

IMPERATIVES OF PERFORMANCE APPRAISAL ON EMPLOYEE PERFORMANCE: A STUDY OF SELECTED MINISTRIES IN ENUGU STATE

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ABSTRACT

The study looked at the imperatives of performance appraisal on employees' performance in selected ministries in Enugu state. Specifically, the study's precise goals were to determine how performance appraisal affected employee productivity, look into how appraisal affected employee commitment, and find out how appraisal affected staff innovation in a few chosen ministries in Enugu State. To achieve these objectives, three hypotheses were put forth. Descriptive research methods were employed in the study. The study's focus was on the state of Enugu. Both primary and secondary data were used in the investigation. 312 civil servants randomly chosen from the participating ministries participated in the study. Testing of the hypotheses was done using t-test analysis. The results showed that performance appraisal significantly influenced employee productivity, employee commitment, and employee innovativeness in a select number of ministries in Enugu State. The study came to the conclusion that employee productivity, commitment, and innovation were impacted by performance evaluation. Therefore, an efficient performance review will greatly enhance staff performance.

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1. INTRODUCTION

An annual assessment of workers' accomplishments and services to an organization is known as performance review, sometimes known as performance appraisal. A performance assessment is a conversation and evaluation of how well an employee performed on their allocated tasks and responsibilities. Instead of emphasizing employees' personality attributes, it focuses on the results they achieve during the course of their job. Mollel, Mulongo, and Razia (2017) contend that performance evaluations are a critical component of human resource management.

It is a technique for evaluating and boosting employee performance in a business. Employees must be aware of what is expected of them as well as the metrics that will be used to assess overall productivity as part of performance evaluation, a management practice that increases the possibility that organizational goals will be met. This ensures organizational growth, objective achievement, and staff advancement. Performance evaluations are routine or systematic evaluations of an employee's performance in relation to the work they are now doing as well as any prospective future roles they may be required to accept, according to Abdullahi, Bilau, Enegbuma, Ajagbe, and Ali (2018). It evaluates and tracks the results of employees' performance, pointing out their flaws and potentials so they can improve over time. A good appraisal system is crucial to an organization's ability to effectively manage its workforce. The effectiveness of the organization depends on having an effective evaluation mechanism. When an effective assessment system is in place, employees who put in more effort will fairly be acknowledged for their efforts and are more likely to be promoted into positions with greater responsibility (Mollel, Mulongo & Razia, 2017). Because of this, every assessment system must be understood by the employees, who must also believe it to be fair and be sufficiently absorbed in their work to care about the results (Adler et al., 2016). One strategy to promote this awareness is to involve the staff in the design of the system and provide them some performance evaluation training.

Performance appraisal presents a reasonable mechanism or methodology to determine personal employee involvement towards organizational accomplishment of objectives and accomplishment, claim Khan, Waqas, and Muneer (2017). It is a challenging managerial function that calls for extra maturity, fairness, and objectivity when evaluating each employee's performance on the job based on clear job-related criteria. Performance evaluation is increasingly becoming an integral component of a more comprehensive strategy to bringing together operations related to human resources and business policies (Zayum, 2017). Performance evaluation can be seen as a general term covering a variety of activities through which organizations are looking to evaluate team members while improving their expertise, strengthen how they perform, and distribute rewards.

Performance appraisal is frequently used by enterprises to reduce the size of their staff so that only the most productive employees are kept in today's competitive business environment. Some problems or downsides with performance rating include rigorousness and compassion, aura impact, central tendencies and regency, juxtaposition impact, bias among individuals, unreliable incentive schemes, and the absence of relevant measurements. The efficient functioning of the organization, the quality of its output, and its financial advantages are all impacted by staff efficiency, which has become a cause of concern for many Nigerian organizations, specifically in the Nigerian civil service (Abdullahi, Bilau, Enegbuma, Ajagbe & Ali, 2018).

This is because organizational success heavily depends on employee performance (Al Kahtani, 2013). This is justified by the fact that employees are crucial to attaining organizational objectives. Goals and targets in the majority of organizations were not met because of subpar

staff productivity, poor employee performance, and an unfavorable work environment (Mollel, Mulongo, & Razia, 2017).

