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PERFORMANCE MANAGEMENT AS A STRATEGY FOR EMPLOYEES SUSTAINABLE ACHIEVEMENT OF ORGANIZATIONAL OBJECTIVE IN TERTIARY INSTITUTIONS OF ANAMBRA STATE

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ABSTRACT

The study focused on Performance Management as a Strategy for Employee Sustainable achievement of Organisational Objective in Tertiary Institutions of Anambra State. Performance management is very crucial to workers productivity and organisational development it is based on this that the paper examines performance management as a strategy for employees' sustainable achievement of organizational objective in tertiary institutions of Anambra State. Three questions and three hypotheses guided the study. Three research questions and three hypotheses guided the study. The population of the study was 2718 while the sample size of the study was 340. Instrument for data collection was structured questionnaire. Data from the research collected from questions were analysed using mean and standard deviation while t-test and Analysis of Variance (ANOVA) were used to test the three hypotheses at 0.05 level of significance. The result from the study revealed that performance management enhances employees' commitment, job performance and employees' motivation on the job in tertiary institutions in Anambra State. It is based on this that the study recommended that performance management of employees should be carried out based on the adoption of the right performance management technique by the institution to avoid bias and unfair appraisal of employees the training needs of ratters being identified through performance management should be vigorously and timely addressed by adequately training them with modern techniques of rating periodically through organized workshops, debate and seminar and that the institution should strictly follow the organizational blue-print for reward system so as to encourage the employees.

Keywords: Performance Management; Employee Sustainability, Organisational objective

Introduction

Performance management is a process of identifying, measuring, communicating, developing and rewarding employee performance. This action must be linked to the overall organization's business strategy. Performance standards must be communicated to employees in writing. They suggest that managers and employees should commit to adopting the set standard

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as laid down goals or targets. In conducting performance reviews, managers usually ensure that laid goals and targets are followed. The result of an evaluation system can be either positive or negative leading to the staff member receiving rewards or losing out altogether (Dubrin, 2005). It, therefore, follows that the end result of performance review can be positive or negative. Positive performance review attracts reward such as promotion, an increase in pay, bonus etc., whereas negative performance evaluation attracts sanction such as demotion or dismissal. well-equipped to perform up to expectations. These processes are part of an overall human resource development approach that hopefully may result in people being motivated to perform better (Fakharyan, Dini, & Dehafarin, 2012). Human resources plan, coordinate and control other resources (time, material, capital, etc) in an appropriate form, and in order to achieve the goals and objectives of the organization. To ascertain the extent of achievement made requires performance management and the appraisal of the employees' performance.

Armstrong and Baron (1998) posit that performance management is a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors" (Dodd (2005), assert that performance management and performance measurement as a business process and communication around total reward are crucial underpinnings of an effective compensation system that differentiates and truly rewards performance. For performance management to be meaningful specific goals must be set and communicated to employees. The purpose of performance management is to transform the raw potential of human resource into performance by removing intermediate barriers as well as motivating and rejuvenating the human resource (Kandula, 2006). Wilson (1994) suggests that performance management process is one of the primary elements of the total reward system. Lawler (1990) succinctly argues that in order for an organization to motivate performance, it has to be able to identify and measure the performance. Determining the best way to measure performance and aligning this measurement with the strategic objectives of the higher institutions. It is important that higher institution's strategy should drive decisions on the kind of performance to reward and measure.

Higher or tertiary education has largely contributed in the development of knowledge by providing an enabling environment for innovation and the building of human capital that is required for a potential future economy. There is need to evaluate staff performance to achieve justice and equality among employees in tertiary institutions in order to raise the enthusiasm and competition among employees and to uncover the talent for the future (Nadeen et al, 2013). Research has shown that 100% of the institutions surveyed used individual annual performance appraisal, and it is done once in a year (Yugshina, 2014). Annual performance appraisals enable management to monitor the institutional standards, expectations and objectives and to see whether delegation of responsibilities

and tasks are achieved. It also establishes individual training needs for both male and female employees and enables institutions to identify training needs analysis and planning. In research conducted on Performance evaluation titled: a tool for improving employees' productivity in Ogun State tertiary institutions, Obadele recommended the use of technology skills and attributes which will develop both organizational and individual capabilities.

