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INFLUENCE OF PERFORMANCE APPRAISAL ON EMPLOYEES' JOB COMMITMENT IN OGUN OSHUN RIVER BASIN DEVELOPMENT AUTHORITY (OORBDA) OGUN STATE, NIGERIA

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Abstract

This study was carried out to assess the effects of performance appraisal on employees' job commitment in Ogun Oshun River Basin Development Authority (OORBDA) Ogun state, Nigeria. A Simple random sampling technique was used to select 106 respondents. Success of any organization depends on how well the performance of every employee is effectively appraised and managed, despite efforts made through training and provision of necessities by organizations for employees to perform well and be committed, but still many employees are not committed to their work thereby making them perform below standards. The objectives of the study were to ascertain the perceived performance appraisal in the study area, determine the level of employees' job commitment in the study area, and identify the constraints affecting employees' job commitment in the study area. Data was obtained using a structured questionnaire and analyzed using descriptive and inferential (Chi-square and PPMC) statistical tools. Findings revealed that Performance appraisal was designed to motivate employees ($\bar{x}= 4.12$), and aligned with the vision and mission of the institution ($\bar{x}= 4.10$). Respondents also have high level of job commitment (80.2%). Salary level ($\bar{x}= 3.87$) and workload ($\bar{x} = 3.73$) were the major factors influencing employees' job commitment. Correlation analysis showed a significant relationship between monthly income ($r =0.23$), performance appraisal ($r =0.36$), and employees' job commitment at $p< 0.05$. The study concludes performance appraisal Practices are crucial in shaping employees' commitment to the organization. The study therefore recommends increase in salary level and less work load as this can contribute significantly positive towards commitment.

Key Words: Performance Appraisal, Employees, Workers' Performance, Job Commitment, Ogun Oshun River Basin Development Authority

Introduction

Today's business environment is becoming increasingly uncertain and dynamic. This trend has accelerated due to environmental forces such as globalization, advances and innovation in technology, and changes in the market conditions. The changes in the business environment require firms to show greater concern for developing human competence and have a competitive advantage over their competitors (Wanjala & Kimutai, 2015). In today's competitive business world, it is understood that organizations can only compete with their rivals by innovating and organizations can only innovate by managing their human resources well (Girma, et al. 2016). The human resource system can become more effective by having a valid and accurate appraisal policy used for rating the performances of the employees (Collings & Wood, 2009). Thus, the appraisal system refers to a function within human resource management (HRM) that allows firms to develop a competent workforce. When effective, the appraisal process reinforces the individual's sense of personal worth and assists in developing his/her aspirations (Zafrullah & Irfanullah, 2017).

The significant role of performance appraisal in any establishment of organizations has become indispensable when we talk of organizational success (Denning, 2001). The success of any organization is dependent on how well the performance of every employee is effectively appraised and

managed, despite efforts made through training and provision of necessities by organizations to see that employees perform well and be committed to their work but still many employees are not committed to their work thereby making them perform below standards. The performance appraisal is a unique and very important aspect of career development which entails a regular review of the performance of employees in the organization (Wanjala & Kimutai, 2015). Accurate appraisals are crucial for the evaluation of recruitment, selection, and training procedures that lead to improved performance (Cowandy, 2014). Appraisals can determine training needs and occasionally, counseling needs. They can also increase employee motivation through the feedback process and may provide an evaluation of working conditions, thus, improving employee productivity, by encouraging the strong areas and modifying the weak ones (Gabris & Ihrke, 2000). Every organization requires competent personnel to boost their productivity. It is a concerted effort of the human resource division/section to check the strength and weaknesses of their employees as their performance is connected to their actions and also incorporates judgment and appraisal process (Mollel, et al. 2017).

It is against this background that this study provided answers to the following research questions: What is the perceived performance appraisal in the study area? What is the level of employees' job commitment in the study area? and What are the constraints affecting employees' job commitment in the study area?

Objectives of the Study

In providing answers to these questions, the study examined the effects of performance appraisal on employees' job commitment. The Specific objectives are:

- a. To describe the perceived performance appraisal in the study area;
- b. To determine the level of employees' job commitment in the study area; and
- c. To identify the constraints affecting employees' job commitment in the study area

The hypothesis was stated in a null form as follows:

H₀₁: There is no significant relationship between performance appraisal and employees' job commitment.

