

## Performance Management and Employees' Effectiveness in Union Bank Nigeria Plc, Abia State

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### **Abstract**

*The study focused on performance management and employees' effectiveness in Union Bank Nigeria Plc. The specific objectives were to: evaluate the influence of performance appraisal on employees' goal attainment, examine the effect of training and development on employees' approach to job requirement and ascertain the effect of organisational reward system on employees' goal attainment in Union Bank Nigeria Plc. Survey research design were adopted. The target population of the study consists of all the employees of Union Bank Nigeria Plc in Abia State. Primary data were used. Multiple Regression analysis was used to analysed the objectives. Major findings revealed that: At 1% level (Sig < .01) of significance there is a positive and significant relationship between performance appraisal variables and employees' goal attainment. At 1% level (Sig < .01) of significance there is a positive and significant relationship between training and development variables and employees' approach to job requirement in Union Bank Nigeria Plc. Based on the findings, the study concluded that performance management have a significant and positive effect on employees' effectiveness in Union Bank Nigeria Plc. However, the study recommended that: Union Bank Nigeria Plc management should sustain their performance appraisal programmes, but practical effort should be made to fine-tune the performance appraisal programme of the bank to correct the anomalies pointed out in the analysis result. Union Bank Nigeria Plc management should ensure that their performance appraisal processes are explicit, transparent, reflecting the actual performance of the each individual, and objective feedback on performance should always be provided.*

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**Keywords:** Performance management, employee effectiveness, performance appraisal, training and development, organisational reward system

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## Introduction

Strategic performance management system and employees' effectiveness are the distinctive variables that differentiate performing organisations from underperforming ones especially in the banking sector. The tenet of performance management systems is on continuously improving organisational performance through improved individual employee's effectiveness. Lawler (2003), posited that the philosophy of performance management system espouse motivating performance, helping individuals develop their skills, building a performance culture, determining who should be promoted, eliminating individuals who are poor performers, and implementing business strategies. Performance management system is instrumental in cascading an organisation's vision, mission and objectives from the management to all employees. It establishes an alignment between organisational goals, the capabilities and skills of the employees with the aim of improving the entire system. It's prudent to argue that performance management is a part of quality control measure which utilises the performance standards to fulfill the organisation objectives through employees' effectiveness. Thus, through performance management, managers' work with their employees to set expectations, measure, review results, and reward performance, in order to influence their effectiveness, with the ultimate aim of enhancing organizational performance and viability (Mondy, Noe and Premeaux, 2002).

Employees' effectiveness is a crucial component in sustaining organisational performance. Employees who have proven themselves that they are capable and worthy of success have the best chances of being effective on the job, and this is obvious through their performance management scorecard (Ventrice, 2008). Employees' effectiveness encompasses: employees' goal achievement approaches; their ability to help the organisation fulfill her objectives, systematic approach; employees' ability in using and processing data efficiently to maintain stability of the organisation. Strategic factors approach; employees' fulfilling expectations of external factors, on which organisation stability depends and competitive values approach; employees' identifying all fundamental variables which influence the performance of organisation and the connection of these variables (Tahereh, Khalil, and Zahra, 2012). These variables of employees' effectiveness underscore the imperativeness of performance management in Union Bank Nigeria Plc. Hence, Union Bank Nigeria Plc., performance management system entrenched performance appraisal, training, development and reward system which enable the bank to illuminates on performance gap, initiate and design employees' training and development programmes based on perceived gap and reward outstanding performers, in order to sustain employees' approach to job requirement and goal attainment which is the embodiment of employees' effectiveness.

However, today's banking business environment has been made complex by the ever increasing global mobility, existence of virtual organisations, regular business re-engineering endeavours, emergence of a highly demanding millennial workers and the need for flexible work-life balance. This has posed an enormous challenge on Union Bank Nigeria Plc performance management systems which have to be regularly revamped and tailored to capture dynamics like customer's perspective, regulators demands, shareholders views, innovations ability, financial position, monitoring of virtual employees, organisations structural changes amongst similar perspectives. To adapt to these ever evolving business dynamics and maintain healthy and robust performance, Union Bank Nigeria Plc., need to institute a regularly sustained improvement effort on their performance management system (performance appraisal, training, development and reward system) taking care to address challenges posed by the prevailing business environment at any given time, sustain and raise employees' bar of effectiveness (employees' approach to job requirement and goal

attainment). These will help Union Bank Nigeria Plc to replicate the same standards of performance across different regions, cultures and markets. Drawing from the above: The study, performance management and employees' effectiveness in Union Bank Nigeria Plc, Abia State were initiated. The specific objectives are to:

- i. evaluate the influence of performance appraisal (defining expectation and performance standard, recording performance, and providing feedback) on employees' goal attainment in Union Bank Nigeria Plc.
- ii. examine the effect of training and development (Soft skill development, basic skill development, and time management) on employees' approach to job requirement in Union Bank Nigeria Plc.
- iii. ascertain the influence of organisational reward system (basic pay, thirteenth month pay, promotion opportunities, praise and recognition) on employees' goal attainment in Union Bank Nigeria Plc.