In Odumegwu Ojukwu University (Uli and Igboaria) and NwaforOrizu College of Education, performance management is done annually in order to help them identify suggested areas for enhancement. Jims (2015) observed that human resource management system consists of collection of data in which information is extracted from, then converted into a real number called performance rating. Employees' contribution to an organization depends on the evaluation of their ratings. Performance management involves an employee knowing what is expected of him and remain focused with the help of the supervisor, tells them how well they have done that motivates the employees toward the good performance. Therefore, employees, irrespective of the institutions they work, gender, qualification and experience, constitute a member of an organization, hence, their performance needs to be evaluated in order to improve on them, understand their strengths, weaknesses, motivate them and finally to improve on the efficiency and effectiveness of the organizational objectives. The skills acquired depend largely on the level of qualifications and experience. Experience, in this study, is classified as low, moderate or high depending on the number years spent in the organization.

Virtually, every organization has performance evaluation process that is expected to accomplish a number of important objectives with respect to human resources management. The major performance management method used in tertiary institutions in Anambra State, particularly, the Odumegwu Ojukwu University (Uli and Igboaria) and Nwafor Orizu College of Education is the Graphic rating scale, which is a scale that lists a number of traits and a range of performance for each employee. The employee is then graded by finding the score that best defines his or her level of performance for each trait. This method allowed the management to tailor the rating scale to reflect the skills necessary to perform the duties of the jobs in the institutions. Others are checklist evaluation method which consists of a series of performance questions that are traditionally given the option of 'yes' or 'no'; and Narrative Essay method which allows the evaluators to write an explanation about employee's strength and weakness points for improvement at the end of evaluation time. These are the oldest and most widely used methods for performance appraisal. The methods offer valuable opportunities to focus on work activities and goals, to identify and correct existing problems, and to encourage better future performance (Dessler, 2008).

Daoanis (2012) noted that committed employees feel a certain bond with the organization, which, in the positive form, makes them more willing to perform. In reality, there are numerous factors that influence how committed employees are to a company or organization. It has been

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confirmed that the more autonomy and responsibility that a job has, the less monotonous and dull that job also is and the more likely the worker is to enjoy and feel fulfilled by the work. Those individuals who feel motivated, challenged and satisfied in their jobs are much more likely to be committed to a given work environment, company or organization.

Despite these enormous advantages; the methods are based on human assessment and are subject to ratter errors and biases. A good appraisal system is the one devoid of ratters' bias (Okolocha, 2005). The rate of turnover and bad publicity about mismanagement creates an impression that there is something wrong with regard to service delivery, particularly in evaluating job performance of employees. Most employees, especially junior staff do not really understand the purpose and outcome of the performance management process. Employees' assessment is done with complete focus on "person" personal "trait" which may contribute to performance but are not measures of actual out-put. Moreso, heads of Department/Unit in most cases were not trained on how to assess and give honest feedback in evaluating process. As a result, employees perceive performance management as procedurally fair as employees will reciprocate by engaging in behaviour which is outside their job role. These problems hampered performance management of office employees and proper feedback from the ratters of both institutions under study.

In many Nigerian organizations, performance management is viewed and conducted solely in terms of its evaluative aspect thereby overlooking its use for facilitating growth and development in workers through training, coaching, counselling and feedback of appraisal information. Performance management is accorded a lesser role in Nigerian organizations as more emphasis is given to selection, training, development and salary administration (Banjoko in Asamu, 2013). This means that organizations are putting the cart before the horse and are in turn stifling genuine individual and organizational growth. It would be inappropriate for organizations to emphasize more on training without paying special attention to performance management as Armstrong (2012) writes that it is the outcome of performance management that would reveal training needs.

In organizations, especially tertiary institutions, both the services of academic and non academic staffs are employed to contribute to the overall success of the organization. But despite the fact that various studies have been conducted to assess performance management and job performance of employees in organizations, none has been carried in NwaforOrizu Federal College of Education and Anambra State university where employees, especially non academic staffs continue to show dissatisfaction after the appraisal exercise. This has therefore provoked this study on the effects assessment of performance management on job performance of office employees (non academic staffs) in selected tertiary institutions in Anambra State, Nigeria.

