

Performance Management and Employees Work Attitude in Hotels in Owerri, Imo state.

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ABSTRACT

This study focused on performance management and employees work attitude in Hotels in Owerri, Imo State. In line the above, six research objectives, three research questions and three hypotheses guided the study. Survey research design was used, and questionnaire served as the instrument for data collection. The data collected were analysis using simple percentage, mean and Pearson Correlation through SPSS version 21.0. The findings revealed that there is significant effect of performance appraisal on productivity; there is significant relationship between performance appraisal and retention; training/development enhances productivity; there is significant impact of training/ development on retention; there is significant relationship between reward systems and productivity; and there is significant effect of reward systems on retention. The work concludes that the achievement of positive work attitude among employees depends on the effectiveness of performance management. Based on the findings, it was recommended that there is need for regular performance appraisal so as to achieve productivity of staff and customer retention. Furthermore, performance appraisal should be used to identify areas of weakness and benefits of each staff to achieve business goals.

Introduction

The extent of employee performance in the organization depends on many factors. One of such factors is performance management. This is because the human factor of every organization system is very important to organizational survival (Eze & Olatunji, 2019). The performance of employees is one of the most important factors that lead to the success of any business. Therefore, many managers seek to find innovative ways within the company's Performance Management System (PMS) to motivate employees and evaluate their performance efficiently and effectively (Almulaiki, 2023). The primary goal of employee motivation is to improve their positive work attitude, productivity and increase their connection to the hotel organization in which they work. One of the sophisticated techniques in human resource management is performance management. If done properly, performance assessment gives employers the chance to let workers know how quickly they are developing their skills, abilities, and potential.

In order to organize and coordinate the strengths of each person inside the business in order to support them in achieving their strategic goals, companies have the influential instrument of performance assessment (Pelluri & Padmavathy, 2016). The effectiveness of other factors: money, machine and material are largely dependent upon the effectiveness of the human resource. Thus, organizations are constantly searching for better and improved ways to manage employees' that would yield the desired employees' performance which would birth organizational success, survival and growth (Zhang, 2012). Performance Management (PM), one of the positive developments in management, was first introduced in France as a tool to ensure consistency in a decentralized context and also enhance employees' productivity (Schneier, Beatty & Baird, 1987; Gichuki, 2014). A performance management system is classified into three stages: performance appraisal, training and development, and reward systems. Performance management is a continuous approach which managers/supervisors use to guide the employees while performing their various tasks in the organization.

The system is later used to evaluate the performance of employees, teams, departments and align the objectives and goals of an organization as a whole to individual goals of employees in the organization. It helps the management in an organization to find out if there are deviations in the performance of employees which affect the organization's mission, vision and goals (Okafor, Onuzulike-Chukwuemeka & Nwankwo, 2022). Among the many functions of performance management system are the identification of current and future competency gaps, its use in conflict resolution; identification of training needs and the mentoring of employees for optimal performance. Performance management system has gained remarkable importance in the field of human resource management, in recent times. Indeed, it has become a critical subject of discussion among scholars with many organizations making considerable adjustments in the way they deal with the issue of performance management.

Statement of the Problem

Some business firms have implemented performance management, but have not got the positive results expected. Such have discouraged others on the actual benefits of performance management to business. More so, studies relating to the topic were not exactly on the subject matter. For example, Udonna (2022) focused on challenge of implementing performance management in banking sector in Enugu state. The work did not consider employee work attitude as one of the variables. Ifanga (2018) studied impact of performance management on business survival in cross-river state. The work was not done within Imo State. Ojoh (2021) wrote on appraisal technique and employee work attitude in Lagos. The work did not exactly cover performance management. The gaps in variables, location, and companies used in the above works indicated the existing problems; hence the need for this study.

