

# EFFECT OF PERFORMANCE APPRAISAL PRACTICES ON THE EMPLOYEE PERFORMANCE IN THE FEDERAL MINISTRY OF EDUCATION ABUJA, NIGERIA

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## **Abstract**

**T**his study investigated the effect of performance appraisal practices on employees' commitment in the Federal Ministry of Education Abuja. Data used for the empirical analysis were collected using Likert 5 scale questionnaires based on the research hypotheses. Data analysis was done with the aid of Statistical Package for Social Science (SPSS) version 22.7. Descriptive statistics including mean, standard deviation and normality test were examined, while inferential statistical analyses were carried out using correlations and regression analysis. The results indicate that a strong positive and significant correlation exists between ECM and APF with correlation coefficient of 0.7542, and an associated  $p$ -value of 0.0125. More so, strong positive and significant correlation was found to exist between ECM and APR with correlation coefficient of 0.8547 and a  $p$ -value of 0.0024. Furthermore, the correlation between ECM and FAP was found to be significant, strong and also positive with correlation coefficient of 0.5624 and an associated  $p$ -value of 0.0425. Lastly, the correlation between ECM and QAP was also found to be significant, strong and positive with correlation coefficient value of 0.7411 and a  $p$ -value of 0.0121. Therefore, based on the model specification, the correlation between ECM and APR is the strongest and showed that appraisal reward has strong effect on Employees' commitment. The study established that appraisal feedback, frequency of appraisal, quality of appraisal and appraisal rewards have positive and significant effects on employee commitment in the Federal Ministry of Education, (FME) Abuja, Nigeria. The implication of these findings is that rewards in the form of promotions and salary increments based on performance appraisal results, significantly enhance employee commitment and increased work rates in the FME, Abuja, Nigeria. Based on these findings, the study recommends that for the ministry to enhance employees' work outcomes and be able to meet the organization's target should adopt effective reward and feedback practices. Frequency of appraisal should be a pre-requisite for the ministry, as it will assist supervisors and employees to identify weakness, and areas of improvement to enhance commitment. Federal Ministry of Education, Abuja, Nigeria should implement appraisal rewards as a means of motivating employees for enhance commitment levels.

**Keywords:** Frequency of Appraisal, Appraisal Feedback, Appraisal Reward, Employee Commitment, Quality Appraisal Practice, Employee Performance.

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## INTRODUCTION

The success of any organization depends on the quality and characteristics of its employees (Jafari *et al.*, 2009). Organizational goals and objectives are not realisable without employees. It is a fact that employees need to be motivated to work for the best interest of the organization (Mandara *et al.*, 2019). The different stakeholders within an organization expects different results which the organization itself cannot bring about in a highly competitive environment except with the help of employees who are the most valuable asset in the organization (Ulabor & Agelebe, 2022). Organizational performance is dependent on employees' performance which implies that to achieve greater performance an organization must constantly evaluate the current skills and competences of their employees (Ulabor & Agelebe, 2022). The process of this evaluation is known as performance appraisal. However, appraisal practices in the Federal Ministry of Education is difficult as it is not a means of motivating employees but appears to be conducted to fulfill the requirement of the law. Performance appraisal as currently practiced at the federal Ministry of Education, the outcomes do not compensate employees based on their level of commitment. Performance appraisal practices in the Federal Ministry of Education Abuja, Nigeria is not under the control of the ministry as an organization. This important assignment is carried out by the Federal Civil Service Commission, a body that has no direct supervision of the employees, thus employee appraisal is a big challenge.

Performance appraisal practices are based on the criteria as approved by the Federal Civil Service Commission and

must meet the requirement of the quota system by Federal Character Commission (Mandara *et al.*, 2019). Although, the Federal Ministry of Education has one of the highest number of employees in the federation due to their peculiar nature and spread, appraisal practices are not based on employee efficiency, employee motivation, employee reward system, trust, and integrity of those in management. These issues create problems like lack of employee retention, lack of productivity, commitment and lack of job satisfaction in the organization. As a result of the above anomaly, all employees within the same grade level are promoted at the same time without regard to the level of commitment or contribution by employees. At the management level, the problem of quota system and federal character has caused several qualified employees to suffer stagnation and delays in their careers. These challenges demotivate employees who are hardworking, competent, skillful and committed to the organization. Hence, this study examined the effect of appraisal practices on the employee performance in the Federal Ministry of Education Abuja, Nigeria to determine how these inefficient appraisal practices affect employees' performance based on some variables and to what extent they influenced employee performance in Nigerian education ministry.