Literature Review

Concept of Performance Appraisal

Performance appraisal represents a strategic and integrated approach that is geared towards delivering organizational success by improving the performance capabilities of both individuals and teams (Armstrong, 2005). Angelo & Robert (2006) define performance appraisal as a discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process. It is also described as a formal process of employee monitoring which usually involves the evaluation of performance based on the judgments and opinions of subordinates, peers, supervisors, other managers, and even workers themselves (Jackson & Schuler, 2002). Performance appraisal is concerned with the clarification of employees' work expectations, helping with individual employee growth and the collective growth of the entire workforce, as well as ensuring that pay structure design incorporates performance. It ensures that employees have an awareness of how organizations expect them to perform concerning organizational goals after their performances are evaluated (De Waal, 2004). This assertion of awareness creation as mentioned by De Waal (2004) agrees with a finding by Gabris & Ihrke (2000)

which states that the main aim of performance appraisal is the provision of periodic and formal feedback to individual staff members. As a formal organization event, performance appraisal is undertaken for certain reasons.

Malcolm & Jackson (2002) discuss three main reasons why performance appraisals are done: One of the reasons is what they term performance reviews. They describe performance reviews as an opportunity for managers to hold discussions with their employees with regard to progress in their current positions, their strengths, and areas requiring further development. Secondly, they mention reward reviews and describe them as usually separate discussions but linked to the appraisal system in which the manager communicates decisions on rewards such as pay, benefits, or promotion and provides feedback. Finally, they discuss potential reviews which represent discussions about employees' opportunities for progression and the type of work they will be fitted for in the future, and how this can be achieved. Performance appraisal is said to be a human resource management tool used in determining and communicating to an employee his/her performance on an assigned job over a period, and essentially establishing an improvement plan (Zafrullah & Irfanullah, 2017). The system seeks to unearth the employee's strengths and weaknesses for appropriate management decisions such as training, promotion, transfer, layoffs and motivation to be taken. Chaponda (2014) put forward an elaborative and far-reaching definition of performance appraisal. To him, performance appraisal is the formal assessment of how well employees are performing their jobs with established standards and the communication of that assessment to the employees. This definition captures the salient points in the subject area which include formal assessment, performance, established standards, and a feedback system. Anderson (2002) defines performance appraisal as involving the systematic review of the performance of staff on a written basis at regular time intervals and the holding of performance interviews at which staff have the opportunity to discuss performance issues, past, present, and future, on a one-to-one basis with their immediate line manager.

Mollel, et al. (2017) also define performance appraisal as the process of evaluating individual job performance as a basis for making objective personnel decisions. Their definition excludes day-to-day coaching in which a supervisor casually checks an employee's work and gives immediate feedback. In a related discussion, Boswell & Boudreau (2002) make mention of two typical reasons for performance appraisal: evaluative and developmental purposes. According to Boswell & Boudreau (2002), the evaluative function covers using performance appraisal for typical human resource decisions like pay and salary administration, promotion, retention, termination, layoffs, giving employees the needed recognition, and identifying poor performance. This represents an amalgamation of two of the purposes of performance appraisal, that is (performance reviews and reward reviews) as discussed by Malcolm Jackson (2002). It is also considered as an evaluative process because depending on how an employee performs, they attain certain numerical scores. Afterward, the scores attained by each employee are communicated to him or her. Boswell & Boudreau (2002) also describe developmental functions as geared towards improving individual employees by employing the use of appraisals to identify training deficits in employees, giving employees a clear perspective about what their strengths and weakness are, and to providing employees with feedback about their performance. This is akin to what Macky & Johnson (2000) describe as the enhancement of employees' skills. As a working definition, performance appraisal may be defined as a structured formal interaction between a subordinate and superior, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed with a view to identify weaknesses and strengths as well as the potential for growth and development.

Performance Appraisal Process

Mollel, et al. (2017) indicated that performance appraisal system measures usually include both behaviors (what an employee does) and results (the outcomes of an employee's behavior). To realize the purpose of performance appraisal, organizations should carefully design appraisal systems and implement them accordingly. According to them, different steps are followed in the appraisal process. These include: establishing performance standards, communicating performance expectations, measuring actual performance, comparing actual performance with standards, discussing the appraisal with the employee, and indicating corrective actions. The appraisal process begins with the establishment of performance standards. The first step in the performance appraisal process is identifying what is to be measured. This process seems fairly simple at first glance, in practice, however, it can be quite complicated. If a significant dimension is missed, employee morale is likely to suffer because the employee who does well on that dimension is missed, the employee will not be recognized or rewarded (M'mbui, 2011). If an irrelevant or trivial dimension is included, employees may perceive the whole appraisal process as meaningless (M'mbui, 2011).

