

**IMPROVING ORGANIZATIONAL PERFORMANCE
THROUGH PERFORMANCE MANAGEMENT IN SELECTED DEPOSIT MONEY
BANKS IN SOUTH-SOUTH, NIGERIA**

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Abstract

The study focuses on the effect of performance management system on organizational performance in the selected Nigeria Deposit Money Banks in South-South, Nigeria. The population of the study consists of customers and employee of Zenith Bank, Fidelity Bank, United Bank of Africa, Access Bank and First Bank in Delta State. The basis for selection of these five (5) banks from the twenty-four (24) DBMs in Nigeria is because they are key players in the industry. Therefore, the total population is 1740 which consists of the customers and the employees. The stratified random technique was utilized with the probability sampling method. The study concluded that performance appraisal affects organizational performance. Effective employee participation in performance appraisal is to understand the strategy the organization is trying to implement, timely communication of performance targets, timely feedback on progress towards set goals and employee full participation in setting goals. The study recommends that management should improve in justice perception; this is due to improve the commitment of non-executive employees towards the organization. Improving the justice perception can be made by improving the delivery of the information in terms of clarity, understanding and timely relevant.

Keywords: *Performance Management System, Performance Goals, Justice Perception, Performance Appraisal, Performance Feedback, Organizational Performance.*

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1. Introduction

In today's competitive business landscape, organizations strive to achieve optimal performance and success. One crucial aspect that significantly influences an organization's performance is the effective management of employee performance. A performance management system plays a vital role in aligning individual and organizational goals, measuring, and evaluating employee performance, providing feedback and coaching, and ultimately driving organizational performance. By implementing a well-designed and robust performance management system, Nigeria Deposit Money Banks can enhance their overall performance and gain a competitive edge in the market.

Performance management is a crucial mechanism for the human resources division's hiring, training, and retention of staff members as well as for assessing their work. An annual performance review system is increasingly recognized as failing to properly engage workers, consistently define and fulfil business goals, and produce a solid knowledge of worker performance. According to Valamis (2022), Performance management is a systematic method for developing and maintaining better employee performance, which boosts businesses' effectiveness. Managers may establish a work climate that promotes the success of both individuals and businesses by concentrating on employee development and balancing organizational goals with team and personal objectives. An organization develops a method to evaluate and enhance the performance of its personnel based on the notion of performance management.

Performance management involves managing employee efforts, based on measured performance outcomes. To build a successful performance management strategy, it is essential to decide what excellent performance is and how many components of high performance may be monitored. Additionally, performance management efficacy is increased by using behavior-based metrics, setting predetermined targets, and using trained raters (Lawler, 2003).

Performance management entails management continuously trying to improve employee development, set precise targets, and provide regular feedback throughout the year. Employee performance management is a far more dynamic and engaged process with greater results when compared to other systems of monitoring employee performance, such as annual performance assessments. An efficient performance management method may save you and the employee time and effort, even if it takes time to develop and implement. Most significantly, it may be a

powerful motivation since it will benefit both you and the employee in terms of organizational performance.

Performance management can be considered as a proactive and positive system of managing employee performance for guiding the employees and the organization in the direction of desired performance and results. It's about striking a harmonious alignment between employee and organizational objectives to achieve excellence in performance. Although, research have been carried out on the effect of performance management system on organizational performance in many countries mostly developed countries, but no research has been carried out on the effect of performance management system on organizational performance of deposit money banks in Nigeria. This is a gap in knowledge; therefore, the study intends to examine the effect of performance management system on organizational performance of deposit money banks in Nigeria.

Statement of the Problem

Most organizations in the world today appear to suffer from a poor management system, absenteeism, and public outcry on the quality of service rendered which in turn hinder productivity. In Nigeria, deposit money banks have for a long time been criticized both by the government and the public for what has been termed as poor management and lack of performance goals.

Failure to monitor and control staff performance, particularly in financial organizations, can encourage hazardous conduct that may precipitate events like the recent global financial crisis and practices that resulted in the closure of numerous banks in Nigeria. As a result, an effective performance management system with a short cycle, such as quarterly, can operate as a deterrent by closely always monitoring employee performance and behaviors and taking corrective action.

Performance management is crucial for a business since it assists in ensuring that workers are exerting themselves to help the company achieve its goals. Employees are encouraged to work hard and in ways that the firm expects by using performance management, which establishes expectations for employee performance. Additionally, a performance management system offers firms a thorough and expert management method to evaluate the performance outcomes of organizations and people. Performance from employees might be anticipated, judged, and rewarded. Improved individual employee performance helps the performance management

system's goal of constantly enhancing organizational performance. As a result, employing a performance management system to enhance employee performance is a technique to enhance organizational performance.