Poor employee performance may be related to a flawed system for evaluating employees' work (Adler et al. 2016). The current literature has a lot of investigations. In order to promote both individual development and organizational success in the public sector, the Nigerian government has worked to develop a systematic appraisal process since the country's independence in the 1960s. Poor performance continues despite this effort. As a result, the public service in Nigeria is often thought to be ineffectual and inefficient. Therefore, according to Lawal (2011), the public service in Nigeria has setbacks mostly as a result of the failure to implement those measures that can enhance employee performance. In considering this, the research investigation examined the impact of assessments of performance on productivity among employees in a few Enugu State ministries.

1.2 Statement of the Problem

It is impossible to overstate the importance of employees in any organization's success, given that they are essential to achieving the goals of all businesses. It is impossible also to overstate the value of a successful performance evaluation policy to an organization's overall success. High productivity and performance have an alternative paradigm, which has been identified as the performance appraisal system. Because performance appraisal data are utilized for administrative choices, employee development, and personnel research in addition to being used for managerial decision-making, performance evaluation is regarded as a crucial human resource function. Employee motivation through performance evaluation systems is necessary for businesses to endure and grow stronger in modern global competition.

Many Nigerian organizations, including the Nigerian Civil Service, are now underperforming. Performance reviews are frequently undertaken in Enugu State ministries purely for evaluative purposes, omitting the fact that they can also help employees grow and develop through training, coaching, counseling, and feedback on evaluation results. The inadequate and inefficient use of the performance appraisal system, which includes the impact of reward and its outcome in employees' dedication and loyalty, which leads to organizational productivity, is one of many issues faced by these ministries. In this regard, the majority of ministries lack the resources to enhance employee pay to reflect the outcome of their evaluated performance and ensuing promotion.

Performance, productivity, and commitment at work are all impacted by this. Most of these ministries currently use the Annual Performance Evaluation System (APER) as their evaluation method. This is based on an annual evaluation of the contributions made by each employee to the business. The approach allows for subjective evaluation and prejudice because there is no suitable data base for recording staff activity and because tasks are not time-dependent. Managers find it difficult to accurately and objectively evaluate deliverability as a result.

Low productivity, low staff commitment, and a lack of employee innovation are the results of a poorly implemented performance rating system in the Enugu State public service. These ministries may not be able to establish an efficient performance appraisal system, which could prevent them from gaining a competitive edge. If their boss assigns anyone an unfavorable evaluations rating, the worker can lose motivation at work. Therefore, this might have an impact on how well the employee performs. The issue of subpar employee performance may be related to the flawed system of performance reviews. To win over the trust and loyalty of employees, performance reviews must be fair. However, in several ministries in Enugu State, certain subjective tendencies, such as regional leanings characterized by a quota system, are

introduced into performance rating. This causes a sense of unfairness and has a bad effect on workers' dedication.

In light of these issues, the paper seeks to ascertain the effect of performance appraisal on employee productivity, employee commitment, and employee innovativeness in selected ministries in Enugu state.

2. CONCEPTUAL CLARIFICATIONS

2.1 Performance appraisal

A performance appraisal, according to Obi (2016), is "an evaluation done on an employee's job performance over a specific period of time". If done correctly, it can assist employees increase their productivity, income, and prospects for promotions, encourage communication between managers and staff, and boost both individual and group effectiveness. Performance evaluation "offers a reasonable, substrate, or mechanism for evaluating the significance of each employee to the accomplishment and performance of organizational desired outcomes," claims Onyije (2015). It is a challenging managerial function that calls for extra maturity, fairness, and objectivity when evaluating each employee's performance on the job based on clear job-related criteria.

Performance evaluation is becoming more and more an essential component of a more proactive approach to bringing together the management of human resources and business policies (Fletcher, 2001). Performance evaluation can be seen as a general term covering a variety of activities through which organizations are trying to evaluate staff member as well as improve their capabilities, improving how they perform, and forward monetary incentives.

Performance evaluation is the act of documenting and assessing an employee's performance in order to make decisions about personnel (Cook & Crossman, 2004). Periodically, an employee's performance is assessed in respect to the demands of their position or their stated objectives, as well as their recent successes and failures, individual strengths and weaknesses, and suitability for promotion (Mani, 2002; Terry & Franklin, 2003). Performance evaluations are merely methodical assessments of an employee's output that consider a range of elements, including initiative, job knowledge, supervision, leadership abilities, quality and quantity of output, judgment, cooperation, versatility, health, and other comparable variables (De Waal, 2004).