From the review of relevant literature, it is clear that researches in the area of appraisal practices and employee performance have resulted in some divergent conclusions (Mandara *et al.*, 2019, Michelle *et al.*, 2010, Ulabor & Agelebe, 2022, Momoria, 2015, Widarko & Anwarodin, 2022). Contextually, gaps still exist as only few authors have investigated the effects of appraisal

practices on employee performance in government owned establishments in Nigeria, even a smaller number had considered these combination of proxies in one study. Similarly, conceptual gaps exist in literature as most studies on appraisal practices and employee performance were focused on how the employees perceive the appraisal process and outcome without paying adequate attention to the underlying factors of quality and frequency of the appraisal system (Oluabunwa, 2016; Tian *et al.*, 2016, Yusuf *et al.*, 2022). The way employees perceive the appraisal process and outcome stems from their beliefs about the quality and frequency.

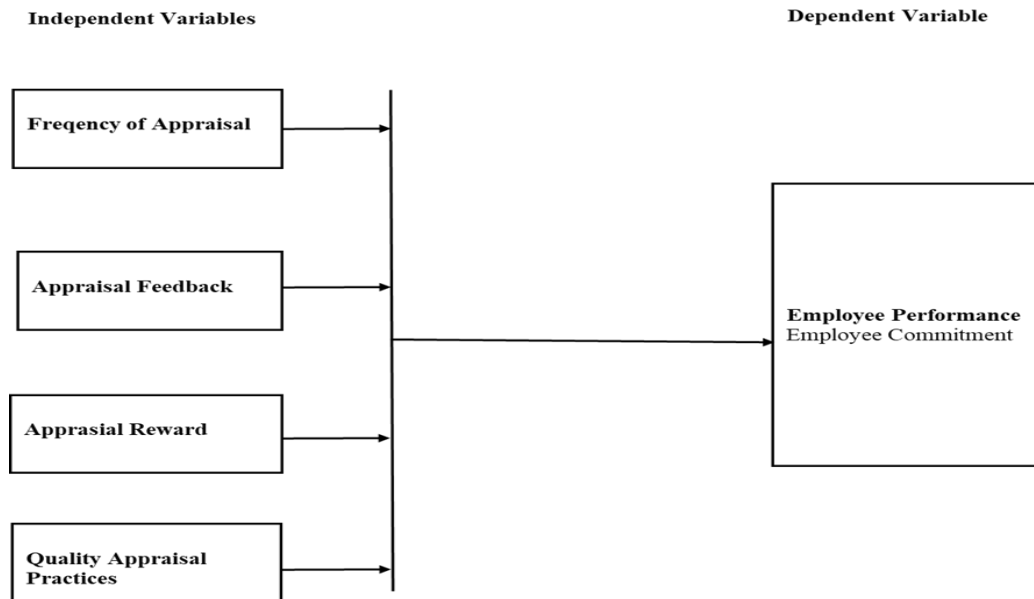
This study therefore sought to fill these gaps by investigating how quality appraisal practices, appraisal reward, frequency of appraisal and appraisal feedback affect employee performance in order to achieve the major objective of the study which is to evaluate the effect of appraisal practices on the employee performance in Federal Ministry of Education, Abuja Nigeria. To achieve this, the following hypotheses are formulated:

- i. Frequency of appraisal does not have any effect on the employee performance in the Federal Ministry of Education Nigeria.
- ii. Appraisal feedback does not have any effect on employee performance in the Federal Ministry of Education Nigeria.
- iii. Appraisal reward does not have any effect on the employee performance in the Federal Ministry of Education Nigeria.
- iv. Quality appraisal practices does not have any effect on the employee performances in the Federal Ministry of Education Nigeria.

## LITERATURE REVIEW

### Conceptual Framework

The conceptual framework is a description of the variables studied. These variables and how they are related are shown in the diagram below. The basis of the conceptual framework of this research work is on employee performance, performance appraisal derived by the following proxies: Frequency appraisal, appraisal rewards, appraisal feedback, and quality appraisals.



Source: Authors Conceptualization, 2023

**Figure 1 Conceptual Framework**

**Conceptual Review**

Adejoke & Bayat (2013) argued that Performance appraisal is a Human Resource Management process concerned with employees’ job performance, identification, measurement, influence and development within an organization in relation to the set standards for a period (Adejoke & Bayat, 2013). In this study, performance appraisal is defined as the process for establishment of employees’ performance goals, and tracking the attainment of these goals based on employees strengths and weaknesses in order to develop specific actionable career development plans and motivate employees towards higher performance outputs. Performance appraisal is a major tool in improving workers effectiveness at work (Al-Jedaiaa, & Mehreza, 2020). It is used to assess employees’ performance objectively (Singh *et al.*, 2010). The results are used to set the direction for employee development based on identified

strengths and weaknesses and action plan to achieve the development goals (Jafari *et al.*, 2009). According to Cocuřová & Svetozarovová, (2014) they are various methods of performance appraisal. As a result, management should consider the advantages and disadvantages of each method to achieve the set targets. However, , it is a common to combine different methods in practice so as to eliminate the drawbacks posed by individual appraisal methods (Michelle *et al.*, 2010). Similarly, Vetráková *et al.*, (2001) these can be divided into past-oriented (the work already done) and the future-oriented (the work yet to be done) methods. The past-oriented method is measurable deals with the work already carried out that met the quantification specifications. It allows employees to receive feedback about the results of their efforts (Vetráková *et al.*, 2001). This feedback may increase the employee efficiency in the future. However, one of the disadvantages of this method is that past

results cannot be changed (Vetráková *et al.*, 2001).