Independent Variables

Dependent Variables

Performance Management

Employee Work Attitude

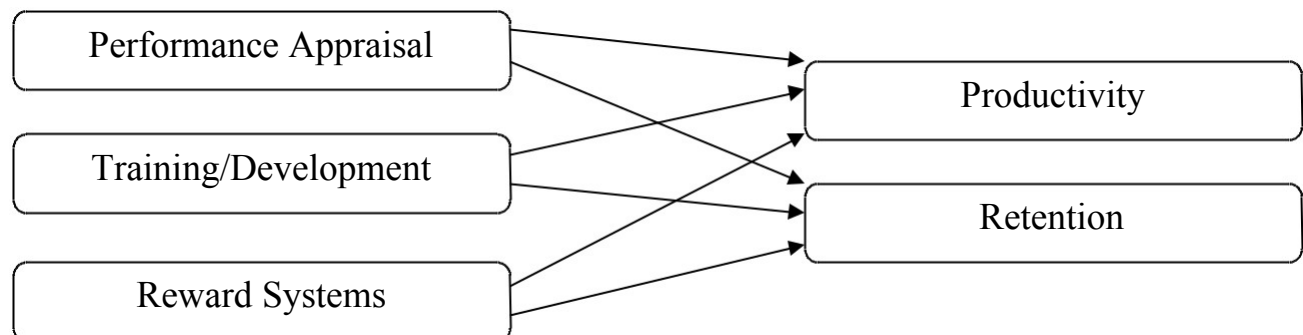


Fig. 1.1: Operational Conceptual Framework

Source: The Researcher, 2023

Objectives of the Study

The general objective of this study focused on performance management and employees work attitude in Hotels in Owerri, Imo State. The specific objectives include to:

1. find out the effect of performance appraisal on productivity.
2. determine the relationship between performance appraisal and retention.
3. analyze the extent training/development enhance productivity.
4. assess the impact of training/development on retention.
5. Investigate the relationship between reward systems and productivity.
6. examine the effect of reward systems on retention.

Research Questions

Based on our research objectives, the following research questions will guide the study.

1. What are the effects of performance appraisal on productivity?
2. What is the relationship between performance appraisal and retention?
3. To what extent does training/development enhance productivity?
4. What are the impacts of training/development on retention?
5. What is the relationship between reward systems and productivity?
6. What is the effect of reward systems on retention?

Research Hypotheses

Based on the research objectives and research questions, the following research hypotheses will guide the study.

Ho1: There is no significant effect of performance appraisal on productivity.

Ho2: There is no significant relationship between performance appraisal and retention.

Ho3: Training/development does not enhance productivity.

Ho4: There is no significant impact of training/development on retention.

Ho5: There is no significant relationship between reward systems and productivity.

Ho6: There is no significant effect of reward systems on retention.

Conceptual Review

Performance Management

There are series of definition of performance management. To Wurim (2012), it is a system which consists of processes used to identify, encourage, measure, evaluate and reward, to improve employees' performance in the organization. In the opinion of Armstrong and Baran (2009), it is a strategic and integrated approach for managing the performance of employees in the organization through the development of their capabilities to enable them contribute significantly to the achievement of organizational goals. Therefore, since organizations exist to contribute to well-being of the society through the achievement of their mission and vision statements, it behooves on them to manage their employees toward the achievement of such goals.

Thus, Daniels (2014) sees performance management as the changing behavior that attempts to improve and ensure the effectiveness of an organization. Thinking along the same line, Chiang and Birtch (2010) view performance management as a process which seeks to measure and improve employees' effectiveness. Performance management according to Naomee (2020) includes providing continuous feedback, mentoring, coaching, collaboration of the managers and employees in looking back at past performance, reviewing it in order to set goals and motivational mechanism that will help align employee's goals with that of the organization. It 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" (Dietz & Boon, 2015).

It has to do with a continuous development and flexible process that encapsulates managers and those they manage acting as partners within a framework to achieve the mutual goals of the organization and that of the employees. In performance management, managers act as a coach and not as boss. Managers do not look for who is wrong but what is wrong and concentrate on how performance can be improved collectively for the benefit of the organization and the employees (Duran, Extremera & Rey, 2010). On the strength of the above definitions, performance management can be said to be the conscious effort to improve both employee behaviour and productivity with a view to increasing organizational productivity.

Employees Work Attitude

According to Babu and Suhasini (2017), employee work attitude is the extent of dedication, commitment and character which the workers show in performing their functions. An attitude refers to our opinions, beliefs, and feelings about aspects of our environment. We have attitudes toward the organizational functions, people we meet, and things we do. At work, two job attitudes have the greatest potential to influence how we behave. These are job satisfaction and organizational commitment (Okafor, Onuzulike-Chukwuemeka & Nwankwo, 2022). Working attitude refers to the feeling we have or display towards the various aspects of the working environment. Having a good working attitude is very essential in the workplace (Okafor, Onuzulike-Chukwuemeka & Nwankwo, 2022). Every employee should thrive to have a good working attitude or a positive working attitude, and two factors can often lead to a positive working attitude or a negative one.

