



Impact of performance appraisal on employees motivation of science teachers in Nigerian Secondary Schools

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Abstract

Appraisal is very significant tool inside the man supremacy management, stipulation it is conduct properly along with reasonably, it can carry out the organization to their ambition and the employees determination accomplish their wellbeing. Within this manuscript I study the sound possessions of concert assessment consequences taking place the staff enthusiasm. This paper is set to examine the relationship between Performance Appraisal and Employees motivation.

Keywords: science teachers, employees, performance appraisal

Introduction

Performance appraisals are indispensable for the effectual supervision and costing of staff. Appraisal help to enlarge individuals, perk up secretarial routine, and nourish into dealing development. Ceremonial performance judgment is commonly conducted per annum for each and every one workforce in the organization everyone is appraised by their line supervisor. Performance appraisals are also crucial for career and succession development. Performance review designed for workforce inspiration, position and conduct improvement, converse directorial aims, along with nurturing optimistic associations between supervision and workforce. Performance appraisals provide a recognized, recorded, customary assessment of an individual's routine, and a sketch for potential enlargement. In diminutive, performance and career judgment are crucial for administration the performance of natives and organizations. (Panagar 2009) Performance evaluation ought to be treated as an enduring developmental progression to a certain extent than a prescribed once-a-year review. It ought to be intimately monitored by both worker and assessor to guarantee that targets are mortal achieved. By preparing physically conscientiously and signifying a keenness to work together with your reviewer to enlarge your responsibility, you will craft an encouraging consciousness. Worker act, in common, submit to behaviour with the intention of applicable to directorial goals and with the intention to organize entity workforce (J.P *et al.* 1993) Performance assessment are perchance the preponderance vague along with ill-treated administration means in the times of yore. While raise, the mainstream of individual director will pledge canopy with the intention of their mass crucial means for analysis constituent of the section. The authenticity is that, on the whole, managers, supervisors, and employees abhorrence the inference for them and they hardly ever obtain complete. Individual reserve specialized squander an assortment of moment trouncing lay people into doing them, while managers appear for a diversity of motivation to wildcat strike the sequence. The intention for

this is that it's consistently an abrasive follow to clutch out, group get on performance assessment for the erroneous grounds and from the erroneous summit of view. This can ending up put the administrative and the employee on sundry "sides". Assessment are worn for influential disburse boost, who acquire let go, who acquire sponsor. Nearly everyone frequently, they are worn to hub on what populace contain invalid. (Jr 2009). Provides management with decision-making information on human resources expand and progress report with employees erect stronger working relationships Identifies performers needing enhancement for coaching/guidance support taking responsibility for their performance and improvement. (Armstrong 2005). According to Kewin Dwyer Performance Appraisal should be the Opportunity for an organizer in an organization to set the enlargement opportunity for their workforce flaming it should be a revitalizing invigorating juncture. Admittedly sometimes it may be tough practice as some home truths are formally collective about performance and leadership but it should never, never be a flabbergasted.

Motivation signifies a worker yearning and obligation, which is marked as effort. Some populace wish for to absolute project excluding efficiently distracted or dejected. They have greatest point but diminutive guarantee. Other hoof next to with splendid principle, but there is effort unimaginate. This populace has elevated pledge but little need (KAMALI *et al.* 2005). According to Luthans with the intention of inspiration this is the procedure which arouse, stimulate, leads, and with position manners and concert. With the intention for the succession of stirring populace to operate and to complete an elected obligation. One way for attractive community for overhauling genuine inspiration, that construct personnel supplementary contented with and fanatical for their profession. Coinage merely not a motivator. At hand some sources of encouragement to be capable to concentrate as persuaders. On the other hand, to classify and distinguishing the functioning vocation production within the connection, endeavour enthusiasm could not be simple key characteristic as establish through

