

Performance Appraisal and Organizational Productivity in Nigeria: A Study of Selected Firms in Asaba, Delta State

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Abstract: Performance appraisal is universal, and its universality epitomizes its importance to many business organizations. Every organization, business or unit has a peculiar function it handles performance in order to encourage productivity. Ideally, performance appraisal results should undoubtedly lead to improvement in the performance of the employees who are being appraised, with overall effect on productivity. The essence of performance evaluation in any organization is to achieve productivity and, by extension, meet organizational goals. Over the years, there are many practices, tools, techniques, systems, and philosophies that aim to help organizations to gain the competitive advantage of higher performance. The empirical review showed how different scholars examined the effect of performance appraisal on employee productivity and organizational commitment in particular. Most of the studies reviewed showed a significant relationship between performance appraisal and organizational productivity and commitment but very few of the studies were carried out in Nigeria. This study therefore, examined the effect of employee performance appraisal on organizational productivity among selected firms in Asaba, Delta State, Nigeria. Specifically, the study sought to examine the effects of performance appraisal standard, performance appraisal communication, performance appraisal feedback and corrective action on organizational productivity among selected firms in Asaba, Delta State. The study adopted a survey design and one hundred and fifty-two (152) employees were purposively served with the instrument of data collection. Data were gathered from both primary and secondary sources. The questionnaire was the main research instrument used in collecting the primary data for the study. Out of the 152 questionnaires distributed, 141 valid questionnaires were retrieved for analysis. The hypotheses were tested using regression at 5% level of significance. Findings revealed that performance appraisal standard, performance appraisal communication, performance feedback and corrective action all have significant positive effects on organizational productivity among selected firms in Asaba, Delta State. The study recommends among others firms should develop a positive mindset toward performance appraisal. This way, they will be able to reap the benefit of performance appraisal rather than seeing it as witch hunting.

Keywords: Performance Appraisal, Organizational Productivity, Asaba, Delta State.

INTRODUCTION

The term “performance appraisal” refers to the constant review of an employee’s job performance and overall contribution to a company. Known also as an annual review, employee appraisal, performance review, or evaluation, and employees’ feedback assessment (Wikipedia, 2023). It should be noted that a performance appraisal evaluates an employee’s skills, achievements, contributions, and growth—or lack thereof. Companies utilize performance appraisals as mechanisms to give employees big-picture feedback on their work and to justify pay increases and bonuses, as well as other human resource management decisions (Nwoye, 2016).

Since the performance appraisal mechanism is directly linked with performance evaluation, it is also directly linked with employee motivation, which is crucial to production operations. If the core idea behind the performance appraisal process is not actualized, there can be negative repercussions which affect both the organization and the employees.

Performance appraisal helps to maintain records in order to determine compensation packages, salary structure, wage raises, incentives, etc.; to identify the strengths and weaknesses of employees; to place the right person in the right job; and to maintain and understand the potential present in an employee for further growth and development (Sinha, 2022).

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 up their productivity. It is concerted effort of the human resource division/section to check the strength and weaknesses of their employees; the performance is connected to the actions and also incorporates judgment and appraisal process (Mollel, Mulongo & Razia, 2017). Performance appraisal may be defined as a structured and formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semiannual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development (Paauwe & Boon, 2009). In many organizations – like in the sector - appraisal results are used, either directly or indirectly, to help determine reward outcomes. That is, the appraisal results are used to identify the better performing employees who should get the majority of available merit pay increases, bonuses, and promotions. Performance appraisal deals with how an organization evaluates and measures its employees' achievement. Performance Appraisal is a systematic evaluation of employee's performance and their ability that leads to further growth and development (Grote, 2002). It helps to identify gaps, if any in performance and it can be filled by training and development. The process of performance appraisal involves establishing performance standard, communicating performance standards to employees, carrying out actual performance, comparing actual performance results with established standards, discussing result with employees and taking corrective action.

STATEMENT OF THE PROBLEM

The myriad of economic challenges facing production firms in Nigeria in recent years has made it quite challenging for management of production firms to achieve constant productivity improvements. The task of channeling performance appraisals to improve productivity is an issue management contends with, but with less encouraging results. Economic challenges such as the rising cost of doing business due to spiraling inflation rate, worsening exchange rate, energy crisis, lack of infrastructure, incongruent economic policies, declining purchasing power of consumers, political instability, and insecurity, among others, have constrained the operations of production firms in no small measure (Otalor, 2018; Malu, 2020).

