Network for Research and Development in Africa
International Academic Journal of Management and Marketing
ISSN: 2384-5849. Volume 7, Number 1
Pages 345-369 (June, 2022)
arcnjournals@gmail.com

Performance Appraisal and Organizational Effectiveness

Victor Barinua PhD
Department of management, Faculty of Management Science
Ignatius Ajuru University of Education, Port Harcourt Rivers State, Nigeria
Ezeogu, Sylvia Onyekachukwu
Department of management, Faculty of Management Science
Ignatius Ajuru University of Education, Port Harcourt Rivers State, Nigeria

Abstract: *The paper examined the relationship between performance appraisal system and organizational effectiveness. The objective of the study was to ascertain how dimensions of performance appraisal system such as management by objective and behaviourally anchored rating scale enhance organizational effectiveness via internal process approach and strategic constituencies approach. The method involved in the study was the use of extant literature on the subject matter and qualitative content analysis. The study established that performance appraisal system enhance the organizational effectiveness. The study concluded that the concept of performance appraisal system as used in this work can help management of organizations better understand how to deal with performance issues among individual and group setting, thus enhancing firm effectiveness while conducting business. The paper recommends that management of organizations should create an enabling environment were opportunities for self-appraisal or self-evaluation. We also recommend that further research conducted to gain more insight on organizational effectiveness approaches, because it is a large concept.*

Keywords: *Performance Appraisal System, Management by Objective, Behaviorally Anchored Rating Scale, organizational effectiveness, Internal Process Approach and Strategic constituencies Approach.*

INTRODUCTION

Organizations are all about people, as human beings constitute the most vital resource of organizations. Therefore, how these people are gotten, managed and maintained go a long way in determining the success or fatigue of organizations. However, this is the main concern of managers in modern organizations (Obi, Onyekwelu, Onwubiko and Mohammed, 2016). Human beings are crucial asset of any organization is its employees and the success of the organization depends on their performance. One of the ways to evaluate performance of an organization achievement is through routine appraisals. The importance accorded to performance appraisal systems in part arises from the nature of the current business environment, which is marked by the need to achieve organizational goals as well as remain relevant in intensely competitive markets through superior employee performance (Chen & Eldridge, 2012).

Within this context, various studies suggest that organizations can hardly control the behaviour of their employees (Attorney, 2007). The organizations can however control how employees perform their jobs. Formal performance appraisal is a human resource management (HRM) practice that has attracted considerable attention from both practitioners and scholars (Fletcher, 2001). The interest in the implementation of formal performance appraisal systems stems from the fact that such practice may accomplish a wide variety of functions. These functions may include the monitoring of employees, the communication of organizational values and objectives to workers, the evaluation of hiring and training strategies, and the validation of other human resource management practices (Baron & Kreps, 1999).

The concept of organizational effectiveness is related to issues such as the ability of an organization to access and absorb resources and consequently achieve its aims (Federman, 2006). As Gigliotti (1987) said, a unit which is individually ineffective in terms of cooperation with the rest of the organization is doomed to failure. Cameron (1978) pointed out that organizational effectiveness is the proficiency of the organization at having access to the essential resources. achieve skills and self-esteem in order to control the new environment and find security and support.

Love and Skitmore, (1996) cited; Generally, it is unclear what researchers mean when they refer to effectiveness and this has resulted in ambiguities in interpreting the results of their work (Cameron, 1984:236). Unfortunately, only a few studies have attempted to provide a definition of organizational effectiveness (Mohr,1971), including Seashore and Yuchtman (1967), who viewed effectiveness as the ability of the organisation to exploit the environment in the acquisition of critical resources, and Price (1968), who defines effectiveness as the degree of goal achievement.

Abbah, (2014) an organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of it influence". In order to make employee satisfied and committed to their jobs, there is need for strong and effective motivation at various levels in an organization.

The study of Otsupius and Otisu (2016) adopted the view of Abbah (2014), position that "An organization is effective to the degree to which it achieves its goals". An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In order to make employee satisfied and committed to their jobs, there is need for strong and effective motivation at various levels in an organization.

Statement of Problem

In this era of rapidly changing business environment, sustainability and achievement of organizational goals, increase customer patronage, and result oriented is an ever abiding expectation of any organization. The study of Vinitwatanakhun's (1998) illustrated that organizational effectiveness should focus on human resources and organizations and help individuals to Organizational effectiveness is one of the most complex and least tackled problems in the study of social organizations. Many difficulties arise with attempts to define the concept of effectiveness adequately. Some stem from the closeness with which the concept becomes associated with the question of values (for example, "management" versus "labour" orientations). Organizational effectiveness/performance is even the ultimate or superordinate dependent variable in much organization and management research. Other problems arise when researchers choose a priori criteria of effectiveness that seem intuitively right, without trying systematically to place them within a consistent and broader framework. In effect, specific criteria that might be proper in one case may be entirely inappropriate to other organizations. The question arises whether it is possible to develop a definition of effectiveness and to derive criteria that are applicable across organizations and can be meaningfully placed within a general conceptual framework. According to Ongori (2008) business can enjoy and sustain the success until it ideals with the problem of employee turnover efficiently and successfully and this call for a strategic approach to management of employees which can only be achieved through better management practices to be able to yield a reasonable result. Organizational effectiveness depends on more than maintaining a stable workforce; employees must perform assigned duties dependably and be willing to engage in activities beyond role requirements. Thus, it seems that employees' willingness to contribute to organization effectiveness will be influenced by their level of commitment (Coetzee, 2005).

Avalanche of studies have acknowledged the worrisome dwindling performance of organizations in Nigeria as a result of varied of factors. These factors may include inadequate remuneration, unhealthy work environment, severe presence of dysfunctional conflict among members of the organization, lack of employee participation in decision making especially on issues that have direct impact on them as well as poor motivation. The perpetuation all these issues in an organization impact negatively on effectiveness of workers as they make the workers feel insecure with the organization. According to Ayo (2008), performance suffer when management deny workers access to participation in decision making; when workers suffer role conflict; when organizational human stock are discriminated against and when the organizational structure does not give room for proper communication and interaction among workers. This is because for an organization to maintain or improve its overall performance, it must improve the performance of the individual employees within the organization.

Let us consider our Health system or sector in Nigeria today, Covid-19 pandemic has actually expose the sector by showing the lapses and how ineffective it is. Again, our expertise (Nurses and Doctors) alongside other health professionals are leaving Nigeria for foreign countries and these would enhance their service delivery in the health sector while here in Nigeria,it has reduced drastically. Effectiveness is result oriented and it can be achieved when our professionals come together to work as a team. However, the study seeks to provide way in which organizational effectiveness can be improved through performance appraisal system alongside it dimension.