Luthans. (Luthans 1998). The intensity for the performance of worker's belief never depends on their definite services excluding but also on the height of inspiring every one shows. (Burney & Widener 2007). Encouragement is an interior aspiration or an peripheral inspiration to carry out for various ways to convinced basically a technique with the intention to head the plunder (Dessler 1978). In excess of accomplishing, sparkling workforce for the potency of hammering all society subsequently imperative for the challenge of supervision to inspire furthermore the supreme workforce. Motivation creates a dominant component when going through the procedure of social knowledge. If the group does not hold the capability to motivate its workers, the information within the Group is not basically used to a maximum (Islam & Barhem, 2007) (Islam & Ismail, 2008). "No other inducement or motivational method comes close to cash." Such a liner produces the leading view in the administration secretarial works that pay for- performance inducement organizations have a motivational outcome. In fact, some writers declare that the main aim of Motivation is to improve extrinsic motivation by sustaining a separate worker's supplies circuitously through earnings of wages and advantages (Anthony & v 2007) (A & D 2002) Expectancy theory, as established by Porter and Lawler (1968), claims that a pay- for performance scheme effects job consumption. Supportive to this view, Pool observes the connection between exertion motivation and job fulfilment and finds important optimistic suggestion shows that as effort motivation rises, job fulfilment grows. (Pool 1997). In relative to extrinsic motivation, an optimistic suggestion with job fulfilment has also been originate. (Moynihan & S 2007). Motivation is a fundamental emotional course. Inspiring is an administration technique to remind concert stand on the information of what build citizens beat (Luthans, 1998).. Attempted to refine and extend R. White's (1959) model of reflectance motivation, with particular emphasis on its developmental implications. This prolonged model attentions on the following: the need to separate workings of reflectance motivation at dissimilar growing heights, an inspection of the properties of disappointment as well as victory, the association between job task and the grade to desire practiced, the role of common representatives and the supporting situation, the developing internalization of a self-reward scheme, the need to observe the comparative asset of both essential and extrinsic motivational locations, definite relates such as supposed capability and supposed switch as significances and intermediaries of one's motivational direction. The need to explain academic thoughts into researchable designs which can be empirically verified within a growing situation is highlighted. (Susan 1978). Extrinsic motivation is the position located on exterior plunders, such as extras and promotion (Herpen, Praag & k 2005). Allowing to the report of Berg and Baron enthusiasm could be estranged hooked on three key sections. Foremost section is to be at encouragement with the intention of treaty among the aspiration, or vigor after single accomplishment. Persons revolve to paying attention by their fidelity in manufacture a high- quality produce on supplementary doing inspiring effort and creature efficient in what they perform. The subsequent element indicate to the option populace formulate as well as the trail their concert receive. The preceding part indenture with care for manners perceptibly

significant how prolonged people have to carry on at fraught to congregate their purpose. (Greenberg & R 2003) (Greenberg & R 2000).

Literature Review

Performance appraisal

There has been large number of researchs in past several decades on performance appraisal (Bretz, Milkovich & Read, 1992; Fisher, 1989). Performance appraisal sounds simple but researches tell us that it is commonly used in performance feedback and identify individual employee's strengths and weaknesses (Ruddin, 2005). The use of performance appraisal system by business and industry has been counted between 74 to 89 percent (Murphy & Cleveland, 1991). Performance appraisal systems are used for different purposes in which include Human resource decisions, evaluation and feedback (Cleveland, Murphy & Williams, 1989). The different work that was dominated by psychologists that concentrated on the psychometric characteristics of appraisal for supervisors in their performance evaluation (Milkovich & Wigor, 1991). Psychologist focused on employee's reaction to appraisal and shared view in which performance appraisal take place (Levy, 2000; Levy & Williams, 2004). Nasud argued that evaluation structure is important tool that recover the value of employees performance (Nasud, 1999). Performance appraisal establishes reward system that will combine the effort of leaders and the worker of organization to the common goals of their organizations (Cleveland, Murphy, & William, 1989). For achieving high performance goal of organization performance appraisal is very important component of human resource management. The information gathered and performance appraisal provide basis for recruitment and selection, training and development of existing staff, and motivating and maintaining a quality human resource through correct and proper rewarding of their performance (Lillian, Mathooko, & Sitati, 2011). Performance appraisal is often including performance management system. Performance management systems manage and align all the organization, resources in order to achieve the highest possible performance (martin, 1998). (McMaster, 1994; Williams, 2002) argued that performance management involve determining the strategic objective, establish team goals, plan of performance developed, Analyse the performance (by using appraisal system) identified need of development and Assign rewards.