## **REVIEW OF RELATED LITERATURE**

### **Performance Management**

Performance management is actually a broad term that was initially used in the 1970s to depict a technology-science entrenched in application methods basically intended to assist the institutional managements to manage both results and behaviour, which are the two vital aspects of what is commonly identified as performance (Homayounizadpanah and Baqerrkord, 2012). Baron and Armstrong define performance management as an integrated and strategic approach towards enhancing the employee and organisational productivity by bettering the performance of employees through developing the individuals and teams capabilities (Baron and Armstrong, 2007). According to Suhardi (2017), performance management within an organisation should aim at looking at the fundamental objectives of the organisation which determine the future performance of the organisation and the definite procedures of evaluating the objectives to ensure they are achieved accordingly. Performance management is a goal-oriented process directed toward ensuring that organisational processes are in place to maximise the productivity of employees, teams, and ultimately, the organisation. It is a major player in accomplishing organisational strategy in that it involves measuring and improving the value of the workforce. Performance management includes incentive goals and the corresponding incentive values so that the relationship can be clearly understood and communicated (David, 2009). The performance management acts as an agent which converts the potential into performance by motivating the human resource and minimising the intermediate barriers (Kandula, 2006).

Armstrong (2014) defined performance management as how better results are achieved from the entire organisation using the planned goals, the standard procedures and competence requirements from the employees. The process involves the designing and executing the interventions and strategies which transform the organisation objectives into the raw potential of the human resources into the desired organisation performance. Performance management system is a comprehensive and organised approach for efficient functioning of an organisation. It enhances the employees' commitment and motivation by providing clear direction and objective feedback on performance (Armstrong, 2009). Performance management is a basic action to control the activities of work force (Pradhan and Chaudhary, 2012). Performance management shows a direct link between employee performance and organisational goals and makes the makes the employees' contribution to the organisation

explicit (Aguinis, 2007). According to Roberts (2001) performance management involves the setting of corporate, departmental, team, and individual objectives (sometimes labeled “policy deployment”, the cascading down of strategic objectives to a meaningful set of targets for every individual involved). Performance management itself is “an integrated process in which managers works with their employees to set expectations, measure and review results, and reward performance, in order to improve employee performance, with the ultimate aim of positively affecting organisational success” (Den Hartog, Boselie and Paauwe, 2004).

### **Employees Effectiveness**

Effectiveness is the capability of producing a desired result or the ability to produce desired output. When something is deemed effective, it means it has an intended or expected outcome, or produces a deep, vivid impression. It measures the degree to which a business achieves its goals or the way outputs interact with the economic and social environment. Usually effectiveness determines the policy objectives of the organisation or the degree to which an organization realises its own goals (Zheng, 2010). Effectiveness is conceptualised in four approaches: goal achievement approach (in terms of fulfillment level of organisational objectives and final achievements of the organisation), systematic approach (in terms of ability in using and processing data, its achievement ways and maintaining stability of the organisation), strategic factors approach (in terms of fulfilling expectations of external factors, on which organisation stability depends) and competitive values approach (in terms of identifying all fundamental variables which influence the performance of organisation and the connection of these variables) (Tahereh, Khalil and Zahra, 2012).

Thus, getting desired outcome within defined resources is treated as effectiveness. Employee effectiveness is the concept of how effective an employee is in achieving the outcomes the organisation intends to produce (Muhammad, *et al.*, 2011). Employee effectiveness was succinctly defined by Draft cited in Zhang (2010) as the degree to which an individual realises his goals. Employee’s effectiveness is an employee’s ability to achieve desired results. How well he applies his skills and abilities in guiding and directing others determines whether he can meet those results effectively. If there is a high degree of employees’ effectiveness, the results will follow from their systematic style (Jeevitha, 2002).

### **Performance Management Practices**

Performance management practices are systematic ways of communicating to employees on what performance and productivity parameters are expected of them (Marsor, 2011). In different studies conducted by Bead (2007), and thereafter another study conducted by Jackson (2009), they envisioned performance management as activities such as knowing what goals are and how they should be measured, performance evaluation, performance feedback, incentive-based performance, planning of career, motivation, training and development. The attributes of defining measurable individual goals for employees, performance appraisal, feedback, incentives tagged to performance, planning as well as motivation and training and development. There are put in place so as to provide better outcome by having a better knowledge and management of various performances by employees as compared to the set goals. These goals and objectives offer direction, control, encourage and examine personal performance. This improves the choosing of goals that are precise, achievable, as well as goals owned by the employees. In order for employees to own these goals, then the organisational goals aligned to the employees’ individual goals. This reduces conflicts in the

organisation and increases the speed with which the organisational goal are achieved (Armstrong, 2008).

Appraisal of employees is vital as it helps in identifying individual contribution towards achievement of organisational goals and the strength as well as the weakness of individual employees. It therefore creates an avenue that makes it possible to focus on improving employees' weaknesses and encouraging the development of employees' strengths. Appraisal is also important as it provides a platform that can be used to reward employees depending on individual contribution towards achievement of the organisational goals. A study presented by Bloom *et al.* (2017) on improving employee performance through appraisal and coaching, concluded that only through strong and effective management practices being in place is when the organization is able to replicate some code of conduct and harmonize on the diversity of their work force. In relation to the culture, social status, economic position, region and diversity as evidenced in multinational firms and large corporations. Feedback is the reflection on past performance against the objectives set and results given by the supervisor or manager to the employee. It is the process by which managers as well as the supervisors have the opportunity to reflect on the performance by employees, discuss the gains as well as the shortfalls, and available opportunities that can be exploited in future to enhance performance (Jackson and Schuller, 2012). Performance feedbacks offers a conversation which motivates employees to have a better knowledge on what they are doing, offers coaching , feedback and gives a clear expectation on development of a career (Brown and Benson, 2013). Performance feedback makes sure that individual is certain on their objective and management process. The process needs experts competent to understand the required performance and the performance achieved. Providing feedback to employee is acknowledged as an important practice that aspire self-development and productivity of employee that are helpful for the victory of the firm (Baruch, 2006).