The managers must determine what outputs, accomplishments, and skills will be evaluated. These standards should have evolved out of job analysis and job descriptions (Frimpomaa, 2014). These performance standards should also be clear and objective to be understood and measured. Standards should not be expressed in an articulated or vague manner such as “a good job” or “a full day's work” as these vague phrases tell nothing (M'mbui, 2011). Once the performance standards are established, this needs to be communicated to the respective employees so that they come to know what is expected of them. Experience indicates that not communicating standards to the employees compounds the appraisal problem. Here, it must be noted that mere transference of information (relating to performance standards, for example) from the manager to the employees is not communication. It becomes communication only when the transference of information has taken place and has been received and understood by the employees. Feedback from the employees on the standards communicated to them must be obtained. If required, the standards may be modified or revised in the light of feedback obtained from the employees. With regards to clarifying reasons for performance appraisal, Zachary (2010) asserts that perceived reasons for appraisal will influence employees' attitudes towards performance appraisal irrespective of the intended purpose.

It is therefore suggested that there should be a clear purpose behind establishing performance appraisal and it must be achieved (Sajuyigbe, 2017). The most difficult part of the performance appraisal process is measuring the actual performance of the employees that is the work done by the employees during the specified period (M'mbui, 2011). It is a continuous process that involves monitoring the performance throughout the year. This stage requires the careful selection of the appropriate techniques of measurement, taking care that personal bias does not affect the outcome of the process and providing assistance rather than interfering in employees' performance (M'mbui, 2011). Moreover, effective performance feedback has the potential to enhance employee engagement, motivation, and job commitment (Aguinis, Gottfredson & Joo, 2011). Performance feedback is a critical component of all performance management systems. Effective performance feedback is timely, specific, behavioral in nature, and presented by a credible source.

In the ideal situation the employee receives information about how they are performing and where they could improve. According to Zachary (2010), managers identify the weaknesses of the employees and together they make a plan for the employee's development. The success of the feedback depends on the acceptance of the process. The commitment to the performance appraisal is an indication of the degree to which subordinates are satisfied with the process and the feedback they have received. It

serves as a report of the accuracy and fair evaluations of the performance. The outcome is that satisfied individuals after the performance appraisal will improve further working relationships with supervisors and colleagues. The feedback can also bring negative reactions from employees. If perceived as unfair, the feedback can cause behavioral changes such as absenteeism, lack of cooperation, lack of focus on priorities, unhealthy competition, and even can cause staff turnover. Macky & Johnson (2000) pressed that feedback on performance appraisal systems is continuously improving organizational performance, and this is achieved by improved individual organizational commitment. Therefore, improving employee performance by using a performance appraisal system is a way to improve organizational commitment. The final step in the appraisal process is the initiation of corrective action when it is necessary.

Concept of Job Commitment

Employee job commitment it is an attachment where the employee has for their own organization from their experiences. It will indicate the level of satisfaction, and engagement among employees. It is also crucial to assess employee job commitment since it is a key element in organizational success. The commitment is defined as the steadying strength which is acts to retain the behavioral move toward in the fairness conditions and the psychological condition of the commitment are the bonds of individual towards organization.

Herscovitch & Meyer (2002) defined job commitment to reflect how devoted an employee is to his organization which usually comes about if he or she feels that he can identify with the values and objectives of the organization. It goes to show the extent to which an employee would go to help an organization achieve its goals. And as there may be factors for which an employee may not give his all in the course of rendering his duties at work, how committed an employee plays a role in how he persists in the face of these factors to exert more effort on the job. It typically portrays how much an employee values his membership in an organization and the extent to which he believes the organization's objectives are in line with his values.

Cooper-Hakim & Viswesvaran (2005) mention the three vital pillars which help define organizational commitment. Firstly, they cite an employee's willingness to exert more effort to aid organizational success and this exerted effort might be more than the organization expects. Secondly, they cite the willingness of an employee to remain an employee of the organization. Thirdly, the perception an employee has about his organization's core values and how he identifies with them.

Organizational commitment is an essential requisition in an employee for reaching challenging goals because, as opposed to easy goals, they require more effort and typically have lower chances of success than easy goals do (Latham, 2007). Over a period of 30 years, several private and public sector organizations have generally focused significantly on researching organizational commitment, an act which underscores the relevance of the issue. The study of organizational commitment has proven extremely beneficial in diverse ways. It has revealed a positive relationship between organizational commitments and constructs like low turnover, job commitment, and high productivity (Cohen, 2003). It is also useful in predicting performance levels which, by extension, helps in the attainment of organizational goals (Meyer, 2002). Organizational commitment is also very vital in understanding the behavior of salespersons and it is thus not surprising that organizational behaviorists pay close attention to research commitment (Allen & Meyer, 2002).

