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FOREWORD

The Department of Psychology, University of Lagos has continued to expand the frontiers of knowledge through the engagement of cutting edge research by her seasoned faculty members, and the publications of rigorously processed articles in her new journal. This new journal has been welcomed in the academia as a veritable tool for the dissemination of research findings in Nigeria and beyond. The first issue has continued to attract the interest of scholars and researchers and has guided enlightened conversations in the specific areas wherein the studies were conducted; In this edition we are presenting even more fascinating topical issues being addressed by different authors. We hereby invite you to savour these well researched articles. The edition is, as usual, a combination of thought-provoking analyses and discussions on different quests to understanding human behavior and mental processes for a sustainable world; it also highlights promising paths and directions for future intervention. It is hoped that findings from this edition of the journal will furnish the understanding of scholars on how to improve human behaviour for a sustainable society through effective use of modern therapy and intervention models. Finally, this edition has advanced the combined ideas of scholars and academics from different academic disciplines. For this reason, I want to thank everyone who is interested in promoting the boundaries of knowledge, transformation process and ultimately adding to the body of research in behavioural science.

Editor

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Performance appraisal systems for the Nigerian work contexts

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Abstract

Although performance appraisal is globally considered a requirement for organisational success and competitiveness, its benefits are yet to be fully utilized in Nigerian public and private organisations. This study focuses on the nature of performance appraisal in Nigerian public and private organisations. Through in-depth interviews with twenty Human Resource (HR) heads representing different sectors, this study discovered a rich diversity in the performance evaluation methods deployed in Nigerian organisations. These included continuous feedback, 360-degree feedback, and Management by Objectives (MBO), among others. Continuous feedback was a prevalent practice, highlighting the trend towards more dynamic, on-going conversations between supervisors and employees. This method was perceived to foster a culture of learning and adaptability, making it particularly effective in fast-paced, evolving industries. Likewise, 360-degree feedback was a commonly employed method, particularly in organisations that valued a holistic view of employees' performance. Lastly, MBO was popular in organisations that emphasised clear, measurable goals in their performance evaluation process. HR heads reported this method as effective in aligning individual performance with organisational goals and promoting a results-oriented culture. In conclusion, it was found that the diversity of performance evaluation methods showed that their perceived effectiveness is largely contingent on the specific cultural and strategic contexts of organisations. It was therefore recommended that the choice of performance appraisal methods in Nigerian's organisations be based on their potential values in enhancing communication, motivation, and strategic alignment with organisational goals.

Keywords: *Performance Appraisal; Performance Management; Nigeria, Work Contexts*

1. Introduction

The success and survival of all business organisations depend on the achievement of their strategic goals and objectives. Employees' level of job performance is a major determinant of organisational outcomes (Jahangir, Akbar & Haq, 2004). An integral aspect of human resource management is human resource planning, the process of identifying the number and the caliber of employees needed to achieve the organisation's goals. This involves an understanding of the vision, mission and strategic objectives of the organisation, which are further broken down into work units or departments and then into specific jobs and positions.

Through the process of job analysis, the jobs are analysed into their basic tasks and work elements, highlighting the basic skills, abilities, knowledge, qualifications, time and tools needed to perform such jobs efficiently. Equipped with the requirements of the job and the person specification, human resource managers seek out employees who are best suited for the job and charge them with the expectations of the job as contained in the job description. These expectations form the criteria for appraising the performance of employees on the job. Periodic appraisal and review of employees' performance is a requirement for organisational survival and success in a vibrant and ever evolving global market.

In organisational parlance, performance may be defined as those tangible and measurable things that people do which have consequences for the achievement of organisational goals (Campbell, McHenry & Wise, 1990). Motowidlo and Kell (2012) defined job performance as the aggregate of values organisations are expected to get from employees' work behaviours over a stipulated period. In other words, job performance refers to all the anticipated effects of employees' work behaviours on organisational outcomes within a timeframe. The terms behaviour, performance, and results, although related, cannot be used interchangeably.