Statement of Problem

Organizational performance and its resultant efficiency and effectiveness can

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only be achieved when individuals are continuously appraised and evaluated. The inability of organizations to install an effective performance appraisal strategy has hindered them from achieving competitive advantage which they require more now than ever before. Appraisal processes are often characterized by personal influences occasioned by organization's preoccupation to use confidential appraisal system which hinders objectivity and fairness (Asamu, 2013). Okolocha (2005) stated that improper performance appraisal exercise often affects the productivity level of staff and in most cases may result to grudges, absenteeism, lateness to work, petition writing, job attrition, job dissatisfaction and lack of commitment to work.

Performance evaluation in Anambra State tertiary institutions particularly, NwaforOrizu Federal College of Education and Anambra State University is done annually and has been restricted to supervisors providing comments on employee's performance. In these methods, most employees especially junior staff do not really understand the purpose and outcome of the performance evaluation process. Employees' assessment is done with complete focus on "person" personal "trait" which may contribute to performance but are not measures of actual out-put. More so, heads of Department/Unit in most cases were not trained on how to assess and give honest feedback in evaluating process. As a result, employees perceive performance appraisal as procedurally fair as employees will reciprocate by engaging in behavior which is outside their job role. The inability of these institutions to install an effective performance appraisal strategy has hindered them from achieving competitive advantage which they require more now than ever before.

The employee reactions' to appraisals is an important condition to improve the employee's performance. Often organizations ignore management by objectives, critical incidents to personal prejudices. This is retrogressive as it affects the overall performance of the individuals. Furthermore, employers sometimes feel pressurized to give a good appraisal in order to avoid confrontation or any friction in the existent work environment. Hence, all these issues combined to generate an unpleasant connotation and criticism after the performance appraisal of employees in tertiary institutions in Anambra State. This study therefore was carried out to assess the effects of performance appraisal on job performance of office employees in tertiary institutions in Anambra State.

Objectives

The major objective of this study is to assess the effect of performance management on job performance of office employees in tertiary institutions in Anambra State. Specifically, the study sought to determine:

1. The extent to which performance management enhances employees commitment to work in tertiary institutions in Anambra State.
2. The extent to which performance management feedback enhances job performance of office employees in tertiary institutions in Anambra State.
3. The extent to which performance management enhances employees motivation on the job in tertiary institutions in Anambra State.

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Research Questions

1. To what extent does performance management enhance employees commitment to work in tertiary institutions in Anambra State?
2. To what extent does performance management feedback enhance job performance of office employees in tertiary institutions in Anambra State?
3. To what extent does performance management enhance motivation on the job in tertiary institutions in Anambra State?

Hypotheses

The following null hypotheses were formulated to guide the study and were tested at 0.05 level of significance.

1. Male employees do not differ significantly from female employees in their mean ratings of the role of performance management on employees commitment to work in tertiary institutions in Anambra State.
2. Low experienced employees (1-5years), moderate experienced employees (6-10 years)and high experienced employees (above 10 years) do not differ significantly in their mean ratings of the role of performance management on performance management feedback of office employees in tertiary institutions in Anambra State.
3. University employees do not differ significantly from polytechnic employees in their mean ratings of the role of performance management on motivation of staff in tertiary institutions in Anambra State.

Literature Review

Literatures relevant to the topic under study are critically reviewed to provide a good basis for understanding of this research work.

Performance management

According to Cardy and Leonard (2011), Performance management may be defined as a structured and formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development. In many organizations, appraisal results are used, either directly or indirectly, to help determine reward outcomes. That is, the appraisal results are used to identify the better performing employees who should get the majority of available merit pay increases, bonuses, and promotions. Employee performance reviews can be one of the best tools to boost performance, improve morale and increase productivity. When done properly, performance management is an effective planning tool for managers and provides important feedback to employees.

Performance management usually reviews past actions and behaviour and so provide an opportunity to reflect on past performance. But to be successful, they should also be used as a basis for making development and improvement plans and reaching agreement about what should be done in the future. Manoharan, Muralidharan and Deshmukh (2009) posited that performance management is an important management tool to assess employees‟ efficiency in the workplace.

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Performance management is intended to engage, align, and coalesce individual and group effort to continually improve overall organizational mission accomplishment (Cardy and Leonard, 2011). In some organizations, appraisal results may be used to determine relative rewards in the firm, who should get merit pay increases, bonuses, or promotions. Similarly, appraisal results can be used to identify the poorer performers who may require some form of counselling, demotion, dismissal or decreases in pay.

