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PERFORMANCE APPRAISAL AND EMPLOYEES'ATTITUDE IN NATIONAL INSTITUTE OF CONSTRUCTION TECHNOLOGY AND MANAGEMENT (NICTM) NIGERIA

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Abstract

The objective of this study is to examine performance appraisal and employees 'attitude in National Institute of Construction Technology and Management (NICTM) Uromi, Edo State. The study assessed how performance appraisal (graphic rating scale and behaviorally anchored rating scales) influenced employees' attitude (employees job satisfaction and employee's participation) in National Institute of Construction technology and Management. NICTM, Uromi. The study adopted a survey research approach where primary data were collected from the respondents with the use of questionnaire administered to employees. The population of the study is three hundred and ninety-seven (397), Taro Yamane formula was used to determine the sample size of one hundred and ninety-nine (199). Ordinary Least Square regression was used to test the two formulated hypotheses in line with the objectives of the study and the results led to the rejection of the two null hypotheses showing that there is significant relationship between performance appraisal and employees' attitude. The study concluded that performance appraisal influences employees' attitude in National Institute of Construction technology and Management (NICTM) Uromi – Edo State. The study recommends that organization should continue to adopt performance appraisal method that would enable effective appraisal of the employees and therefore provide opportunities to the management in identifying staff training needs and improve employees job satisfaction.

***Key words**: Performance appraisal, employees, attitude, job*

Introduction

A variety of staff members make up an organization's cadre, and the organization's purpose is to carry out certain responsibilities. In order to keep up with the standards and expected outputs, companies need to stay updated with new information and technological advancements. In order to keep up with the rapid pace of change in these areas, companies must engage or refresh their people to meet this expanding challenge. Organizations use strategies such as hiring people who are teachable, providing feedback to current employees, providing in-service training in specific areas, and facilitating on-the-job training and exchange programs. An integral element of human resource management and the administrative control process, performance assessment systems are useful tools for enhancing the efficiency and effectiveness of an organization's workforce (Kavussi, 2019). Organizational goals can be advanced through well-planned evaluations of employee performance and contributions to those goals, as well as through the use of positive and negative reinforcement, salary increases, constructive criticism, and the identification of training and education requirements. To sum up, an evaluation is a great tool for discovering people's strengths and areas for improvement, and the findings may keep them updated on progress, objectives, and strategies. To boost the status of its workforce, a business must first identify its workers' efficiency (Kavussi, 2021). This will lead to an uptick in employee attitude and service, which in turn will enhance the company's trend. Employees and managers alike will benefit from a well-understood and efficiently implemented organizational framework, which is why performance evaluations are so crucial. Complex or unrealistic evaluation frameworks are known to cause annoyance, dissatisfaction, bad attitude, and non-use. Likewise, systems that are not explicitly related to the work may result in wasted time and money. Indeed, most effective evaluation processes identify and analyze just the important behaviors that lead to work performance. Systems that overlook certain actions are generally incorrect, erroneous, and result in discrimination based on nonrelated criteria. The potential to accomplish these good results will be a function of the quality of the performance appraisal (PA) experience. PA is a complicated process and there is opportunity for variance, especially when the supervisor is needed to make subjective evaluations of employee performance; concepts of work

planning, establishing of agreed performance objectives, feedback and reporting. It is related to various human resource management systems and procedures like staff development, career advancement, recruiting, placement, incentives and punishments. The management of National Institute of Construction Technology and Management (NICTM) Uromi, Edo State has been employing graphic rating scale and behaviorally anchored rating scales ways of performance assessment toward enhancing the workers job satisfaction and employee's engagement. To the best of our knowledge, there is no known research that has focused on performance assessment and employee's attitude in National Institute of Construction technology and Management (NICTM) Uromi, Edo State. This research consequently tries to solve this information gap by evaluating performance appraisal and employee attitude in National Institute of Construction technology and Management, Uromi, Edo State.

The objective of the study is to examine performance appraisal and employees 'attitude in National Institute of Construction technology and Management. (NICTM) Uromi, Edo State. Performance appraisal according to this study is proxied with graphical rating scale (GRS) and behavioral rating scale (BRS), employee attitude proxied with job satisfaction and employee satisfaction. The specific objectives include to;

i. examine how graphical rating scale influence employees' job satisfaction in National Institute of Construction technology and Management (NICTM) Uromi, Edo State.

ii. assess the extent to which behavioural rating scale influence employees' participation in National Institute of Construction technology and Management (NICTM) Uromi, Edo State.