While behaviour refers to actions and activities that people engage in, performance is the expected organisational values of those behaviours. Results on the other hand, are the outcomes of people or things that are changed by their behaviours with implications for organisational success. Through their results, employees determine the fate of an organisation in the global market (Motowidlo & Kell, 2012). To this end, many managers and Human Resource (HR) experts consider results as the most appropriate measure of employees' performance.

The process through which organisations measure their employees' performance is called performance appraisal. Performance appraisal is the systematic process of evaluating individual employee's contribution to the achievement of overall organisational goals and objectives. Other names for performance appraisal include employee appraisal, annual reviews and performance evaluation etc. (Hayes, 2022). Muchinsky and Marchese (2016) defined performance appraisal as a process involving the documentation and evaluation of employees' individual job performances on their assigned duties. Performance appraisal is the means by which supervisors periodically assess the progress of each employee on his/her assigned duties in relation to established work standards within a particular timeframe (Mwena & Gachunga, 2014). This process involves establishing work standards, measuring employees' performance relative to the standards, providing relevant feedback and taking necessary actions to improve performance.

Feedback from performance appraisal reveals similarities and differences between employees based on their job-related strengths and weaknesses. This has corresponding outcomes for the employees, which may be positive for good performances or negative for poor performances. In the same way, Rostam (2020) observed that in the past, organisations use performance appraisal solely as a measure of employee accountability and rewards allocation. This puts a strain on employees, as they usually perceive themselves as being constantly under the radar. They usually feel threatened and mostly drained from the associated stress and anxiety Likewise, Hayes (2022) noted that performance appraisal represents a platform for organisations to communicate employees' job performances and justifications for salary increments, bonuses and termination decisions.

Mello (2013) associated organisational success with effective performance appraisal and successful alignment of employees' performance with the needs and strategy of the organisation. When properly executed, performance appraisal unveils the gaps between actual performances and established work standards; drawing attention to possible actions for improved performance and organisational effectiveness. Likewise, the use of performance appraisal in organisations is not without associated challenges, some of which include personal biases, lack of validity, lack of generalizability across jobs, cultures and contexts, and high levels of mistrust within the organisation etc. Corroboratively, Rath (2018) asserted that the

traditional appraisal system focused on past rather than future performances with minimal employee participation.

In Nigeria, many employees dread the appraisal period and are negatively disposed to it. Partly because they do not participate in setting performance standards. Often times, employers just dump foreign standards on their employees and use same as performance indicators in the name of best practices. Cultural differences may influence the interpretation and acceptance of these performance criteria. Also, Olowookere, Agoha, Omonijo, Odukoya and Elegbeleye (2021) noted that acculturation has hampered organisational growth in Nigeria. They therefore recommended a blend of indigenous culture with global best practices in the workplace. Also, some supervisors and managers allegedly use performance appraisal systems as a punitive measure for subordinates that fall out of favour with them. All these destroy the whole essence of appraisal, with negative consequences for both the organisations and their employees. No doubt, performance appraisal has come to stay, but its effectiveness may depend on contextual peculiarities; appropriate use of appraisal results and effective administration. To this end, this study examines the performance appraisal practices in the Nigerian work contexts. Specifically, the study aimed to underscore the specific appraisal practices in Nigerian manufacturing organisations, the perceived effectiveness of these methods, and the associated benefits.

2. Statement of Objectives

i. Identify performance appraisal methods used in Nigerian Manufacturing organisations
ii. Underscore the perceived effectiveness of the chosen performance appraisal methods
iii. Highlight associated benefits of the chosen performance appraisal methods

3. Research Questions

i. What is the prevailing method of performance management implemented in manufacturing organisations?
ii. How do managers perceive the effectiveness of the chosen performance appraisal methods?
iii. What are the managers' perceptions of the benefits derived from the performance appraisal methods employed?