Gabriel and Ihrke (2000) define a performance appraisal as an organized and official conversation among the worker and the manager that often takes place in the shape of an every year or every two years conversation where the staff member's job performance is thoroughly evaluated and debated with a goal to determine their abilities and shortcomings alongside challenges and possibilities for competence growth and improvement. A drawn-out process for appraising a staff member's performance could prove beneficial to the organisation and the employee simultaneously.

2.2 Performance Appraisal and Employee Performance

Performance as a notion lacks an accepted definition among scholars (Andersen, 2010). The concept of performance has so been viewed from a variety of angles. As an example, from the perspective of an approach, productivity refers to the change from supplies to exports with the intention of arriving at a specific result. As stated by McConnel (2003), employee performance is a feat that can be gauged and assessed. Performance may be assessed using multiple elements of quantity, excellence, time, and cost, claim Bhatia and Jain (2012). The productivity of an employee is initially assessed by their actions and inactions. Based on academics (Mathis & Jackson 2009; Güngör 2011), performance is related to the amount as well as the quality of

worker efficiency, everlasting effectiveness, attractiveness on the effectiveness of work accomplished.

The degree whereby just one staff member of an organization makes a difference in accomplishing the organizational goals is a common definition of performance among staff members from the perspective of the organization.

According to Aydogdu and Asikgil (2011), various aspects of performance could be assessed by work attendance, tasks allocated for performance, and organizational behavior. The act of performing duties by civil employees in accordance with the civil service's requirements for efficiency in service delivery could be considered employee performance in the Nigerian civil service.

2.3 Performance Appraisal and Employee Productivity

Productivity is a challenging concept to define, whether at the individual or organizational level (Okoro, Nebo, & Nwosu, 2017). This is due to the fact that different authors have diverse perspectives on it. Ojeleye (2017). For instance, considers effectiveness to be an assessment of the amount of work a worker accomplishes following putting forth a certain amount of effort. According to Erimife (2020), productivity among workers is the phenomenon of the individual effectively accomplishing an assignment which was previously allocated to them in their final days beyond the typical limits of acceptable utilisation of the assets that are available. As stated by Amir and Amen (2013) and Mbidoaka (2017), satisfaction among staff members may result in increased productivity at work.

Employee productivity, in the opinion of Carol and Florah (2019), is also the capacity of employees to deliver excellent results with little effort. The total amount of work a worker completes in a specific length of time is known as employee output, sometimes referred to as productivity (Mensah, 2015). The number of clients serviced, the employee's quality and quantity of job production, customer care and customer relations, as well as customer satisfaction are listed as the metrics for employee productivity by Ziyaminyana and Pwaka (2019). For the objectives of the present investigation, effectiveness is characterized simply the rise in both the amount and the standard of output produced in comparison to components absorbed in the public services. In addition, this study will employ a subjective productivity assessment approach in line with Dunmade and Adeyemi's (2017) point of view. The metrics used in this method aren't based on quantifiable operational data, but rather on the subjective assessments of the staff.

2.4 Performance Appraisal and Employee Commitment

An employee's dedication, sense of duty, and satisfaction at work can all be seen in how committed they are to their position. It frequently represents the level of fulfillment that a person feels as a consequence of what is expected of his position, the requirements of his employment, and his commitment to the company. In other words, it demonstrates how happy an employee is with their job. If an employee is content in their job, they are far more inclined to carry out their duties effectively. Although they are more probable to desire to continue with the firm for its future development when personnel demonstrate an optimistic mindset towards their work, it is much simpler for them to demonstrate that they are eager to meet organizational goal. Because of this, work satisfaction and organizational commitment have received significant attention in research studies. A previous study (Rageb, Abd-el-salam, & El-samadicy, 2011) found that one of the main causes of high workplace dedication was the satisfaction we received via our work.

2.5 Performance Appraisal and Employee Innovativeness

Invention plus adoption plus diffusion can be used to characterize innovation. When compared to how things are now done, it could be a fresh idea, product, service, or care pathway in the civil service (Heifetz Grashow and Linsky 2009). The two most important characteristics of successful innovations are that they are both appealing and usable. Innovation is the foundation

of a culture fostered by an innovative leader. It is innovation that enables leaders to take advantage of the power of associations, foster innovation, and regularly use innovation. When tasks are creating a fantastic customer experience, the sixth sense of innovation encourages subject matter experts to inquire "why" or whether they may be completed more quickly.