Jahan, (2015) defined frequency of appraisal as the time interval between one performance appraisal exercise and the next one. It depends on the organisations employees and business needs. Usually, appraisals more often than once a year are helpful as it ensures regular feedback. Some companies run appraisals once a quarter, some once or twice a year. Lqbal *et al.*, (2015) argued that frequent performance appraisal entails rating the merit of employees in order to retain, replace and promote in good time any deserving employee. They suggested that organizations should always try to carry out appraisal regularly. Yamoah (2013) found strong positive relationship between frequency of appraisal and employee productivity. He argued that for effectiveness, performance appraisal practices must be frequent and consist of different measure for employee traits, results and objectives. Traditionally most organizations recommend that performance appraisals be conducted every 6 to 12 months for employees.

Appraisal feedback is the process of giving information back employees on areas of progress, adjustment and improvement after an evaluation process (Momoria, 2015). It is one of the most important conditions in appraisal aimed at providing clear result based feedback to employees (Momoria, 2015). Oluabunwa (2016) suggested that performance appraisal feedback should be carried out on the daily, weekly and monthly basis and ensure it creates awareness in the employee that drives him to improve in the success of the organization. In order to provide feedback to subordinates, managers can use both formal and informal performance appraisals (Oluabunwa,

2016). A formal appraisal is based on defined performance targets and is conducted at a set time during the year (Tian *et al.*, 2016). A performance appraisal reward is a system created by organization to give recognition or cash awards to employees who advance organizational goals (Widarko & Anwarodin, 2022). Similarly, Bannister & Balkin (2013) argued that appraisal reward is a way of providing required incentive to the employees of an organization for performance of their job tasks. Incentives such as raises and promotion are linked to high performance appraisal outcomes whereas job cuts are linked with low performances (Yusuf *et al.*, 2022). A good performance appraisal system should link employee expected reward to management productivity expectations (Tassema & Soeters, 2015). Rewarded employees are more likely to become motivated. Widarko & Anwarodin, (2022) argued that motivation shows in the effort spent in pursuit of goals and largely determines employee job satisfaction and performance levels. According to Padave *et al.*, (2021) and Najafi, *et al.*, (2010) motivation is a hidden force that encourages employees to act a certain way. It is either instinctive (influenced by instinct) or rational decisions (Padave *et al.*, 2021). Motivation is a psychological condition resulting from the human interactions (Najafi, *et al.*, 2010). In this study, appraisal reward is defined as the deliberate actions carried out by organizations that lead to skills acquisition and human capital development to improve employees' commitment and match the current performance to the expected performance.

According to Daoanis, (2012) quality appraisal is the capacity of the evaluation system to achieve positive results such as good employee behaviour, attitudes and

improved organizational performance to meet established targets. This provides employees with clear targets, performance monitoring procedures, evaluation feedback to employees, and the reinforcement through the provision of rewards (Daoanis, 2012). This process encourages employee performance in subsequent evaluation cycles (Heneman & Werner, 2005). The capacity to meet these targets determines the quality of the performance appraisal practices (Daoanis, 2012). Evaluation without appropriate action and results is useless as it will only create more problems in the organizations (Asamu, 2013). However, a good appraisal will be specific, measurable, attainable, relevant and time based. (Bekele *et al.*, 2014). Employee performance is defined as level of efficiency in the execution of job duties and responsibilities (Bekele *et al.*, 2014). Companies annual or quarterly assess their employees' performance to determine areas of improvement and to improve productivity. In this study, employee performance is defined as the quantitative measure of the employee output from the performance of assigned job over a certain interval. Meysen *et al.*, (2012), Jonsson & Jeppesen (2012) & Maimona (2011) related the benefits of performance appraisal to employee's loyalty to the organization. They argued that employees could influence organizational growth through commitment leveraged by effective supervisor-subordinate relationships. According to Ameen & Baharom (2019) the purpose of performance appraisals from organizational perspective is to help managers make right decisions on salaries, promotions, training, and employee's motivation through positive feedback. Employees perceive training and development based on PA as rewards which can motivate them to work harder (Ugoani, 2020).