As much as this is happening, there seem to be a vacuum in the actual contribution of performance appraisal enhancing tool on organizational commitment. Elsewhere, the empirical review showed how different scholars examined the effect of performance appraisal on employee productivity and organizational commitment in particular. Most of the studies reviewed showed a significant relationship between performance appraisal and organizational commitment but very few of the studies were carried out in Nigeria and none in Nigerian industry. This study therefore is intended to examine the effect of employee performance appraisal on organizational commitment in the industry in Delta state. In pursuance of this objective, the paper is divided into five major parts. Part two focuses on theoretical and literature review covering the concepts of employee performance appraisal and organizational commitment. Part three focuses on the methodology employed in carrying the research. Part four focuses on analysis of data collected. And lastly, the paper provides the conclusion and recommendations

Objectives of the Study

The main objective of this study is to investigate the relationship between performance appraisal and organizational productivity, using selected industries in Asaba as a study. The breakdown of the objectives is as follows:

To examine the effect of performance appraisal standards on organizational productivity among selected firms in Asaba, Delta State.

To examine the effect of performance appraisal communication on organizational productivity among selected firms in Asaba, Delta State.

To examine the effect of performance appraisal feedback on organizational productivity among selected firms in Asaba, Delta State.

To examine the effect of corrective actions on organizational productivity among selected firms in Asaba, Delta State.

Research Hypotheses

This study on the effect of employee performance appraisal and organizational productivity among selected firms in Asaba, Delta State is guided by the following null hypotheses;

HO1: There is no significant effect of performance appraisal standards on organizational productivity among selected firms in Asaba, Delta State.

HO2: There is no significant effect of performance appraisal communication i. on organizational productivity among selected firms in Asaba, Delta State.

HO3: There is no significant effect of performance appraisal feedback on organizational productivity among selected firms in Asaba, Delta State.

HO4: There is no significant effect of corrective actions i. on organizational productivity among selected firms in Asaba, Delta State.

THEORETICAL FRAMEWORK

Ugoani (2020) posits that performance appraisal is an organized, formalized, systematic process of assessing job-related strengths and weaknesses of an individual appraisee. The ultimate aim is that if the employee performs well, such strengths are encouraged and reinforced, and if the employee performs marginally, their work habits can easily be identified and redirected in a manner conducive to the set objectives of the organization.

Appraisals are criterion variables that measure job performance of employees at a particular period; a job is a collection of tasks. It is a process whereby an appraiser objectively communicates to an appraisee how he or she is performing the job in order to establish a plan of improvement through training and development, counseling, mentoring, retraining, or other remedial measures. Performance or productivity in this context refers to the degree of accomplishment of the tasks that make up the employee's job.

Even though there are many theories related to performance appraisal, this study believe that expectancy theory (Vroom, 1964) and Goal-setting theory (Armstrong, 2006) are the most appropriate for the current study. The study is however hinged on the expectancy theory in examining the effect of employee performance appraisal on organizational commitment in the industry in Delta State.

Expectancy Theory by Vroom (1964)

Expectancy theory involves the preferred rewards an employee expects to get if he undertakes or performs particular actions. It concerns how motivated an employee is to carry out a task because he perceives that carrying out that task will lead to an outcome. It is also concerned with whether the employee prefers the outcome or not. The likelihood that a particular action will bring about preferred reward is at the heart of expectancy theory. In the light of the above, employees have a tendency to weigh the probability of attaining a desired reward by performing different tasks and they will eventually opt to perform the task which they perceive as more successful. Employees are thus motivated to put up positive job related attitudes and subsequently increase their efforts so as to produce better results because of the expected reward (Salaman, 2005). Vroom (1964) discusses three components of the theory to include Expectancy, Instrumentality and Valence. Expectancy is

about the belief an employee holds with regards to his efforts being sufficient to help him attain his desired performance goals and it is usually determined by the employee's past experiences. Instrumentality, on the other hand, is the belief an employee holds about receiving rewards in the form of promotion or salary increment if he meets performance expectations. Valence represents how an employee values the reward he stands to get if he meets performance expectations. If an employee places a high value on the reward, then he is likely to perform the action to earn the reward. Hypotheses of this study were developed from the above theory by comparing employees' organizational commitment with factors of performance appraisal from reviewed literature.