Research Objectives

The main objective of this study is to examine the effect of performance management system on organizational performance in the selected Nigeria Deposit Money Banks in South-South, Nigeria. The specific objectives are to:

- i. ascertain the effect of Performance goals setting on organizational performance
- ii. examine the extent to which Justice Perception by employees influences organizational performance.
- iii. determine the effect of performance appraisal on organizational performance
- iv. examine the effect of performance feedback on organizational performance

2. Review of Related Literature

Performance Management

Performance management has hitherto been a completely retroactive, forward-looking solution. However, corporate cultures are changing to ones that rely on technology-enabled constant feedback, where managers may anticipate issues based on current employee performance and launch any kind of course correction to get the individual back on track. Since it was initially introduced as a concept, the definition of performance management has changed. Performance management is increasingly being used continuously instead of as a yearly exercise. The objective is to make sure that staff perform well over the whole year and, in the process, resolve any problems that may emerge that might do so. According to Kathi Enderes, vice president, talent and workforce research leader, and Matthew Shannon, senior research analyst, in an exclusive interview with HR Technologist, "most employees consider their organization's performance management method as complicated, subjective, and infrequent." The situation of performance management at the moment is as follows. Performance management currently includes a large amount of automation, and many of the procedures may be reduced to manage employee performance strategically. Everything you need to know about continuous performance management in this day and age is provided here.

Understanding what your people are doing, how they are doing it, and why they are doing it is crucial in every business, regardless of size. It is far more challenging for managers to effectively lead their staff without a structure in place to define responsibilities, comprehend individual strengths and limitations, offer constructive comments, initiate interventions, and reward positive conduct. According to Valamis (2022), Smart businesses combine their incentive management approach with performance management. The two systems work very well when used together since they have a lot in common, from establishing roles and creating goals to assessing and rewarding employee conduct. Utilizing incentive management also ensures that the crucial performance management "reward" stage is carried out correctly.

Performance management is a year-round process of communication between a supervisor and an employee that helps the firm achieve its strategic goals. Clarifying expectations, establishing goals, establishing targets, giving feedback, and assessing outcomes are all part of the communication process (Berkeley, 2022). A systematic performance-management programme enables managers and staff to communicate effectively about expectations, objectives, and career advancement, including how a person's job relates to the company's overarching goals. Performance management often considers each person in relation to the larger workplace structure. The ideal performance level is what you desire, yet it is thought to be unreachable.

Creating and evaluating goals, objectives, and milestones are common techniques used in performance-management systems. Additionally, they want to establish standards for what constitutes successful performance and create systems for doing so. Performance management, however, uses every encounter with an employee as an opportunity to learn rather than the conventional paradigm of year-end appraisals. With the use of performance management systems, managers may modify workflow, suggest fresh strategies, and make other choices that will aid workers in achieving their goals. This then aids the business in achieving its objectives and operating at its peak efficiency. For instance, the manager of the sales division assigns the employees goal revenue levels that they must achieve within a predetermined time frame. The manager would provide advice aimed at assisting the salesmen in succeeding in a performance management system along with the figures (Tardi, 2022).

Performance Management System

Different performance management models may be found in numerous works of literature. Each model has value as a framework for overseeing employee performance, overseeing

organizational performance, and for combining the management of individual and organizational performance. Multiple layers of analysis are involved in performance management, and it is obvious that both performance evaluation and strategic HRM are related to the subjects covered there. Different terms refer to performance management initiatives in organizations, for example, performance-based budgeting, pay-for-performance, planning, programming and budgeting, and management by objectives (Heinrich, 2002). According to Rudman (2003), a performance management system is becoming more and more recognized as an approach to incorporating HRM activities with the organizational goals by having management and HR activities collaborate to influence both individual and group behavior to further the organization's strategy. Additionally, he emphasized the need for the performance management system to be compatible with the organization's culture. A type of finished and integrated performance management cycle is called a performance management system. Performance management systems put a strong focus on sustainably enhancing organizational performance, which is accomplished by enhancing individual employee performance (Zhang, 2014). Similarly from the suggestion of Lawler cited in Zhang, (2014), the objectives often include motivating performance, helping individuals develop their skills, building a performance culture, determining who should be promoted, eliminating individuals who are poor performers, and helping implement business strategies. The main purpose of the performance management system is to ensure that:

1. The work performed by employees accomplishes the work of the company;
2. Employees have a clear understanding of the quality and quantity of work expected from them;
3. Employees receive ongoing information about how effectively they are performing relative to expectations;
4. Awards and salary increases based on employee performance are distributed accordingly;
5. Opportunities for employee development are identified; and
6. Employee performance that does not meet expectations is addressed

Developing a performance management system is essential for an organization. Developing a performance management system, according to Zhang, (2014), is classified into a development, planning, managing, reviewing and rewarding phase. In 2000, Macky and Johnson proposed that a typical performance management system would consist of the following elements: the

organization communicating its mission and strategies to its employees; setting individual performance goals to meet the needs of the employees' teams and, ultimately, the organization's mission and strategies; regularly evaluating these individuals in relation to the goals they have agreed to; using the results to identify areas for improvement and/or to make administrative decisions.