Conway, et al.(2010), and (Owoyemi, Oyelere, Elegbede & Gbajumo-Sheriff, 2011) propose one such conceptualization of commitment comprising three separable components which include

Affective Commitment, Continuance Commitment, and Normative Commitment. The researchers gave a brief description of the three, each of which reflects a unique underlying psychological state.

1. Affective Commitment

Affective Commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. In traditional, ongoing employment relationships, a high level of affective commitment is related to low employee turnover, low absenteeism, and improved job performance hence employees with a strong affective commitment continue employment with the organization because they want to do so (Wang, 2010).

2. Continuance Commitment

Continuance commitment describes an individual's need to remain with the organization resulting from her/his recognition of the costs (tenure, pay, benefits, vesting of pensions, and family commitment associated with leaving the organization (Loi & Foley, 2008). Continuance commitment describes an individual's need to remain with the organization resulting from her/his recognition of the costs such as tenure, pay, benefits, vesting of pensions, and family commitment associated with leaving the organization. It may also refer to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so (Loi & Foley, 2008).

3. Normative Commitment

Normative commitment reflects an individual's feeling of obligation to maintain organizational membership because he/she believes it is morally right to be loyal, and stay in, the organization (Coyle-Shapiro, 2008). Normative commitment reflects an individual's feeling of obligation to maintain organizational membership because he/she believes it is morally right to be loyal, and stay in, the organization. Although normative commitment is widely recognized as a salient dimension of employee commitment, is substantially interrelated with affective commitment (Coyle-Shapiro, 2008).

Research Methodology

This research was carried out at the Ogun-Oshun River Basin Development Authority, Abeokuta, Ogun State, Nigeria. Located along Federal University of Agriculture Abeokuta-Alabata Road. Ogun-Osun River Basin Development Authority (OORBDA) is one of the twelve River Basin Development Authorities established by the Federal Government of Nigeria under decrees number 25 of 1976 and 31 of 1977. Since 1976, there have been amendments to the original operational functions of the Authorities. Currently, OORBDA is operating under decree No.35 of 1987 and Privatization and Commercialization Decree No. 25 of 1988. It is a parastatal of the Federal Ministry of Water Resources. The Authority was formally launched on July 4, 1977 at a colorful ceremony presided over by the then Federal Commissioner for Water Resources, Alhaji Ibrahim El Yakub. The authority has mission to developed and manage surface and ground water resource within the area of coverage and provide access to safe and adequate water for domestic, industrial food control and agricultural purposes to enhance quality if the people and promote the socio-economic development of the country. The management comprises of the managing director, four executive directors and all heads of division/units subject to the distraction of the managing director. The authority has five operation department which include: managing director's office, engineering department, finance and administration department, planning and design department and lastly the agriculture and commercial services department. Each of

this department has a number of division under them while the managing director's office has five units whose heads report directly to the managing director.

Sampling technique and sample size

A simple random sampling technique was used to randomly select 35% from 334 employees in OORBDA, which made a total of 117 respondents. However, 106 questionnaires were adequately filled and used for the analysis. Performance Appraisal was measured by adapting a 14-item scale of Liza (2012) on a five-point Likert-type scale of Strongly Agree (SA=5), Agree (A=4), Undecided (U=3), Disagree (D=2), and Strongly Disagree (SD=1). Employees' Job Commitment was measured using 16 statements adapted from Allen and Meyer (1990) measuring 3 dimensions of organizational commitment namely affective commitment, continuance commitment, and Normative commitment. Respondents provided answers using five points Likert-type scale of Strongly Agree (S.A) =5, Agree (A)=4, Undecided (U)=3, Disagree (D)=2, and Strongly Disagree (S.D) =1.

Results and Discussion

Socio-Economic Characteristics of Respondents

The socio-economics characteristics of respondents are presented in Table 1: The mean age of the respondents was 38.7 years. It could be inferred from the findings that the majority of the respondents in the study area are still young and vibrant which means they are in their productive age. This study is quite in line with that of Ibeun (2002) who described that more than half of the employees in agricultural organizations in South West Nigeria are within the age range of 31 – 50 years. 68.9% of the respondents were male while 31.1% of the respondents were female. This implies that the majority of the respondents were male, this could be as a result of the emphasis placed on men by the society as being responsible for their household (wives and children) thereby making women dependent. This result is in agreement with the findings of Banmeke & Ajayi (2010) who revealed that the number of male in agricultural institutes of Southwest Nigeria was more than the female. A majority(65.1%) of the respondents were Christians and 34.9% were Muslims, this reveals that respondents have some form of spirituality. A majority(81.1%) are married while 18.9% were single. This reveals that the respondents' level of responsibilities will increase due to the dual responsibilities posed by being a working father or mother. This sense of responsibility may increase their level of commitment to their jobs. This assertion is in line with the position of Oladejo, et al. (2008) who opined that marriage confers some level of responsibility and commitment on people.