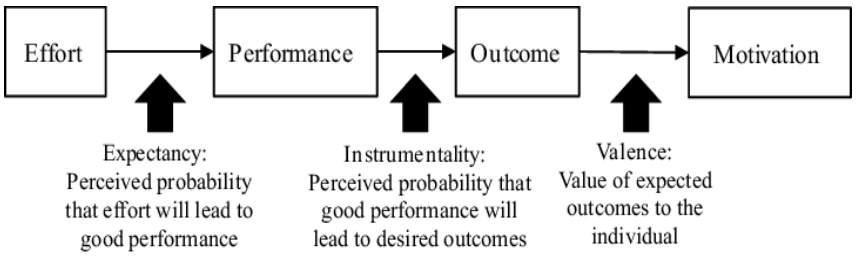
4. Theoretical perspectives on performance appraisal

Motivation is the force behind all human behaviours including job performance. It may be defined as the force that arouses, directs and sustains behaviours until desired goal is achieved. Hence, employee performance will be explained from the perspective of expectancy theory, goal setting theory and Skinner's operant conditioning.

4.1 Vroom's Expectancy Theory of Motivation

The idea of Expectancy Theory of Motivation was first conceived by Victor Vroom in the year 1964. The theory was later expanded by Porter and Lawler in 1968. According to this theory, the force behind individuals' behaviours is their expectation that such behaviours will ultimately result in a much valued outcome. The motivation process actually starts with outcome valence (V), an anticipated outcome that is of great worth to the individual. The existence of such outcomes ignites some cognitive processes within the individual who begins to make certain considerations on the probability of achieving the desired outcome. The first consideration is the effort to performance expectancy (E-O expectancy), in which case, the individual assesses the possibility of his/her efforts (actions) yielding the required performance; the second is the performance to outcome expectancy (P-O expectancy), which is the probability that the anticipated performance will result in the desired outcome (Instrumentality) and finally, the outcome valence, that is the value the individual attach to the outcome. The valence can be positive or negative; in the case of a negative valence, the motivation process will not start at all.

Performance appraisal will be most effective when the reward for good performance is attractive and employees perceive their work targets as achievable. The paths to achieving such outcomes should also be clear. The moment employees see a possibility in their efforts resulting in reaching the work standards, and that achieving such feats will give them the desired outcomes, then such appraisal system is very likely to be effective. Figure 1 depicts the process of employee motivation from the expectancy theory perspective.



Source:https://www.researchgate.net/figure/Vrooms-1964-Expectancy-Theory-adapted-from_fig2_309280058

Fig.1: Expectancy theory of motivation

4.2. Goal setting Theory of Motivation

In 1968, Edwin Locke propounded the goal-setting theory as a viable tool to improve task performance through high quality goals. He proposed that specific and fairly challenging goals have the ability to sustain work efforts than simple ones. According to this theory, effective goal setting is the key to outstanding task performances and continuous improvement. Locke identified the principles of effective goals to include clarity, challenging, commitment, feedback and task complexity.

Clarity refers to the attribute of a goal to be specific and unambiguous. An effective goal will be such that the individual will be clear on the requirements and the expected outcomes. Work standards should be clearly delineated and the employees should understand and accept the standards as a measure for his/her performance. The second principle states that effective goals are those who are reasonably challenging. It is human nature to attempt to conquer and master his/her environment. Likewise, employees enjoy and engage tasks that they perceive as fairly difficult and helps them develop a sense of self-efficacy.

The third principle states that individuals' commitment to set goals is required for their achievement. People are more committed to goals that are well understood and accepted by them. This happens mostly when they were part of the goal setting process. Feedback on progress made is the fourth principle of effective goals. The principle suggests that individuals are motivated to intensify efforts towards the achievement of a goal when they know how well they are doing and the areas to improve on. The last principle is task complexity, this suggests that effective goals are those that have been broken down into specific, measurable, achievable, realistic and time-bound targets.

Effective performance management must incorporate these five principles into goal setting for improved task performance and organisational effectiveness. The vision of the know criteria to measure performance on these job roles should be clear, understood and accepted by the employees.

4.3. Operant Conditioning Theory

Operant conditioning, also known as instrumental conditioning was credited to Behaviourist B.F. Skinner. The assumption is that behaviours are strengthened or weakened by their consequences. When operant behaviours results in positive consequences, it increases the probability of the behaviour being repeated and when it yields negative consequences, it reduces the likelihood of the behaviour being repeated. Reinforcement and punishments are tools used to shape behaviours in operant conditioning; and both tools can be positive or negative in their applications. In the case of positive reinforcement, a desired outcome is made to follow the demonstration of preferred behaviour. This strengthens the probability that the behaviour will be repeated. An example of positive reinforcement include a pay raise following the outstanding performance of a salesman.