According to Zhang (2014), the main components of a performance management system approach include establishing the organization's mission and objectives; optimizing internal communication so that staff members are not only aware of the goals and the business plan but can also contribute to their creation; emphasizing individual responsibilities and accountabilities; defining and measuring individual performance; and implementing appropriate reward strategies.

Organizational Performance

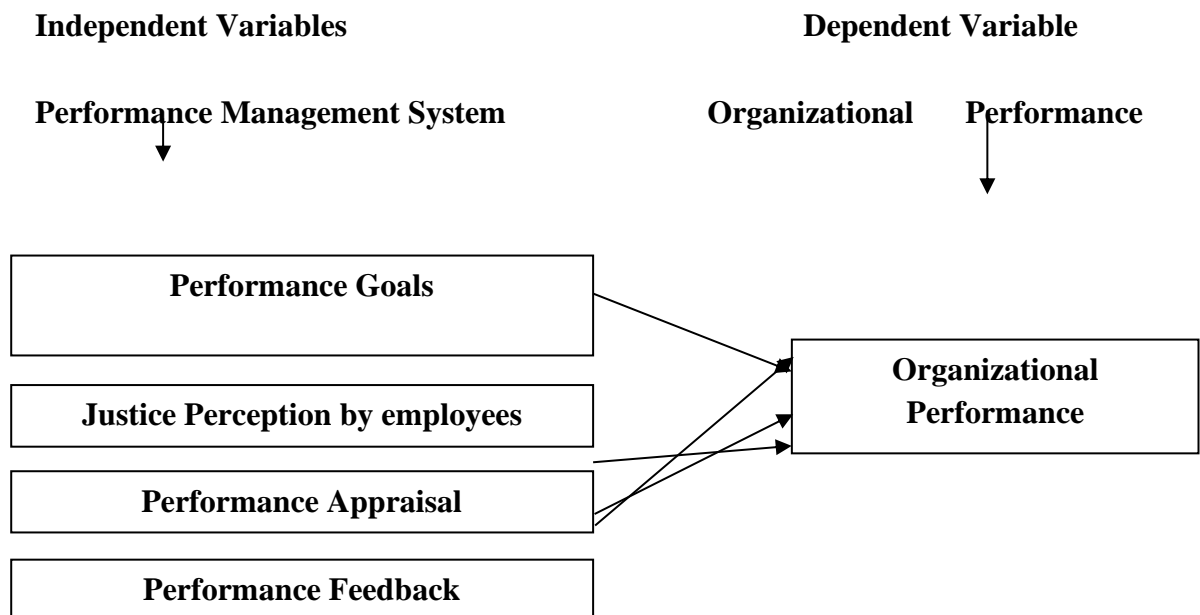
Performance levels inside an organization have an impact on its success. Employees that are responsible and have strong competence, knowledge, and experience in their jobs are more likely to achieve the organization's objectives and goals successfully. A successful organization's management is said to be a major indicator of a good level of employee engagement. The secret to success in every firm is employee performance. The company's vision and objective must be pursued by each individual employee. There is no single, overarching rule for how to manage, upskill, and encourage personnel; rather, it depends on the particular organization. Donohoe (2021) opined that the success or failure of your company will depend on how well your staff execute on a daily basis. Employee behaviour in the workplace and elements like the quality, quantity, and effectiveness of the job are all part of employee performance.

Due to the importance of employee performance to the overall profitability of the business, employers require workers who can perform. In order to create standardized and impartial procedures for evaluating personnel, business executives must comprehend the main advantages of employee performance. In doing so, the corporate organization's strengths, shortcomings, and prospective managerial shortages are identified. Performance reviews are never enjoyable, but they assist managers in determining each employee's performance levels.

Additionally, employees frequently struggle to carry out their responsibilities successfully when faced with uncertainty.

2.2.7 Conceptual Framework

Fig. 2.1: Conceptual framework of major variables and their hypothesized relationship.



Source: Researcher's model (2023)

Performance Goals and Organizational Performance

Performance Goals is a very popular concept in work planning and assessment, and it is useful as a fundamental component of organizational management in general (Ogbeiwi, 2018). Several authors (Draft, 2016; Locke & Latham, 2006; Obasan & Sotunde, 2011; Ogbeiwi, 2018; Openstax, 2019; Sides & Cuevas, 2020; Williams, 2016) have attempted to define the concept of goal setting.