Conceptual Framework

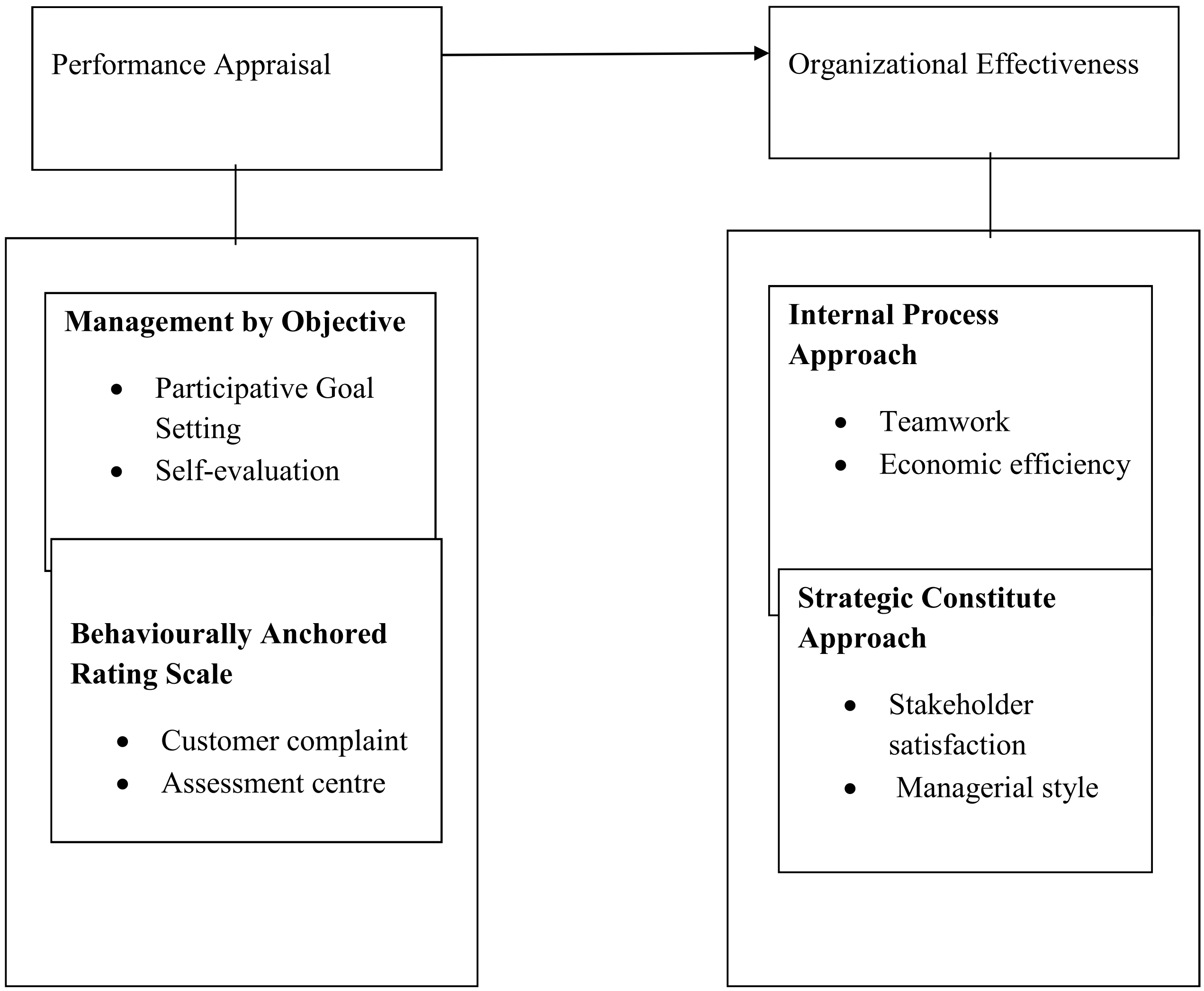

Fig. 1.1: Conceptual framework Showing the Relationship between Performance Appraisal System and Organizational Effectiveness.

Source: Drucker, 2013; Idown, 2017; Balduck and Buelens, 2008; Armstrong, 2009; and Morgan and Sturdy, 2000; and Nwadukwe and Timinepere, 2012.

AIM AND OBJECTIVES

The aim of the study is to examine the relationship between performance appraisal and organizational effectiveness in an organization. The specific objectives are;

1. To ascertain the impact of management by objective on internal process approach.

2. To ascertain the impact of management by objective on strategic constituencies approach.
3. To ascertain the impact of behaviorally anchored rating scale on internal process approach.
4. To ascertain the impact of behaviorally anchored rating strategic constituencies approach.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Performance Appraisal System

Performance appraisal is a widely discussed concept in the field of performance management. It is used interchangeably as performance evaluation, job performance, performance assessment, performance evaluation as the case may be according to Amah and Gabriel (2017). Performance appraisal sounds simple but researchers say that it is commonly used in performance feedback and identifies individual employee's strengths and weaknesses (Ruddin, 2005). For achieving high performance goal of organization performance appraisal is a 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 performance (Lillian, Mathooko, &Sitati ,2011).

Optimum organizational performance is dependent upon the performance of the individuals that make up the organization. Seniwoliba (2014) defined performance appraisal as an objective method of judging the relative worth or ability of an individual employee in performing his or her task. If objectively done, the appraisal can help distinguish between a hard worker and a lazy one. A better performance appraisal system therefore should focus on the individual and his or her development as to make him or her achieve the desired performance or output. Authors define concepts according to their perception and therefore tend to lay emphasis on what they deem to be crucial and worth considering. Moulder (2001) states that performance appraisals are valued for defining expectations and measuring the extent to which expectations are met. She goes on to state that appraisals can make clear to employees where they are having success and where they need to improve performance. Moulder indicated that appraisals are useful in setting goals and in fostering improved communications among work groups and between employees and supervisors. Performance appraisal is a vital component of a broader set of human resource practices; it is the mechanism for evaluating the extent to which each employee's day-to- day performance is linked to the goals established by the organization (Coutts & Schneider, 2004). DeNisi and Pritchard (2006), also opine that performance appraisal is a discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process. Furthermore, it is an evaluation process, in that quantitative scores are often assigned based on the judged level of the employee's job performance on the dimensions or criteria used, and the scores are shared with the employee being evaluated.

Performance appraisal system is a vital element of the human resource management practices. Aside from the distribution of rewards, developmental guidance given to the employees is based usually on the performance appraisal and employees can express their perceptions and standpoint regarding their respective jobs, departments, managers and supervisors and of their organization in general (Erdogan, 2002). Weiss, (2001) indicated that to be productive, the performance appraisal process must contain general three steps: evaluation and job analysis, appraisal interview, and post-appraisal interview. During the first step, both the appraiser and the appraise should prepare for the interview by considering job performance, job responsibilities, and employee career goals, goals for improving performance, and problems and concerns about the job. Sometimes both the appraiser and the appraise will fill out forms with questions addressing the previously mentioned topics. Next, managers and employees meet to discuss what they have prepared and to establish goals for the period before the next performance appraisal. It is important that the appraisal interview be an exchange, not a speech. Both parties must be able to share their perceptions of the appraiser's performance. The third step, the post-appraisal interview, gives managers the opportunity to discuss salaries and promotions with employees. By not addressing this issue during the appraisal interview, both managers and employees can focus on performance and goal setting, instead of money. The post-appraisal meeting also can serve as a time for reiterating employee goals. After appraising the performance of employees, an organization must evaluate the system itself to determine if it is helping to achieve designated organizational objectives (Ryan &Deci, 2000). It would seem logical and important that employees have the desire to be evaluated on job criteria that is accurate and relates to aspects of their job that is within their control.

Performance appraisal system sometimes has the reputation of creating tension between a supervisor and subordinate. However, sound and effective performance reviews share common components that make them positive experience and maximize the benefit of conducting and participating in them. Emphasizing the good and helping an employee on the road to improvement are important components of effective performance appraisals. Performance can be managed by focusing on employee attributes, behaviours, or results. In addition, we can measure performance in a relative way, making overall comparisons among individuals' performance. Finally, we can develop a performance measurement system that incorporates some variety of the preceding measures, as evidenced by the quality approach to measuring performance (Lotich, 2014). There are Traditional and Modern Methods of Performance Appraisal, which have their own importance and area of application (Dewakar, 2009; Noe, 2008; Paul, 2014). From the last few years the non-traditional (modern) form of appraisal is common in practices (Coens& Jenkins, 2000; Lawler, 2000).