Armstrong (2012) pointed out that performance management often includes performance management system. Performance management systems manage and align all the organization's resources in order to achieve the highest possible performance. According to Dessler (2008), performance management involves determining the strategic objective, establishing team goals, developing plan of performance ,analyzing the performance (by using appraisal system) identifying need of development and assigning rewards.

Performance management plays a key role to measure the employee's performance and help the organization to check the progress towards the desired goals and objectives (Platts &Sobotka, 2010). Now organizations are using performance management as a strategic approach by coordinating the human resource functions and business policies. They are focusing on it as it is a broad term covering number of activities like examining employees, improving abilities, maintaining performance and allocating rewards (Muhammad, 2013). Performance management helps align individual goals and objectives with the organization goals. The system engages, motivates employees and thereby directs them towards achieving the strategic goals of the organization (Boachie-Mensah, 2011).

Employee Performance

In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization. Employees are a primary source of competitive advantage in service-oriented organizations (Luthans &Stajkovic; Pfeffer, in Asamu, 2013). In addition, a commitment performance approach views employees as resources or assets, and values their voice. Employee performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Güngör, 2011). Boachie-Mensah (2011) posited that improved individual employee performance could improve organizational performance as well.

From Jabeen's (2011) points, employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an employee's pattern of performance over time. On the other hand, Fakharyan et al (2012) stated that employee's performance is a rating system used in many corporations to decide the

abilities and output of an employee. To conclude, employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed. Then, many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help employees identify suggested areas for improvement.

The concepts of performance are studied through evaluation of overall performance and the management of the performance. The evaluation of performance is the process classifying certain outcomes within a definite timeframe (Jims, 2015). Moreover, the axiom, 'If you cannot measure it, you cannot manage it,' underpins the rationale for organization having a completed and comprehensive performance measurement system such as the Balanced Scorecard or total quality performance management. This approach connects measures throughout an organization to translate high level objectives into lower level activities. Then, measures are imposed on individual employees to monitor their performance of these activities (Platts & Sobotka, 2010). Performance criteria need to be unambiguous, clearly explained, relevant to the work tasks undertaken by employees and achievable. The criteria should not include factors beyond the control of the individual employee.

An appraisal system should have a clear sense of direction, honest and meaningful feedback. There should be immediate and honest reinforcement and it should give an opportunity for employees to participate in setting the goals and standards for performance. The aim of every appraisal system must be to allow for continuous communication between management and teachers about job performance and should be geared for the total improvement of the organization as a whole. It is important that the appraisal system be consistent and that appraisal results be assessed, analyzed and reviewed to classify competencies and development needs across all departments. Performance management emphasizes on the performance variables not on personal traits (Daoanis, 2012).

Performance Feedback

Performance feedback is a critical component of all performance management systems. It can be defined as information about an employee's past behaviours with respect to established standards of employee behaviours and results. Effective performance feedback is timely, specific, behavioural in nature, and presented by a credible source. The goals of performance feedback are to improve individual and team performance, as well as employee engagement, motivation, and job satisfaction (Aguinis, 2009). Performance feedback is effective in changing employee work behaviour and enhances employee job satisfaction and performance (Bahrija, Herzegovina & Mirela, 2012). On the other hand, it is necessary to analysis and understand the feedback which is always ignored in its complexities. Feedback may improve performance under some conditions. However, in other conditions, feedback may not impact performance or even prove detrimental to performance (Shubhangi, Priyanka & Pratibha, 2012). According to this perspective, it further indicates that a number of factors, including characteristics of the feedback source and

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message, and timing issues such as the amount and frequency of feedback employees received attitudinal outcomes of feedback.

Cardy and Leonard (2011) pointed out that the main aim of the feedback system is to inform the employee about the quality of his or her performance. However, the information flow is not exclusively one way. The appraisers also receive feedback from the employee about job problems, etc. Supervisors should use performance appraisals periodically – at least quarterly – to assess employee performance and progress. Performance appraisals are a compilation of employee performance information and are useful discussion starters. Supervisors should provide feedback to employees regularly - not just in the annual performance appraisal. Employees like regular feedback and an effective supervisor takes time every day for employee feedback. Supervisors become more comfortable with feedback, get better at giving feedback, and can learn to nip problems before they become big. Supervisors can improve performance appraisals by involving the employee in the discussion all year long. Then the official performance management day is just an extension of the normal performance discussion.