Furthermore, the result indicates that more than half (55,7%) of the respondents had Bachelor's Degrees, 21.7% had HND while 10.4%, 6.6%, and 5.7% had PhD., OND, and NCE respectively. This implies that respondents in the study area had one form of tertiary education or the other. This could lead to a higher level of commitment at work. This is in congruence with Amangala (2013) who reported that higher educational qualification means higher rank and more responsibilities which subsequently increase job commitment. The mean income of the respondents was ₦ 93,518.8 monthly. It could be inferred from the findings that employees are high-income earners compared to other sectors and this could influence their commitment at work and less conflict at home if they have some level of comfort and are able to meet their basic needs which include food, clothing, and shelter. The mean years of work experience is 13years. This result showed that the respondents have established themselves and have been in the organization long enough to know the effects of performance appraisal on employees' job commitment. Most of the respondents have established themselves. Also, they have been in the organization long enough to know the performance appraisal of the organization. The findings further showed that most (73.0%) of the respondents are senior staff while 21.7% were junior staff. This information is captured on the table below:

Table 1: Frequency Distribution Showing Personal Characteristics of Respondents (n=106)

Variables	Frequency	Percentage	??	Std. d.
Age			38.7	8.0
=30	28	26.4		
31-40	29	27.4		
41-50	43	40.6		
51-60	6	5.7		
Sex				
Male	73	68.9		
Female	33	31.1		
Religion				
Christianity	69	65.1		
Islam	37	34.9		
Marital status				
Single	20	18.9		
Married	86	81.1		
Academic qualification				
OND	7	6.6		
NCE	6	5.7		
HND	23	21.7		
BSC	59	55.7		
PHD	11	10.4		
Monthly income			₦93,518.8	₦49,994.7
≤ ₦100,000	66	62.2		
₦100,001 -? 200,000	34	32.1		
₦200,001 -? 300,000	6	5.7		
Work experience			13.3	5.3
≤10	39	36.8		
11-20	60	56.6		
21-30	7	6.6		
Rank				
Junior staff	23	21.7		
Senior staff	83	78.3		

Source: Field Survey, (2021)

Performance Appraisal

Table 2 below shows employees' perception of performance appraisal and these were examined using the following indices; Findings indicate that the performance appraisal system is designed to motivate employees (\bar{x} = 4.12), and is also aligned with the vision and mission of the institution (\bar{x} = 4.10) and a result of the evaluation are openly explained and discussed to the employee concerned (\bar{x} = 4.08). Conducts of evaluation are honestly and fairly done (\bar{x} = 3.92) as it recognizes employee achievement and performance objectively (\bar{x} = 3.81). The appraisal system is accurate in terms of content and purpose (\bar{x} = 3.79) and motivating the employees (\bar{x} = 3.75). The objective of the appraisal tool is appropriate to the needs of the staff and faculty (\bar{x} = 3.73), it is fair and objective (\bar{x} = 3.73) and employees take part in the formulation of the performance appraisal (\bar{x} = 3.73). This implies that performance appraisal is effective in the organization, Performance appraisal measures whether financial or non-financial rewards are associated positively with organizational commitment. It was shown that if the employees perceive fairness in the process of the appraisal system they develop trust towards their organization which in turn increases their commitment towards their job and organization. Performance

appraisals are valued for defining expectations and measuring the extent to which expectations are met, appraisal can make clear to employees where they are having success and where they need to improve performance. It indicates that appraisals are useful in setting goals and in fostering improved communication among work groups and between employees and supervisors. The result is in line with Onoh (2008) who sees performance appraisal as any procedure that involves setting work standards, assessing the employee's standards, and providing feedback to the employee to motivate them. For the success of any organization, attention to its employees' perceptions is important. Several studies support the notion that fairness of performance appraisal is saliently related to employees' commitment, satisfaction, and motivation.