These authors see goal setting as a process by which goals are achieved, a process of identifying specific accomplishments to be made in a specific area with measurable outcomes, such as actions and timelines for achievement. Further, goal setting is defined as a formal program of setting numerical or quantitative performance goals for individuals, groups and organizations, and all formal goal setting programs share the common objectives of increasing employee motivation and performance. Based on the confines of this study, goal setting is seen as the process of planning and setting parameters for the accomplishment of clear, rational and challenging outcome statements that are specific, measurable, attainable, relevant and time bound to the overall mission or objectives of organizations, groups or individuals.

More recently Ogbeiwi, (2018) submitted that various types of goals are differentiated respectively according to their different properties of measurement, goal-setting approach, cognition, localization, target, clarity, and according to their purpose. Hence, several goal types as provided by various authors including general goals which are futuristic, long term, broad aims of the entire organization, or specific sub-organization and individual short-term goals. Other types of goals such as outcome goals, performance goals and process goals were also presented (Tondello, et. al., 2018). Further types of goals include mastery goals, which helps focus on the learning and mastering of skills in order to complete the tasks at hand has also been identified (Zainudin, Lee & Tang, 2014; Sommet & Elliot, 2017), while performance approach goal on the other hand is a goal where someone tries to do better than his or her peers. Lastly, Latham, Seijts & Slocum, (2016) discussed three types of goals which are behavioral, performance, and learning goals. In line with the types of goals are the levels of goal operation in an organization, this is referred to as goal hierarchy.

Justice Perception by employees and Organizational Performance

Ali, (2016) stated organizational justice is when an individual feels treated well at work, and it attracted a large amount of research attention. Because the theory of equality and justice focused on the results of all employees to promote a high level of motivation, it was often referred to as the theory of distributional justice. Distribution of justice in organizations, such as pay, promotion, and working conditions and task requirement, is an important contributor to the perception of organizational justice. Job evaluation is not only measured but must be consistent and appropriate as important organizational justice perception in shaping elements of employee performance (St-Onge, Morin, Bellehumeur, & Dupuis, 2009). According to Wang, Lioa, Xia and Chong (2010) organizational justice are the fair treatment of employees. Justice is divided into three: “distributive justice” focuses on the reasonableness or fairness of an organization evaluate the work of the payment and promotions, “procedural justice” stressed the reasonableness or fairness of the decision process based on the work accomplished, and “interactional justice” describes the concerns of interpersonal behavior provided by the organization for the implementation of the circular. However, Colquitt (2001) subdivided interactional justice into two separate components: informational justice and interpersonal justice. Their study also explains the relationship justice organization's performance, a performance that not only depends on the job duties but also involves interpersonal elements and motivations that contribute to performance. Interpersonal meaning is related to the fairness

of justice felt by employees who receive services from the spread of results (usually their manager), when they are treated with the utmost attention, courtesy, dignity, and respect to promote fairness without degrading the dignity of the worker (George 2015). Colquitt (2001) presented empirical support for the validity of this subdivision. Informational justice refers to fairness perceptions that the decision maker is truthful and provides adequate justifications for decisions. People believe that they are an important part of the organization when officials take the time to thoroughly explain the reasons behind justice decisions. Interpersonal justice refers to treating people with dignity and respect. People believe that they deserve to be treated well and feel that things are unfair when they are not treated well. If workers feel stress to many antecedents of stress such as overload, role ambiguity, role conflict, responsibility for people, participation, lack of feedback and keeping up with rapid technological change one of the affected outcomes of stress is job performance (Usman & Muhammad, 2010).

Performance Appraisal and Organizational Performance

The periodic evaluation of an employee's job performance in relation to the competency standards established by the company is known as performance appraisal. The essential capabilities required by the company are frequently assessed, together with the competencies unique to the employee's position (Valamis, 2018). Based on the evaluation, the appraiser is typically a manager or supervisor who will offer the employee constructive, useful criticism. In turn, this gives the worker the guidance they need to advance in their position.

A performance evaluation gives the company the chance to acknowledge the accomplishments of its employees and their potential for the future depending on the sort of feedback they get. In alignment, Hayes (2021) opines that the phrase "performance appraisal" describes the routine evaluation of a worker's productivity and overall value to a business. An employee's abilities, accomplishments, and potential for advancement are assessed in a performance assessment, which is also referred to as a yearly review, performance review or evaluation, or employee appraisal. Companies use performance reviews to provide workers with comprehensive feedback on their work, to support decisions on salary raises and incentives, as well as to terminate people.

Performance Feedback and Organizational Performance

The communication process is performance feedback. It should be continual, i.e., modifications should be made because of management and team member communication. To assess success,

there should be ongoing follow-up communication. Feedback is intended to identify both areas of success and areas of failure. This implies that while new habits are formed and learning curves for new abilities are climbed, leaders may need to exercise patience. Performance feedback is the information an employee receives about the rater's assessment of their performance as well as the way the information is conveyed (Chan, 2015).