Dimensions of Performance Appraisal System

Among others, the study adopts management by objective and behaviourally anchored rating scale as dimensions of performance appraisal alongside its indicators;

Management by Objective

According to Idowu (2017) management by objectives as one of the key appraisal methods is defined as a result-based evaluative program (Choon & Embi, 2012). In greater detail, the goals of the performance appraisal system from an MBO perspective are mutually defined by a number of key stakeholders who include the subordinates, supervisors and employees as well. A typical MBO appraisal system consists of several steps. The process begins by the establishment of clear objectives for the employee. An action plan detailing the way in which the objectives are to be achieved is develop. The employee is then allowed to implement the developed action plan.

As key aspect of MBO as identified by Huang, Durcikova, Lai and Lin (2011) is that it stresses the importance and value of employee involvement. MBO as a concept was popularized by Peter Drucker, who noted that objectives perform a crucial role in all areas where performance and results have a direct impact on the survival of the firm (Armstrong, 2009). Armstrong (2009) further notes, Drucker emphasized on participative goal setting and self-evaluation as one of the most important aspects of MBO. While the MBO concept was initiated by Drucker, it is McGregor, one of the most influential figures in the field of management, who modified it for full application as a performance appraisal approach.

In terms of effectiveness, the MBO approach has been found to provide significant benefits to both the organization and the employees (Armstrong, 2009). Notably, the MBO approach promotes objectivity, allows for a two-way feedback as well as encourages performance improvement of employees through motivation. In a similar vein, Drucker (2013) underscores that the MBO approach when correctly implemented helps in establishing a performance appraisal system that is based on efficiency and fairness. However, participative goal setting and self-evaluation were further used as indicators of management by objective.

Participative Goal Setting: Employee participation is defined as a process for empowering employees to participate in managerial decision making and improvement activities appropriate for their levels in the organization (Abdulkadir, Isiaka, andAdedoyin, 2012). Employee participation has been a focal point of other management fields as well. It has been viewed as one of the most effective problem solving and process to improve principles of organizational performance. Abdulkadir et al. (2012) stated in the “employee involvement” book that the goal of adopting the employee participation in enterprise are to create long-term commitment, a new way of doing business, and fundamental change in culture. Also firms may elicits employees' participation by give them the situation for solving the problems and to participate in decision-making process affects their work. Qureshi, Ayisha, Mohammad, Rauf, and Syed (2010) explain employee participation shows the degree to which employees can insert values into their work as an input and the degree to how the firm can use these input values. Employee's participation may allow for better discovery and utilization of local knowledge in the organizational, particularly when there is incentives in place that foster such discovery. Finally, there are number of studies that examine the benefit of employee participation on organizational performance (Chen and Huang, 2009; Soomro, 2011; Zakaria, 2012).

Self-evaluation: The term 'evaluation' comes from the French word 'evaluation' which means determining value, assessment and achievement. Also we use the term valorisation which also means determining value. Evaluation as a phenomenon and pedagogical term is well known in pedagogy, psychology, and other scientific disciplines, despite the fact that there is a difference between philosophy and practical education (Jordan, 1953; Matijevic, 2004).Evaluation can be defined as collecting information so that we can make the right decision in the process of education. Assessment is the process with which we determine what is improved and what areas still need improvement. The term 'self-evaluation' is an English term which means self-assessment. Self- evaluation represents monitoring the progress made, the development and learning and determining what has improved and what is to be improved in the future. Self-evaluation offers an opportunity for people so that they can understand their weaknesses and strengths. Self–evaluation is defined as a process or instance of self-assessment and measurement of one's own achievement and development(Dexter Petley, and Lies, 2003).

According to Kevereski (2017) self-assessment could mean that students simply check off answers on a multiple-choice test and grade themselves, but it involves much more than that. Self-assessment is more accurately defined as a process by which students (i) monitor and evaluate the quality of their thinking and behaviour when learning and (ii) identify strategies that improve their understanding and skills. That is, self-assessment occurs when students judge their own work to improve performance as they identify discrepancies between current and desired performance (McMillan, James and Jessica, 2008).

Keverski (2017) conducted a study on self-evaluation of knowledge in student population in higher education in Macedonia. The paper specifically aims to highlight the need to treat with special care the feedback received from the students as a relevant indicator for the quality of the realization of the evaluation, i.e. of the evaluation system in general. The famous author Hounsell (2003) lists a few sources of feedback in which he particularly stresses the students' notes and their self-evaluation of their own achievements. Hounsell (2003) also points out that the quality of teachers' evaluation of students' achievements can be checked by means of evaluation papers, questionnaires, structured interviews and other techniques which are part of the methodological structure of this paper as well. Brown, Fry & Marshall (2003) believe that this leads to encouraging students to think about the teaching process, the process of self-evaluation, and to adopt a critical approach towards the evaluation and self- evaluation. In that way the students become critically-oriented friends who provide feedback about the quality of certain docimological procedures which are monitored from different perspectives (Costa

&Kallick, 1993). It is a way of creating relations whose purpose is to promote the teaching process and which result with further reflections and improved interaction in the teaching process (Day, 1999).

Behaviourally Anchored Rating Scale (BARS)

Behaviourally anchored rating scalespecify definite, observable and measurable job behaviour. It is increases interrater reliability because it provides a precise and complete definition of the performance factor. It is very similar to trait scale. Behaviour observation scale is similar to behaviourally anchored rating scale because it is also developed from critical incidents. It however uses more behaviour to define the levels of performance on a particular dimension that BARS. It also assesses performance in terms of frequency with which specific behaviours are performed. Using the same example of a supervisor assessing a teacher. This is a rating scale with specific observable behaviours that are directly related to job performance. The scale reflects actual cases of effective and ineffective behaviour. The rate knows precisely on which dimension he is been rated and can therefore improve on it. A BARS form covers between sit to ten specific performance dimensions. Each dimension is based purely on observable behaviour (Obi et al, 2016). On the other hand, one of its key advantage is that the rates will most likely accept criticism easily if it is tied to a specific job behaviour. Also the feedback it generate helps management in identifying training and development needs. Despite the numerous advantages of BARS, it has some drawback too. Its time-consuming and very costly to construct as the services of experts outside the organizations may be sought.However, customer complaint and assessment centerswere further used as indicators of behaviourally anchored rating scale.

Customer Complaint: The goal is not to get the complaint satisfied but rather to win by getting something the customer is not entitled to receive. A constant, repetitive "not good enough" response to efforts to satisfy this customer is a sure indicator of a rip-off artist. A consumer complaint or customer complaint is an expression of dissatisfaction on a consumer's behalf to a responsible party (London, 1980). It can also be described in a positive sense as a report from a consumer providing documentation about a problem with a product or service. Consumer complaints are usually informal complaints directly addressed to a company or public service provider, and most consumers manage to resolve problems with products and services but it sometimes requires persistence. An *instrumental* complaint is a complaint made to a person or organization that could take some action and bring about a specific remedy. Consumer complaints have three main characteristics: they are goal-oriented, there are multiple ways of engaging in this behaviour, and are used to complain in several ways. A definitive characteristic of a consumer complaint is to achieve a goal that the consumer views as needing improvement. Although, there is no certainty of the goal being attained, factors that would disrupt the process of a successful goal include: the distributor of the product may not be able to provide, or the company may lack the time or resources to address the complaint. The second characteristic is that the consumer will engage in multiple forms of complaint. Examples include: complaining directly to the company or a representative, expressing opinions to friends and family, and sending correspondence to an agency such as the Better Business Bureau.