### **Performance Management System**

In different literature, there are various models of performance management. Each model has its importance as a system for managing organisational performance, managing employee performance, and for integrating the management of organisational and employee performance. Performance management involves multiple levels of analysis, and is clearly linked to the topics studied in strategic human resource management as well as performance appraisal. Different terms refer to performance management initiatives in organisations, for example, performance-based budgeting, pay-for-performance, planning, programming and budgeting, and management by objectives (Heinrich, 2002). A performance management system, according to Rudman (2003) is increasingly seen as a means of integrating human resource management activities with the business objectives of the organisation, where management and human resource activities are working together to influence individual and collective behaviour to support the organisation's strategy. Performance management system is a kind of completed and integrated cycle for performance management. Similarly from the suggestion of Lawler (2003), 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 according to Lawler (2003) is to ensure that:

- i. The work performed by employees accomplishes the work of the company;

- ii. Employees have a clear understanding of the quality and quantity of work expected from them;
- iii. Employees receive ongoing information about how effectively they are performing relative to expectations;
- iv. Awards and salary increases based on employee performance are distributed accordingly;
- v. Opportunities for employee development are identified; and
- vi. Employee performance that does not meet expectations is addressed

### **Performance Management Processes**

Although there is no universal model of performance management, a review of literature and practice suggests there are a number of elements which might typically be found in a performance management system. These elements are often depicted as a performance management cycle (IDS, 2003). In general, performance management models place objective-setting and formal appraisal systems at the centre of the cycle, and the literature suggests that these two areas might be particularly affected by the cultural context (Fletcher and Perry, 2001). Performance management process as elucidated by Fletcher and Perry (2001) includes: The role of objectives/goals, Development aimed at achieving objectives, Performance review, and Functions of review

### **Training and Development**

Drummond (2000) posits that training encompasses the adoption of both formal and informal approaches to impart knowledge so that people get the required skills to deliver. Armstrong (2003) intimates that training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience. Training is simply a systematic process of changing the behaviour, knowledge and or motivation of employees in a direction to increase their effectiveness and organisational goal achievement. Nwachukwu (2006) sees training as an organisational effort aimed at helping an employee to acquire basic skills that would help in performing assigned tasks. Training and development is a holistic mechanism designed to influence the employees towards goal achievement. Training is the process of raising the skills and knowledge for performing a particular job. The scope of training is firstly to overpass the gap between requirements of the job and current qualification of an employee. Training is directed to increase the behaviour and performance of employees and also it is a never closing or continued process (Sidra and Samreen, 2015). Training programs, may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Chen *et al.*, 2004).

Conversely, Development on the other hand includes getting the skills, knowledge and other behaviours necessary for or applicable to a project or an activity (Australian Film Television and Radio School AFTRS, 2011). Development could be seen as any learning activity which is directed towards future needs rather than present needs, and which is concerned more with career growth than immediate performance. The focus of development therefore, tends to be primarily on an organisation's future manpower requirements, and secondly on the growth needs of individuals in the workplace (Cole, 2005). According to the Chartered Institute of Personnel and Development (2007), development comprises activities such as coaching, formal educational commitments and experiences. Armstrong (2004) posited that human

resource development is concerned with the provision of learning, development and training opportunities in order to improve individual, team and organisational performance.

Training and development is very important for organisations. According to Katcher and Snyder (as cited in Kum, Cowden and Karodia, 2014), training and development enables an organisation to adapt to changes that meet the tastes and preferences of customers. It also improves employees' skills and boosts their morale, thereby making them efficient, reducing waste and operations and increasing productivity. In addition, training and development brings about reduction in employee turnover and results in minimal supervision. Still, it shortens the time for learning by new employees, reduces learning costs, and motivates employees to be loyal to the organisation (Armstrong, 2003).

### **Performance Appraisal**

Performance appraisal refers to the process of identifying, examining, measuring and growing performance of employees in the firm. Cook (2014). This gives an embedment to the key composition needed for an appraisal to take effect in performance management and performance of employee. The criterion of gauging the performance appraisal is very relevant given the significant components enshrined in it to help examine employee performance related criteria. The examining factor for employee appraisal observation is aligned to the role that supervisor have in assessing and molding employees in a win scenario to register higher productivity. The supervisor has the duty of translating the observable features in an employee workplace administration to judgmental ratings relevant and comparable across the organisations. For achieving high performance goal of organisation 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, and Sitati, 2011).