In the view of Onoh, (2009) employee commitment signifies satisfaction with the employer and a strong desire to remain a member of the organization; a willingness to exert high levels of effort on behalf of the organization and a definite belief in and acceptance of the values and goals of the organization (Onoh, 2009). It is a measure of an employee's loyalty to the organization (Boon & Fern, 2012). Robbins & Coulter (2013) defined employee commitment as the degree to which an employee identifies with an organization and its goals and wishes to maintain membership in that organization. Similarly, Asamu, (2013) defined commitment as the bond an employee has with an organization. He further argued that committed employees feel a connection with their organization, feel that they fit in and feel they understand the goals of the organizations (Asamu, 2013).

### **Empirical Review**

Performance appraisal aims at clarifying the employee's work expectation, improving employee development, linking pay with performance and assessing workforce development (Mathus & Jackson, 1998). It makes employees to become aware of the organizations expectations after performance evaluation which helps them in improving their performance (de Waal, 2004). This is further emphasized by Gabris & Ihrke ,(2000) who found out that the main aim of performance appraisal is the provision of periodic and formal feedback to individual employee members. The ultimate goal of most performance appraisal systems is to increase employee motivation and productivity.

Ugoani (2020) examined performance appraisal and its effect on employees' productivity in Charitable organizations

using the exploratory research design. The sample size were 109 participants selected randomly from these organizations. The result of the study indicates strong positive correlation between performance appraisal and employee productivity. In view of the result of the study, the paper recommends that performance appraisal should carefully review employee's strengths and weaknesses against requirements for possible future higher responsibilities and argued that although performance appraisal is concerned with the evaluation of workers job performance, it at the same time serves to highlight the specific objectives of an organization (Ugoani, 2020). The author argued that as the employee is being evaluated the organization is also evaluating itself by comparing objectives and standards of performance, reviews the whole appraisal framework and design as well as organizational values and culture (Ugoani, 2020).

Mandara *et al.*, (2019) examined the impact of performance appraisal on employee productivity in Federal Ministry of Education Abuja. Research survey design was adopted and 1797 employees of the of the ministry constituted the study population. Utilizing the Taro Yamane formula, the sample size of 400 respondents was established. Structured questionnaires were used to collect the study data, which were then subjected to descriptive and OLS analysis. The analysis of the findings showed that, the coefficients of performance appraisal and employee feedback had a positive and significant impact on employee productivity. However, employee productivity was found to have positive but insignificant affected on employee training and compensation. The coefficient of multiple determination R<sup>2</sup> value of 0.687

percent indicated that performance appraisal, employee feedback, employee training, and employee compensation together accounted for 68 percent of the overall variation in employee productivity (Mandara *et al.*, 2019). To further promote objectivity and get rid of prejudice in the Ministry's evaluation of employees, the study suggests implementing a multiple appraisal technique. However, based on review on the previous works, it is clear that researchers who conducted research on performance appraisal within the ministry of education relied on different variables and proxies. For example, Mandara, *et al.*, (2019) used appraisal feedback as a proxy to measure performance appraisal but differs from the present study, as it did not use quality appraisal and frequency of appraisal. The present study has employed these two proxies to further the dimension of knowledge.

Ulabor & Agelebe, (2022) examined the impact of performance appraisal on organizational performance of selected tertiary institutions in Osun State. It investigated the effect of performance appraisal on employees' commitment, the factors that affect performance appraisal, and examined the influence of employees' appraisal on the organizational performance. Primary data was used for this study and respondents were randomly selected from the study area. Questionnaire was used to gather information. One hundred and twenty copies of questionnaire were administered to the randomly selected respondents and ninety-six were retrieved and found useful for analysis. The data gathered were analyzed using both descriptive and inferential statistics. Findings revealed that effective performance appraisal system affects employee's commitment ( $\chi^2 = 75.004$ ,  $p$ -value = .000). It was observed that

performance appraisal influences organizational performance as revealed by the chi-square statistic ( $\chi^2 = 43.103, p = 0.000$ ). Likewise, findings showed that performance appraisal system could be affected by some factors such as halo effect, organization culture. The study concluded that an effective performance appraisal system influences the organization performance (Ulabor & Agelebe, 2022).

Afebende, (2017) examined the impact of grant-in-aids and donations in sustaining academic library services in Nigeria: The Cross River State experience. Objective of the study was to survey the impact of grant-in-aids by Tertiary Education Trust Fund (TETFUND) and donations/gift as an alternative source of funding to support academic libraries in Cross River State, Nigeria. The survey design method was used for the study. Questionnaire was used to gather data. Cronbach alpha and test-retest reliability techniques were used. Findings showed that grant-in-aids and donations/gifts have been playing vital supportive role in the finding of academic libraries (Afebende, 2017). However, libraries on their part were not exploiting this avenue enough in their collection development stories. Futhermore, Obasi & Ohia, (2012) carried out an investigation on teacher performance feedback evaluation techniques in public and private secondary schools in Southeast Nigeria. The objective of the study was to examine the techniques adopted and the frequency of their utilization among public and private secondary schools in Southeast Nigeria. Descriptive research design was employed while stratified random sampling techniques was adopted. Questionnaire was used for data collection. Percentage, mean and standard deviation were used to answer the research questions, while t-test was

used for the hypotheses. The research study found that all the seven techniques examined are all utilized by both schools, but the frequency is significantly more in private schools. The authors recommended that the government in collaboration with the Teachers Registration Council of Nigeria (TRCN) should provide a legal framework that will ensure that teachers are regularly assessed (Obasi & Ohia, 2012).