Employee empowerment

Dubrin (2010) defines empowerment as the passing of decision-making authority and responsibility from managers to group members. Furthermore, empowerment is a philosophy that enriches people's job and gives them the power to exercise control over and take responsibility for outcomes of efforts. According to Singh (2004), an empowering organization emphasizes on autonomy, proper information and individual participation for organization excellence. Gomez Mejia et al (2004) states that the newer empowerments approach are requiring managers to commit to coaching their team members to understand their roles and being able to execute them effectively. Meanwhile, Deal (2005) asserts that empowerment has been defined in relationship to leadership and independence of employee regarding service encounter and is compared to the opposite approach referred to as production line method which is the traditional method of delegating authority to subordination by their superiors. Handy (1993) posits that empowerment means encouraging people to make decisions with the least intervention from higher management when employees are allowed some degree of freedom to make decisions with minimal intervention by top management, the employee is said to be empowered. This often increases employees' trust; commitment and also productivity.

Looy, Gemmel and Van Dierdonck (2003) suggest that empowerment means providing services employees with enough autonomy to allow them to handle unforeseen problems, Situations such as complaints. Ripley and Ripley (1992) stated that empowerment can enhance the responsibilities as well as the motivation of employees in their routine work, improve satisfaction level, quality of service, employees' loyalty, trust, productivity, organizational commitment and effectiveness. Spreitzer (1996) suggests that the following issues need to be resolved for empowerment to be successful such as

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role ambiguity, a span of control, social support, access to resources and participative environment. Sahoo and Das (2011) identified strategies to empower employees in order to increase the level of commitment for survival and sustainability of organizations. These strategies are:

- **Delegation of authority**: Organizations rightly spotted that through delegation of authority to the executives will nurture the hidden talents and competencies towards the business requirements in the areas like the construction of new projects, operational methods, and effective employee engagement e.t.c.
- **Formation of Bipartite Committees:** The logic behind the formation of several joint forums comprising of equal representation from both workers and management side at all the levels of the organisation will foster healthy employee relations climate and better organizational performance.
- **Sense of Trusteeship:** Employers are the trustees for their respective employees because of rightly identifying and implementing several welfare measures for them and the prime reason behind this is to motivate them to organizational achievement and gratification of individual desires and needs.
- **Employees Suggestion Scheme:** This provides an opportunity to all employees to influence the managerial decision making and involve themselves in organization building activities as an employee is the best judge of the job, perhaps the best person to suggest changes for improving performance. The abilities of employees are utilized to the fullest extent by encouraging them to make suggestion and rewarding them.
- **Interaction with top executives:** The chief executive officer along with the board of directors addresses all employees at least once or twice a year in the meeting discussing the business issues of the company. This is the right platform where the employees can raise several issues, offering their views, and suggestions for survival and sustainability of the organization. The meeting followed by lunch or dinner hosted by the management to make the employees more emotionally attached to the organization. Singh (2004) asserts that in order to achieve empowerment, the executives must ensure that employees have the right mix of information, knowledge, power and rewards to work more enthusiastically. Ahmed and Rafiq (2003) pointed out some challenges of employee empowerment as: it increases the scope of employees jobs requiring employee to have the right training to cope with wider range of tasks and it also impacts on recruitment as it necessary to ensure that employees are trained to cope with wide range of tasks and it also impacts on recruitment as it is necessary to ensure that employees who are recruited have the right attitude and skills to cope with empowerment.

Methods

The survey research design was employed in this research. The design was applied because according to Saunders, Lewis and Thornhill (2009), a survey design allows the collection of a large amount of data from sizeable population in a highly economical way usually involving