Identification criteria orientate the appraisal process to the determination of what has to be examined and the performance related criteria. The observation component means that the supervisors need to frequently observe the identified characteristics (Moulder, 2011). By development component, the definition shows that the performance appraisal should not only be the evaluation of the past. The supervisor, who makes the appraisal, should focus on the future and on the improvement of the results (Dzinkowski, 2010; Mone and London, 2010). The definition also suggests that effective appraisal can improve the employee performance in the organisation, which also means increased employee motivation (Jackson and Schuller, 2012). Performance appraisal can and should be linked to performance improvement process and can also be used to identify training needs and potential, agree future objectives, support a career development and solve existing problems (Brown and Benson, 2013). Prowse and Prowse (2009), study indicates that a number of techniques that can be used to measure performance appraisals. This can be measured by looking at an individual's performance in respect to another, evaluation of their performance in relation to a given set of behaviours in measuring the performance of the workers against the goals of the organisation (Mansor, 2011). Some of these methods as obtained in Prowse and Prowse (2009); Macey, Schneider, Barbera and Young (2009) and Mansor (2011) are supervisory rating, subordinate rating method, peer rating and the multi-source rating method is based on the information collected from a cross section of the stakeholders who account for the main performance appraisal.

## Performance Appraisal and Employee Performance

According to Rudman (2003), performance appraisal is a critical factor in an organisation in enhancing the performance of the employee. Further, there is a strong connection between how firms manage their employees and the organisational results they achieve. Boswell and Benson (2000); contend that the human nature is in constant need of recognition and when they are recognised, either positively or negatively, it spurs them to do more. It is contended that one of the instruments through which managers motivate their employees is the use of an effective Performance Appraisal Policy (PAP). Cook and Crossman (2004) highlight that an employee whose performance is under review often become defensive. Whenever employee performance is rated less than the best or less than the level at which employee personally perceives his/her contribution, the manager is viewed as being biased. Nurse (2005) states that negative feedback from PAP not only fail to motivate the typical employee, but can also cause employees to perform worse.

Only those employees who have a high degree of self-esteem appear to be stimulated by criticism to improve their performance (Anderson, 2002). It is primarily a way for explaining what could be done better and how the employee should perform better in future. Employees are likely to feel more satisfied with their performance appraisal results if they have the opportunity to talk freely and discuss their performance. For motivating employees by providing them feedback on how they are doing, the MBO or work-standards approach seem to be a good choice. If they involve real participation, it is most likely to lead to an inner commitment to improved performance. MBO method of performance appraisal may, on the one side, overcome some of the problems that arise when assuming that the employee traits needed for job success can be reliably identified and measured. Instead of assuming traits, MBO method focuses on actual outcomes. These methods of performance appraisal can give employees a satisfying sense of autonomy and achievement. However, they can also lead to unrealistic expectations about what can and cannot be reasonably accomplished. It has been shown in numerous studies that goal-setting is an important element in employee motivation. Goals can stimulate employee effort, focus attention, increase persistence, and encourage employees to find new and better ways to work. From a Total quality management (TQM) perspective, traditional performance appraisal can possibly hurt quality and teamwork, because it can make employees compete against one another. Solution might be rating teams rather than individuals (Tyson and York, 2000).

People need to know how well they are doing at their jobs and where they could improve. It is important to keep in mind that appraisals do not equate to criticism. It may be necessary to explain the importance of completing tasks within timelines or changing the technique of doing a task. Unfortunately, many performance appraisals only frustrate the employee by adding more tasks to what appears to be an already overloaded agenda (Armstrong, 1999). Recent trend – introducing electronic monitoring systems (and performance appraisal software), should not be left unnoticed. Even though the whole system goes further than mere appraising performance; it deserves mention in this work. Despite its negative effects on employees, it is used more than ever before. Managers fail to realise that electronic monitoring is not able to replace the role of supervisor. It is likely to increase worker stress and decrease employee job satisfaction. Although this may lead to increased productivity, this is frequently accompanied by a decrease in quality and customer service. A study among monitored employees showed a rise in cases of extreme anxiety, severe fatigue or exhaustion, a loss of feeling in the finger/wrists, shoulder soreness and depression. The stress associated with electronic monitoring in these cases clearly has real world effects.

## Reward Systems

Macey, Schneider, Barbera and Young (2009), points out that the rewards system should be capable of identifying the employees' strength and weaknesses for enhanced performance. If the employees fail to meet the set target a career development plan can be implemented through training and provision of appropriate reward system to enhance their performance (Mone and London, 2010). The reward should reflect the business objectives and the fair contribution of employee individual efforts to achieve high performance. Bannister and Balkin (2010), have reported that those appraised seem to have greater acceptance of the appraisal process, and feel more satisfied with it, when the process is directly linked to rewards. Rewards systems are important for any organisation that aspires to meet its goals and objectives. In every established organisation it becomes important to have the goal and objectives clearly stated meaning that employer has to give detailed description of each person's role (Schraeder, et all 2007), communicate that role to them in a concise manner (Mone and London, 2010), and adequately reward or correct their performance (Macey, Schneider, Barbera and Young, 2009).

The development of reward management can be seen along the lines suggested by Etzioni (2005) in terms of coercive (work harder or lose your job), remunerative (work harder and receive more money) and normative (work harder to achieve organizational goals). Such findings are a serious challenge to those who feel that appraisal results and reward outcomes must be strictly isolated from each other. Randell (2014) reports implicitly that when good performance is observed and then rewarded, the chances of it being repeated are increased, while poor performance is discouraged or even punished to decrease the chance of it happening again. Important issues that help ensure a successful reward process are: rewards can be used effectively to enhance interest and performance; rewards do not undermine performance and interest; verbal rewards lead to greater task interest and performance; tangible rewards enhance motivation when they are offered to people for completing work or for attaining or exceeding specified performance standards.