Consequently, the third unique characteristic of a consumer complaint can be identified if the consumer complaints in multiple ways.

Assessment Centers: Assessment centers are used to measure managerial performance. At assessment centers individuals are assessed based on the performance of simulated tasks, such as leaderless group discussions, in-baskets and role playing to determine their skill or potential as managers. They provide objective measures of individual's ability to perform managerial task. They are used to provide specific performance feedback and personalized developmental plans (Amah and Gabriel, 2017). Assessment center is a modern method of performance appraisal and performance appraisal is an activity of Human resource management for assessing the performance of the employees in an organization. Assessment Centre is an important instrument in the selection process. It is mainly in-depth interview session which is taken after initial stage of selection process. It incorporates standardized assessment of conduct which is based on manifold inputs. The main purpose for conducting the assessment centre is to find out how candidate acts in typical management situations. With the help of this method, employees get a wider outlook and review of the performance which makes him able to understand his own stability and deficiency. An assessment center involves a number of elements such as Psychometric Test, Business games, Case study, Group discussion and In tray exercises which are designed to assess the competency areas that are essential to perform a job (Tripathi, 2016).

Concept of Organizational Effectiveness

Barnard (1938) viewed organization as a system of consciously coordinated personal activities or forces. To him, an organization is a system that requires the cooperation of human activities. He noted that an organization is birthed when there are; persons capable of communicating with each other and are willing to contribute action(s) so as to accomplish a common goal. This implies that individuals come together, assume responsibility for the tasks assigned to them so as to attain a goal that ordinarily would have been too cumbersome for a single individual to achieve on his or her own. To this end, the basic elements of an organization are; communication, willingness to cooperate and common purpose. The concept of organizational effectiveness has been an interesting subject of discourse in organizations from time immemorial. The need to have a clear understanding of what constitutes an effective organization has culminated in the interest in the subject matter, making it almost impossible to judge an organization as being more effective than the other especially as what constitutes effectiveness in an organization may be viewed differently in another organization. In the light of this, several authors have written on the concept of organizational effectiveness on the basis of their perception of the subject matter but this paper simply views organizational effectiveness as an organization's ability to survive and make progress in its business environment through the attainment set goals and objectives. Georgopoulos and Tannenbaum (1969) define organizational effectiveness as the extent to which an organization as a social system, given certain resources and means, fulfills its objectives without in- capacitating its means and resources, and without placing undue strain upon its members. A number of authors have attempted to decrease the complexity inherent in the effectiveness theory by narrowing the perspective from which effectiveness is viewed and/or measured (Pfeiffer, 1977; Cameron &Whetten, 1983; Quinn &Rohrbaugh, 1981; Hossein 2015). These various approaches to effectiveness can be subsumed under five different approaches. In other word, theorists have postulated five approaches to measuring organizational effectiveness the goals model, the system resources model, the process model, the multiple-constituency model and competing values approach (Chelladurai, 1987, Yuchtman, & Seashore, 1967).

Measures of Organization effectiveness

Among others, the study also adopts internal process approach and strategic constituent approach as the measures of organizational effectiveness;

Internal Process Approach

This approach has been developed in response to a fixed output view of the goal approach. It looks at the internal activities. Organizational effectiveness is assessed as internal organizational health and effectiveness. Internal-Process Approach effectiveness is the capability to get better at internal efficiency, co-ordination, commitment and staff satisfaction. This approach assesses effort as opposed to the attained effect. Some experts have criticized the internal-process approach, like the system-resource approach, cannot lead to legitimate indicators of organizational effectiveness itself. Rather, it is accepted as an approach for studying its assumed predictors. Similar to the system-resource approach, the internal-process approach could possibly be applied only where comparable organizational outcomes can hardly be assessed accurately https://universalteacher.com).

One indicator of internal process effectiveness is economic efficiency. However, the best-known proponents of an internal process model are from the human relations approach to organizations. Researchers or writers such as Chris Argris, Waren G. Bennis, RensisLikert and Rihard Beckhard have all worked extensively with human resources in organizations and emphasize the connection between human resource and effectiveness (https://www.viquepedia.com).However, teamwork and economic efficiency were further used as indicators of internal process approach.

Teamwork: Teamwork is one of the most noticeable and essential work configurations of the 21st century. Teamwork is considered one of the most effective work forms (Richter, Dawson & West, 2011). The 21st century has brought many changes to the Since the beginning of time humans have been driven to form groups and work together to achieve their goals, solve problems, generate more ideas, develop skills, survival, among other purposes. Teamwork is one of the most noticeable and essential work configurations of the 21st century. The 21st century has brought many changes to the structure of organizations and also to the nature of jobs. Levi (2014) suggests that even though the use of teams in the workplace has a long history, the past decades have shown that the notion of organizational teamwork has reformed.

Teamwork refers to work group with a common purpose for the achievement of goals/tasks (Harris and Harris, 1996). This is one of the most important ways of employee involvement, and an effective way of reducing organizational hierarchy and increase the employee involvement. Marchington and Wikinson (1998) observed that managerial control is at its most subversive and effective when employees take on responsibility for peer surveillance. Major indices of teamwork include; collaboration, information sharing, shared support and collective responsibility (Fapohunda, 2013; Khattak, Igbal&Khattak, 2013). According to Business Dictionary (2020) teamwork is the process of working collaboratively with a group of people in order to achieve a goal. It is often a vital component of a business, as it is often essential for colleagues to work well together, trying their best in any circumstance. Teamwork therefore means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict that may exist between individuals. Teamwork thus is the willingness of a group of people to work together to achieve some stated common aim.

Fajana (2002) sees teamwork as the combination of resources and inputs working in agreement to achieve organizational goals, where roles are prescribe for every organizational member, challenges are equally faced and incremental improvements are sought continually. In all, working in teams is likely to empower individuals to the extent that teams enable members to participate in decision making in a work unit that is productive, supportive and collaborative. According to Alan (2003), teamwork refers to a grouping of professionals whose members work intensely on a specific, common goal using their positive synergy, individual mutual accountability and complementary skills. Thus, teams work together in a group to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service (productivity).

According to McQuerrey (2019), teamwork helps organization members to work well together, and improves productivity, morale and the overall quality of the organization's product or service. It also helps to resolve conflict between staffers, and can make a huge contribution to organizational productivity and effectiveness. It is in this light that Froebel and Marchington (2005) posits that team members enhance their skills, knowledge and abilities while working in teams. In fact, the enormous benefits accrued to teamwork have made it to stand out as a vital instrument of competitive advantage far above the likes of finance, strategy and technology. In addition, teamwork also improves manpower utilization and potentially raises performance of not just the individual but the organization ultimately, as it can expand the output of individuals through collaboration, as a result, help employees who work in teams to become the standard for the organization (Alie, Bean and Carey, 1998). In this sense, teamwork gives employees a sense of ownership and encourages cooperation among team members.