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the use of questionnaire administered on a sample. The focus group is non-academic staff of Anambra State University, Anyigba and NwaforOrizu Federal College of Education, Anambra State. A sample size of 340 was used out of a total population of 2718 based on judgmental Sampling. The Yaro-Yamani statistical formular was applied in the determination of sample size. A structured questionnaire containing 15 items in three sections A, B, and C was used for the data collection. The research instrument was subjected to face and content validity. Two experts from Anambra State university Anyigba and two from The NwaforOrizu Federal College of Education, Anambra State validated the instrument. To estimate the reliability of the research instrument employed for data collection, the instrument was administered twice to the respondents numbering twenty. Three research assistants aided this process and also carried out the second administration two weeks after the first exercise and the results were correlated using the products moment correlation approach with the result as r = 0.82 which means that the instrument was reliable. Three Hundred and Forty (340) questionnaires were administered personally by the researchers with the help of their professional colleagues in the institutions. This assisted to achieve 89% response rate as three hundred and two copies were duly completed and retrieved. The researcher employed appropriate statistical tools for data analysis. The statistics mean and standard deviation to answer the research questions, the statistical tools of t-test and One Way Analysis of Variance (ANOVA) were used to test the three hypotheses formulated for the study at 0.05 level of significance. The decision rule was to accept the null hypothesis if the calculated t-value is less than 0.05 level of significance. Otherwise, the null hypothesis was rejected. The decision rule for the research question was that mean scores and standard deviation > (below) 3.50 and 1.50 is regarded as low extent, mean scores > 3.75 and standard deviation >1.75 is moderate extent and mean scores ≥ 3.75 and standard deviation of 1.75 considered high extent.

Section ATable 1: Demographic Profile of Respondents

S/No.	Variables	Option	Frequency	Percentage (%)
1.	Age (in years)	18 – 34 Above 34 – 44 Above 44 – 54 Above 54 Total	84 116 57 45 302	28% 38% 19% 15% 100%
2.	Gender	Male Female Total	163 139 302	54% 46% 100%
3.	Religion	Christian Islam Others Total	124 160 18 302	41% 53% 16% 100%
4	Marital Status	Single married Divorced Widowed	107 191 7	36% 60% 2%

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		Total	5 302	2% 100%
5.	Employment Status	Management Senior Junior Total	5 111 186 302	2% 37% 61% 100%
6.	Length of service (In year)	1-5 6–10 Above 10 years	166 78 58 302	55% 26% 19% 100%
7.	Academic Qualification	Primary Secondary Tertiary Others Total	38 81 172 11 302	13% 27% 57% 4% 100%
8	Institution	University Polytechnic Total	160 142 302	53 47 100

Information on Table 1shows that most of the respondents fall between the ages 35 – 44 years, with a total of 84 (38%), 84 respondents (28%) are between the ages 18 – 34 years, 57 respondents (19% fall between the ages 45 – 54 years while 45 respondents (15%) are of the ages 55 years and above.

The genders of the respondents' shows that most of the respondents are male with 163 (54%) while female are 139 (46%). Moreso, the religious background shows that 160 (53%) are Islam, 124 (41%) are of the Christian Religion while 18 (16%) are of other religion. The Table also shows that most of the respondents are married with 191 (60%), 107 (36%) are widowed. The employment status of the respondent shows that junior staffs are with 186 (61%) while others are senior 111 (37%) and management staff 5 (2% respectively. Again, the table shows that most of the respondents have spent between the period 1- 5 years with 166 (55%) while others have spent 6 – 10 years 78 (26%) and 11 years and above 58 (19%), the academic qualifications of the respondents shows that, most of them have attained higher qualifications with 172 (57%), and Secondary Education with 81 (27%), primary education 38 (13%), and their academic qualifications 11 (4%) respectively.Finally,160 (53%) of respondents are university employees while 142 (47%) are from polytechnic. Therefore, it can be concluded that most of the respondents are from the university.

Results

Research Question 1: To what extent does performance management enhance employees (non-academic staff) commitment to work in tertiary institutions in Anambra State?

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Table 2: Respondents' mean scores and standard deviation on the extent performance management enhance employees' commitment to work

S/N	Variables on commitment to work	Mean	SD	Remark
1	Attitudes toward assigned task	3.90	1.71	Moderate extent
2	Quality of services rendered	3.84	1.68	Moderate extent
3	Punctuality and attendance	3.82	1.67	"
4	Skills and ability	4.01	1.75	High extent
5	Drive and initiative	3.93	1.72	Moderate extent
Grand Total		**3.90**	**1.71**	**Moderate extent**

The data in Table 2 shows that items such as attitudes toward assigned task, quality of service rendered, punctuality, and drive and initiative with mean scores between 3.82 to 3.93 fall within the range of moderate extent while item number 4 (skill and ability) had high extent with a mean score of 4.01. The grand mean is 3.90 and the standard deviation is 1.71. This indicates that performance management moderately enhances employees' commitment to work in tertiary institutions in Anambra State.