2.6 Empirical review

Performance management and employee productivity in South East Nigerian firms were studied by Okeke, Onyekwelu, Akpua, and Dunkwu in 2019. A multiple regression procedure, statistical methods, and basic percentages were used to produce the theory underpinning the research test. According to the study, employee productivity has a significant association with a 360-degree feedback appraisal. The study also discovered a substantial relationship between performance review and worker productivity. The investigation also found that yearly performance reviews have an enormous effect on employee productivity, although self-examination failed to considerably correspond with it.

Mandara, Ibrahim, Zailani, and Ali Manir (2019) conducted research on the impact of performance evaluations on employee productivity in the Abuja headquarters of the Federal Ministry of Education. The method of investigation for the present investigation utilized questionnaires. Information for this investigation were gathered using a standardized survey responses and quantitative and OLS procedures were run to examine the results. The findings demonstrate that worker productivity during the investigation period was positively and significantly impacted by the factors of appraising effectiveness and input from employees. The employee training and compensation coefficients had a positive, albeit minor, impact on staff productivity over the research period.

Abbas and Cross Ogohi (2019) looked into how performance reviews affected employee output at Nigeria Breweries Plc. The Statistical Package for Social Sciences (SPSS) was used to analyze the data. The two methods employed in the investigation are the percentage distribution and chi-square analysis. There were due dates pertaining to the investigation research and the completed work, and it was adequately budgeted for its costs to be completed. According to the study survey's findings, retraining and ongoing training should be provided for individuals who take part in the evaluation program in order to guarantee good productivity among workers.

Orhero and Okolie (2020), who used a questionnaire-based research approach, focused on the Evaluation of Performance and the Impact it had on Staff members Job Satisfaction in the Edo State Internal Revenue Service, Benin City, Nigeria. The data were analyzed using regression analysis and descriptive statistics. The study's findings showed that performance appraisal at the Edo State Internal Revenue Service in Benin City, Nigeria, incorporating leadership by targets, performance evaluations, and 360-degree appraisals, has an important and advantageous effect regarding staff work efficiency.

Okorie and Arua (2019) analyze the problems with assessment and management of performance in the Nigerian government services.

The paper used in-depth observation and content analysis. Findings include a lack of consistency in the evaluation The establishment of a functional, effective public service in Nigeria has been a constant goal since the colonial era. In Nigeria, numerous regimes have established reform committees or commissions at various points in an effort to enhance civil servant service delivery. Among other things, the report of these committees discusses how to use appraisal tools to improve performance management. The issues persisted despite these attempts to fix them.

Abdullateef, Ameen & Mohd conducted a study in 2019 on the examination of the effect of evaluation targets on job performance in the Nigerian Civil Service. This work used extensive literature research to provide a theoretical analysis that was grounded in logic and empirical

data to discuss the recognized research challenges. The findings of this study emphasized that performance assessment goals do have a positive impact on an employee's performance and that they are a beneficial tool that might help firms increase employee productivity. This suggests that organizations should take into account the provisions of the research model used in this work in order to improve worker performance.

Maina (2015) investigated how management of performance methods affect productivity of employees in the food and agricultural sector. An exploratory methodology was employed in the investigation. The data for the investigation were gathered through interviews as well as standardized questionnaires. In order to analyze the data and assess the hypotheses, descriptive statistics were applied, utilizing the distributions of frequencies and percentages. Employee perceptions of the need for a functional performance management system at FAO were found to be quite high, according to the survey.

Furthermore, in 22 districts in the Ghanaian Brong Ahafo region, Fanklin (2015) studied the performance administration system's impact on employee effectiveness. A survey-based method of investigation was employed in the study. Descriptive statistics and inferential statistics will both be used to evaluate the data. The technique of regression analysis was used to examine the assumptions, and the results revealed a favorable correlation between worker productivity and the system of performance management.

The South Eastern region of Nigerian money deposit banks was the subject of a study by Orga, Ekechukwu, and Mbah (2018) titled Performance Appraisal as the Foundation for the Growth of Nigerian Money Deposit Banks. F-statistic analysis was used to evaluate the hypotheses. The findings indicated that performance evaluation had a significant positive impact on Nigerian money deposit banks' income, product sales, and bank value. According to the study's findings, performance reviews are a great tool for encouraging workers of money-deposit banks to work toward the institutions' strategic objectives. Employees and supervisors create period goals when performance appraisals are used appropriately.