Economic Efficiency: Economic efficiency is a term used to estimate the results of an economic activity comparing to the efforts involved in the respective activity. Economic efficiency is the main qualitative factor of economic growth, as it assures the absolute growth of the outcome at the same effort amount (Geamanu, 2011). Economic efficiency is a more comprehensive concept than profitability, as it is the most general category characterising the results generated by different variants of using or saving up resources involved or not involved in the economic circuit. Economic efficiency aims at minimizing resources accruing to a unit of effectiveness, and profitability is only a form of expressing efficiency. The concept of profitability has a relative character and that is why the analysis of profitability should take into account both absolute and relative indicators (obtained by calculating the ratio between the outcome and the means utilized for carrying out the respective activity. We can talk about profit when expenses are exceeded by income; profit is only a component part of profitability. Profitability is tightly connected to investors' professionalism, to time and financial and material resources invested in an economic activity.

At the level of the enterprise, in its general form which we introduced at the beginning of the present article, economic efficiency bears the name of profitability and whether the ratio between the outcome and the effort is expressed as a percentage, it will bear the name of profitability rate. The key element of an enterprise's profitability is represented by profit which, in its different forms is taken into consideration when determining the different profitability rates. The objective of any enterprise is to obtain maximum benefits and to recover the invested capital in order to assure its development and the payment of investors (Zaman and Geamănu, 2006). The major objective of any economic entity is to increase the value of its own development as well as to increase the wealth of the stakeholders (shareholders, employees, creditors, etc.). The achievement of this objective is conditioned by the carrying out of a profitable activity, by its capacity to generate incomes that should cover the expenses incurred by the respective activity and to lead to achieving a net income (Sighicea and Vasilescu, 2009). Profitability represents an important criterion on which decisions made at micro, mezo and macro-economic levels are based. Profitability also bears the name of profitability rate and in the market economy it is the most important economic efficiency indicator. Profitability is calculated as the ratio between the profit volume and its associated costs, turnover or capital used (production costs). Profitability is one of the most synthetic indicators used for expressing the efficiency of the enterprise's whole economic and financial activity, respectively of all the production means used and of the labour force in all the stages of the economic circuit: procurement, production, sale (Moroşan, 2006).Again, economic efficiency is a more complex category than profitability. It has a much larger scope than profitability, as it involves the whole system of indicators which reflect the specific forms of economic efficiency, a system grouped in subsystems among which the sub-system of profitability indicators.

Strategic Constituencies Approach

This approach suggests that an efficient organisation is one which fulfils the demands of those constituencies in its environment from whom it needs support for its survival. It assesses the effectiveness to satisfy multiple strategic constituencies both internal and external to the organization.**Strategic constituencies approach is** ideal for organizations which rely highly on response to demands. The Strategic-constituencies approach takes explicitly into consideration that organizations fulfil multiple goals: each kind of organizational constituency (like

proprietors, workers, consumers, the local community, etc.) is supposed to have distinct interests' vis-à-vis the corporation, and will thus use different evaluation criteria.
However, the job of isolating the strategic constituencies from their environment within which they function is a challenging and tricky task. Because the environment swiftly changes, what was a crucial goal today might not be so tomorrow. Individual constituents may create significantly diverse ratings of an organisations effectiveness. These constituents may use diverse factors or weight the same criteria in a different way (https://universalteacher.com).

According to Tricia, Cabrey, Haughey and Cooke-Davies, (2014) these strategic initiatives are formulated as a direct response to a change in the business environment. Strategic initiatives-projects and programs-by their very nature drive change in an organization. Robert Kaplan and David Norton cited in Tricia et al, (2014), define strategic initiatives as "collections of finite-duration discretionary projects and programs, outside of the organization's day-to-day operational activities, that are designed to help the organization achieve its targeted performance." Morgan and Sturdy (2000) classified approaches to change into three: managerial, political and social. Their classifications are very useful in understanding organisational change. Kyriakidou (2011) argues that 'this variation has created a theoretical pluralism that has provided a more comprehensive understanding of organisational life and has uncovered novel ways to explain some organisational change processes. The strategic approach of organizational effectiveness proposes that an effective organisation is one that satisfies the demands of those constituencies in its environment from whom it requires support for its continued existence (Pfeffer&Salanick, 1978; cited in Love, and Skitmore, 1996). However, stakeholder satisfaction and managerial style were further used as indicators of strategic constituencies approach.

Stakeholder Satisfaction: According to Metts, Rao and Hong (2008) the existence of any business is justified (and possible) only to the extent to which a human connection is established and maintained. In SMEs a significant part of this "human" connection is made through stakeholders such as owners, employees, and debt-holders of the business. We believe that the current and future relevance of the business is primarily reliant on the satisfaction of these three groups. In SMEs, the ownership is generally a small group or even a single person who has a tremendous financial and emotional stake in the business. Employees depend on the business for jobs and debt-holders, whether individuals or entities, rely on the business for re-payment of loans. The distinguishing characteristic of stakeholders is that they are all persons (or entities) which have a material and/or economic interest in the business. A significant part of the human connection to a business is represented by the stakeholders and the very survival of the business is dependent upon a certain level of satisfaction among these groups. The measure for stakeholders' satisfaction was borrowed from Metts. Stakeholder satisfaction is a measurement of stakeholder perceptions of a program, project or initiative. It is measured by asking stakeholders to rate their satisfaction on a numerical scale. Accordingly, change management is a comprehensive, cyclic and structured approach for transitioning individuals, groups and organizations from a current state to a future state with intended business benefits.

The process of change begins with organizational leaders developing an organizational strategy, then with the creation of an initiative that is aligned with that strategy.

Managerial Style: Researchershave stated that the managerial style of leaders of organizations is one of the ways to success. In the aspect the work of Otsupius (2016) analyse organizational change Management as a strategic approach to organizational effectiveness. Change management is the process of managing transformational changes, which affect the culture, structure and performance of an organisation.' (Downey and Crawford, 2008) According to Oseni, (2007) Change management can be defined as the process of planning, organizing, coordinating and controlling the compositions of the environment, internal and external; to ensure that the process changes are implemented according to approved plans and the overall objectives of introducing the changes are achieved with as little disruption as possible. It may be impossible to effect change without any inconvenience to the existing processes and processors. In effect, change management is intended to prevent disruptions and any other deliberate or inadvertent acts that would frustrate the process change, and to resolve any disruptions and their causes promptly. Moran and Avergun's (1997) description of change management provides a starting point, defining it as "the process of continually renewing the organization's direction, structure, and capabilities to serve the ever-changing needs of the marketplace, the organization, and employees.

Management style is a managerial parlance often used to describe the how of management. It is a function of behaviour associated with personality (McGuire, 2005). Management style can be understood as a way to manage an organization. According to Schleh (1977), management style is "the adhesive that binds diverse operations and functions together". It is the philosophy or set of principles by which the manager capitalizes on the abilities of the workforce. Management style is not a procedure on how to do but it is the management framework for doing. A management style is a way of life operating throughout the enterprise and permits an executive to rely on the initiative of the personnel of an entity.

Theoretical Framework

The study adopts two baseline theories to illustrate or explain its relevance with performance management system. These theories were adopted because they help to explain how proper goal design and implementation can enhance employee or organizational performance in the long run. These theories are goal setting theory and equity theory as discussed below;

Goal Setting Theory

Given that all businesses are goal centered, the need for the adoption of goal setting theory by managers to define how specific organizational goals can be achieved in the most effective and efficient manner cannot be overemphasized. The advancement of goal setting is linked to the work of Edwin Locke. Goal setting theory explains the mechanisms by which goals influence behaviour, and how the latter can be moderated by goal characteristics (difficulty and specificity), the level of commitment, the importance of the goal, and levels of self-efficacy, feedback, and task complexity (Locke & Latham, 1990). Thus, goal setting refers to the process of establishing clear and usable targets, or objectives, for learning (Moeller, Theiler & Wu, 2012). In modern business management, the basis of goal-setting is that when specific difficult goals are set, it engender higher performance than does merely urging individuals to do their best.