Table 2: Perception of Performance Appraisal System

Statements	SA	A	U	D	SD	\bar{x}	Std. d
The performance appraisal system is designed to motivate employees	43(40.6)	35(33)	27(25.5)	-	1(0.9)	4.12	0.86
The performance appraisal system is aligned with the vision and mission of the institution	43(40.6)	38(35.8)	19(17.9)	5(4.7)	1(0.9)	4.10	0.93
The result of the evaluation is openly explained and discussed with the employee concerned	49(46.2)	21(19.8)	33(31.1)	2(1.9)	1(0.9)	4.08	0.97
Conducts of evaluation are honestly and fairly done	35(33)	41(38.7)	16(15.1)	14(13.2)	-	3.92	1.01
The performance appraisal system recognizes employee achievement and performance objectively	35(33)	25(23.6)	37(34.9)	9(8.5)	-	3.81	1.00
The appraisal system is accurate in terms of content and purpose	31(29.2)	28(26.4)	41(38.7)	6(5.7)	-	3.79	0.93
The appraisal system of the company is motivating to the employees	27(25.5)	35(33)	34(32.1)	10(9.4)	-	3.75	0.95
The objective of the appraisal tool is appropriate to the needs of the staff and faculty	27(25.5)	36(34)	33(31.1)	7(6.6)	3(2.8)	3.73	1.01
The performance appraisal of the company is fair and objective	23(21.7)	39(36.8)	36(34)	8(7.5)	-	3.73	0.89
Employees take part in the formulation of the performance appraisal	32(30.2)	30(28.3)	32(30.2)	7(6.6)	5(4.7)	3.73	1.11
The employees are satisfied with the way they are being evaluated and ranked	28(26.4)	26(24.5)	47(44.3)	4(3.8)	1(0.9)	3.72	0.93
The performance appraisal system recognizes employee achievement and performance objectively	25(23.6)	35(33)	37(34.9)	8(7.5)	1(0.9)	3.71	0.95
The performance appraisal system is relevant and reliable	37(34.9)	17(16)	31(29.2)	19(17.9)	2(1.9)	3.64	1.19
The appraisal system is effective in encouraging employees to work hard	23(21.7)	37(34.9)	30(28.3)	15(14.2)	1(0.9)	3.62	1.01
Those who got the highest rank are given appropriate rewards	29(27.4)	25(23.6)	37(34.9)	12(11.3)	3(2.8)	3.61	1.09

Source: Field Survey, (2021)

\bar{x} = Mean, Std. d=Standard Deviation. Figures in parenthesis are in percentage

Employees' Job Commitment

Commitment is categorized into three types namely affective, continuance, and normative commitments. Table 3 presents the distribution of job commitment exhibited by respondents. The major statements rated high under normative job commitment ($\bar{x}=3.56$) were: I was thought to believe in the value of remaining loyal to one organization ($\bar{x} = 3.86$), I think that people these days move from company to company too often ($\bar{x} = 3.71$), one of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore, feel a sense of moral obligation to remain ($\bar{x}= 3.70$), things were better in the days when people stayed with one organization for most of their careers ($\bar{x}= 3.64$). It could be inferred from the findings that respondents are committed to their job since it is their moral obligation and commitment to their job is required. This implies that employees with a high level of normative commitment tend to remain loyal to the organization. Regarding continuance commitment ($\bar{x}=3.38$), the following statements were rated high by the respondents: It would be very hard for me to leave my organization right now ($\bar{x}=3.61$), one of the few serious consequences of leaving this organization would be the scarcity of available alternatives ($\bar{x}= 3.51$), I feel that I have too few options to consider leaving this organization ($\bar{x}=3.50$), too much in my life would be disrupted if I decided I wanted to leave my organization ($\bar{x}=3.43$), one of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have ($\bar{x}= 3.37$).

This implies that employees were also committed to their job because of the scarcity of available alternatives, it could also be inferred from the findings that respondents are committed to their job not because they lack opportunities or scarcity of alternatives, which indicates that continuance commitment is low among the respondents. Affective commitment ($\bar{x}=3.35$) was reportedly low among employees because they enjoyed discussing their organization with people outside it ($\bar{x} =3.56$), I think that I could easily become as attached to another organization as I am to this one ($\bar{x}=3.54$), I feel as if this organization's problems are my own ($\bar{x}=3.50$), this organization has a great deal of personal meaning for me ($\bar{x} =3.50$). This implies that affective commitment was low among employees compared to normative and continuance job commitment. This implies that employees do not have personal affection and interest in the job. They are also committed to their job effectively because their job gives a way of defining who they are. Table 4 shows the level of employees' job commitment. The findings revealed that employees had a high level of job commitment (80.2%).