Negative reinforcement is the removal of an aversive stimulus following the demonstration of a preferred behaviour. The removal of the aversive stimulus as a consequence of a behaviour strengthens the likelihood of the behaviour being repeated. Conversely, positive punishment is the addition of an aversive stimulus following the demonstration of an undesirable behaviour with the expectation that such unpleasant consequence would weaken the probability of such behaviour being repeated. Likewise, the removal or withdrawal of a desired outcome following the demonstration of an unwanted behaviour in order to weaken the likelihood of its reoccurrence is called negative punishment. The appropriate use of reinforcement and punishment in the management of employee performance is key to optimal organisational functioning.

5. Performance Appraisal Methods

Although, it started as a simple process where workers were evaluated on the basis of quantifiable work output and rewarded accordingly, the methods of performance appraisal has evolved over the years in terms of focus and measurement (Rath, 2018). The methods

performance appraisal can be divided into traditional appraisal systems and modern appraisal systems.

The traditional appraisal systems include graphic rating scales, alternative ranking method, paired comparison method, critical incident method and the narrative method etc. Modern and contemporary performance management system include the use of Behaviourally anchored rating scales, management by objective and the use of computerized and web based performance appraisal. The graphic rating scale method is a simple method of performance appraisal which involves listing relevant job traits and measuring employees on each trait based on assigned range of performance values from unsatisfactory to exceptional. Supervisors rate their subordinates on each of these traits by checking the score that best describes the performance of each employee. Each employee's assessment is then calculated by adding his or her scores on all the listed traits. Alternative ranking method has to do with the ranking of employees on a set of traits along two extremes of worst to best. All employees well known to the supervisor are listed and then ranked by choosing the best and worst successively on each trait until all employees on the list have been ranked.

The paired comparison method involves pairing subordinates and comparing them on each of the traits. With a definite list of employees, a chart of all possible pairs of employees is made and then each employee is compared with the other employee in all the pairs and on all the relevant traits. On each trait, the better of the pair is scored using (+) and the other partner is scored (–). The total of positives (+) is then calculated for each employee to know who ranked highest on each trait.

Critical incident method is marked by supervisors documenting examples of employees' extreme work behaviours whether positive and negative. Periodically employees and their supervisors meet to discuss their performance using the critical incidents as reference points. The Behaviourally anchored rating scale (BARS) was developed to eliminate the inherent biases of traditional rating scales. It combines features of narratives, critical incident and rating scales, providing qualitative and quantitative data. BARS involves rating employees on behavioural examples of good and bad performance ranging from unsatisfactory to exceptional behaviours with assigned values from 0 to 4. One of the most widely used performance appraisal system is the MBO. MBO emphasizes employee participation in goal

setting; measurement and alignment of employees' performance with the needs of the organisation; and feedback for improved performance.

In recent times, many cost-effective computerized and web-based appraisal systems have evolved. They include: employee appraiser, electronic performance monitoring among others. Owing to rapid technological advancement and globalization, organisations now tailor performance appraisal systems to meet their specific needs per time. They constantly review their performance management systems to accommodate new trends in the global market. Performance management system cannot be operated on the basis of one cap fits all. There are certain factors that determine the appropriateness of performance management systems for organisations. These factors include: type of organisation, cultural differences, nature of job, peculiarities of different industries among others (Rath, 2018). According to Olowookere, et al. (2021), the uniqueness of the workforce should be put into consideration before adopting aspects of foreign cultures. This is also true for performance management systems. Many managers have a negative view of the Nigerian workers in terms of their work behaviours and attitudes (Akinbode & Fagbohungbe, 2012), which explains the constant use of rewards and sanctions to drive performance. This also has implications for practice and applications of performance appraisal systems in Nigeria.