According to Leonard (2018), business executives must set performance criteria and have fair expectations of success if they are to receive any value from performance feedback. The benchmark can be 10 sales each month, for instance, in a car dealership. Three client meetings a day may be the norm for an accounting office. Without these guidelines, a manager cannot take the productivity level as a starting point and make changes. Not much differs from the notion of feedback in management. To enhance abilities and increase income, performance feedback is a key strategy. A team member can increase the number of satisfied clients he serves when he receives feedback on how his word choices may alienate customers and fresh suggestions for how to communicate the same information.

Here are some best feedback practices according to Leonard (2018):

- i. **Standards:** Standardize the performance item in question by determining what is typical. Set expectations so that staff members are aware of the expected level of performance. Metrics for sales are straightforward to define, but they are more difficult to do so for other performance measures. Spend some time considering the tasks associated with any performance item and set reasonable boundaries. This might be done by asking other employees for their opinions or by performing the task on your own to decide what is fair.
- ii. **Constructive Languages:** When offering performance comments, be constructive in your wording. This reinforces the idea that individuals tend to shut out any knowledge associated with criticism since they don't like it. Including the skillfully conducted activities while addressing the difficult issues is a simple method to be beneficial.
- iii. **Consistency:** Maintain uniformity in your interactions with all staff. It seems personal and an attack if workers believe they are being singled out. However, if you just provide feedback on performance when things are going wrong in the company, you are failing to achieve the goal of ongoing discussions and missing chances to make improvements before the issue worsens. Hold frequent meetings with all workers to discuss their performance and be receptive to suggestions for improvement from both successful and

unsuccessful staff. Giving criticism, especially unfavourable criticism, may be challenging. Your company will benefit from your efforts if you practice and pay attention to language and tone.

Both managers and team leaders will approach performance feedback with the correct mentality if it is given in a way that encourages improvement rather than as a grade from a teacher. Giving and receiving feedback are both crucial for leaders.

3. Review of Theories

Expectancy Theory

According to Vroom's expectation theory (1965), conduct is the consequence of conscious decisions made between options with the goals of maximizing pleasure and minimizing pain. Vroom came to the realization that a worker's performance is influenced by personal traits including personality, skills, knowledge, experience, and talents. He said that a person's motivation is influenced by their effort, performance, and motivation. To account for this, he employs the variables Expectancy, Instrumentality, and Valence according to Opleidingen (2022):

Expectancy: is the conviction that greater effort will produce greater results, i.e., if I work harder, this will be better. This is influenced by factors like:

- the availability of suitable resources (e.g. raw materials, time)
- the capacity to do the required tasks
- Having the help needed to complete the task (e.g. supervisor support, or correct information on the job)

Instrumentality: is the idea that if you perform properly, a worthwhile result will be obtained. The degree to which a first-level result will affect a second-level result In other words, there is benefit to me if I perform a good job. This is influenced by factors like:

- Clear comprehension of the connection between performance and results, such as the rules of the reward "game"
- Have faith in those making decisions about who will receive what outcome.
- transparency of decision-making process that determines who receives what outcome

Valence: is the weight that a person gives to the anticipated result. The person must prefer achieving the outcome over not achieving it for the valence to be positive. People who are primarily driven by money, for instance, might not value offer of more time off.

The three factors—effort-performance expectancy (E>P expectancy) and performance-outcome expectancy (P>O expectancy)—are crucial for deciding which factor to prioritize.

E>P expectancy: the likelihood that our efforts will result in the necessary performance level.

P>O expectancy: our estimation of the likelihood that specific outcomes will result from our successful performance.

Therefore, Vroom's expectation theory of motivation is not about self-interest in rewards but rather about linkages people establish with predicted results and the contribution they believe they can make towards those ends.

Empirical Review

Aktaruzzaman and Abdur (2021) examine the influence of performance management (PM) on employee productivity in Consumer Food Products Ltd. More specifically, the study sought to determine the extent to which performance appraisal, explore the extent to which training and development and determine the extent to which rewarding systems and contrast the extent to which feedback and coaching influence on employee productivity. To test four (04) hypotheses and achieve the objectives of this research structured questionnaire had been applied to gather primary data for analysis and interpretation. However, this questionnaire is composed of 30 questions (Likert Scale question) that personate all the variables of this paper. However, a random sample (n=61) was selected with 75 questionnaires that were distributed and back to ensure high response from staffs. The analysis of data is divided into three main sections; Descriptive Statistics (Mean, Standard deviation, Standard error mean,); Inferential Statistics (Reliability test,); Structural Model (t-value, p-value, Coefficient value) to find the linkage between PMS practice and selected outcomes by using SPSS (Statistical Package for Social Science)-16. Tables were used to present the findings. The research concludes the result of the data analysis reveal that PMS (F&C: $\beta = .280$, $t = 2.237$, $p = .029$. T&D: $\beta = .522$, $t = 4.696$, $p = .000$. PA: $\beta = .230$, $t = 1.814$, $p = .075$. RS: $\beta = 0.68$, $t = .525$, $p = .601$) have a significant influence on its selected outcomes. As a result, it is recommended by the researcher that study also brought about the emphasis on the presence and appearance of PMS internal experts within the