Therefore, through adoption of goal setting theory enhances employee effectiveness especially when the goals are focus attention and effort toward goal-relevant activities and away from other activities. Second, goals energize individuals to exert greater effort on more challenging goals; increase the level of persistence that an individual will display in order to achieve the goal and finally, when goals indirectly are the arousal, discovery or use of knowledge relevant to the task. A well- articulated organizational reinforces employees' commitment which in turn enhance their effectiveness through quality and timely delivery of assigned task. Accordingly, Gómez-Minambres (2012) posits that employees record higher levels of motivation when they are presented with explicit goals that they are supposed to meet. Such goals could include a sales target in the case of sales employees. Similarly, Bipp and Dam (2014) reinforce that with a properly goals, employees will perform at a higher level in the presence of specific and challenging goals.

Assumptions of Goal Setting Theory

This theory assumes that employees work well when they are faced with challenging goals. Tackling these more difficult goals forces employees to work hard and develop their skills, and, as a result, receive positive feedback and an overall sense of achievement. This, in turn, may result in improved employee engagement, productivity and satisfaction in the workplace (David, Song, Hayes and Fredin, 2007). Based on the review of extant literature, the proponents of the goal theory posit that employees record higher levels of motivation when they are presented with explicit goals that they are supposed to meet (Gómez-Minambres, 2012; Catania, 2012).

Implications of Goal Setting Theory to the Present Study

The implications of goal setting theory to the present study 'performance appraisal system and organizational effectiveness is very important as it enables management to identify the purpose of the firm's goals. Also, through such employees are met to deliberate on the needs for goal-setting as opinions are raised to guide the establishment of performance system, where goals are designed in a specific, measurable, achievable, realistic and timely bound to help promote employee's activities towards the effectiveness of the organization. When a person or organization is committed to achieving goals and do not suffer from any conflicting goals. Then, the achievement of the goal is positive. In addition goal setting will help in developing an action plan designed to guide people and organizations. Furthermore, many researchers point out that there is a positive correlation between goal setting and improved business and organizational results. This is because goal setting theory encompasses all aspects of building organizations with efficiency (Locke & Latham, 2006; Spaulding & Simon, 1994; Koppes, 2014).Hence, in order to apply goal setting in a day to day work, a 'commitment analysis' should be undertaken to draw up objectives and goals. It allows continuous improvement in objectives and performance standards (Moynihan, 2008). Commitment analysis helps in determining the continuous pursuance of objectives and goals set to improve productivity (Krausert, 2009).

Equity Theory

This theory was propounded by John Stacey Adams in 1965. Equity theory focuses on employees perceptions of the fairness of their work inputs and outcomes.

Assumptions of Equity Theory

1. The theory demonstrates that the individuals are concerned both with their own rewards and also with what others get in their comparison.
2. Employees expect a fair and equitable return for their contribution to their jobs.
3. Employees decide what their equitable return should be after comparing their inputs and outcomes with those of their colleagues.
4. Employees who perceive themselves as being in an inequitable scenario will attempt to reduce the inequity either by distorting inputs and/or outcomes psychologically, by directly altering inputs and/or outputs, or by quitting the organization (Prachi, 2015; Good faith, John, Solomon & Kenneth, 2021).

Implications of Equity Theory to the Present Study

Applying this theory when conducting a company's performance appraisals involves balancing the assessment of an employee's contribution to his job with the compensation and other rewards associated with his success. In general, highly-paid and rewarded employees tend to be the most motivated to continue performing well on the job as such enhances organizational effectiveness such as goal attainment and system approach effectiveness. According to this theory, employees' feelings of inequity lead to the modification of how they work which can make the organization effective or ineffective. When an employee observes that he should be earning more, he will amend his work input that will be equal to the pay he receives or lay a complaint to the management for re-negotiation or leave the organization for better opportunities (Goodfaith et al., 2021). More so, the implication of equity theory to the present study on performance appraisal and organizational effectiveness is that it helps management and employees to avoid underpayment and over payment, be sensitive to inequity perceptions, monitor regularly for inequity and ensures that sacrifices are distribute equally in organizations. Therefore, it is understood that the theories have relevant views and relates with the study variables.

EMPIRICAL REVIEW

A study conducted by Umar and Cross (2019) examined the impact of performance appraisal on employee's productivity. This research took place or carried out at Nigeria Breweries plc, as a case study that would help guarantee high productivity of products and services in the organization. It also examines the promotion, motivation, placement, training and job satisfaction of employees so as to appraise the job performance in the organization. The 110 respondents were analysed with the use of Statistical Package for Social Sciences (SPSS). Chi-Square analysis and Percentage distribution are the two techniques used in the research. The findings of the research survey discovered that objective and well planned high performance of employees productivity, retraining and consistent training are to be organized for the people involved in appraisal programme.

Goodfaith et al. (2021) investigated performance appraisal methods and employee performance of selected firms in Anambra State of Nigeria. The specific objectives of the study were to ascertain the extent management by objectives appraisal method, 360 degree performance appraisal method and goal setting performance appraisal method relate to employee performance. A survey research design method was used. The target population of the study comprised 247 employees of three selected firms in Anambra State. The study used only 237valid copies of the questionnaire for analysis. Pearson correlation analysis was used to test the hypotheses formulated for the study. Amin and Shila (2015) conducted a study on enhancing organizational effectiveness by performance appraisal, training, employee participation, and job definition. 165 questionnaires were distributed among employees in Malaysian governmental university and collected data was analysed through factor analysis, reliability, correlation, and regression test. The findings revealed that training, employee participation, performance appraisal, and job description have significant effect on organizational effectiveness. Amin and Shila (2015)

Paul, Abeguki, Hezekiah and Dirisu (2014) carried a study on modelling the relationship between performance appraisal and organizational productivity in Nigerian public sector. Descriptive survey design method was adopted with the use of questionnaire distributed to the management and staff of some selected public sectors in Lagos State, South-West, Nigeria out of which 254 representing 85% were valid for the research. The questionnaire was structured into four sections. The study pointed that if managerial decisions are fair and just with equitable reward and promotion for job done, it will increase employees' commitment and loyalty in the organization. In the same vein, if employees were properly motivated with the necessary and adequate training needs, innovation would increase rapidly on the job and this will thereby lead to competitive positioning. In addition to this, employees agreed that if they got regular feedbacks about their performance on the jobs, it could secure competitive positioning for the organization. As this will help them to identify their strengths and weaknesses which could invariably produce opportunities to the organization they are working with and threat to their competitors.

Gap in Literature

It is obvious that studies related to performance appraisal system and organizational effectiveness has been carried out. Umar and Cross (2019) examined the impact of performance appraisal on employee's productivity in Nigeria Breweries plc. Goodfaith et al. (2021) investigated performance appraisal methods and employee performance of selected firms in Anambra State of Nigeria. Amin and Shila (2015) conducted a study on enhancing organizational effectiveness by performance appraisal, training, employee participation, and job definition in Malaysian governmental university. Paul, Abeguki, Hezekiah and Dirisu (2014) carried a study on modelling the relationship between performance appraisal and organizational productivity in Nigerian public sector in Lagos State, South-West, Nigeria. However, little or no study has been carried out to adequately attest how performance appraisal system could enhance organizational effectiveness. In the light of the above, there is need for scholars in the field of management and human resource management to empirically ascertain how performance appraisal system in terms of graphic rating method and 360 degree feedback could enhance effectiveness (goal attainment approach and system approach) among organizations. Also, some scholars have argued that there are aspects of performance appraisal (behaviourally anchored rating scale) that no or little review has been done and this study seeks to fill the lacuna.