## Performance Management and Reward

As we noted above, performance management may have a number of aims, the most common, however, being developmental and judgemental (Pullin and Haidar, 2003). In this section, we explore these aims and consider the implications for the relationship between performance management and reward. Here, we draw on Armstrong's (2002), conceptualisation of 'total reward', which comprises both financial and non-financial elements. With reference to performance management, financial (extrinsic) rewards relate usually to merit or contingent pay – that is, where an element of pay is at risk and dependent on performance, adopting performance management as the process by which decisions on the allocation of such reward are made. Non-financial (intrinsic) rewards include recognition, development, access to other assignments, career guidance and the quality of working life, many of which can be delivered by developmental forms of performance management. Indeed, Armstrong and Baron (2005) suggested that performance management system should be entirely developmentally focused, the allocation of merit pay or pay increases being made through other mechanisms.

### a) Non-financial reward

In considering the non-financial rewards outlined above, it is not difficult to see how these will be delivered by a performance management system focused on development. We outlined in the *Processes* section above how performance review, providing feedback and

support for employees, is a fundamental part of the performance management process. Similarly, a performance management system integrated with other human resource processes will provide reviewees with an opportunity to access, for example, training to support their identified development needs, or advice on career opportunities open to the reviewee. Recognition for achievements, together with praise, will also flow naturally from a well-conducted performance review. Thus a performance management system that has a developmental aim is likely to be successful in delivering non-financial, intrinsic rewards to the employees involved, at least in a western context. Other cultural contexts may, however, experience conflicts with a developmental approach to performance management. A fundamental aim of performance management, the development of employees, may thus depend on its achievement upon cultural context.

#### b) **Financial reward**

A further complexity is the extent to which a performance management system can be used to successfully drive financial reward. We should note at this point that we do not intend to discuss in detail here the mechanics of contingent pay, rather to consider the mechanisms through which performance management and financial reward can be linked. Performance management is goal-driven, using objectives and competencies, and reward is often attached to the achievement of such goals. Such links require robust systems of measurement of achievement, which is acknowledged as being highly problematic (Campbell, Campbell, and Chia, 1998). Measurement is usually expressed in terms of an overall rating, which gives rise to problems in respect of the validity and accuracy of such ratings (London, Mone, and Scott, 2004). Further, it is argued that measuring people's performance is a form of control and is therefore likely to undermine, rather than contribute to performance (Hendry, Woodward, and Bradley, 2000). Even setting aside difficulties in measurement, complexities of organisational operation render problematic the theoretical foundations upon which contingent pay is based.

### **THEORETICAL FRAMEWORK**

The following theories of performance management and employees' effectiveness were reviewed; Reinforcement Theory, Goal-Setting Theory and Equity Theory. However, equity theory was selected as the underpinning theory for the study.

#### **Equity Theory**

Adams' Equity Theory was developed by John Stacey Adams in 1963 (Adams, 1963). The theory calls for a fair balance to be struck between an employee's inputs such as effort, loyalty, hard work, commitment, skill level, ability, adaptability, flexibility, tolerance, determination, enthusiasm and an employee's outputs such as training, salary, benefits, recognition, travel and development. According to the theory, finding this fair balance serves to ensure a strong and productive relationship is achieved with the employee, with the overall result being contented, motivated employees (Adams, 1963). If an employee feels that their input at the work place is not equal at the work place absenteeism will creep in and they perform below par (Greenberg, 1999).

According to Susan (2013), "relevance, efficiency, effectiveness, sustainability and impact measures, could be used to measure evaluation of the training programmes. This could possibly be done through designing a logical framework that shows the activities, predictable outputs, measurement and evaluation tasks, verification measures, the action centres, resource requirements and the time-frame".

## **Application of Equity Theory to the Study**

With the review of theories underpinning studies on performance management and employees' effectiveness: Reinforcement Theory, Goal-Setting Theory and Equity Theory, the researcher adopted Equity Theory as the leading theory of which the present study anchored on. Equity Theory was adopted because the tenet of Equity Theory supports the study framework. The study argued that if Union Bank Nigeria Plc adopts and implement the tenets of Equity Theory; a fair balance being struck between an employee's inputs such as: effort, loyalty, hard work, commitment, skill level, ability, adaptability, flexibility, tolerance, determination and employee's outputs such as: feedback system, training, development, salary, benefits, and recognition, which are catalyst to a strong and productive relationship in employees relations, the overall results will be employees, contentment and motivation, which breeds employees' effectiveness. Additionally, the theory emphasised the significance of the relationship between performance appraisal, training, development, reward system, employees' approach to job requirement and goal attainment. Therefore, Union Bank Nigeria Plc adopting and implementing the tenets of Equity Theory will help them to engender employees' effectiveness, adapt to the ever evolving business dynamics and maintain healthy and robust organisational performance. The tenets of Equity were adopted in discussing the empirical result emanating from the study.