Table 3: Employee's Job Commitment

Statements	SA	A	I	D	SD	\bar{x}	Std.d
Normative Commitment						3.56	
I was thought to believe in the value of remaining loyal to one organization	24(22.6)	52(49.1)	23(21.7)	5(4.7)	2(1.9)	3.86	0.89
I think that people these days move from company to company too often	31(29.2)	39(36.8)	20(18.9)	6(5.7)	10(9.4)	3.71	1.22
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore, feel a sense of moral obligation to remain	31(29.2)	23(21.7)	42(39.6)	9(8.5)	1(0.9)	3.70	1.02
Things were better in the days when people stayed with one organization for most of their careers	29(27.4)	23(21.7)	42(39.6)	11(10.4)	1(0.9)	3.64	1.03
Jumping from organization to organization does not seem unethical to me	21(19.8)	36(34)	38(35.8)	4(3.8)	7(6.6)	3.57	1.06
I do not think wanting to be a company man or company is sensible anymore	28(26.4)	35(33)	17(16)	19(17.9)	7(6.6)	3.55	1.24
If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization	19(17.9)	27(25.5)	32(30.2)	21(19.8)	7(6.6)	3.28	1.17
I do not believe that a person must be loyal to his or her organization	23(21.7)	19(17.9)	31(29.2)	20(18.9)	13(12.3)	3.18	1.31
Continuance Commitment						3.38	
It would be very hard for me to leave my organization right now	27(25.5)	29(27.4)	33(31.1)	16(15.1)	1(0.9)	3.61	1.06
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	29(27.4)	27(25.5)	21(19.8)	27(25.5)	2(1.9)	3.51	1.20
I feel that I have too few options to consider leaving this organization	23(21.7)	29(27.4)	34(32.1)	18(17)	2(1.9)	3.50	1.07
Too much in my life would be disrupted if I decided I wanted to leave my organization	18(17)	33(31.1)	34(32.1)	19(17.9)	2(1.9)	3.43	1.03
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice— another organization may not match the overall benefits I have	21(19.8)	28(26.4)	31(29.2)	21(19.8)	5(4.7)	3.37	1.15
right now, staying with my organization is a matter of necessity as much as desire	15(14.2)	34(32.1)	28(26.4)	25(23.6)	4(3.8)	3.29	1.10
I am not afraid of what might happen if I quit my job without having another one lined up	18(17)	23(21.7)	38(35.8)	21(19.8)	6(5.7)	3.25	1.13
It wouldn't be too costly for me to leave my organization now	9(8.5)	35(33)	21(19.8)	38(35.8)	3(2.8)	3.08	1.07
Affective Commitment						3.35	
I enjoyed discussing my organization with people outside it	17(16)	40(37.7)	36(34)	11(10.4)	2(1.9)	3.56	0.95
I think that I could easily become as attached to another organization as I am to this one	23(21.7)	27(25.5)	40(37.7)	16(15.1)	-	3.54	1.00
I feel as if this organization's problems are my own	12(11.3)	51(48.1)	24(22.6)	16(15.1)	3(2.8)	3.50	0.98
This organization has a great deal of personal meaning for me.	13(12.3)	44(41.5)	33(31.1)	15(14.2)	1(0.9)	3.50	0.92
I do not feel a strong sense of belonging to my organization.	23(21.7)	25(23.6)	33(31.1)	21(19.8)	4(3.8)	3.40	1.14
I would be very happy to spend the rest of my career with this organization	19(17.9)	35(33)	16(15.1)	18(17)	18(17)	3.18	1.37
I do not feel like I am part of my organization	12(11.3)	29(27.4)	26(24.5)	33(31.1)	6(5.7)	3.08	1.13
I do not feel emotionally attached to this organization	9(8.5)	22(20.8)	45(42.5)	27(25.5)	3(2.8)	3.07	0.96

Source: Field Survey, (2021)

SA= Strongly Agree, A= Agree, I= Indifference, D= Disagree, SD= Strongly Disagree, = Mean, Std. d=Standard Deviation. Figures in parenthesis are in percentage

Table 4: Level of Employees' Job Commitment

Category	Frequency	Percent
Low (24-72)	21	19.8
High (73-120)	85	80.2
Total	106	100.0

Source: Field Survey, (2021)

Constraints Affecting Employees' Job Commitment

Table 5 show the factors influencing employees' job commitment in the study area. Employee contributes to the success of any organization. To improve employees' job commitment, the primary goal is to identify the typical factors influencing employees' job commitment. Based on the result, employees' job commitment is influenced by various factors, such as salary level (\bar{x} =3.87), workload (\bar{x} =3.73), challenges attached to the work (\bar{x} =3.69), reward (\bar{x} =3.66), and leadership (\bar{x} =3.60). This is in line with the findings of Yazinski (2009) who found reward and salary as factors that influence employees' job commitment.