FINDINGS

The findings showed that MBO appraisal method had a positive significant relationship with employee performance of the selected firms in Anambra State. The study discovered that 360 degree feedback method had a positive significant relationship with employee performance. The findings also revealed that goal setting method had a positive significant relationship with employee performance. The study concluded that performance appraisal is very imperative for improved productivity, promotions, augmentation, and job enrichment. It also enhances employees' confidence, job commitment, competitiveness, productivity and firm profitability (Goodfaith et al., 2021).The findings of Amin and Shila (2015) revealed that training, employee participation, performance appraisal, and job description have significant effect on organizational effectiveness.

The findings of Akinyele and Obamiro (2005) revealed that effective performance appraisal such as graphic rating method could boost productivity, goal attainment, resource acquisition and as well promotes the growth of the firm. A delineated performance appraisal system leads to a great and positive influence on the effectiveness of firm (Kirsten & Meyer, 2005). In addition, ineffective appraisal practices can lead to several undesirable issues such as : decrease employee productivity, low morale, and reduce encourage to support organization, so all of them lead to reduce the organizational effectiveness (Osman et al.,2011).More so, graphic rating method has become a fundamental tool used for facilitate organizational effectiveness and greater employees' commitment in the workplace.

CONCLUSION

This study was conducted to understand the relationship between performance appraisal system and organizational effectiveness alongside its measures such as internal process approach and strategic constituencies approach. According to study that had been conducted, it could be concluded that performance appraisal system had significant influence on the effectiveness of organizations. Among others, when management appraise the performance of her workers through graphic rating method and 360 degree feedback, management by objective, and behaviourally anchored rating scale, her organization tend to be effective in business were they attain their predetermined goals and objectives, increased productivity and profitability, and as well promote resource allocation (system approach). Understanding the dimensions of performance appraisal system as used in this work such as graphic rating method and 360 degree feedback can help management of organizations better understand how to deal with performance issues among individual and group setting. Organizations which tend to be effective are positively engaged in continuous appraisal of employee performance in order to correct deviance and enhance better performance in the organization.

RECOMMENDATIONS

Based on the conclusion above, the following recommendations are hereby made:

1. Given that goal setting practices positively relates to employee effectiveness, the study recommends that management of organizations should enhance goal setting practices and link attainment of goals with rewards to continue improving the performance of teachers in secondary schools. Employees should be involved in setting of goals to establish a transparent and objective criterion for appraisal to enable them know the basis upon which they are being evaluated.
2. Management of organizations should identify areas for improvement using method and as well carry out actions and progress in a tractable manner to help improve the system effectiveness of the organization.
3. The management of organizations should create an enabling environment were opportunities for self-appraisal or self-evaluation, so the manager can be encouraged to develop himself.
4. The management of organizations should ensure that the number of workers being evaluated by a rater should not be too large, so that he can have enough time to do a thorough job on each person.

REFERNCES

Abbah, M. T. (2014). Employee motivation: The key to effective organizational management in Nigeria. *IOSR Journal of Business and Management (IOSR-JBM*), *16*(4), 2319-7668. www.iosrjournals.org

Abdulkadir, D. S., Isiaka, S. B., &Adedoyin, S. I. (2012). Effects of strategic performance appraisal, career planning and employee participation on organizational commitment: an empirical study. *International Business Research, 5(*4), 124-133. http://www.iiste.org/journals.

Amah, E., & Gabriel, J. M. O. (2017).*Industrial/organizational psychology.* Tema& T. Press.

Amin, T., &Shila, S. (2015). Enhancing organizational effectiveness by performance appraisal, training, employee participation, and job definition.*European Journal of Business and Management*, *7*(12), 56-63.https://core.ac.uk/download/pdf/234626482.pdf

Armstrong, M. (2009).*Armstrong's handbook of human resource management practice.*Kogan page publishers.

Attorney, A. (2007).*Performance appraisal handbook*.Nolo Publishers.

Barnard, C. I. (1938). *The functions of the executive*.Harvard University Press.

Bipp, T., & Dam, K. (2014).Extending hierarchical achievement motivation models: The role of motivational needs for achievement goals and academic performance. *Personality and Individual Differences*, *64*(7), 157-162. http://journal.nileuniversity.edu.ng/index.php/NileJBE/

Cameron, K. (1978). Measuring organizational effectiveness in institutions of higher education.*Administrative Science Quarterly*, *23*(1), 604-632.

Choon, K.&Embi, A. (2012). Subjectivity, organizational justice and performance appraisal: Understanding the concept of subjectivity in leading towards employees' perception of fairness in the performance appraisal. *Procedia - Social and Behavioral Sciences, 62*(24), 189-193. http://journal.nileuniversity.edu.ng/index.php/NileJBE/

Chen, J., & Eldridge, D. (2012). Are standardized performance appraisal practices' really preferred? A case study in China.*Chinese Management Studies*, 4(3), 244 – 257. : http://infotrac-college.cengage.com.

Chelladurai, P. (1987). Multidimensionality and multiple perspectives of organizational effectiveness.*Journal of Sport Management*, 1(1), 37-47.

Coetzee, M. (2005).*Personnel and human resource management. (5th eds.).*Book-power Press.

Downey, J.& Technical Information Service (2008).*Change management: Gateway No. 48.*The Chartered Institute of Management Accountants

DeNisi, A. S.& Pritchard, R. D. (2006). Performance appraisal, performance management and improving individual performance: A motivational framework. *Management and*

Organization Review, *2*(2), 253-277. http://journal.nileuniversity.edu.ng/index.php/NileJBE

Drucker, P. (2013). *People and performance.*Routledge.

Erdogan, B. (2002). *Antecedents and consequences of justice perceptions in performance*.Prentice Hall.

Fletcher, C.(2001). Performance appraisal and management: The developing research agenda. *Journal of Occupational and Organizational Psychology* 74(4), 473-487.https://doi:10.1348/096317901167488.

Gomez-Minambres, J. (2012).Motivation through goal setting. *Journal of Economic Psychology, 33*(6), 1223-1239. http://journal.nileuniversity.edu.ng/index.

Goodfaith, N. D., John C. A., Solomon, O. E. & Kenneth, C. O. (2021). Performance appraisal methods and employee performance of selected firms in Anambra State of Nigeria.*Journal of Business and African Economy*, 7(1), 42-57.https://core.ac.uk/download/pdf/18505222.pdf

Georgopoulos, B. S., &Tannenbaum, A. (1969).A study of organizational effectiveness.*American Sociological Review*, 22(5), 534- 540.

Horng, J. S., Hsu, H., Liu, C. H., Lin, L., & Tsai, C. Y. (2011).Competency analysis of top managers in the Taiwanese hotel industry.*International Journal of Hospitality Management, 30*(5), 1044-1054. http://journal.nileuniversity.edu.ng/index.php/NileJBE

Hounsell, D. (2003). The evaluation of teaching.In : Fry, H., Ketteridge, S. & Marshal, S. (Eds). *A Handbook For Teaching & Learning In Higher Education.* Kogan page. Pp 200-213.