In Nigeria, performance appraisal system currently in use across the public sector is the Annual Performance Evaluation Report (APER). This system of appraisal has been in use since 1979 for promotion and training decisions in the civil service. APER is a paper-based performance appraisal system in which employees report their work achievements, adherence to established policies and work ethics and steps towards self-development within the stipulated period. These reports are then endorsed by their supervisors and submitted for further processing.

Studies have observed that the Nigerian public service is submerged in a crisis of ethics and values (Casimir, Izueke & Nzekwe, 2014; Ogbonnaya, 2018). Civil servants in Nigeria do not seem to know the importance of the appraisal system and might have seen the process as a mere ritual (Atakpa, Ocheni & Nwankwo, 2013), which explains their indifferent attitudes to work. Many lapses identified in this system of appraisal have been blamed for the gross misconduct and poor performance of the Nigerian civil servants over the years (Kanife, 2020).

The APER system has been criticized based on its susceptibility to personal biases, lack of objectivity, and proper feedback mechanism among others. Corroboratively, Ozigi and Onyeukwu (2022) reported the APER system of appraisal to be ineffective in the Nigerian Television Authority, Abuja. They noted that employees challenged distributive, procedural, and interactional justice in the appraisal system. Similarly, Atakpa, et al. (2013) suggested that the APER system does not provide an objective assessment of employees in Nigeria public service. Although, the APER system is still in use, plans are underway to replace this system with a digital system of performance appraisal that will require employees to set work objectives in line with departmental and national goals and strategies.

The private sector organisations in Nigeria employ different appraisal systems based on the size of the organisation, access to relevant technology and expertise, nature of business, and caliber of workforce among others. However, the drive for global relevance has led many organisations to adopt performance management systems that are strictly focused on goal achievement even to the detriment of employees' health and well-being. Many Nigerian organisations are now obsessed with profit-making and target achievement to the extent that they are willing to risk their employees' well-being to achieve these feats. In validation, Omonori and Ibrahim (2020) noted that the appraisal systems in many organisations in Nigeria are primarily aimed at achieving organisational goals without giving proper attention to employee development.

6. Method

The research design employed in this study is an exploratory design involving gathering of performance appraisal data through the interview of HR Managers or Supervisors of twenty (20) manufacturing organisations in Lagos State. The purposive sampling technique was employed in the selection of the manufacturing organisations that participated in this study.

The instrument of the study was an open-ended questionnaire, used to conduct a semi-structured interview. The questions asked included:

1. What type of performance management is currently used in the company?
2. Why is the current performance management method being used?
3. What other performance management style was used in the past?
4. What are the advantages of the chosen method over others?

5. How does the chosen appraisal method relate to the strategic objective of the organisation?
6. How does the chosen appraisal method help to monitor progress towards achieving the organisation's desired goals compared to other methods?
7. Are there any other comments you would like to make about your performance management arrangements not covered in the questions above?

The participants were presented with these open-ended questions which they were encouraged to respond to with candour as utmost confidentiality was guaranteed. The process took an average of 30-45 minutes to complete. The responses were then analysed.

7. Results

The presentation of results began with the description of the demographic variables of the participants. The total number of participants is twenty (20), in which fifty-five percent (11) of the participants were males, while the remaining forty-five percent (9) were females. The highest years of experience is 10 and the lowest is 6 years. The details of the participants are presented in Table 1:

Table 1: Socio-Demographic Characteristics of Participants of the Study

Participants	Gender	Job title	Years of experience	Number of employees
Participant 1	Male	Head of Human Resources	10 years and above	More than 1000
Participant 2	Male	Human Resources Manager	10 years and above	More than 1000
Participant 3	Male	Head HR/Admin	10 years and above	More than 1000
Participant 4	Female	Human Resources Manager	9 years	501 - 1000
Participant 5	Male	General Manager HR	8 years	501-1000
Participant 6	Male	Human Resources Manager	7 years	101-500
Participant 7	Male	Human Resources Manager	10 years and above	Less than 100
Participant 8	Male	Human Resources Manager	7 years	101 - 500
Participant 9	Male	Head of Human Resources	10 years and above	More than 1000
Participant 10	Male	Human Resource Director	10 years and above	101 -500
Participant 11	Female	Human Resources Director	10 years and above	More than 1000
Participant 12	Female	Senior HR Business Partner	10 years and above	101 - 500
Participant 13	Male	Human Resources Manager	10 years and above	More than 1000
Participant 14	Female	Human Resources Business Partner	10 years and above	More than 1000
Participant 15	Female	Human Resources Generalist	7 Years	101 - 500
Participant 16	Female	Senior Human Resources Manager	10 years and above	501-1000
Participant 17	Male	Human Resources/ Admin Officer	7 years	101- 500
Participant 18	Female	General Manager HR & Admin	10 years and above	501-1000
Participant 19	Female	Head Human Resources	10 years and above	101 - 500