The different techniques are used for performance appraisal that is can be divided as Traditional and non-traditional form. The traditional form of appraisal is also known as "Free Form Method" it is just involved the overseeing and description of employee performance by his boss or superior (IJBMR, 2012). From the last few years the non-traditional form of appraisal is common in practices (Coens and Jenkins, 2000; Lawler, 2000). (Dorfman, 1986; Locke & Latham, 1984; Latham & Wexley, 1981) Mostly these techniques are used in throughout world for appraisal method.

1. Assessment centre
2. Behaviourally anchored rating scales (BARS)
3. Human resource accounting method
4. 360 Degree Performance Appraisals
5. Management by objectives (MBO).

Assessment centre involves the informal events, tests and assignment that are given to the group of employees to evaluate their competencies (Ijbm, 2012). Behaviourally Anchored Rating Scales is new method that consists of predetermined critical areas of performance or it is set of behaviour statements that describe important job qualities what is good and what is bad (Dargham, 2000). Human resource accounting method the performance of employee is evaluated in term of contribution and cost of employees (Ijbm, 2012). (Sharma, 2012) 360 degree involves the feedback of employee's performance by anyone who has contact with employee in organization. In 360 degree include Self-appraisal, Superior appraisal, Subordinate appraisal, Peer appraisal.

These methods are less structured than the traditional method which is less focuses on the rankings and ratings and more emphasis on arranging meetings between employees and supervisor (Sharma, 2012).

Employee's Performance

High employee's performances lead an organization and have greater opportunities for employees than those who have low performance (Vans cotter, 2000). "Performance is related to that organization hires the person to do and do well" (Campbell 1993). Performance is not only related to the acts but also involves judgment and evaluation process (Ilgen & Schneider, 1991). The activities that can be examined and measurable are reflected as performance (Campbell, 1993).

Organizations need highly performance of its employees so that organization can meet their goals and can able to achieve the competitive advantage (Frese, 2002). (Borman and Motowidlo, 1993) differentiate between work and performance. Work related to the person abilities through which employee performed activities which is contributed by the technical core. Performance not related to the technical core characteristics but it cares about the organization psychological environment and social environment in that organization achieve its objectives. It involves behaviours such as helping colleagues or being a reliable member of the organization (Frese, 2002). Performance appraisal emphasizes on the performance variables not on personal traits (Smither, 1998). (Kane, 1995) argued that performance should be measured in term of the work related behaviour. Murphy in 1991 argued that analysing performance through personal characteristics has different disadvantages.

(Jankoz, 2004) argued that the validity and reliability of attribute based performance appraisal are greater suspected as the perception of superior officer maybe biased. (Squires and Adler, 1998) appraisal based on traits of employee has little value. (Malos, 1998) concluded that fair appraisal is based on job related behaviours not traits of persons. Employees must believe that in performance appraisals there is great opportunity for them (Weick, 2001). Without fairness the performance appraisal system, rewards, motivations and developments create negative impact and frustration (Gilliland and Langdon, 1998).

Motivation

Motivation is an element that retains and manages employee manners and behaviour (Steers and Porter, 1987). (Porter and Miles, 1974) argued that in job the employees need freedom for success and work environment traits rewards

create motivation. Motivation acts as driving force that leads employees towards its goals (Grant, 2008). Motivated employees are highly involved and engaged in their job and try to make their performance best (Guay, 2000; Vansteenkiste, 2007).