Expectancy theory (Vroom, 1964) indicates that employees will be motivated to exert high level of effort when they believe that their efforts will lead to higher performance (expectancy), higher performance will lead to rewards (instrumentality) and rewards are valuable to them (valence). This effort will lead to good performance appraisal and followed by organization rewards such as bonus, salary increment or promotion which later satisfy personal goals (Salaman, 2005). This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. The individuals modify their behavior in such a way which is most likely to lead them to attain these goals.

Goal-setting Theory by Edwin Locke (1968)

Goal-setting theory had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him/her for superior performance. This is because the employees keep following their goals. If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic (Salaman, 2005). The theory emphasizes the important relationship between goals and performance. Research supports predictions that the most effective performance seems to result when goals are specific and challenging, when they are used to evaluate performance and linked to feedback on results, and create commitment and acceptance. The motivational impact of goals may be affected by moderators such as ability and self-efficacy. Managers widely accept goal setting as a means to improve and sustain performance (DuBrin, 2012). Based on hundreds of studies, the major findings of goal setting is that individuals who are provided with specific, difficult but attainable goals perform better than those given easy, nonspecific, or no goals at all. At the same time, however, the individuals must have sufficient ability, accept the goals, and receive feedback related to performance (Latham, 2003).

LITERATURE REVIEW

This subsection examines the concepts that relates to the topic under investigation. The concepts considered in this study are employee performance appraisal and organizational commitment.

Concept of Performance Appraisal

Performance appraisal represents a strategic and integrated approach which is geared towards delivering organizational success by improving the performance capabilities of both individuals and teams (Armstrong, 2005). Angelo and 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 designing incorporates performance. It ensures that employees have an awareness of how organizations expect them to perform in relation to organizational goals

after their performances are evaluated (De Waal, 2004). This assertion of awareness creation as mentioned by de Waal (2004) is in consonance with a finding by Gabris and 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 and 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 regards to progress in their current positions, their strengths and areas requiring further development. Secondly, they mention reward reviews and describe it 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 Process

Danielle (1998) indicated that performance appraisal system measures usually include both behaviors (what an employee does) and results (the outcomes of an employee's behavior). In order to realize the purpose of performance appraisal, organizations should carefully design appraisal system and implement accordingly. According to Gomez-Mejia (2001), different steps are followed in appraisal process. These include: establishing performance standards, communicating performance expectation, 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 employees who do well on that dimension are missed; 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 (Gomez-Mejia, 2001).

Once the performance standards are established, this need to be communicated to the respective employees so that they come to know what is expected of them. Past 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'. The 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, Youngcourt (2007) assert that perceived reasons for appraisal will influence employees' attitudes towards performance appraisal irrespective of intended purpose. It is therefore suggested that there should be a clear purpose behind establishing performance appraisal and it must be achieved (Sajuyigbe, 2017).

Concept of Organizational Commitment and Productivity

Herscovitch and Meyer (2002) defined organizational 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 is 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 organizations objectives are in line with his values. Cooper-Hakim and 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 it.

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). For over a period of 30 years, several private and public sector organizations have generally focused significantly on researching into organizational commitment, an act which underscores the relevance of the issue (Meyer, 2004). 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 satisfaction 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 sales persons (Singh, 2010) and it is thus not surprising that organizational behaviorists pay close attention to researching on commitment (Allen and Meyer, 2002). Studies conducted by Wright, Gardner, and Moynihan (2003) on 50 business units from a large food service corporation, Bergmann (2000), Paul and Anantharaman (2003) in the study of software professionals, Browning (2006) among hospitality organizations in South America, Payne and Huffman (2005), have all given credence to the existence of a significant positive relationship between HR practices and organizational commitment, and also between HR systems and organizational commitment.

Empirical Review

M'mbui (2011) carried out a study to establish the effect of performance appraisal system on employee job satisfaction at the Kenyan Revenue Authority. Data was collected from one hundred and twenty two employees who were selected through stratified sampling approach. The study findings indicated a positive and significant relationship between performance appraisals and job satisfaction.