Research Question 2: To what extent does performance management feedback enhance job performance of office employees in tertiary institutions in Anambra State?

Table 3: Respondents' mean scores and standard deviation on the extent performance management feedback enhances job performance of office employees

S/N	Variables on performance management feedback	Mean	SD	Remark
6	Administrative capability	3.82	1.67	Moderate extent
7	Training and expertise	3.89	1.70	"
8	Enthusiasm in job performance	3.30	1.45	Low extent
9	Motivation in job performance	3.97	1.74	Moderate extent
10	Loyalty to the institution	3.68	1.62	Low extent
	Grand Total	**3.73**	**1.63**	**Moderate extent**

Data in Table 3 reveals that item numbers 6,7, and 9 fall within the range of moderate extent, while item numbers 8 and 10 fall within low extent. With the grand mean of 3.73 and standard deviation of 1.63, it could be concluded that performance management feedback has moderately enhances job performance of office workers in Anambra State.

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Research Question 3 To what extent does performance management motivation on the job in tertiary institutions in Anambra State?

Table 4: Respondents' mean scores and standard deviation on the extent performance management enhances employees motivation

S/N	Variables on performance management on motivation	$\bar{x}$	StD	Remark
11	Industrial harmony	4.07	1.78	High extent
12	Job satisfaction	3.81	1.67	Moderate extent
13	Job security	3.88	1.70	Moderate extent
14	Increased commitment to job and responsibility	4.09	1.79	High extent
15	Increased productivity and output	3.96	1.73	Moderate extent
	Grand mean	**3.96**		

The data in Table 4 reveals the extent of performance management in enhancing employees motivation. Industrial harmony and increased commitment to job and responsibility had mean scores which fall within the range of high extent while job satisfaction, job security and increased productivity and output had mean scores which fall within the range of moderate extent. Hence, with grand mean score of 3.96 and standard deviation of 1.74, it could be concluded that performance management moderately enhance employees motivation in tertiary institutions in Anambra State.

Test Of Hypotheses

Hypothesis 1: Male employees do not differ significantly from female employees in their mean ratings of the role of performance management on employees' commitment to work in tertiary institutions in Anambra State.

Table 5: t-test analysis for employees in tertiary institutions in Anambra State on the role of performance management on employees' commitment to work as a result of gender (Male and Female)

Variables (Gender)	N	Mean	SD	df	t-cal	t-tab	Remark
Male	163	1.96	0.86	301	1.95	1.96	Accepted
Female	139	1.94	0.85				

The data in Table 5 of the t-test analysis show that the t-cal value of 1.95 is less than the t-critical value of 1.96 at 0.05 level of significance and 301 degree of freedom.

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Hence, the null hypothesis that male employees do not differ significantly from female employees on the role of performance management on employees' commitment to work in tertiary institutions in Anambra State was accepted.

Hypothesis 2: Low experienced employees (1-5years), moderate experienced employees (6-10 years) and high experienced employees (above 10 years) do not differ significantly in their mean ratings of the role of performance management on performance management feedback of office employees in tertiary institutions in Anambra State.

Table 6: One-Way Analysis of Variance (ANOVA) for the mean differences between low experienced, moderate experienced and high experienced employees of the role of performance management on performance management feedback of office employees in tertiary institutions in Anambra State.

Sources of variance	**SS**	**df**	**Ms**	**f-cal**	**f-crit**	**Level of Inference Significance**
Between groups	8.8	4	5.3	46.2	5.86	0.05 **Rejected**
Within groups	14.9	53	4.9			
Total	23.7					

With 4 and 53 degree of freedom at 0.05 level of significance from the ANOVA statistical analysis, the critical value is 5.86, guided by the decision not to accept the null hypothesis if F-cal is greater than the F-critical value or otherwise accept the result. Considering the fact that f-cal of 46.2 is greater than the critical value of 5.86, the null hypothesis is rejected. It can therefore be concluded that low experienced, moderate experienced and high experienced employees differ significantly in there mean ratings on the role of performance management on performance management feedback of office employees in tertiary institutions in Anambra State.

Hypothesis 3: University employees do not differ significantly from polytechnics employees in their mean ratings of the role of performance management on employees' motivation in tertiary institutions in Anambra State.