Self-driven and freedom oriented qualities are mostly found in motivated employees (Grant, 2008). Motivated people are highly committed and have few desires (KAMAL *et al.* 2005). In South Africa performance appraisal is used to help public servants to know about what is expected to them, increased their motivation, describe their performance and improve their performance (Erasmus, Schenk, Westhuizen and Wessels, 2005). Organizations needed motivated employees to survive in a highly competitive world. Managers must be able to understand what motivate to employees however this function is very complex because that motivates employee today may not tomorrow (Kovach, 1987). Motivated employees are those who work according to the clearly define goals and take their actions to achieve that goals (McShane & Von Glinow 2003). Motivation is the perception of an individual that describe the intensity of his or her behaviour (Petri & Go-vern, 2004). Performance Appraisal helps employees to motivate by clearly define their objectives and by setting future direction with providing training to fulfil the objective performance (Bach, 2005).

Justice theory related with the acts of being just and fair with everyone. (Roch and Shanock, 2006) use all four justice dimensions in their framework by considering all are related to social relationship either these relationship with the organization or with the supervisor.

1. Procedural justice
2. Distributive justice
3. Interpersonal justice
4. Informational justice

In this study we draw this framework for applying it especially in performance appraisal context.

This context related to explaining employees have perception of fairness about appraisal system.

(Rosenzweig and Nohria, 1994) Procedural justice perceptions include the fair relative weighting in the basic elements of the performance appraisal system. There are three important procedures that are prominent in appraisal system that is assigning rate, set criteria and looking for appeals.

(Silverman and Wexley, 1984) argued that developing the behavioural anchored rating scales

Are satisfactory then the interview system of appraisal process. Distributive justice perception is related to the equity theories believes that distribution are fair. Rater may feel motivated to conform about the other norms like equity, want, or social status which maybe seem

Unfair practice to those who are being rated (Leventhal, 1980). Personal goals of rater like motivations, teach, avoid conflict or gain personal favour. Employee may take appraisal fair if they thought that rater is trying to motivate them and want to improve their capabilities. And employees also can take appraisal unfair on the basis of conflicts, avoidance, favouritism and politics. Interpersonal justice is related to the rater fair behaviour with the employee that is being evacuated. (Greenberg, 1986) argued that employees are very sensitive about the behaviour of directors and representatives in the organization. Informational justice

involves the fair explanations of performance anticipations, standards, response and reasons of decisions. In the context of performance appraisal the most common thing is setting goals and standards and feedback (Kamencu, 2011).

Implicit Person Theory (IPA) refers to the general expectations that we build about a person after we know something of their specific central traits. For example, when one believes that a happy person is also friendly, rather than quit or shy. Dweck (1986) says implicit theories are professional beliefs related to the flexibility of personal traits that affect the behaviour of person. Implicit person theory defines the type of personality that he/she has and how he or she behaves. In this study we examined the role of implicit person theory in the view of a manager's performance judgments.

Performance appraisal is the source that gives sense to employees that they are being valuable and recognized as an organizational team. Lee & Bruvol, (2003) argued that thought that has been developed through the performance evaluation system that performance is being evaluated for the development of employees than employees will compensate it to increase their level of performance. On the basis of justice theory many analysts distinguish between distributive and procedural justice when they are reviewing about the organizational justice. Moorman, (1991) suggested that Distributive justice is related to the justice in results and outcomes that employees get and procedural justice related to the real fairness in the system that apply for defining results.

Rahim *et al*, (2001) different studies reveal that in organizational justice distributive and procedural justice have exclusive and shared relations with organization. Boss, (2001) argued Employees those feel that the results of performance appraisal is unfair they often leave the organization and their morale and involvement will let down. And it will change their behaviour in wrong doings for taking revenge from the organization.

Theoretical Framework

The organization goals are divided and they incorporate the employee work plan. Performance appraisal involves what is expected to employees and employees remain in the focused of supervisor (Casio, 2003). Evaluation involves employee performance comparison with the objectives that has been described in the beginning of the appraisal period (Lillian, Mathooko & Sitati, 2012). Evaluation tells about the performance of employee that which employees have met their goals. Regular assessment make able to employees to focus his attention on that what is expected to him give feedback to employees and motivates him too (Casio, 2003). Positive feedback tells employee that his work done well and also illustrates what is needed to improved.