Fakhimi and Raisy (2013) carried out a study aimed at investigating the relationship between satisfaction with performance appraisal and some behavioral indices (work performance, affective attachment to the organization, motivation improvement and willingness to quit job) of employees in Bank Refah. The data in the study were collected from 269 employees in the headquarters offices of Bank Refah. The results indicated that satisfaction with performance appraisal is regarded as an important index in improving the effectiveness of this function of management and it will have outcomes such as motivation improvement, reduction in willingness to quit job, increasing affective commitment of employees and improvement in work performance. Iqbal, Ahmad, Haider, Batool and Quratul-ain (2013) conducted a study to examine the impact of performance appraisal on employee's performance and also analyse whether motivation affects the relationship of performance appraisal and employee's performance. The study selected 150 employees as sample by using simple random sampling among the banks of Dera Ghazi Khan. Results presented that there is positive relationship between performance appraisal and employee's performance.

RESEARCH METHODOLOGY

A descriptive research design using survey method is adopted and used in this study. This design was adopted because it involves the field enquiries by collecting data using questionnaire from the target population within the period of the study. The population of study comprised 152 employees from 4 branches of the selected firms. The study made use of the entire population since it was manageable. 152 questionnaires were issued out to employees of the 4 branches of the selected firms chosen for the study out of which 141 were properly answered and returned for analysis. The questionnaire covered organizational commitment and the four stages of performance appraisal process under review based on the objective of the research. Also, a pilot study was conducted to test the accuracy and the consistency of the research instrument. The result shows that all the constructs were greater than 0.70 indicating that the measures of the variables were reliable (consistent). Data were statistically analyzed after being collected from the field using Multiple Regression Analysis as the main statistical tool with the aid of SPSS to explain the relationship between variables.

Data Analysis Results Results

This is discussed under model summary, analysis of variance and regression coefficients

Table 1: Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin- Watson
1	.852a	.727	.712	.803	.1283

Predictors: (Constant), Corrective actions, performance appraisal feedback, performance appraisal standards, performance appraisal communication

Dependent Variable: Organizational Commitment

Multiple regressions were used to determine the extent to which a set of independent variables (performance appraisal standards, performance appraisal communication, performance appraisal feedback and corrective actions) predicted the dependent variable (organizational commitment). The results from Table 1 showed that a combination of performance appraisal standards, performance appraisal communication, performance appraisal feedback and corrective actions significantly predicted up to 72.7 % of the variation in organizational commitment ($R^2 = .727$). The remaining 27.3 % unexplained variation in organizational commitment is caused by other variables outside the regression model. The result from Table 1 also indicated the value of adjusted R-Square. The adjusted R-Square value was calculated which took into account the number of variables in the model and the number of observations the model was based on the adjusted R-square value (.712) gave the most useful measure of the success of the model. It also gave an idea of how well the model could be generalized, which implied the closer it was to R-square, the better.

Also, Durbin-Watson statistic was employed to determine the presence or absence of auto-correlation. For this model, the value of Durbin-Watson statistic was computed to be 1.283, which was reasonably closed to 2. This implied that there was no auto-correlation.

Table 2: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1.518	4	.138	8.746	.000b
Residual	4.185	136	.185		
Total	5.703	140			

Dependent Variable: Organizational Commitment

Predictors: (Constant), Corrective actions, performance appraisal feedback, performance appraisal standards, performance appraisal communication

The result in Table 2 shows the results of Analysis of Variance (ANOVA) test which revealed that the combined independent variables have significant effect on organizational

commitment. This can be explained by the F-value (8.746) and p-value (.000) which is less than 5 % level of significance. The valid regression model implies that all the variables are related.

Table 3: Regression Coefficient

(Constant)	4.441	1.820		2.177	.000		
Performance appraisal standards	.135	.056	.138	2.408	.017	.751	1.331
Performance appraisal communication	.315	.055	.332	5.714	.000	.729	1.372
Performance appraisal feedback	.354	.052	.353	6.463	.000	.826	1.210
Corrective actions	.253	.048	.323	4.039	.027	.886	1.129

The general multiple regression model was; $Y = b_0 + b_1x_1 + \dots + b_nx_n + \varepsilon$. For this research model, $n=4$ since there were four (4) independent variables. Thus, the researcher obtained the parameters b_0 to b_4 from Table 3, and the model was presented thus: $Y = 4.441 + 0.135x_1 + 0.315x_2 + 0.354x_3 + 0.253x_4$

From this study it was evident that 95 % confidence level, the variables produce statistically significant values for this study (high t-values, $p < 0.05$). A positive effect is reported for all the variables under study hence affecting organizational commitment. Furthermore, the tolerance and variance inflation factor (VIF) values as presented in Table 9 showed that multi-collinearity does not present a challenge in this study. The VIF values of all the variables were less than 2 which were far less than 10 considered harmful for regression analysis. The tolerance values are a measure of the correlation between the predictor variables and can vary between 0 and 1. The closer to zero the tolerance value is for a variable, the stronger the relationship between the variable and the other predictor variables. For this model, all the tolerance values were high giving the researcher a good model.