Kevin-Braid *et al.*, (2020) reviewed employee empowerment, performance appraisal quality and performance in Australian firms. This study provides an empirical insight into the mediating role of the quality of performance appraisal systems, assessed using four quality dimensions (trust, clarity, communication and fairness), on the association between the level of employee empowerment of lower-level managers and their performance, assessed in respect to their business unit's performance. Data were collected from 203 Australian lower-level managers using an online survey. The findings reveal that while employee empowerment is positively associated with all four dimensions of the quality of the performance appraisal system, one specific dimension, trust, mediates the association between employee empowerment and business unit performance. Specifically, trust is found to mediate the effect of employee empowerment on both financial and non-financial business unit performance. However, the study also established that the performance appraisal system does not seem to involve all the staff during the process of development. It also had several loopholes that encourage subjective evaluation of the staff some of the loopholes includes lack of clarity on the parameters used, lack of knowledge of the appraisee, personal differences between appraise and appraiser among



others. She recommends that the performance appraisal system at teachers service commission needs a total overhaul since it has quite a number of loopholes that should be addressed and needs to be reviewed in order to ensure that it's based on ideals that are more realistic.

Suleiman & Mayowa, (2019) researched on the effects of performance appraisal reward on employee's performance for selected deposit money banks in Lokoja, Nigeria. The aim of the study was to examine performance appraisal reward and employee performance in selected deposit money banks in Lokoja, Kogi State. Taro Yamane sampling technique was used to determine the sample size of two hundred and forty-one (241). Questionnaire was employed to generate the data and the hypotheses were tested using one - sample T-test. The study findings showed that appraisal reward techniques have a significant effect on employee's productivity in selected deposit money banks in Lokoja, Kogi State. In additional, Tersoo *et al.*, (2018) studied the effect of frequency of employee performance appraisal on organizational commitment in the banking sector in Benue state, Nigeria. The main aim of the study was to examine the effect of frequency of employee performance appraisal on organizational commitment in the banking sector in Benue State, Nigeria. Specifically; the study was set out to examine the effects of frequency of employee performance appraisal communication, performance appraisal feedback and corrective action on organizational commitment in First Bank of Nigeria Plc. Questionnaire was used in gathering data. Hypotheses were tested using regression at 5% level of significance. Finding from the study showed that frequency of employee performance appraisal, performance

appraisal communication, performance feedback and corrective action all have significant positive effects on organizational commitment in First Bank of Nigeria Plc.

### **Theoretical Framework**

Performance appraisal as a branch of the human resource management is striving to generate standard remarkable theory (Obasi & Ohia, 2012). Theory of motivation lends helping hand to researchers who engage in research studies in performance appraisal. Some theories have a base in appraisal systems. Such theories include; Agency theory, Equity theory, Human Capital theory, Control theory and Expectancy theory. The theoretical foundation for this study is anchored on the Goal setting theory and Vroom's expectancy theory.

### **Goal Setting Theory**

Goal setting involves the development of an action plan destined to motivate and guide a person or group towards a goal. This theory states that goals setting is essentially linked to task performance. It also states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance. The goal setting theory as postulated by Edwin Locke maintained that individuals have the ability to work harder and achieve more when set targets are before them in workplaces. Lathan & Locke (1979) further developed goal-setting theory by highlighting four mechanisms that links goals with performance outcomes to include ability to direct attention to priorities, stimulate effort, challenge people to bring their knowledge and skills to bear and increase their chance of success, and the more challenging the goals the more people will draw on their full repertoire of skills.

Goal setting theory agrees on the standards for measuring performance after setting objectives. This theory further agree that employees perform better with a well define and challenging goal than with vague goals. The Goal setting theory has an assumption that there exists a relationship between the definition of specific and measurable goals and employee performance (Meyer, 2014) . When managers and employees know what they are looking up to, they are motivated to put in more effort thereby improving performance (Locke & Lathan, 2002). Meyer (2014) maintained that goal setting theory is individually task performance centered rather than organizational. It's also further argued that individual task performance cumulatively builds up to organizational task performance in the long run. Goal setting theory is built on measuring individual, and the entire organizational inputs (Lindsey 2015). Goals must be set in organizations for effective performance appraisal to exist and be sustained. Some empirical findings show that positive effects of goal setting on employees' and organizational unit's performance ultimately affects choice, effort, determination and persistence which leaves employees focused on what to be accomplished over a period of time (Murphy & Cleveland 2015). Goal getting theory upholds the agreement of objectives, feedback and the review aspects of performance management where performance appraisal stems from (Meyer 2014). Therefore, goal setting theory is fundamental and strategic in addressing different questions about performance appraisal in organizations and therefore has a link with this research work; effect of performance appraisal practices on employees' commitment in Federal Ministry of Education Abuja, Nigeria.