organizations which helps to improve the implementation of effective PMS practices. The study concluded that there are no links between performance appraisal and employee performance as indicated.

Muriuki and Wanyoike (2021) in the study “Performance Appraisal and Employee Performance” indicated that performance of employees is a key factor in every organization's success. Employee commitment helps a business accomplish its goals, but underperforming personnel contribute to the failure of an organization. Organizations need to comprehend the major advantages of employee performance to build trustworthy and objective methods of assessing personnel. Literature has shown a favorable correlation between employee performance and performance reviews, and both commercial and public enterprises have confirmed this correlation. It is debatable whether performance reviews influence employee performance, according to empirical research from certain researchers. According to published research, human resource activities can improve and mitigate inefficient performance evaluation. However, research on whether performance reviews improve employee performance has remained mostly subjective. This study utilized a desk review and was founded on expectation theory, which supports the construct of performance evaluation and employee performance, to determine the link between performance assessment and employee performance utilizing training and development as the parameter. There were gaps in the research discussing the relationship between employee performance and performance reviews, according to the literature study that was conducted. It was discovered that many researchers had diverse perspectives on how to evaluate employee performance in terms of performance. The study discovered that although some performance evaluation deficiencies are linked to the procedures, others are connected to the backdrop of the organization's structure. With the goal of boosting employees' commitment and performance, this study suggests that it is necessary to investigate the relationship between performance reviews and worker output by including organizational structures and procedures. The staff and the managers should talk about doable goals and conduct frequent reviews. Feedback should be communicated to each employee in a timely manner. Recognition should be given to those who hit their goals, and criticism should be levelled at underachievers. Through development and training, the gaps should be filled.

Mulwa and Weru, (2017) investigates the influence of performance management system on employee performance in banks in Kitui Town, Kenya. The population under study was 118 employees. Data was collected by use of questionnaires. Data from the research was analyzed

using SPSS. It was found that the performance management system enhances employee performance by providing a reliable performance measure, increasing staff competency and hence realization of set targets. The research concluded that enacting performance management system enhances employee performance through setting individual objectives that are derived from overall organizational goals and identifying skills gap which are addressed through trainings thus increasing staff competence levels. The study recommended that banks management should foster their employee's awareness of the role of performance management system, reward good performers, address training gaps identified, conduct appraisals in a professional manner and give accurate feedback concerning staff's performance after performance appraisal process.

4. Methodology

The design method to be employed for this study is the descriptive survey design, as it helps the researcher in the assessment of customer's opinion using questionnaire and sampling methods.

The population of the study consists of customers and employees of Zenith Bank, Fidelity Bank, United Bank of Africa, Access Bank and First Bank in Delta State. The basis for selection of these five (5) banks from the twenty-four (24) DBMs in Nigeria is because they are key players in the industry. Therefore, the total population is 1740 which consists of the customers and the employees.

Table 1: Names of Bank and the Population of Customers and Employees

BANKS	POPULATION
ZENITH BANK	350
FIDELITY BANK	200
UNITED BANK OF AFRICA	380
ACCESS BANK	400
FIRST BANK	410
TOTAL	1740

Source: Human Resource Department (2023)

To this research, the appropriate number of representations of the population for the study was determined using the Taro Yamani sample size formula thus: Sample size $n = 325$

The stratified random sampling method technique was used. This is because the researcher grouped the population into strata such as senior, middle, and lower management staffs.

Cronbach’s Alpha based test was used to test for the reliability coefficient. A reliability coefficient of 0.7 and above, are high and is acceptable while a reliability coefficient 0.6 and below shows poor reliability (Sekaran, 2003).

Table 2 Reliability Check

Items	Reliability
Performance goals	.725
Justice perception	.743
Performance appraisal	.712
Performance feedback	.773
Organizational performance	.702

Source: Analysis of Field Survey, 2023.

From the above table 3.3, A reliability coefficient of 0.702 and above, is high and is acceptable while a reliability coefficient 0.5 and below shows poor reliability (Sekaran, 2011).