Table 5: Constraints Affecting Employees' Job Commitment

Statements	SA	A	U	D	SD	\bar{x}	Std. d
The salary I receive do not commensurate with the service am rendering	30(28.3)	45(42.5)	18(17)	13(12.3)	-	3.87	0.97
Too much workload improves demotivates me to be better committed to the job	33(31.1)	30(28.3)	27(25.5)	13(12.3)	3(2.8)	3.73	1.12
The challenges that my job provides demotivate me to be better committed to the job	31(29.2)	29(27.4)	30(28.3)	14(13.2)	2(1.9)	3.69	1.09
In my organization job commitment is not rewarded	19(17.9)	42(39.6)	36(34)	8(7.5)	1(0.9)	3.66	0.89
My boss's leadership style does not influence my job commitment	27(25.5)	28(26.4)	35(33)	14(13.2)	2(1.9)	3.60	1.07
The working environment influences my commitment to the job	13(12.3)	46(43.4)	33(31.1)	14(13.2)	-	3.55	0.87
The internal dealings of my organization with employees are not done with integrity	17(16)	42(39.6)	30(28.3)	16(15.1)	1(0.9)	3.55	0.97
The culture and emotional climate of the organization are generally negative and not supportive	19(17.9)	35(33)	34(32.1)	17(16)	1(0.9)	3.51	1.00
The organization does not encourage us to always come up with innovative ideas	17(16)	29(27.4)	35(33)	23(21.7)	2(1.9)	3.34	1.05
I am not motivated by our reward system and it makes me perform poorly	16(15.1)	32(30.2)	39(36.8)	16(15.1)	3(2.8)	3.40	1.01
I am not motivated by the prospect of promotion within my organization	15(14.2)	36(34)	24(22.6)	28(26.4)	3(2.8)	3.30	1.10

Source: Field Survey, (2021)

SA= Strongly Agree, A= Agree, U= Undecided, D= Disagree, SD= Strongly Disagree, \bar{x} = Mean, Std. d=Standard Deviation. Figures in parenthesis are in percentage

Hypotheses Testing

Test of a Significant Relationship between Performance Appraisal and Employees' Job Commitment

The hypothesis was tested using Pearson Product Moment Correlation (PPMC). Table 6 revealed a positive and significant ($p < 0.05$) relationship between performance appraisal and employees' job commitment ($r = 0.36$). It can be noted from the result that performance appraisal positively affects employees' job commitment and the interpretation of these findings indicated that the more management conduct performance appraisal increases the level of employees' job commitment. This is supported by the findings of Tuytens & Devos (2012) who opined that performance appraisal when undertaken in the right manner can contribute significantly to employee job commitment.

Table 6: Test of the Relationship between the Perception of Employees on Performance Appraisal System and their Job Commitment Using PPMC (n=106)

Variable	R	p-Value	Decision
Relationship between performance appraisal system and job commitment	0.36	0.00	S

Source: Field Survey, (2021)

Conclusions and Recommendations

The study impresses on a body of work that stresses the importance of performance appraisal as the key contributor to the job commitment of employees to the growth of organizations in the service sector industry. It is concluded that performance appraisal was designed to motivate employees as it aligned with the vision and mission of the institution. Therefore, employees have a high level of job commitment even though salary level and workload influence their commitment to the job. Committed employees increase organizational loyalty and are more likely to talk positively about their organization, help others, and go beyond the reasonable expectations on their job. It can be concluded, therefore, that to a large extent, workers are comfortable with the way performance appraisal is being conducted.

Therefore, a higher level of job commitment was related to performance appraisal. Based on the major findings of the study, the following recommendations were made:

- a. Performance appraisal systems should be designed in such a way that it creates perceptions of fair treatment as this can contribute significantly towards positive attitudes, which have been shown in this study to be a significant determinant of job commitment.
- b. Management can also devise strategies and programs to manage and control the workload of their employees and to increase their salary level in other to increase their commitment to the job.
- c. Management should regularly appraise employees' job skill requirements to ensure that every employee possesses the right skills required in his/her job.
- d. Management should regularly organize training/development programmes to bridge knowledge gaps identified in employees' job/skill requirements.

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