Test of Hypothesis

H01: There is no significant effect of performance appraisal standards on organizational productivity among selected firms in Asaba, Delta State

The multiple regression analysis as presented in Table 3 showed that performance appraisal standards significantly predicted organizational productivity among selected firms in Asaba, Delta State ($\beta = 0.138$, $t = 2.408$, $P < 0.05$). This implies that there is statistical evidence to reject the null hypothesis (H01).

Decision: Since the P – value (0.017) is less than 0.05 level of significance ($P < 0.05$). The researcher rejected the null hypothesis (H01) and concluded that performance appraisal standards significantly affect organizational productivity among selected firms in Asaba, Delta State

H02: There is no significant effect of performance appraisal communication on organizational productivity among selected firms in Asaba, Delta State

The result from Table 3 also indicate that performance appraisal communication is a significant predictor of organizational productivity among selected firms in Asaba, Delta State ($\beta = 0.332$, $t = 5.714$, $P < 0.05$). This suggests that there is statistical evidence to reject the null hypothesis (H02).

Decision: Since the P-value (0.000) is less than 0.05 level of significance ($P < 0.05$), the researcher rejected the null hypothesis (H02) and conclude that performance appraisal communication has a significant effect on organizational productivity among selected firms in Asaba, Delta State

H03: There is no significant effect of performance appraisal feedback on organizational productivity among selected firms in Asaba, Delta State The result from Table 3 also revealed that performance appraisal feedback is a significant predictor of organizational

commitment in Benue State ($\beta = 0.353$, $t = 6.463$, $P < 0.05$). This implies that there is statistical evidence to reject the null hypothesis (H_03).

Decision: Since the P – value (0.000) is less than 0.05 level of significance ($P < 0.05$), the researcher rejected the null hypothesis (H_03) and concluded that performance appraisal feedback significantly affect organizational productivity among selected firms in Asaba, Delta State.

H_04 : There is no significant effect of corrective actions on organizational productivity among selected firms in Asaba, Delta State The result from Table 3 also revealed that corrective actions is a significant predictor of organizational productivity among selected firms in Asaba, Delta State ($\beta = 0.323$, $t = 4.039$, $P < 0.05$). This implies that there is statistical evidence to reject the null hypothesis (H_04).

Decision: Since the P – value (0.027) is less than 0.05 level of significance ($P < 0.05$), the researcher rejected the null hypothesis (H_04) and concluded that corrective actions significantly affect organizational productivity among selected firms in Asaba, Delta State.

DISCUSSION OF FINDINGS

The findings of the study revealed from data collected that performance appraisal significantly affect organizational productivity among selected firms in Asaba, Delta State. The major findings of the study were presented according to the objectives of the study as follows:

Effect of Performance Appraisal Standards on Organizational Productivity among Selected Firms in Asaba, Delta State

The result of data collected and the analysis carried out revealed that performance appraisal standards has a significant effect on organizational productivity among selected firms in Asaba, Delta State. Regression analysis was used to test the hypothesis at 5 % level of significance and the p-value (0.000) was lower than the significance level. This can be statistically given as $P\text{-value } 0.000 < \alpha = 0.05$. This result corroborates the findings of research done by Agyare, Yuhui, Mensah, Aidoo and Ansah (2016) which revealed that employees' commitment to their organization is positively related to and impacted by fairness in the appraisal system, linking appraisals with promotion, clarity of roles and feedback about their performance. Girma, Lodesso and Sorsa (2016) also revealed that there was positive and strong relationship between establishing performance standards and employee performance. The finding was supported by Goal-setting theory which suggests that the individual goals established by an employee play an important role in motivating him for superior performance thereby causing him/her to be committed to the goals of the organization as well. This is because the employees keep following their goals. If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic (Salaman, 2005).