5. Results and Discussion

Table 3. Correlation matrix studied variables

		Org'l Performance	Performance Goals	Justice Perception	Performance Appraisal	Performance Feedback
Organizational performance	Pearson correlation Sig.(2-ailed) No.	1 285				
Performance goals	Pearson correlation Sig.(2-ailed) No.	.507** .000 285	1 285			
Justice Perception	Pearson correlation Sig.(2-ailed) No	.222** .000 285	.450** .000 285	1 285		
Performance appraisal	Pearson correlation Sig.(2-ailed) No	.349** .000 285	.218** .000 285	.294** .000 285	1 285	
Performance feedback	Pearson correlation Sig.(2-ailed) No	.479** .0000 285	.249** .000 285	.359** .000 285	.146** .000 285	1 285

**Correlation is significant at the 0.01 level (2-tailed)

*Correlation is Significant at the 0.05 level (2-tailed)

From the above table 3, it indicated positive correlation coefficients of the indicators of organizational performance, an indication that they are good measures of performance management system. The findings indicated that Performance goals correlated positively with organizational performance ($r = .507^{**}$, 0.01).

The second variable being Justice Perception correlated positively with organizational performance ($r = .222^{**}$, 0.01) and lastly with Performance goals ($r = .450^{**}$, 0.01).

The third variable being Performance appraisal correlated positively with organizational performance ($r = .349^{**}$, 0.01), with Performance goals ($r = .218^{**}$, 0.01) and lastly with Justice Perception ($r = .294^{**}$, 0.01).

The fourth variable being Performance feedback correlated positively with organizational performance ($r = .479^{**}$, 0.01), with Performance goals ($r = .249^{**}$, 0.01), with Justice Perception ($r = .359^{**}$, 0.01) and lastly with Performance appraisal ($r = .146^{**}$, 0.01).

Table 4. Multiple Regression Analysis of Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (constant)	6.678	1.875		3.562	.000
Performance goals	.143	.066	.136	2.155	.001
Justice Perception	.266	.068	.259	3.892	.000
Performance appraisal	.076	.065	.075	1.159	.002
Performance feedback	.143	.071	.130	2.016	.001

a. Dependent Variable: Organizational Performance

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.978 ^a	.956	.914	1.8948

.a Predictor: (constant) Performance goals, Justice Perception, Performance appraisal, Performance feedback

.b Dependent variable: Organizational Performance

The multiple regression analysis was adopted to test the relationship of Performance goals, Justice Perception, Performance appraisal, Performance feedback and organizational performance. The results were shown in table 4.2: From the data shown, the correlation $R=.978$ means that the four (4) factors have high relationship with organizational performance. In this regression, the independent variables at 91.4% ($R^2 = 0.914$), ANOVA statistics ($F=10.702$, $p<.05$) indicated that the overall model is statistically significant and has Std. Error of the estimate at ± 1.8948 . When considering the regression data of independent variables. I found that Performance goals ($B=.143$, $SE_{b1}=.066$, $\beta=.136$, $t=2.155$, $P=.001$), Justice Perception ($B=.226$, $SE_{b1}=.068$, $\beta=.259$, $t=3.892$, $P=.000$), Performance appraisal ($B=.076$, $SE_{b1}=.065$, $\beta=.075$, $t=1.159$, $P=.002$) and Performance feedback ($B=.143$, $SE_{b1}=.071$, $\beta=.130$, $t=2.016$, $P=.001$) predicted organizational performance with a statistically significant at 0.05. Therefore, I accept H_{01} , H_{02} , H_{03} and H_{04} which means that Performance goals, Justice Perception, Performance appraisal, Performance feedback are positively related to organizational performance.

6. Hypotheses Testing

Hypothesis one

HO₁ Performance goals have no significant effects on organizational performance.

From the coefficient table 4.3 Performance goals exhibited positively with organizational performance given the Beta value ($\beta=.136$, $p<.001$). The regression analysis for Performance goals and organizational performance on the test of hypothesis one, table 4.3 indicated that the exact level of significant calculated (.001) is less than the probability of committing a type one error (.05). Giving the result, the null hypothesis is rejected to accept the alternate hypothesis thereby implying that Performance goals have significant effects on organizational performance.

Hypothesis two

HO₂ Justice Perception by employees does not have effect on organizational performance.

The coefficient table 4.3 showed the extent to which Justice Perception positively affects organizational performance. Given the Beta value ($\beta=.259$, $p<.000$). The regression analysis for

Justice Perception and organizational performance on the test of hypothesis one, table 4.3 indicated that the exact level of significant calculated (.000) is less than the probability of committing a type one error (.05). Giving the result, the null hypothesis was rejected to accept the alternate hypothesis thereby implying that Justice Perception by employees do have effect on organizational performance.

Hypothesis three

HO₃ Performance appraisal does not have influence on organizational performance.