Participant 20	Female	HR Manager	6 years	501-1000

RQ1: What is the prevailing method of performance appraisal method in manufacturing organisations?

This theme provides a comprehensive understanding of the variety of performance evaluation methods used across different organisations. The data suggests that businesses today are not confined to traditional methods like annual reviews. Rather, they are employing various approaches such as continuous feedback, which emphasizes real-time, on-going feedback; 360-degree feedback, which collects inputs from an employee's managers, peers, and subordinates; and MBO, which focuses on setting and achieving specific objectives. This diversity in methods underlines the fact that there is no universally applicable method, and the choice of evaluation method was customized to the organisation's specific needs and context. Some of the responses are as follows:

- ✓ *In this organisation, MBO is used for performance evaluations. This approach involves setting clear, achievable objectives that align with the organisation's goals and assessing employees based on their ability to meet these objectives.*
- ✓ *My Organisation uses 360-degree feedback system for performance evaluations. This method collects feedback about an employee from various sources, including peers, subordinates, supervisors, and even customers, providing a rounded perspective on the employee's performance. The employee also performs a self-assessment, adding another dimension to the feedback.*
- ✓ *My organisation uses the Critical Incident Technique for performance evaluations. This approach involves recording and analyzing specific instances of effective or ineffective behaviour or performance. These critical incidents provide concrete examples of behaviours that either align with or deviate from expected performance standards.*
- ✓ *My organisation uses a combination of performance appraisal and continuous feedback for performance evaluations. This approach includes formal performance appraisal, typically conducted on an annual or semi-annual basis, along with on-going feedback throughout the year. The aim is to balance the structure and formality of performance appraisals with the immediacy and relevance of continuous feedback.*

- ✓ *My organisation uses the Balanced Scorecard for performance evaluations. This is a strategic planning and management system used to align business activities to the organisation's vision and strategy, enhance internal and external communications, and monitor organisation performance against strategic goals. It provides a balanced view of performance across various critical business parameters, typically incorporating financial, customer, internal process, and learning and growth perspectives.*
- ✓ *In my organisation, the Performance Improvement Plan (PIP) is used for performance evaluations. A PIP is a formal process used by managers to help employees understand and overcome performance deficiencies. It typically involves identifying performance issues, setting improvement goals, and providing support and monitoring to help the employee achieve these goals.*
- ✓ *My company uses a Key performance Indicator (KPI) - based performance management method for performance evaluations. This approach involves setting Key Performance Indicators (KPIs) for each role and measuring performance against these indicators. KPIs are quantifiable measures used to evaluate the success of an organisation, employee, etc., in meeting pre-set performance objectives.*
- ✓ *My organisation uses a competency-based performance management system for performance evaluations. This system focuses on the skills and capabilities (competencies) that employees need to perform their roles effectively. Employees are evaluated based on their proficiency in these competencies, which are defined in terms of specific behaviours or performance levels.*
- ✓ *My organisation uses a Behaviourally Anchored Rating Scales (BARS). In this method, performance is rated based on behaviours that are linked to the job's key competencies. Each rating level is associated with specific behaviour examples that demonstrate the level of competence.*

RQ2: How do managers perceive the effectiveness of the chosen performance management method in manufacturing organisations?