### **Vrooms Expectancy Theory**

Victor H. Vroom propounded Vroom's Expectancy theory of motivation in 1964. The theory attempts to explain behaviors in terms of goals choices and the expectation of achieving these goals. The theory stated that people could determine which outcome they prefer. Baruch (2016) argued that workers view outcomes and expectations that suits them before engaging in such task. Simply put, employees measure their expectations before engaging. In addition, Vroom expectancy theory was an attempt to describe how the motivation to accomplish a goal is related to the benefit of expected outcomes and the values placed on the outcome (Baruch, 2016). Vroom's model is based on three variables including valence, instrumentality and expectancy. He conceptualizes that an individual's expectancy (probability chances) is that a particular outcome will happen due to behavior. Vroom Expectancy theory relies heavily on what comes at the end of the day (Baruch, 2016).

Chen, (2019) suggested that it is also important to consider the linkage between reward and the effort. Attractiveness connotes the relevance individual employee's places on potential outcomes achievable on the job. On the other hand, performance reward is the level to which the individual employee believes that performing at a particular level will lead to the achievement of a particular desired outcome (Chen, 2019). While effort performance linkage shows the perceived expectancy by the individual employee that exerting a particular amount of effort will amount to performance. The three factors highlighted above according to Vroom jointly create a force that stimulates and motivates an individual employee to put in more effort to achieve a high level of

performance in order to get end rewards (Chen, 2019). He maintained that “force” or “effort” was a product of the multiples of “expectancy and valence” (in conjunction with instrumentality) shown in the formula as; Force = Expectancy x valance:  $F=f(E*V)$ . The formula stated above can be used for the prediction of job satisfaction, occupational choice, the probability of staying in the job, and an effort of job expansion at work (Chen, 2019). However, one of the major criticisms of the Vroom’s Expectancy theory is its simplicity. It is argued that it does not explain the varying levels of efforts individual employee put in workplaces (Chen, 2019). This study has a strong linkage with the theory that states that motivation improves performance and performance can be further appraised and rewarded.

## METHODOLOGY

Descriptive research design was adopted for this study because it is wide and practical and useful in identifying the current conditions and needs as regards to appraisal practices and employee performance. It involves the systematic gathering of facts about effect of performance appraisal practices in FME Abuja, Nigeria. Convenience sampling of respondents was used to ensure that those employees found at their workplaces were the ones used for the study. The descriptive survey is suitable for this study because the study determined the effect of performance appraisal on employees’ performance in the FME Abuja, Nigeria. The population of interest to this research are the 4299 employees of FME Abuja Nigeria as at March 2023 (source: Nominal Roll of the HR Department, FME, Abuja). However, due to difficulties in sampling the entire population associated with time constraint and lack of financial resources, a representative sample of the whole population was selected from the

employees of FME Abuja Nigeria using Taro Yamani Formula. Therefore, after solving equation above, the sample size for this study is 366 three hundred and sixty-six employees, both junior and senior staff of FME Abuja Nigeria represented. Furthermore, the researcher increased the sample size by 9.3 percent to 400 employees of FME Abuja, Nigeria. The questionnaire used for this study consist of two section “A” was based on the respondents’ bio-data using five items, section “B” contained 25 statements cornering performance appraisal and employee performance. Five - Likert scale (5= strongly Agree, 4= Agree, 3= undecided, 2= Disagree, 1= Strongly Disagree) that best describes the extent to which the respondents agree with each item in the questionnaire used. The choice of linear regression techniques is because it has ability to explain the effect and relationship between two or more variables of interest. Analysis of result were carried out using SPSS (Statistical Package for Social Sciences) version 22

## Models Specification

This study consists of two variables, performance appraisal being the independent and employee performance; which is the dependent variables. The relationship between the two variables can be mathematically represented as flows:

$$Y=f(X); \dots\dots\dots\text{Equation 1}$$

Where Y= dependent variable= employee performance,  $f$  = function, X= independent variable= performance appraisal.

Also, employee commitment, is the proxy for employee performance (dependent variable) while, frequency of appraisal, appraisal reward, appraisal feedback, quality of appraisal are proxies for performance appraisal (independent variables).