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Table 7: t-test analysis for employees in tertiary institutions in Anambra state on the role of performance management on employee motivation as a result of institutions (University and Polytechnic)

Variables tab	N	Mean (Institutions)	SD	df	t-cal	t-Remark
University	160	1.99	0.87	300	1.07	1.96 Accepted
Polytechnic	142	1.97	0.86			

Data in Table 7 of the t-test analysis showed that the t-cal value of 1.07 is less than the t-critical value of 1.96 at 0,05 level of significance and 300 degree of freedom. Hence, the null hypothesis is accepted. This implies that university employees do not differ significantly on the role of performance management on employees' motivation in tertiary institutions in Anambra State.

Discussion

The discussion of results obtained from the presentation and analysis of data for the study are presented below.

The results of the findings in Table 2 indicate that performance management moderately enhances employees' commitment to work in tertiary institutions in Anambra State. This is because the data in Table2 shows that all the items such as attitudes towards assigned task, quality of service rendered and punctuality were of moderate extent while skill and ability had high extent. The test of hypothesis reveals that there is no significant different between male and female employees as a result of gender type. The outcome of this study tends to agree with the findings of Fakharyan et al (2012), who observed that that those individuals who feel motivated, challenged and satisfied in their jobs are much more likely to be committed to a given work environment, company or organization. Similarly, Daoanis (2012) noted that committed employees feel a certain bond with the organization, which, in the positive form, makes them more willing to perform. The findings of the study on performance management feedback in Table 3 reveals that item numbers 6 (administrative capability); 7 (training and expertise); and 9 (motivation in job performance) fall within the range of moderate extent, while item numbers 8 (enthusiasm in job performance) and 10 (loyalty to the institution) fall within low extent. It could be concluded that performance management feedback moderately enhances job performance of office workers in Anambra State. The test of hypothesis reveals that Low experienced employees, moderate experienced employees and high experienced employees differ significantly in their mean ratings on the role of performance management on performance management feedback of office employees in tertiary institutions in Anambra State. Agreeing with these facts, Bahrija et al (2012) observed that performance feedback is effective in changing employee work behavior and enhances employee job satisfaction and performance. Supervisors can improve performance appraisals by involving the employee in the discussion all year long.

The findings of the study on performance management on employees motivation in Table 4 shows that industrial harmony and increased commitment to job and responsibility had mean scores which fall within the range of high extent

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while job satisfaction, job security and increased productivity and output had mean scores which fall within the range of moderate extent. Hence, with grand mean score of 3.96 and standard deviation of 1.74, it could be concluded that performance management moderately serve as an essential tool for promotion exercise in tertiary institutions in Anambra State. This study is in line with Güngör (2011) who revealed that performance management forms the foundation for many human resources functions, effectively setting the standards to drive recruiting efforts, and it is customary to use these criteria in hiring, promoting, evaluating and equitably compensating employees, and forming the basis for many employee training programmes. Güngör (2011) in addition said that the periodicity of performance management is to a large effect a determining factor on promotion exercise in an organization.

Conclusion

The paper revealed that performance management plays a significant role in employee productivity. This is because if a fair performance management is carried out, it will go a long way to improve the morale of employee's thereby reducing industrial disharmony and increasing harmonious working relationship in the organization. Furthermore, sustaining and development of employees is pivotal to productivity through fair reporting and feedback system. From the empirical evidence in this paper, the research shows that performance management plays a significant role in enhancing employees productivity. Therefore, it can be concluded that performance management creates room for employees periodic feedback and reporting towards ensuring enhanced productivity. The study has demonstrated that the adoption of the right performance management technique in the organization was found to improve workers' performance and commitment.

Recommendations

Based on the premise of these findings the following recommendations are made to enhance productivity and providing conducive work atmosphere in Nigerian Tertiary institutions:

1. Performance management of employees should be carried out based on the adoption of the right performance management technique by the institution to avoid bias and unfair appraisal of employees.
2. The training needs of ratters being identified through performance management should be vigorously and timely addressed by adequately training them with modern techniques of rating periodically through organized workshops, debate and seminar.
3. The institution should strictly follow the organizational blue-print for reward system so as to encourage the employees.
4. There should be periodic training of employees in terms of seminars and conferences so as to keep the employees acquainted with the fact that performance management exercise should not be seen as ingestion but rather as a means of developing the employee in his job with the intention of strengthening the strong points of the employee and enabling him to improve on his weak point

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