This theme highlights the critical role of an organisation's unique context in determining the effectiveness of different performance evaluation methods. Factors such as organisational culture, strategic objectives, and the nature of work significantly shape how a performance evaluation

method is perceived in terms of effectiveness. For instance, a culture that values transparency and continuous learning may be more conducive to a 360-degree feedback system. Similarly, organisations with clear, measurable objectives might find the MBO approach more effective. The inclusion of a self-assessment in the 360-degree feedback process can increase employees' self-awareness and stimulate learning and development. Some of the responses received are:

- ✓ *The MBO approach provides clear expectations for employees by defining specific objectives they are expected to achieve. By aligning individual objectives with organisational goals, the MBO approach promotes a sense of purpose and coherence within the organisation. The MBO approach assesses employees based on their ability to achieve results, promoting a results-oriented culture.*
- ✓ *The 360-degree feedback system offers a comprehensive view of an employee's performance. By gathering feedback from multiple sources, it provides a more complete and balanced view of the employee's skills, performance, and impact on others. Also, this method considers multiple perspectives, including those of peers, subordinates, and customers, as well as the employee's self-assessment. This can contribute to a more accurate and holistic assessment of the employee's performance.*
- ✓ *The Critical Incident Technique allows for focused feedback on significant performance events. This helps to highlight and reinforce positive behaviour and promptly address and correct negative incidents. Unlike some other methods, this technique focuses on specific behaviours, providing clear, tangible examples that employees can understand and learn from. This method encourages prompt response to performance issues, enabling them to be addressed quickly before they escalate or become habits.*
- ✓ *This method stimulates open dialogue between managers and employees, promoting a culture of communication and mutual understanding. By providing feedback on an on-going basis, this method promotes a culture of growth and continuous improvement, encouraging employees to continually develop their skills and performance. This method balances the structure and rigor of performance appraisals with the flexibility and immediacy of continuous feedback, providing a comprehensive and effective approach to performance management*.

RQ3: **What are the managers' perceptions of the benefits derived from the performance management method employed in manufacturing organisations?**

The data reveals several potential benefits of effective performance evaluation. These include improved communication, as regular feedback sessions can enhance dialogue between managers and employees; increased motivation, as recognition of good performance can boost an employee's morale and drive; and alignment with organisational goals, as clear performance expectations can help employees understand how their work contributes to the organisation's objectives. These benefits underscore the importance of performance evaluation beyond its traditional role of assessing individual performance. A sample of the participants' response are as follows:

- ✓ *One of the participants stated that the Management by Objectives method offers several benefits like increasing the employees' motivation and providing clear objectives and showing how individuals' work contributes to the organisation's success. The alignment of individual and organisational goals can enhance the sense of purpose and coherence within the organisation, promoting better strategic alignment and organisational effectiveness.*
- ✓ *Another participant stated that the 360-degree feedback system offers several benefits as it has holistic evaluation of an employee's performance, by considering a wide range of inputs and perspectives. Also, by gathering feedback from multiple sources, this method can increase the accuracy and validity of performance evaluations. This method promotes self-awareness and learning, helping employees to understand their own strengths and areas for improvement and also promotes transparency and improves communication. By identifying development opportunities, this system supports continuous learning and personal growth.*
- ✓ *Critical Incident Technique offers several benefits by promptly reinforcing positive behaviours and addressing negative ones, this technique helps to maintain a high-performance culture. Also, the use of concrete examples of behaviour provides clear guidance for future actions, helping employees to understand exactly what is expected of them and get clear feedback on specific behaviours. This technique facilitates continuous improvement, helping employees to learn from their experiences and continuously improve their performance.*