The Impact of Performance Appraisal on Employee Performance in the Nigerian Telecommunications Industry (A Study of MTN, Nigeria) is covered by Sajuyigbe (2017). A well-designed questionnaire and in-person interviews were used to collect the data. Mean, Standard Deviation, and Linear Regression were used to analyze the data. The results show that MTN Nigeria staff members are well aware of performance reviews. The results showed that the performance appraisal approach has a big impact on how well employees perform. The results also showed that MTN's performance rating system in Nigeria has difficulties as a result of frequently delayed comments.

2.7 Theoretical Foundation of the Study

Expectancy Theory

A different acronym for Vroom's 1964 expectation theory is the valence, instrumentality, and expectancy (VIE) theory. Vroom eventually arrived at an understanding that an individual's capabilities, competencies, expertise, and temperament all have an impact on how well their performance is at work. Despite the fact that people may have a variety of objectives regardless of the theory holds that they can be encouraged if they believe that exertion and accomplishment have a favorable relationship and that excellence would result in a favorable consequence. The incentive will eventually meet the need, and the work required is justified by how strongly it is desired.

The theory's three guiding principles are the concepts of valence, instrumentality, and expectancy. Value is a term used to explain how people feel about results (rewards).

The degree whereby a staff member requires an external incentive (such as cash, job advancement, leisure off, or numerous advantages) is frequently mentioned or an intrinsic reward (such as job pleasure). Management must ascertain the values of the workforce. On the other hand, expectancy' says that workers have varying expectations and levels of trust in their abilities, and management must determine what tools, instruction, or oversight workers require. While "instrumentality" refers to employees' sense of whether they will actually receive what they want, even if management has promised it to them.

The top leadership must certify that benefits offered to workers are fulfilled while also making sure they discern such. According to Vroom, a person is psychologically motivated to act in ways that bring them pleasure and prevent misery by their expectations, instrumentality, and valence attitudes. In general, empirical data lend support to expectancy theory.

Considering improved performance is a crucial need to achieve personal and organizational progress, the theory is applied to the research in the sense that employee work performance and a precise set of anticipated behaviors are required to be monitored and accomplishment should be compared to preset targets. Comparative capabilities can be identified and emphasized by reviewing the accomplishments of every worker, and areas of vulnerability or deficiencies can be communicated with the workforce in order to motivate them to alter their working methods. This can be achieved through the process of performance appraisal.

Statement of Hypotheses.

Culling from the theoretical elucidation of this study, the following null hypotheses were propounded: Performance appraisal has no significant effect on employee productivity, employee commitment, and employee innovativeness in selected ministries in Enugu State.

3. METHODOLOGY

The study was carried out in Ministries of Health, Education and Lands in Enugu state civil service. The study participants included the various staff of the ministries who responded to our questionnaire. Three hundred and twelve employees who were randomly selected served as respondents to the questionnaire.

3.1 Data gathering

Empirical evidence for this study was obtained through the use of questionnaire. Likert scale was used to generate data from the questionnaire. The information was put in a weighted scale with numerical values attached to them in the questionnaire as follows: Strongly agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly disagree = 1. The data were analyzed using descriptive and inferential statistics. The descriptive statistics involved computation of means and standard deviations from the responses of the respondents to the questionnaire items. The decision rule was to accept any item that has a mean score of 3.50 and above. The hypotheses were tested using t-test statistics.

4. TEST OF HYPOTHESES

Test of Hypothesis One

Performance appraisal has no significant effect on employee productivity in selected ministries in Enugu state.

Table 1: Performance appraisal and Employee Productivity

Null hypothesis (Ho)	Tcal	Ttab	Df	Decision
The achievements of staff members and their contributions to the success of the organization are	7.39	2.776	4	Reject Ho and Accept Hi

improved by the inspirational platform or mechanism provided by appraisals for performance.				
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Source: Field Survey 2023

Decision Rule: The decision rule in this case is to reject Ho if T-calculated exceeds T-table ($t_{cal} > t_{tab}$). As a result, the t-calculated is 7.39, while the t-table is 2.776 in the previous table. This demonstrates that performance appraisal has a significant effect on employee productivity in selected ministries in Enugu State. As a result, the null hypothesis (Ho) is discarded, whereas the alternative hypothesis (H1) is accepted.