## **EMPIRICAL REVIEW**

Ogolla and Oluoch (2019) assessed the effect of performance management practices on employee productivity at the State department of labour and found that there was a strong positive correlation of both employee appraisal and employees performance feedback on employee productivity. Isaac (2018) examined the impacts of performance management on the human resource output with a focus on Safaricom Limited. The findings established that recognition and reward system, training of the employees and performance feedback are significant performance management practices which promote the engagement of the employees and increase their output.

Morris and Jane (2017) focused on the influence of performance management system on employee performance in banks in Kitui Town, Kenya. It was found that performance management system enhances employee performance by providing a reliable performance measure, increasing staff competency and hence realisation of set targets.

Nadeem, Naveed, Zeeshan, Yumna, and Qurat-ul-ain (2013) examine the impact of performance appraisal on employee's performance involving the moderating role of motivation and discovered that there is positive relationship between performance appraisal and employee's performance. Ayandele (2013) investigated the impact of performance management system on employee's commitment to the organisation. Andele findings revealed that performance management system impacts on employee's commitment to the organisational set goals. Mohammad and Hassan (2014) investigated the effects of performance evaluation on employees' efficiency and productivity case study: Gas Compressor Stations of Gachsaran Oil and Gas Production Company, they focused on studying the correlation between performance evaluation and employees' efficiency and productivity in Gas Compressor Stations of Gachsaran Oil and Gas Production Company using Moghimi and Ramezani's (2011) performance assessment scale and Hajizadeh's (2005) efficiency questionnaire and found that there is a significant correlation between performance assessment and its components (competence, clarity, feedback, and authority) and employees' efficiency and productivity. Moses and Geoffrey (2015) examined the influence

of performance appraisal on employee performance in commercial banks in Trans Nzoia County – Kenya and found that there is a significant relationship between performance appraisal and worker’s performance. Elisha (2015) examined the effect of performance management practices on employee productivity with a focus on Schindler Limited. The finding of Elisha suggested that the appraisal leads to enhanced employee performance in organisation.

## RESEARCH METHODOLOGY

The study adopted survey research design. The population of this study consisted of all the employees of Union Bank Nigeria Plc branches in Abia State. According to the survey undertaken by the researcher as at February 2020, Union Bank Nigeria Plc have a total of ten (10) branches in Abia State with a total of two hundred and sixteen (216) employees according to their Personnel Manager. Thus, two hundred and sixteen (216) employees are the population of the study. Based on this population, a normal confidence level of 95% and error tolerance of 5% were used to deduce the sample size of the study with the aid of Taro Yamane’s formula. The sample size was deduced to be one hundred and forty one (141) employees. The study made use of primary source of data. Primary data were elicited with the help of well-structured questionnaire of closed ended type designed in five (5) point Likert scale form (Strongly Agreed = SA, Agreed = A, Disagreed = D, Strongly Disagreed = SD and Neutral = N). The close ended questionnaire has two to five options. The questionnaire was structured into four sections A, B, and C which captured the three objectives of the study. The study adopted simple random sampling techniques in administration of questionnaire. Content validity were adopted to validate the research instrument while Cronbach Alpha were adopted to test for the reliability of the research instrument and the results obtained were 8.0 and above. Multiple Regression analysis with the aid of Statistical Packages for Social Sciences (SPSS) version 20 were used to analysed the objectives. One hundred and twenty (120) questionnaire returned were found useful for the study.

## RESULTS

### Effect of Performance Appraisal on Employees’ Goal Attainment in Union Bank Nigeria Plc.

**Table 4.1** showing Multiple Regression analysis result on the effect of performance appraisal on employees’ goal attainment in Union Bank Nigeria Plc.

Variables	Unstandardised Coefficients		Standardised Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	26638.891	1452.047		18.346	0.000***
Defining expectation and performance standard	3683.631	4966.539	0.233	0.742	0.460
Measure and evaluate standard	6810.020	2844.171	0.430	2.394	0.018**
Learning and development	-8023.580	1058.783	-0.392	-7.578	0.000***
Record performance	5766.173	857.547	0.365	6.724	0.000***
Provide feedback	6525.761	2246.387	0.447	2.905	0.004***
Performance based compensation and reward	-1894.547	864.701	-0.121	-2.191	0.031**
<b>R<sup>2</sup></b>	<b>95.4%</b>				
<b>R</b>	<b>95.1%</b>				
<b>F</b>	<b>388.191</b>				

**Source:** Field Survey 2020.

**\*Keys:** \*\*\* = Significant at 1% level, \*\* = Significant at 5% level, \* = Significant at 10% level.

The result in Table 4.1, showed the effect of performance appraisal on employees' goal attainment in Union Bank Nigeria Plc. The result revealed that: Measuring and evaluating standard with the coefficient regression of (6810.020); record performance with the coefficient regression of (5766.173); and provide feedback with the coefficient regression of (6525.761) are the performance appraisal practices that are significant and positively related to employees' goal attainment in Union Bank Nigeria Plc at 1% level (Sig < .01) of significance. The result portrays that: Measuring and evaluating; record performance and provide feedback were the performance appraisal practices of Union Bank Nigeria Plc that are positive and significantly employees' goal attainment in bank. Signifying that there is a positive and significant relationship between performance appraisal and employees' goal attainment Union Bank Nigeria Plc.

The **R- square (0.954)** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 95.4% of the variation was explained by the model. While the **Adjusted R (0.951)** which shows the proportion of variance in the dependent variable that can be explained by the independent variables revealed that 95.1% of the variance was also explained by the model. The **F-ratio (388.191)** is significant at 1% level, showing that the dependent variable in the model were explained by the independent variables.