The following null hypotheses were postulated to guide the study;

H_{01}: Graphical rating scale has no significant effect on the employees' job satisfaction in National Institute of Construction technology and Management (NICTM) Uromi, Edo State.

H_{02}: Behavioural rating scale does not have significant influence on the employees' participation in National Institute of Construction technology and Management. (NICTM) Uromi, Edo State.

Literature Review of Related Literature

Concept of Performance Appraisal

Armstrong and Taylor (2014) identified performance assessment as a standard of practices that outline the sort of occupation and govern the engagement connection in order to encourage and maintain the right worker, according to its demand. The most essential purposes of performance appraisal practices are to aid and assist organizations to reach decisions and conclusions on salary, promotions, recognizing training requires, conveying feedback and recognition of employee for a job well done (Thomas & Bretz, 1994; Majumder, 2012; Cheng, 2014). According to Majumder (2012), performance assessment system has been used as a tool in the process of reward and recognition. Additionally, it was utilized to analyze the employee's strengths and growth requirements. Even though it is expensive to carry out performance appraisal, firms nevertheless embrace this exercise as it acts as imperative administrative decisions in particular circumstances, where bonuses, training needs, and promotions are resolved, which will ultimately create occupation inspiration and obligation to the firm (Kadiresan et al., 2015). Centered on the motivations of performance assessment systems, 5vital HRM practices were categorized in this study: training, cash incentive, job promotion recognition, and feedback. The problem of low employee performance might be connected to the faulty performance appraisal system (Pulakos, 2004; Adler, et al., 2016). In the current literature, substantial numbers of studies (Ismail, Abdul Halim, & Joarder, 2015; Shabbir, Aslam, & Ali, 2016) have suggested numerous determinants of employee performance, however employee performance could be increased by workers' appraisal. Workers' assessment, otherwise known as performance appraisal, is a distinct, official, organizationally authorized affair, typically not happening regularly more than once or two times in a year, which obviously specified performance standards that are employed in the appraisal procedure (Bloom, Genakos, Sadun& Van Reenen, 2012; Mondy & Noe, 2005; DeNisi & Pritchard, 2006). Weiss, (2021) noted that to be fruitful, the performance assessment process must have basic three steps: evaluation and job analysis, appraisal interview, and post-appraisal interview. During the first stage, both the appraiser and the appraise should prepare for the interview by evaluating work performance, job duties, and employee career objectives, aims for increasing performance, and challenges and concerns about the job. Sometimes both the appraiser and the appraisee

may fill out paperwork with questions covering the above stated issues. Next, managers and workers gather to review what they have prepared and to develop objectives for the time until the next performance evaluation. It is crucial that the evaluation interview be a discussion, not a lecture. Both parties must be able to convey their views about the appraisee's performance. The third phase, the post-appraisal interview, offers managers the chance to discuss pay and promotions with workers. By avoiding discussing this problem during the assessment process, both managers and workers may concentrate on performance and goal setting, instead of money. The post-appraisal meeting also might serve as a moment for reaffirming staff objectives. After reviewing the performance of personnel, a company must analyze the system itself to see whether it is helpful to attain stated corporate goals (Ryan & Deci, 2020). Performance assessment may be described as a periodic review of the output of a person assessed against particular expectations (Yong, 2019). The method comprises watching and assessing staff members' performance in the workplace with regard to pre-set criteria. Conventional methods to performance evaluation saw it as a measuring exercise, whereas more modern approaches were more concerned with information processing inside the performance appraisal decision-making process. In this perspective, Armstrong and Baron (2018) underline the necessity of looking at performance evaluation as a collaborative process (coaching and counseling), rather than a judgmental review. Performance appraisal is done for various purposes, such as for professional and career development, accountability check, to be linked with recognition and compensation, references to disciplinary procedure and most commonly, is as a mechanism to determine salary increment and promotion exercise (Abdul, 2019). Performance evaluation continues to be a matter of interest and relevance to human resource experts. For decades, performance assessment has garnered extensive attention in the literature, from both scholars and practitioners alike. Many writers (Thomas and Bretz, 2014) claim that there is a large gap between theory and practice, and that human resource professionals are not making full use of the psychometric instruments available. To support this assertion, these writers use surveys of practitioners about current performance rating methodologies and utilization. Organizations that utilize the outcomes of performance evaluation to discover areas of strength and potential might profit as well. Performance evaluation may offer an indication of areas of training need as well as advice for leadership