Test of Hypothesis Two

Performance appraisal has no significant effect on employee commitment in selected ministries in Enugu state.

Table 2: Performance appraisal and employee commitment

Null hypothesis (Ho)	Tcal	Ttab	Df	Decision
Employees performance appraisal helps employees to be committed and loyal in accomplishing responsibilities	6.93	2.776	4	Reject Ho and Accept Hi

Source: Field Survey 2023

Decision Rule: The decision rule is that if t-calculated is more than t-table ($t_{cal} > t_{tab}$), Ho is rejected. As a result, the t-calculated is 6.93, while the t-table is 2.776 in the preceding table. This establishes that performance appraisal has a significant effect on employee commitment in selected ministries in Enugu state. As a result, the null hypothesis (Ho) is discarded, whereas the alternative hypothesis (H1) is accepted.

Test of Hypothesis Three

Performance appraisal has no significant effect on employee innovativeness in selected ministries in Enugu state.

Table 3: Performance appraisal and employee innovativeness

Null hypothesis (Ho)	Tcal	Ttab	Df	Decision
Performance appraisal provided feedback about employees' innovativeness in public institutions in Enugu state	11.20	2.776	4	Reject Ho and Accept Hi

Source: Field Survey 2023

Decision Rule: The decision rule is that if t-calculated is more than t-table ($t_{cal} > t_{tab}$), Ho is rejected. As a result, the t-calculated is 11.20, while the t-table is 2.776 in the preceding table. This proves that performance appraisal has a significant effect on employee innovativeness in selected ministries in Enugu state. As a result, the null hypothesis (Ho) is discarded, whereas the alternative hypothesis (H1) is accepted.

5. DISCUSSION OF FINDINGS

The results of hypothesis one confirmed that staff productivity in selected ministries in Enugu state is significantly impacted by performance appraisal. This is due to the difference between the t-calculated value of 7.39 and the t-table value of 2.776. This result is consistent with the data from table 1, which shows that most respondents agreed that workers are more productive when they are aware that their performance would be assessed at the end of the day. It is commonly known that performance reviews improve employees' performance and assure compliance with defined goals. Performance reviews also have a favorable impact on employees' attitudes about their jobs, which increases productivity. The result lends credence

to the assumption that performance appraisals offer a method or procedure for motivating staff members to perform better and contribute to the success of the company. Additionally, it improves productivity, employee satisfaction, and morale.

The second hypothesis demonstrates that employee commitment is significantly impacted by performance appraisal in a few ministries in Enugu state. The t-calculated value of 6.93 is more than the t-table value of 2.776, which explains why. The results provide compelling evidence that performance reviews encourage commitment and loyalty among staff members as they carry out their duties. We can deduce that employees' comprehension of their areas of responsibility aids in their continued commitment and loyalty, and that employees demands being in line with organizational goals encourages them to be more dedicated to public institutions. According to the study, there is compelling evidence that rewarding employees based on results achieved encourages them to be more loyal to the company, and that rewarding employees with feedback on their performance enables them to identify their own strengths and weaknesses as well as areas for growth.

Finally, the t-test result for hypothesis three demonstrated that performance appraisal has a significant effect on employee innovativeness in selected ministries in Enugu state. The t-test result shows that the t-calculated value is 11.20, whereas the t-table value is 2.776. This research confirmed that performance appraisals at public institutions in Enugu state offered feedback regarding employees' inventiveness and that supervisor input on employees' performance during appraisals enhances self-development and fosters creative capacity.

The respondents confirmed that feedback about employees' performance during appraisal helps strengthen self-development. The results show that employee creativity is influenced by their awareness of their areas of responsibility during the performance review period, and a well structured performance review policy may support corporate goals and foster employee innovation.

5.1 Conclusion

The study concluded from its findings that employee productivity, commitment, and innovativeness were impacted by performance appraisal. As a result, effective performance appraisal would go a long way towards improving employee performance. When an objective appraisal is carried out the organization will be in a position to reward performing employees. The institution will be able to recognize the contributing personnel after conducting an objective review. An effective way for guaranteeing that an excellent connection amongst pay and effectiveness is established and maintained is to appropriately recognize the contribution of a worker to the company during an assessment of performance. It is essential to a company's performance because it creates an environment that promotes open communication and helps to make expectations and goals clear. It aids in providing appropriate coaching and progressive feedback to boost productivity among staff members.

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