### **Effect of Training and Development on Employees' Approach to Job Requirement in Union Bank Nigeria Plc.**

**Table 4.2** showing Multiple Regression analysis result on the effect of training and development on employees' approach to job requirement in Union Bank Nigeria Plc.

Variables	Unstandardised Coefficients		Standardised Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	1.764	0.276		6.391	0.000***
Soft skill development	0.168	0.076	0.196	2.215	0.029**
Technical skill development	0.183	0.056	0.224	3.254	0.001***
Basic skill development	0.018	0.054	0.026	0.339	0.735
Time Management	0.219	0.072	0.300	3.050	0.003***
Undertaking continuous improvement	0.204	0.062	0.236	3.269	0.001***
<b>R<sup>2</sup></b>	<b>64.5%</b>				
<b>R̄</b>	<b>62.9%</b>				
<b>F</b>	<b>41.401</b>				

**Source:** Field Survey 2020.

**\*Keys:** \*\*\* = Significant at 1% level, \*\* = Significant at 5% level, \* = Significant at 10% level.

The result in Table 4.2, showed the effect of training and development on employees' approach to job requirement in Union Bank Nigeria Plc. The result revealed that: Soft skill development with the coefficient regression of (0.168); technical skill development with the coefficient regression of (0.183); time management with the coefficient regression of (0.219); and undertaking continuous improvement with the coefficient regression of (0.204) are the training and development programmes that are significant and positively related to

employees' approach to job requirement in Union Bank Nigeria Plc at 1% level (Sig < .01) of significance. The result signifies that: Soft skill development; technical skill development; time management and undertaking continuous improvement are the training and development programmes of Union Bank Nigeria Plc that are positive and significantly affecting employees' goal attainment in the bank. Signifying that there is a positive and significant relationship between training, development and employees' goal attainment in Union Bank Nigeria Plc.

The **R- square** (0.645) which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 64.5% of the variation was explained by the model. While the **Adjusted R** (0.629) which shows the proportion of variance in the dependent variable that can be explained by the independent variables revealed that 62.9% of the variance was also explained by the model. The **F-ratio** (41.401) is significant at 1% level, showing that the dependent variable in the model were explained by the independent variables.

### Effect of Organisational Reward System on Employees' Goal Attainment in Union Bank Nigeria Plc

**Table 4.3** showing Multiple Regression analysis result on the effect of organisational reward system on employees' goal attainment in Union Bank Nigeria Plc.

Variables	Unstandardised Coefficients		Standardised Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	21265.226	1559.526		13.636	0.000***
Basic pay	3736.615	1158.670	0.212	3.225	0.002***
Contingency pay	857.638	858.395	0.046	0.999	0.320
Thirteenth month pay	-517.716	1024.184	-0.027	-0.505	0.614
Bonus/commission	15.287	625.561	0.001	0.024	0.981
Promotion opportunities	7704.944	960.534	0.479	8.022	0.000***
Job enrichment	3396.261	915.410	0.209	3.710	0.000***
Job security	-2512.783	937.328	-0.068	-2.681	0.008***
Praise and recognition	2604.920	1152.462	0.145	2.260	0.026**
<b>R<sup>2</sup></b>		<b>95.9%</b>			
<b>R</b>		<b>95.6%</b>			
<b>F</b>		<b>325.951</b>			

**Source:** Field Survey 2020.

**\*Keys:** \*\*\* = Significant at 1% level, \*\* = Significant at 5% level, \* = Significant at 10% level.

The result in Table 4.3 showed the effect of organisational reward system on employees' goal attainment in Union Bank Nigeria Plc. The result revealed that: Basic pay with the coefficient regression of (3736.615); promotion opportunities with the coefficient regression of (7704.944); job enrichment with the coefficient regression of (3396.261) praise and recognition with the coefficient regression of (2604.920) are organisational reward system that are significant and positively related to employees' goal attainment in Union Bank Nigeria Plc. at 1% and 5% level (Sig < .01; < .05) of significance respectively. The result portrayed that the effect of: Basic pay; promotion opportunities; job enrichment; and praise and recognition on employees' goal attainment in Union Bank Nigeria Plc is 99% and 95% verifiable. Signifying that organisational reward system have a significant and positive effect on employees' goal attainment in Union Bank Nigeria Plc.

The **R-square** (0.959) which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 95.9% of the variation was explained by the model. While the **Adjusted R** (0.956) which shows the proportion of variance in the dependent variable that can be explained by the independent variables revealed that 95.6% of the variance was also explained by the model. The **F-ratio** (325.951) is significant at 1% level, showing that the dependent variable in the model can be explained by the independent variable.

### Discussion of Findings

**The result in hypothesis 1** revealed that: Measuring and evaluating standard; record performance; and provide feedback are the performance appraisal practices that are significant and positively related to employees' goal attainment in Union Bank Nigeria Plc at 1% level (Sig < .01) of significance. Signifying that there is a positive and significant relationship between performance appraisal and employees' goal attainment in Union Bank Nigeria Plc.