development, performance improvement and succession planning. The outcomes of performance evaluation may be examined to discover areas of good performance across all workers, by department or by demographics. Standardized performance evaluations enable firms to gather, compute and evaluate findings to identify where performance is high. These areas of strength then may serve as benchmarks and opportunities for sharing of best practices for other sectors of the company (Roberts & Reed, 2016).

Performance Appraisal Methods

Graphic rating scale (GRS)

A graphic rating scale (GRS) gives appraisers with a set of dimensions, which are factors of performance that define an employee's effectiveness. Examples of performance aspects include cooperativeness, flexibility, maturity, and motivation. Each dimension is supported with a multi-point (3, 5, or 7) grading scale. The points along the scale are specified by numbers and/or descriptive words or phrases that represent the degree of achievement. The midway of the scale is frequently anchored by such adjectives as “average,” “adequate,” “satisfactory,” or “meets standards.” (Kane & Lawler, 2019). Many businesses employ graphic rating scales because they are simple to use and cost little to produce. HR specialists can build such forms fast, and since the dimensions and anchors are stated at a general level, a single form is relevant to all or most roles within a company. Graphic grading systems do bring a number of challenges, however. Such scales may not properly drive behavior; that is, the rating scale does not clearly communicate what a person must do to get a specific rating, so workers are left in the dark as to what is expected of them.

Behaviorally Anchored rating scales (BARS)

Behaviorally Anchored Rating Scales (BARS) is a relatively recent methodology, which combines the visual rating scale and critical incidents method. It comprises of specified crucial areas of work performance or sets of behavioral statements indicating significant job performance traits as excellent or negative (for the qualities like inter-personal connections, flexibility and dependability, job knowledge etc). These statements are generated from crucial occurrences. In this technique, an employee’s real work activity is measured against the expected behaviour by recording and comparing the behaviour with

BARS. Developing and applying BARS demands specialist expertise. The particular objective of the Behaviorally Anchored Rating Scale is to employ behavioral techniques to build an instrument that can identify and assess the key components that make successful performance in a profession. The test has been used to assess performance abilities in such professions as Nurses (Smith and Kendall, 2023), retail managers (Campbell, 2013), college professors and for identifying the professional and career development activities required by teachers (Latham and Kenneth, 2019). The instrument enables researchers to "capture performance in multidimensional, behaviour-specific terms" (Holbrook, 2012).

Effects of Performance Appraisal on Employee Attitude

Competent evaluation of individual performance in an organization or firm contributes to enhance the overall efficacy of the institution. Kane and Lawler (2019) suggested that, the three primary functional domains of performance assessment systems are administrative, informational, and motivating. Appraisals influences the administration in that it fulfills the duty of supporting an orderly manner of calculating wage increments and other awards, and of distributing power and responsibility to the most competent persons. The instructive role is satisfied when the assessment system offers data to managers and appraises about individual strengths and deficiencies. Finally, the motivating function comprises developing a learning environment that inspires workers to enhance their performance. When correctly implemented, performance assessments assist workers and management develop objectives for the time until the next review. Appraises, appraisers (managers), and organizations all get advantages from excellent performance assessments. Appraises benefit in a variety of ways; for example, they realize what is expected of them and are able to create objectives. They also have a better knowledge of their shortcomings and strengths and may modify behavior appropriately. In addition, appraisals establish a positive venue for delivering feedback to workers on individual behavior, and for enabling workers to give input to their supervisors. Finally, appraises are (hopefully) provided aid in making strategies to modify behavior, and are able to obtain a better grip on the aims and priorities of the firm.