- ✓ *Adopting the combination of performance appraisal and continuous feedback is very beneficial as the method improves communication by encouraging regular dialogue between managers and employees, helping to clarify expectations, resolve issues, and enhance mutual understanding. By providing on-going feedback, this method fosters a culture of continuous learning and development, encouraging employees to continually improve their skills and performance. Providing regular feedback and formal appraisals, this method facilitates employee development, providing employees with the information and motivation they need to develop their skills and performance.*
- ✓ *The Balanced Scorecard promotes a holistic view of performance, by taking into account a variety of factors including financial performance, customer satisfaction, process efficiency, and learning and growth. By linking performance measures to strategic goals, the Balanced Scorecard ensures that individual performance is aligned with the organisation's strategic objectives. The Balanced Scorecard encourages continuous learning and improvement by providing feedback on a range of performance measures, helping to identify strengths and areas for improvement.*
- ✓ *A participant reported that the KPI-Based Performance Management method increased Transparency by using clear, quantifiable measures of performance. KPIs are often linked to organisational goals, so this method can improve alignment between individual performance and organisational objectives. This method enables objective performance evaluation, providing a clear basis for feedback, rewards, or other performance-related decisions.*
- ✓ *The Results-Based Approach benefited that organisation by focusing on measurable results, this approach enables clear and objective performance evaluations, reducing the potential for bias or subjectivity. The results-based approach facilitates decision making based on results, providing a clear basis for decisions on promotions, rewards, or other performance-based outcomes. It set clear targets and linking them to performance evaluations. This approach can motivate employees to achieve their goals and improve their performance.*
- ✓ *One of the HR head has this to say on the benefits of BARS. He reported that it is beneficial as it reduces bias and ambiguity meaning that it define the expected behaviours and associated them with specific rating levels. This method helps reduce bias and ambiguity,*

leading to fairer evaluations. BARS provides clear guidelines for employees, helping them understand what is expected and how they can improve. This can enhance their performance and job satisfaction. BARS can also help to guide training and development efforts, focusing on the key behaviours that need to be improved.

The participants' responses showed that different performance appraisal methods were used in manufacturing organisations. The most prevalent methods were MBO, 360 degrees methods and continuous feedback. Organisations were keen on the methods that allows for effective communication and the alignment of employee performance with organisation's strategic goals. These were believed to be the indicators of effective performance appraisal methods. The overall perceptions were illustrated in Table 2.

Table 2: Participants Responses to Interview Questions

Research Questions	Overall Perception
RQ1: What is the prevailing method of performance appraisal implemented in manufacturing organisations?	The participants identified diverse performance appraisal methods in use in their organisations, and these include: i. Management by Objectives (MBO) ii. 360-degree feedback iii. Continuous feedback
RQ2: How do managers perceive the effectiveness of the chosen performance appraisal method in manufacturing organisations?	i. HR heads reported MBO method as effective in aligning individual performance with organisational goals and promoting a results-oriented culture. ii. The perceived effectiveness of these methods was largely shaped by the alignment between the evaluation method and the organisation's culture and objectives. iii. The more the method aligns with the organisation's strategic objectives, the more effective it is perceived to be.
RQ3: What are the managers' perceptions of the benefits derived from the performance management method employed in manufacturing organisations?	i. Alignment with organisational goals ii. Increased motivation iii. Improved communication

8. Discussion, Conclusion and Recommendation

The findings of this study showed that different appraisal methods are used by organisations based on their peculiarities, and the effectiveness of these methods were based on the extent

to which it meets the strategic needs of these organisations. HR managers and supervisors highlighted the benefits of their chosen performance appraisal systems to include: alignment of employee performance to the strategic goals of the organisation, effective communication and improved employees' motivation.

Appraisal is an integral part of human existence that cuts across developmental stages right from the preschool period and throughout work-life. Performance appraisal is a critical aspect of performance management and a prerequisite for organisational effectiveness and national development. The process in Nigeria is currently not at its best in both public and private sector organisations. The performance appraisal method in Nigerian Civil service should be devoid of the culture of mediocrity instituted by nepotism and the god-father syndrome. The proposed digital system should be one that will promote continuous improvement and sustainable development across all sectors of the economy.

On the other hand, private sector organisations have been criticized for using performance appraisal mainly to drive organisational effectiveness with little concern for employee growth and development (Omonori & Ibrahim 2020). To this end, many employees in Nigeria have a negative perception of the appraisal process, especially because of its punitive use for poor performance.

A recommended performance management system for the Nigerian context is one that: aligns with the strategic goals of the organisation, promotes effective communication, is completely void of biases, effectively measures and rewards quantity output, work quality, ethical work behaviours, innovativeness; development, and administrative purposes; and is target at capacity building and overall effectiveness of the organisation.

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