The coefficient table 4.3 showed the extent to which Performance appraisal positively affects organizational performance. Given the Beta value ($\beta=075$, $p<.002$). The regression analysis for Performance appraisal and organizational performance on the test of hypothesis one, table 4.3 indicated that the exact level of significant calculated (.002) is less than the probability of committing a type one error (.05). Giving the result, the null hypothesis was rejected to accept the alternate hypothesis thereby implying that Performance appraisal do have influence on organizational performance.

Hypothesis four

HO₄ Performance feedback does not have effects on organizational performance.

The coefficient table 4.3 showed the extent to which Performance feedback positively affects organizational performance. Given the Beta value ($\beta=130$, $p<.001$). The regression analysis for Performance feedback and organizational performance on the test of hypothesis one, table 4.3 indicated that the exact level of significant calculated (.001) is less than the probability of committing a type one error (.05). Giving the result, the null hypothesis was rejected to accept the alternate hypothesis thereby implying that Performance feedback do have effects on organizational performance.

Discussion of Findings

Performance goals and organizational performance

This result agreed with the finding of Ogbeiwi, (2018) the content of a goal pertains to the objects or results which are being sought; hence, goal content is the specific quantifiable performance result to be achieved. Goal intensity on the other hand pertains to the process of

setting the goal or the process of determining how to reach it. It is measured by such factors as the scope of the cognitive process, the degree of effort required, the importance of the goal, the context in which it is set, and so on.

Justice Perception and organizational performance

This supports the findings of Usman Bashir & Muhammad Ismail Ramay, (2010) People believe that they deserve to be treated well and feel that things are unfair when they are not treated well. If workers feel stress to many antecedents of stress such as overload, role ambiguity, role conflict, responsibility for people, participation, lack of feedback and keeping up with rapid technological change one of the affected outcomes of stress is job performance.

Performance appraisal and organizational performance

The study is in support of Valamis, (2018) a performance evaluation gives the company the chance to acknowledge the accomplishments of its employees and their potential for the future depending on the sort of feedback they get. In alignment, Hayes (2021) opines that the phrase "performance appraisal" describes the routine evaluation of a worker's productivity and overall value to a business. An employee's abilities, accomplishments, and potential for advancement are assessed in a performance assessment, which is also referred to as a yearly review, performance review or evaluation, or employee appraisal.

Performance feedback and organizational performance

This supports the findings of Chan, (2015) feedback is intended to identify both areas of success and areas of failure. This implies that while new habits are formed and learning curves for new abilities are climbed, leaders may need to exercise patience. Performance feedback is the information an employee receives about the rater's assessment of their performance as well as the way the information is conveyed.

7. Conclusion

The study concluded that Performance goals to a large extent enhanced organizational performance. Performance goal setting of specific, difficult, and accepted goals affects performance. Team goals affect performance through creation of teamwork and collaboration. Effective team goals can better achieve a goal by pooling, capitalizing, and utilizing experience

and expertise. A well-set team goal facilitates focusing their efforts on a specified direction to achieve desired performance.

The study also concluded that Justice Perception by employees influences organizational performance. Justice perception is the crucial factor for the employees of an organization during and post-performance appraisal process. For improving the interpersonal justice of performance appraisal, the immediate supervisors themselves should be more sensitive towards the employees' feelings.

The study established that performance appraisal affects organizational performance. Effective employee participation in performance appraisal is to understand the strategy the organization is trying to implement, timely communication of performance targets, timely feedback on progress towards set goals and employee full participation in setting goals.

Finally, the study determined that performance feedback enhanced organizational performance. Performance feedback can have large positive effects on work performance, but the effects are highly dependent upon a wide range of moderating factors, many of which can be managed by effective feedback processes.

Recommendations

- i. Through joint goal setting at the workplace employees should be involved in setting strategies designing performance measurements and the uses of performance appraisal.
- ii. Employee involvement has the effect of improving timely service delivery, morale, and achievement of goals. The company should make use of this aspect of goal setting in order to enhance employee's performance through reduction of resource wastage in organizations.
- iii. The management should improve in justice perception, this is due to improve the commitment of non-executive employees towards the organization. Improving the justice perception can be made by improving the delivery of the information in terms of clarity, understanding and timely relevant.
- iv. The non-executive employees also respond that their high or low commitments towards the organization are not because of the distributive justice of performance appraisal. For them, the human relationship is much more important and should pay more attention rather than the bonuses that they may get as the result of their contributions

and performance. Thus, the management can maintain or increase the outcome if necessary as it does not affect employees' commitment towards the organization.

- v. Organizations should have in place a performance appraisal process which should be fair and open. There is a need to give positive feedback after the appraisal process as this motivates and helps employees to improve. There should be continuous feedback, which should be the basis of employee training and improvement.

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