Hossein, E. (2015). Analysis of organizational effectiveness approaches: Case study; Sporting organizations field. *International Journal of Management Science, 10*(10), 10-120. http://journal.nileuniversity.edu.ng/index.php/NileJBE.

Hon, H., Wilco W., & Chan, L. (2013). Overcoming work-related stress and promoting employee creativity in hotel industry: The role of task feedback from supervisor. *International Journal of Hospitality Management,* 33(2), 416-424.

Horng, J. S., Hsu, H., Liu, C. H., Lin, L., & Tsai, C. Y. (2011).Competency analysis of top managers in the Taiwanese hotel industry.*International Journal of Hospitality*

Management,30(5),1044-1054. http://journal.nileuniversity.edu.ng/index.php/NileJBE/

Hsu, M., Bahtt, M., Adolfs, R., Tranel, D. &Camarer, F. (2005).Neural systems responding to degrees of uncertainty in human decision-making.*Science,* 310(4), 1680-1685

Idowu, A. S. (2017). Effectiveness of performance appraisal system and its effect on employee motivation. *Nile Journal of Business and Economics, 5*(2), 15 – 39.http://journal.nileuniversity.edu.ng/index.php/NileJBE/

Jordan, A. M. (1953).*Measurement in education.*McGraw-Hill.

Koppes, L. L.(2014). *Historical perspectives in industrial and organizational psychology*.Taylor and Francis.

Keverski, L. (2017). Self evaluation of knowledge in students population in higher education in Macedonia. *Research in Pedagogy*, *7*(1), (2017), 69-75.https:// doi: 10.17810/2015.4

Krausert, A.(2009). *Performance management for different employee groups: A contribution to employment systems theory*. Springer Science & Business Media.

Lawler, E. E. (2003). Reward practices and performance management system effectiveness. *OrganizationalDynamics*,*32*(4),396-404. https:// doi:10.1016/j.orgdyn.2003.08.007.

Lillian, P. &Sitati, M. (2011).*The Effects of performance appraisal on civil servants job performance and motivation in Kenya*. University of Nairobi.

Love, P. E.D.& Martin, S.R. (1995).Approaches to organizational effectiveness and their application to construction organizations.*In Thorpe, A., (Eds). Proceedings 12th Annual Conference and Annual General Meeting, The Association of Researchers in Construction Management, Sheffield Hallam University*. Accessed from: http://eprints.qut.edu.au/archive/00004524 and retrieved 20th march, 2022.

Locke, E.A. & Latham, G.P. (2006).New directions in goal-setting theory.*Current Directions in Psychological Science,* 15(5), 265–268. https://www.academia.edu/4732967

Levi, D. (2014). *Group dynamics for teams.*Sage publications.

McGuire, R. (2005). Which management style to use London.*The Pharmaceutical Journal,* 275(9), 23-31. https:// www.aijcrnet.com

Moeller, A. J., Theiler, J. M., & Wu, C. (2012). Goal Setting and Student Achievement: A Longitudinal Study. *The modern Language Journal,96*(11), 153-169.doi: 10.1111/j.1540-4781.2011.01231.x

Nwadukwe, U. C., &Timinepere, C. O.(2012). Management styles and organizational effectiveness: An appraisal of private enterprises in Eastern Nigeria. *American International Journal of Contemporary Research, 2*(9), 198-204.https:// www.aijcrnet.com

Obi, E., Onyekwelu, R., Onwubiko, O., & Mohammed, O. (2016). Organizational behavior: *Towards understanding human behavior in organization.* Book Point Educational Ltd.

Ongori, H. (2008). A review of literature on employee turnover.*African Journal of Business Management*, 49-54. https://www.academicjournals.org/ajbm.

Oseni, E. (2007). Change *Management in Process Change, Information Systems Control Journal* is published by ISACA.

Otusupius, A. I., & Otsu, P. A. (2016). Organizational change management: A strategic approach for organizational effectiveness. *International Journal For Research In Business, Management And Accounting*, 2(7), 1-17. https://www.edouniversity.edu.ng/oerrepository.

Georgopoulos, B. S., &Tannenbaum, A. (1969).A study of organizational effectiveness.*American Sociological Review*, *22*(5), 534- 540.https://org/10.2307/2089477.

Paul, S. O., Abeguki, O. E., Hezekiah, F. &Dirisu, J.(2014). Modelling the relationship between performance appraisal and organizational productivity in Nigerian public sector.*International Journal of Research in Management*, *4*(6), 59-74.

Pat-El, R., Tillema, H., & Sabine, W. (2012). Effects of formative feedback on intrinsic motivation: *Examining Ethnic Differences, Learning and Individual Differences,22*(4), 449-454. http://journal.nileuniversity.edu.ng/index.php/NileJBE/

Pfeiffer, J. (1977). *Usefulness of the concept.* In P. S. Goodman & J. M. Pennings (Eds.), *New perspectives on organizational effectiveness*. Prentice Hall.

Prokopenko, J. (1987).*Productivity management.A practical handbook* .ILO.

Quinn, R. E., &Rohrbaugh, J.(1983).A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. *Management Science*, *29*(1), 363-377. https://doi.1287MNSC,29.3.363.

Qureshi, M.T., Ayisha, A., Mohammad, A.K., Rauf, A.S., & Syed, T.H. (2010). Do human resource management practices have an impact on financial performance of banks?,*African Journal of Business Management, 4*(7), 1281-1288. http://www.iiste.org/journals

Richter, A. W., Dawson, J.F., & West, M. A. (2011). The effectiveness of teams in organizations: A meta-analysis. International Journal of Human Resource Management., 22(13), 2749-2769.https:// doi:10.1080/09585192.2011.573971

Tuytens, M. &Devos, G. (2012).Importance of system and leadership in performance appraisal.*Personnel Review*, *41*(6), 756-776. https://core.ac.uk/download/pdf/234626482.pdf

Tricia S., Cabrey, Haughey, A., & Cooke-Davies, T. (2014).*PMI's pulse of the profession in-depth report: Enabling organizational change through strategic initiatives*. Springs Prints.

Tripathi, R. T. (2016). Assessment centers: Benefits and shortcomings. *International Journal of Emerging Research in Management &Technology, 5*(2),31-34. : https://www.researchgate.net/publication/303940100

Umar A. I. &Cross, O. D. (2019). Impact of performance appraisal on employee productivity in Nigeria Breweries Plc. *The International Journal of Business & Management*, *7*(5), 206-211.https://**doi**: 10.24940/theijbm/2019/v7/i5/BM1905-044.

Vinitwatanakhun, M. W. (1998). Factors affecting organizational effectiveness of nursing institutes in Thailand.*Management*, 1(1), 1-5. https://repository.nida.ac.th/handle/662723737/799.

Weiss, W. (2001).Appraising employee performance.*Supervision*, *62*(10), 10-13.

Woods, A. (2012). Subjective adjustments to objective performance measures: The influence of prior performance. *Accounting, Organizations and Society*, 37(6), 403- 425. http://journal.nileuniversity.edu.ng/index.php/NileJBE/

Yuchtman, R. F., & Seashore, S, (1967). A system resource approach to organizational effectiveness.*American Sociological Review*, 32(1), 891-903. https://10.2307/2092843.

Zakaria, N. (2012). Enhancing organizational performance of Malaysian SMEs through human resource management (HRM) practices and organizational innovation capability: A proposed framework.*Journal of Global Entrepreneurship*. http://www.iiste.org/journals