Thus, the model will be  
 $EMC = \beta_0 + \beta_1 FAF + \beta_2 APR + \beta_3 APF + \beta_4 QAP + \varepsilon$  ..... Equation 2

Where it is expected that,  $\beta_1, \beta_2, \beta_3, \beta_4 > 0$ , and EMC= employee commitment (as proxy for employee performance,  $\beta_0$ = intercept (Constant Term); FAF = frequency of appraisal; APR = appraisal reward; APF = appraisal feedback; QAP = quality appraisal;  $\varepsilon$ = Error Term.

**RESULTS AND DISCUSSIONS**

This part of the study explains the results of data collected from the analysis of the

respondents. The descriptive statistics, correlation, and regression are presented as follows:

**Descriptive Statistics Result**

Table 2 summarizes the descriptive statistics of the variables included in the Regression Models as presented. This was done to make meaning from the data and to discover trends like mean, median, maximum, minimum, standard deviation and observation of the variables.

**Table 2: Descriptive Statistics Result**

	Employees' commitment	Appraisal Feedback	Appraisal Rewards	Frequency of Appraisal	Quality Appraisal
Mean	3.714	4.612	4.065	3.158	3.355
Median	2.667	3.333	2.750	2.875	2.963
Maximum	4.167	3.500	4.750	3.500	4.231
Minimum	1.167	2.000	1.833	1.750	1.699
Std. Dev.	3.714	4.612	4.065	3.158	3.355
Observations	376	376	376	376	376

Source: Generated by the Researcher using (SPSS v26)

The standard deviation value implies that the answers provided by the respondents are clustered around the mean value and that they are no outliers. It also shows that employee commitment has the lowest value followed by quality appraisal practices.

**Correlation Result**

The Correlation Matrix in Table 3 shows whether there is a bivariate relationship among the dependent, independent variables in the Regression Model.

**Table 3: Correlation Matrix of Model Variables**

	ECM	APF	APR	FAP
ECM	1 -----			
APF	0.7542 (0.0125)	1 -----		
APR	0.8547 (0.0024)	0.4125 (0.2521)	1 -----	
FAP	0.5624 (0.0425)	0.2352 (0.1247)	0.1251 (0.0885)	1 -----
QAP	0.7411 (0.0121)	0.4235 (0.0966)	0.3221 (0.0899)	0.3522 (0.0775)

Source: Authors Computation, 2023 (SPSS v26)

The results in Table 3 indicate that a positive and significant correlation exists

between ECM and APF. This relationship was also found to be strong

and significant as indicated by the strong correlation coefficient value of 0.7542, and with an associated  $p$ -value of 0.0125. More so, positive and significant strong correlation was found to exist between ECM and AR. This was captured by the correlation coefficient value of 0.8547 (and a  $p$ -value of 0.0024) between the two variables of interest.

Furthermore, the correlation between ECM and FAP was further found to be significant, strong and also positive as indicated by the strong correlation coefficient value of 0.5624 and with an associated  $p$ -value of 0.0425. Lastly, the correlation between ECM and QAP was also found to be significant, strong and positive as indicated by the strong correlation coefficient value of 0.7411 (with a  $p$ -value of 0.0121). Therefore, among the three correlations of interest based on the model specification, the correlation between ECM and APR was found to be the strongest; and in summary showed that performance appraisal and Employees' commitment has strong correlational association

### Multicollinearity Test

**Table 4. Variance inflation factor**

Variables	Tolerance Values	VIF
Appraisal Feedback	0.480	1.496
Appraisal Rewards	0.701	1.388
Frequency of Appraisal	0.678	1.475
Quality Appraisal Practices	0.484	2.067

Source: Authors Computation, 2023 (SPSS-26)

### Regression Analysis

Regression analysis was used to test the relationship between the independent variable and dependent variable. This enabled the researcher to establish: the effect of appraisal feedback on Employees' commitment, the effect of

Diagnostic tests were conducted to establish if the independent variables were significantly related to each other instead of being related to the dependent variable. The results are contained in Table 4. Their variance inflation Factors (VIF) of between 1.388 and 2.067 were acceptable within the threshold of between 1 and 10. Tolerance values (TV) were between 0.480 and 0.701, well within the range of 0.2 to 1. The results indicate that there was no multicollinearity among the variables hence meeting the requisite assumption.

Diagnostic tests were conducted to establish if the independent variables were significantly related to each other instead of being related to the dependent variable. The results are contained in Table 4 show that the variance inflation Factors (VIF) of between 1.388 and 2.067 were acceptable within the threshold of between 1 and 10. Tolerance values (TV) were between 0.480 and 0.701, well within the range of 0.2 to 1. The results indicate that there was no multicollinearity among the variables hence meeting the requisite assumption.

frequency of appraisal on Employees' commitment; the effect of Appraisal Rewards on Employees' commitment and the effect of Quality Appraisal Practices on Employees' commitment. Thus, the four hypotheses formulated in this study were tested using t-test -

statistics, as well as its associated p-value. The level of significance for the study was 5percent (or 95% confidence levels). The decision rule for accepting or rejecting the null hypothesis was based on the Probability Value (PV). If the PV is less than 5% or 0.05 (that is,  $PV < 0.05$ ), it implied that the independent variable in question is statistically significant at 5% level; otherwise, it is statistically insignificant at 5%.