The finding is in agreement with the study of Moses, and Geoffrey (2015), in their study: Influence of performance appraisal on employee performance in commercial banks in Trans Nzoia County – Kenya, revealed that there is a significant relationship between performance appraisal and worker's performance. Also, the findings agreed with that of Nadeem, *et al.*, (2013), in their study: Impact of performance appraisal on employee's performance involving the moderating role of motivation, revealed positive relationship between performance appraisal and employee's performance. Motivation as a moderator positively affected the relationship between performance appraisal and employee's performance. Furthermore, Michael (2013), examined performance appraisal policy and its impact on employee performance in Guaranty Trust Bank in Nigeria and revealed that employee participation in the performance appraisal was generally high and this increased job satisfaction and enhanced employee performance. Also in agreement with the finding is the study of Ogolla and Oluoch (2019). They assessed the effect of performance management practices on employee productivity at the State department of Labour and reveal that there was a strong positive correlation of both employee appraisal and employees performance feedback on employee productivity.

**The result in hypothesis 2** revealed that: Soft skill development; technical skill development; time management; and undertaking continuous improvement are the training and development programmes that are significant and positively related to employees' approach to job requirement in Union Bank Nigeria Plc at 1% level (Sig < .01) of significance. Signifying that there is a positive and significant relationship between training and development and employees' approach to job requirement in Union Bank Nigeria Plc.

The finding is in tandem with the findings of Katcher and Snyder cited in Kum *et al.*, (2014). They revealed that training and development enables an organisation to adapt to changes that meet the tastes and preferences of customers. It also improves employees' skills and boosts their morale, thereby making them efficient, reducing waste and operations and increasing productivity.

**The result in hypothesis 3** revealed that: Basic pay; promotion opportunities; job enrichment; praise and recognition are the organisational reward system that are significant and positively related to employees' goal attainment in Union Bank Nigeria Plc at 1% and 5% level (Sig < .01; < .05) of significance respectively. Signifying that organisational reward

system have a significant and positive effect on employees' goal attainment in Union Bank Nigeria Plc.

The finding is in consonant with the findings of Armstrong and Baron (2005). The effective organisation reward system and pay/performance boost employees' performance. The result also agrees with the findings of Isaac (2018). Isaac examined the impacts of performance management on the human resource output with a focus on Safaricom Limited and revealed that recognition and reward system, training of the employees and performance feedback are significant performance management practices which promote the engagement of the employees and increase their output. Furthermore, Kipsegerwo *et al.*, (2016), assessed the effects of performance management process on employee productivity; A survey of commercial banks in Turkana County and established that the following elements of performance management process: performance appraisal system, training and development and reward system affects employee productivity.

### **Major Findings**

The following are the major findings of the study;

- i. At 1% level (Sig < .01) of significance there is a positive and significant relationship between performance appraisal variables and employees' goal attainment in Union Bank Nigeria Plc.
- ii. At 1% level (Sig < .01) of significance there is a positive and significant relationship between training and development variables and employees' approach to job requirement in Union Bank Nigeria Plc.
- iii. At 1% and 5% level (Sig < .01; < .05) of significance respectively organisational reward system have a significant and positive effect on employees' goal attainment in Union Bank Nigeria Plc.

### **Conclusion**

Based on the major findings, the study concluded that performance management have a significant and positive effect on employees' effectiveness in Union Bank Nigeria Plc. The conclusion is in agrees with the tenets of Equity Theory which postulate that "if a fair balance is struck between an employee's inputs such as effort, loyalty, hard work, skill level, ability, adaptability, flexibility, tolerance and an employee's outputs such as training, salary, benefits, recognition, and development" it will be a catalyst to employees effectiveness as proved by the present study.

### **Recommendations**

Based on the findings, the followings recommendations were deemed imperative:

- i. Union Bank Nigeria Plc management should sustain their performance appraisal programmes as it has a positive impact on employees' performance in the organisation. However, from the analytical result, defining expectation and performance standard, performance based compensation and reward were not significant with employees performance signifying that the performance appraisal programmes of the organisation does not define expectation and performance standard required from the employees, or does do so in an effective manner. Also, the performance appraisal programme does not facilitate performance based compensation and reward. Thus, practical effort should be made to fine-tune the performance appraisal programme of the bank to correct the anomalies pointed out.

Furthermore, Union Bank Nigeria Plc management should ensure that their performance appraisal processes are explicit, transparent, reflecting the actual performance of the each individual, and objective feedback on performance should always be provided.

- ii. Union Bank Nigeria Plc should uphold their training and development programmes as it breeds employees' commitment to the organisation. However, the training and development programmes of the organisation should be regularly enhance and evaluated to incorporate relevant skill development and technological competency required in the sector as they evolve. Also from the analytical result, it was obvious that the training and development programmes of the organisation does not acquaint employees with basic skill development. Thus, practical efforts should be made to modify the training and development programmes to incorporate that aspect of employees' development.
- iii. Union Bank Nigeria Plc organisational reward system will be inefficient if it fails to motivate and sustain employees' goal attainment. To achieve this, Union Bank Nigeria Plc management should uphold the reward systems that correlates with employees' goal attainment (basic pay; promotion opportunities; job enrichment; praise and recognition). However, Union Bank Nigeria Plc management should builds their reward system along these tenets; compensation, benefits, recognition and appreciation. Also the reward system should champion fair chances of promotion according to employee's ability and skills, and should take into account organisational goals, values and strategies while rewarding employees.

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