Theoretical review

Resource Based View Theory

The focus of the RBV method to strategic management decision making is on the strategic capabilities as foundation for dominance of the company rather than aiming to continually achieve a flawless environmental fit. Resources are the unique physical, human, and organizational assets that may be employed to execute value-creating initiatives. Capabilities present the capacity for a team of resources to perform a task or activity, in other words, capabilities present complex bundles of accumulated knowledge and skills that are exercised through organizational processes, which enable companies to coordinate their activities and make use of their assets (Ekundayo &Ajayi, 2019). Clegg (2011), states capabilities are always susceptible to be competed away by a competitor's higher-level capacity amongst other restrictions such as degradation or replacement. Intangible assets are fundamental to the RBV method to understanding competitive advantage as they cannot readily be bought or duplicated, in contrast to physical assets. The thesis argued that companies had three categories of resources namely; physical resources, intangible resources and organizational capacities. Tangible resources include financial, physical, technical and organizational assets and so are readily recognizable on the other hand intangible resources are more complicated to identify and hence tough to mimic. They comprise methods that a corporation employs throughout time and leads to greater performance (Barney, 2016). Finally, organizational capabilities are talents and competences which a corporation combine to translate physical and intangible resources into outputs, for example, great customer service (Desset, 2017).

Empirical Review

Mwema & Gachunga, (2014) evaluated the impact of performance assessment on employee productivity in organizations: A case study of selected WHO offices in East Africa.. The major purpose of this research was to determine the impact of performance assessment on staff productivity in the World Health Organization focused on Kenya Country Office, Garissa sub-office, Somalia and Sudan offices situated in Kenya. Descriptive design was utilized in this research. Regression analysis was done to determine the impact of performance assessment on staff productivity. The study concludes that organizations should establish and adopt performance appraisal systems to aid in providing

opportunities to the management in identifying staff training needs, help employees meet performance targets, offer poor performers a chance to improve etc

Paul, Olumuyiwa & Esther (2015) carried conducted research on Modelling the Relationship between Performance Appraisal and Organizational Productivity in Nigerian Public Sector. The research focused on 'what', 'why' and 'how' as the reasons produce high unhappiness among workers and employers. Descriptive survey design approach was employed with the use of questionnaire given to the management and personnel of certain selected public sectors in Lagos State, South-West, Nigeria out of which 254 representing 85% were valid for the study. The questionnaire was divided into four pieces. The research showed that if management choices are fair and reasonable with appropriate reward and advancement for work done, it would boost employees' commitment and loyalty in the firm.

Hamidi (2023) studied the Impacts of Performance Appraisal on Employee's Job Satisfaction and Organizational Behavior. The goal of the research was to evaluate how performance assessment effect employee's work satisfaction and organizational behavior. The approach employed for this study is qualitative-library research, entailing the data collecting and analyses from published resources such as books, journals, and online databases. Based on the findings, it was revealed that the experience of a favorable performance assessment enhances not only workers' feeling of success but also self-worth and encourages the faith in the legitimate process.

Methodology

Research Design

The study employed the survey technique, descriptive and explanatory research designs to gain information on the influence of performance assessment on the workers 'attitude in National Institute of Construction technology and Management, Uromi. The rationale for employing survey technique is that it includes inquiry by producing information from the sample by delivery of copies of well-structured questionnaires. This made it easy to get information from the responders regarding the topic being researched. Secondly, this

research is descriptive and explanatory in character since actions done in course of the study were reported and explained. Data were gathered from primary source via the use of copies of structured questionnaire delivered to the target respondents and secondary source through the use of data received from recorded information from the institution. The usage of copies of questionnaire was to allow the researchers to acquire factual information and also for clarity of the analysis and of our conclusions.

The research examines the influence of performance assessment on the workers 'attitude in National Institute of Construction technology and Management. NICTM, Uromi. Therefore, the population of the study covers the personnel of the institution which constituted of academic and non-academic staff

Distribution of the Population

Categories of staff	**No of staff**
Academic	123
Non academic	274
Total	397

Source: NICTM, 2024**.**

It can be seen from the table that the population of this study comprised of 397 employees of the company. They are made up of 123 academic staff and 274 nonacademic staff. The techniques utilized in this investigation were the stratified sampling, simple proportion and systematic random selection. These approaches were adopted because they allowed all members of the population equitable opportunity of being chosen into the sample, the sample is representative and the findings of data analysis on the sample may be extrapolated to the population**.** Due to the enormous number of the population of the study and incapacity of the researchers to handle such number, the need arises for the reduction of the number to a manageable amount. This was done using Taro Yamane formula and the sample size is 199. The research incorporated both Primary and Secondary data. The major source of data was from a well-structured questionnaire that was provided to the respondents from the firm. The secondary data was acquired from the records of the institution. The research made use of primary source of data gathered with the use of structured copies of questionnaire to elicit replies of the respondents. The organized copies of questionnaire serve as a vital instrument for the gathering of data for the research. The