The good appraisal and supervisor must communicate to employee that how the performance of them can improved and motivates him (Lillian, Mathooko & Sitati, 2012).

Methodology

In this paper firstly we defined performance appraisal, employee performance and the propensity of motivation affect both the performance appraisal and employee performance in literature.

Research design

In this paper descriptive research design was apply. The

descriptive research design use in positions where analysts feel they have specific group of people who can define the main issues about the main determinants of the study. We use descriptive research design and the population of our study is banking industry of Enugu state. So the design was suitable for this research because the objective of study was to identify the relation and define how these determinants are supported each other.

Target population

The target population of our study was the employees that are working in the banking sector of Enugu state in Nigeria. Target population traits were mentioned in the table 1.

Sampling design

For selecting the above mention population we used simple random sampling techniques which provide every item of population same and known chances of being nominated. For collecting data 150 respondents were nominated representing the population. Simple random sampling technique is inexpensive and cheaper way of analysing in limited time duration. And the employees of banks have knowledge and aware about the determinants of study. See table number 2

Data collection

The questionnaire is the main source of collecting data. The questions developed to collect quantitative data. Data has been collected by applying the standard questionnaire. Questionnaire has been adopted from the papers of (Al-Ghamdi, 2011; Verhulp, 2006). In questionnaire general questions are about gender, age, employment status, and education level. We have used Likert Scale of fifth continuum from 1 to 5. 1= strongly agree, 2=agree, 3= uncertain, 4=disagree and 5= strongly disagree in this questionnaire.

Data analysis

Data analysis includes the important characteristics and relation of variables that leads to generalize the define outlines of behaviour and specific results. A descriptive investigation was employed. Data was collected according to frequency distribution to point out the variables importance and number of events influence in terms of frequency. Frequency distribution table was useful to elaborate the data from respondents.

For analysing the validity of the questionnaire we evaluate the hypotheses, by applying SPSS software we used correlation analysis and regression analysis to examine statistical data of the study. The face validity of the questionnaire has been definite through opinions of respondents.

The reliability of the questionnaire has been analysed by calculating Cronbach's coefficient alpha (= 0.874). This calculating amount of reliability is accepted. Individually PA questionnaire Cronbach's coefficient alpha (=0.788), Motivation questionnaire Cronbach's coefficient alpha (=0.696) and employee performance questionnaire Cronbach's coefficient alpha (=0.681). See table 3.

Findings

The main objective of this research is to find the relationship among Performance appraisal, employee's

performance and giving attention to the motivation role as a mediator. The result of the study shows that there is significant relation between Performance appraisal and employee's performance. And motivation influences and makes strong the relation of Performance appraisal and employee's performance. By seeing these results we have analysed both hypotheses.

Conclusion

The basic purpose of an appraisal system should be to improve the employee performance that will leads towards the organization success. The system must be deeply observed the people and recognize that employees are the most important resource. The system should first of all contribute to motivate all of the employees. This ideology will require a continuous effort in, coaching, counselling and just, flat communications between the employees and supervisors. The findings of this study conducted from the 150 employees of banking sector in Enugu state seem to suggest that banks interested in improving their performance through the performance appraisal systems. Banks should seek to enhance the employee's motivation so that they become satisfied toward the appraisal system. Unskilled appraisers that have lack of communication skills and therefore are not able to accomplish an effective performance and lead to negative attitude toward the appraisal system.

Our study is expected to contribute to the knowledge for the Human Resource department in the areas of performance appraisal and motivation. If Nigerian Banks use performance appraisal as a strategic approach and relate it with HR activities and business policies they can be able to improve the competencies, motivation, capabilities and performance of their employees. The study can provide benefit other divisions of Pakistan's banks (both public and private) for improving their employee's performance through performance appraisal system. Our study will also be useful for the HR practitioners because performance appraisal, motivation and improving employee's performance are the functions of HR management. The citizens of Nigeria who are interested to implement the appraisal system this study can also be beneficial for them. Finally, the study will help other researchers who might want to start research in the field of performance appraisal, employee's performance and motivation.

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