The coefficient of determination (R-square) indicates that the model was reasonably fit in prediction. The result indicates that the Appraisal Feedback, Appraisal Rewards, Frequency of Appraisal and Quality Appraisal Practices causes 77.4 percent variation in Employees' commitment, while the remaining 22.6 percent are attributable to other Factors not considered in the study and were captured by the error term. The model also indicated that there is no autocorrelation among the variables as indicated by Durbin Watson (DW) statistic of 1.669. This showed that the estimates were unbiased and can be relied upon for policy decisions. From the empirical analysis conducted in this study, it was discovered that Appraisal Feedback has significant effect on Employees' commitment in the Federal Ministry of Education Nigeria. The findings indicated that the performance feedback positively caused major influence at enhancing Employees' commitment; thus, indicating that effective appraisal feedback is essential for any organization that has the

intention of meeting its target and help employees focus on their work activities to achieve the organizational goals. The findings of this study are in-line with Kats (2014) whose study showed that there is a strong connection between appraisal feedback and Employees' commitment. The study also aligned with Zhu (2014) whose results showed that there is a strong positive relationship between appraisal feedback and Employees' commitment.

Frequency of appraisal was discovered to have a significant and positive effect on Employees' commitment in the Federal Ministry of Education Nigeria. The implication of this findings is that frequency of appraisal (which focused on employee contributions to the organizational goals and gave the staff the opportunity to express their ideas and expectations) significantly impacts on Employees' commitment in the Federal Ministry of Education Nigeria. This is in agreement with Gichuhi et al (2019) whose study showed that performance appraisal and its frequency, positively and significantly influences Employees' commitment. Odunayo *et al.*, (2014) studies also showed that regular and frequent feedback on their performance, competitive positioning and profitability of the organization is guaranteed. Hameed et al (2014) studies further collaborate with this study as their results showed that frequency of appraisal has positive impact on employee performance.

**Table 7. Regression Result**

<i>Regression Output</i>				
Dependent Variable: Employees' commitment (ECM)				
<b>Model</b>	<b>Beta</b>	<b>Std error</b>	<b>t-value</b>	<b>p-value</b>
(Constant)	0.151	0.038	3.965	0.000
Appraisal Feedback (AF)	0.761	0.197	3.866	0.000
Appraisal Rewards (AR)	0.985	0.358	2.745	0.001
Frequency of Appraisal (FAP)	0.352	0.114	3.091	0.000
Quality Appraisal Practices (QAP)	0.495	0.234	2.115	0.015
<i>Summary Outputs</i>				
R-Square	0.774		F-Statistic	9.552
Adjusted R-Square	0.685		F-(p-value)	0.000
Durbin-Watson (DW)	1.669			

Source: Authors Computation, 2021 (SPSS-26)

Appraisal rewards has a positive and significant effect on Employees' commitment in the Federal Ministry of Education Nigeria. These findings implies that appraisal rewards such as promotions and salary increments significantly enhances employees productivity in the Federal Ministry of Education Nigeria. This is in agreement with the findings of Suleiman & Mayowa (2019) whose study showed that the provision of rewards in performance appraisal indicates a clear job target, the standards and priorities impact more on trust in the identification of strengths and the improvement of Employees' commitment. Ngwa *et al.*, (2019) findings showed that collective bargaining reward system had a significantly positive impact on employee cohesiveness in ministry of education.

Findings also revealed that Quality Appraisal Practices has a significant effect on Employees' commitment in the

Federal Ministry of Education Nigeria. Individual employee's recognition when taking management decisions helped them to identify their areas of strength and weaknesses for standard productivity. The appraisal provided by supervisors, customers and colleagues regarding performance helped employees to strengthen individual development for superior work rates and outputs. This agrees with the findings of Okolocha (2020) whose study showed that employee's participation has contributed positively and significantly in setting organizational productivity and increased Employees' commitment. Aminu (2019) study also supports the notion that Quality Appraisal Practice has a positive impact on Employees' commitment.

#### **CONCLUSION**

This study has demonstrated that several dependent variables have significant impacts on employee performance in the

Federal Ministry of Education, Abuja, Nigeria. The findings concluded that all the measured all the independent variables have positive statistically significant impact on the employee performance in the Federal Ministry of Education, Abuja, Nigeria. The findings demonstrated that the good performance appraisal policy can be an effective tool in Employees' commitment if it is perceived to be objective and fair. The results demonstrated that appraisal reward help employees meet target productivity levels. Consequently, the study recommended the implementation of an effective feedback system that showcase the reward earned based on the appraisal practices that is transparent to be perceived as fair and non-discriminatory.

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