion of Findings	177
Chapter Five: Conclusion	178
5.1 Summary of Findings	178
5.2 Conclusion	179
5.3 Recommendations	180
5.4 Contributions to Knowledge	181
5.5 Area of Further Research	182
Bibliography	184
Books	184

Conference Proceedings	184
Internet Materials	187
Journals	188
Theses/Dissertations	198
Appendix (Questionnaire)	200
Bio-data (CV)	204
University Compliance Certificate	207

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List of Tables

Table	Title	Page
3	Summary of Pilot Test Incorporating Reliability and Validity Test Results	129
4.1	Response Rate	134
4.2	Demographic Characteristic of Respondents	134
4.3	Descriptive Analysis of Responses on APER Method	136
4.4	Descriptive Analysis of Responses on Management By Objectives	137
4.5	Descriptive Analysis of Responses on 360 Degree Feedback Method	139
4.6	Descriptive Analysis of Responses on Behavioural Anchored Rating Scale	140
4.7	Descriptive Analysis of Responses on Employee Job Satisfaction	141
4.8	Descriptive Analysis of Responses on Employee Turnover Intention	143
4.9	Descriptive Analysis of Responses on Employee Job Commitment	145
4.10	Descriptive Analysis of Responses on Employee Job Performance	148
4.11	Descriptive Analysis of Responses on Leadership Role	150
4.12	Summary of Multiple Regression Analysis on Employee Job Satisfaction	156
4.13	Summary of Multiple Regression Analysis on Employee Turnover Intention	161
4.14	Summary of Multiple Regression Analysis on Employee Job Commitment	166
4.15	Summary of Multiple Regression Analysis on Employee Job Performance	170
4.16	Summary of Multiple Regression Analysis on Employee Behavioural Outcome	175

List of Figures

Figures	Title	Page
Figure 2.1	Conceptual Framework for the Study (2022)	101
Figure 1	Path Analysis for Hypothesis One	155
Figure 2	T-Statistics for Hypothesis One	156
Figure 3	O ² Statistics for Hypothesis One	156
Figure 4	Path Analysis for Hypothesis Two	160
Figure 5	T-Statistics for Hypothesis Two	160
Figure 6	O ² Statistics for Hypothesis Two	161
Figure 7	Path Analysis for Hypothesis Three	164
Figure 8	T-Statistics for Hypothesis Three	165
Figure 9	O ² Statistics for Hypothesis Three	165
Figure 10	Path Analysis for Hypothesis Four	169
Figure 11	T-Statistics for Hypothesis Four	169
Figure 12	O ² Statistics for Hypothesis Four	170
Figure 13	Path Analysis for Hypothesis Five	173
Figure 14	T-Statistics for Hypothesis Five	174
Figure 15	O ² Statistics for Hypothesis Five	174

List of Acronyms

Acronyms	Meaning
APER	- Annual Performance Evaluation Report
AVE	- Average Variance Extracted
BARS	- Behavioural Anchored Rating Scale
CBO	- Community Based Organisation
ILO	- International Labour Organisation
MBO	- Management By Objectives
NGO	- Non-Governmental Organisation
NPC	- Nigeria Public Sector
PSPM	- Public Service Performance Measurement
SEM	- Structural Equation Model
SPSS	- Statistical Package for Social Science