questionnaire comprised three questions referring to bio data and forty-four questions that are linked to the variables and research issues of the study. Five-point Likert was used with: 1-Strongly Agree, 2-Agree, 3-Undecided, 4-Disagree and 5-Strongly Disagree. Also, secondary data were acquired by checking the records of the institution where the population of the personnel was obtained. The technique of data analysis to be employed for this research includes the use of the inferential statistics approach of multiple linear regression. The rationale for using multiple regression is that it is beneficial for the estimate of the influence of independent variable (Performance assessment) and dependent variable (workers attitude).

Decision Rule: The decision for the hypotheses is to accept the alternative hypotheses if the p-value of the test statistic is less or equal than the alpha and to reject the alternative hypotheses if the p-value of the test statistic is greater than alpha at 5% significance level**.**

Results and Discussions

However, out of the 199 copies of questionnaires administered, 183 copies of questionnaires (representing 92 % response rate) were retrieved and used for analysis.

H_{01}: Graphical rating scale has no relationship with employees' job satisfaction in National Institute of Construction technology and Management (NICTM) Uromi, Edo State.

H_{02}: Behavioural rating scale has no influence on the employees' participation in National Institute of Construction technology and Management. (NICTM) Uromi, Edo State.

OLS Result Using E-view Statistical Software

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.46392	0.066552	0.063333	0.021
GRS	0.09846	0.029871	0.048610	0.010
BRS	0.07209	0.037635	0.064837	0.000

Source: Data output using E-view, 2024

1% level of significance, 5% level of significance and 10% level of significance

From the regression result, performance appraisal coefficient for graphic rating scale (GRS) is positive and significant in attaining employees' job satisfaction in National Institute of Construction technology and Management (NICTM) Uromi, Edo State. The p-value of 0.01 is less than 0.05 decision rule. This implies that there is a significant relationship between graphic rating scale (GRS) and employees' job satisfaction in National Institute of Construction technology and Management (NICTM) Uromi, Edo State. Performance appraisal coefficient behaviorally anchored rating scales (BRS) is favorable and significant in influencing employees' job participation in National Institute of Construction Technology and Management. (NICTM) Uromi, Edo State. p-value of 0.00 is less than the 0. 05. This suggested that there is a significant influence between behaviorally anchored rating scales (BRS) on the employees' work satisfaction in National Institute of Construction Technology and Management (NICTM), Uromi, Edo State. Therefore, we reject the null hypothesis that states that behavioral rating scale does not influence employees' job participation in National Institute of Construction Technology and Management (NICTM) Uromi, Edo State. The findings of this research corroborate Mwema & Gachunga, (2014) and Paul, Olumuyiwa & Esther (2015) whose findings suggested that Performance evaluation had a considerable beneficial influence on productivity.

Conclusion and Recommendation

From the study, the following conclusions are made:

There was a favorable significant impact of Performance assessment (behaviorally anchored rating scales and visual rating scale) on the workers job satisfaction at National Institute of Construction and Management (NICTM) Uromi-Edo State. The consequence is that Performance assessment helps to the workers job satisfaction in National Institute of Construction technology and Management (NICTM) Uromi-Edo State. Also, there was a favorable substantial effect of Performance assessment (behaviorally anchored rating scales and graphic rating scale) on the workers engagement in National Institute of Construction technology and Management. NICTM, Uromi. The consequence is that Performance appraisal promotes employees' involvement in National Institute of Construction and Management. NICTM, Uromi.

From the results of the analysis, the following recommendations were made:

i. The management of the organization should continue to adopt performance appraisal systems that would enable effectively appraisal of the employees and therefore providing opportunities to the management in identifying staff training needs, identify performance targets and improve employees' job satisfaction.

ii. The study recommends that organization should continue to adopt behaviorally anchored rating scales and graphic rating scale as the appraisal systems were found to be statistically significant in influencing employee's participation.

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