Effect of Performance Appraisal Communication on Organizational Productivity among Selected Firms in Asaba, Delta State

The findings of the study indicated that performance appraisal communication has significant positive effect on organizational productivity among selected firms in Asaba, Delta State Regression analysis was used to test the hypothesis at 5 % level of significance and the p-value (0.004) was lower than the significance level. This can be statistically given as $P\text{-value } 0.004 < \alpha = 0.05$. This result corroborates the findings of research done by Girma, Lodesso and Sorsa (2016) which also discovered that there was positive and strong relationship between communicating established standards and employee commitment. The study is also supported by Expectancy theory. This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. The individuals modify their behavior in such a way which is most likely to lead them to attain these goals. This theory underlies the concept of performance appraisal as it is believed that performance is influenced by the expectations concerning future events (Salaman, 2005). In addition Costello, (1994) stated that the performance

goals should be clearly communicated, and the expectations of each employee clearly conveyed.

Effect of Performance Appraisal Feedback on Organizational Productivity among Selected Firms in Asaba, Delta State

The analysis of the data collected from the respondents also revealed that there is significant effect of performance appraisal feedback on organizational productivity among selected firms in Asaba, Delta State. Regression analysis was used to test the hypothesis at 5 % level of significance and the p-value (0.000) was lower than the significance level. This can be statistically given as $P\text{-value } 0.000 < \alpha = 0.05$. The findings of this study agrees with Macky and Johnson (2000) who pressed that feedback on performance appraisal system is continuously improving organizational performance, and this is achieved by improved individual organizational commitment. This finding is also supported by Girma, Lodesso and Sorsa (2016) who discovered that there is positive and strong relationship between communicating results of appraisal and employee commitment.

Effect of Corrective Actions on Organizational Productivity among Selected Firms in Asaba, Delta State

The findings of the study indicated that corrective actions have a significant effect on organizational productivity among selected firms in Asaba, Delta State. Regression analysis was used to test the hypothesis at 5 % level of significance and the p-value (0.048) was lower than the significance level. This can be statistically given as $P\text{-value } 0.048 < \alpha = 0.05$. The findings of this study are in line with a previous study Odem, Olumuyiwa and Adebayo (2015) which pointed that if managerial decisions in regard to appraisal results are fair and just with equitable reward and promotion for job done, it will increase employees' commitment and loyalty in the organization.

CONCLUSION

Employee performance appraisal helps to identify gaps, if any in performance and it can be filled by training and development. The process of performance appraisal involves establishing performance standard, communicating performance standards to employees, carrying out actual performance, comparing actual performance results with established standards, discussing result with employees and taking corrective action which prompt employees' identification and involvement with the organization by believing in the organization's value systems and goals, exerting efforts on behalf of the organization, and desire to remain with the organization. The study concluded that performance appraisal standard significantly affects organizational productivity among selected firms in Asaba, Delta State. That is to say the more effective employee performance appraisal standards are, the more committed employees will be to the selected firms. Also, the concluded that performance appraisal communication has significant effect on organizational productivity among selected firms in Asaba, Delta State. By this it means communication of set standards to employees will increase their commitment to the organization. The study again concluded that performance appraisal feedback has significant effect on organizational productivity among selected firms in Asaba, Delta State. This can be explained to mean that the process of discussing the result of actual feedback to employees enhances employees' organizational commitment. And finally, the study concluded that there is significant effect of corrective actions on organizational productivity among selected firms in Asaba, Delta State. That is to say, the act of taking corrective measures on employees who fall short of performance expectations increase their organizational commitment.

RECOMMENDATIONS

Based on the findings of this study, the researcher recommends that: Managers and supervisors alike should set realistic standards for their employees so that they will not be discouraged by unrealistic standards. Second, employees cannot get to know what their organization is expecting from them, so managers and supervisors need to give timely information to employees as it has to do with performance expectations. This could be done

by communicating the set standards to employees from the start of the job. This will prepare their mind of what is expected of them thereby craving their commitment to the firms. Employees should be made to understand the implications of performance lapses to the organization as it is the gateway to corrective action. This could be done by discussing the pitfalls of employees with them. By so doing the reasons behind their pitfalls could be revealed and tackled. Finally, it is recommended that employees in the industry should develop a positive mindset toward performance appraisal. This way, they will be able reap the benefit of performance appraisal rather than seeing it as witch-hunting.

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