Kibichii, Kiptum and Chege (2016) shows that people pay attention to several factors of their work environment, including characteristics of the job (a function of organizing activities), how they are treated (related to leadership actions), the relationships they form with colleagues and managers (also leadership related), and the level of stress the job entails. According to Akama and Abunar (2021), given that work attitudes may give us clues about who will leave or stay, who will perform better, and who will be more engaged, tracking satisfaction and commitment levels is a helpful step for companies. If there are companywide issues that make employees

unhappy and disengaged, these need to be resolved. There are at least two systematic ways in which companies can track work attitudes: through attitude surveys and exit interviews.

Strategies for Measuring Performance Management to Achieve Positive Employee Work Attitude

The strategies are:

- 1. Performance Appraisal (PA):** Performance appraisal is an integral part of a system of managing effectively, providing feedback of employees' performance and communicating individual success. Ojokuku (2013) posits that Performance appraisal (PA) is that part of the performance management process in which an employee's contribution to the organization, during a specific period is assessed. Banjoko (2002) opines that performance appraisal is a systematic, organized and formalized process of assessing or evaluating individual employee's job-related strengths and weaknesses. Atakpa, Ocheni and Nwachukwu (2013) view performance appraisal as one of the most important and yet one of the most difficult tasks that manager's face. It is difficult to evaluate an employee's performance and even more difficult to convey such judgment to employees.
- 2. Training and development:** Organizations need the human resource in order to win competitive advantage. Undoubtedly, the importance of the human factor in any organization cannot be ignored. Therefore, one of the main management strategies of the organizations is to invest in employees. Organizations are seeking to develop, motivate and enhance the productivity of their employees in a variety of human resource processes (Alo, 1999). Training and development are undoubtedly important in the human resource management process of any organization. The two concepts complement each other as they are interlinked and interdependent. That is, the two can operate simultaneously but however have no direct relationship to each other. Training and development are terminologies used for the process of providing learning opportunities to employees in order to inspire and motivate them to contribute their best towards the realization of organizational objectives. The learning could take the form of coaching, workshops, seminars, mentoring, formal academic programmes required to acquire job-related skills, attitudes and knowledge (Obi-Anike & Ekwe, 2014). Training is a form of specialized education aimed at giving the trainee a particular or specialized knowledge, skill and attitude which he must possess to effectively perform in a given position while development is concerned with specific programmes designed to prepare and groom a worker with particular education and training for higher responsibilities.
- 3. Rewards system:** Rewards system or management is no doubt one of the most problematic and significant aspects of human resources management. Consequently, the cardinal objectives of reward management is to put forward reward structures as well as implement these reward processes in a manner that would enhance both individual and organizational effectiveness. In this regard, some of the following consideration may

become quite imperative: rewarding positive work behavior while sanctioning undesirable work behavior, ensuring equity and fairness (Abosedo & Adekunle, 2012). Reward system is one of the instruments PM uses to attract, retain and motivate employees to increase performance. It is a known fact that most industrial conflicts are based on the fact that employees feel cheated or exploited. Therefore, a good reward system should provide a platform for equity and fairness, encourage good management, minimize tensions and conflicts and serve as a mechanism for good industrial relationship. Onyije (2015) opines that effective reward system could achieve a better result of productivity by enhancing workers' job satisfaction, reducing labour turnover to the minimum, increase morale of the workers and even loyalty to the organization; which would give an organization a competitive edge over its competitors (Adekunle, Adekunle, Folorunso & Onakoya, 2017).

Theoretical Review

Expectancy Theory

This study is underpinned by the expectancy theory as propounded by Vroom (1964). The theory argued that employees would exert much effort on their job with the expectation that their effort will be rewarded. These rewards could be either of two ways positive or negative. It is the contention of the expectancy theory that positive rewards will galvanize the employees to perform their jobs (Deutsch-Salamon & Rabinson, 2011). On the contrary negative reward generates negative behaviour by employees toward their job. The expectancy theory also posits that employees' motivation toward an action is determined by perceptions that the action will result in a definite out-come. The expectation for better reward accounts for why employees exert more effort the theory argues (Hafiza, Shah, Jamsheed & Zaman, 2011). The expectancy theory also hold that people join organization with diverse expectations particularly that their needs will be met in response to their positive work-related behavior (Kabak, Gocer, Kucuksoylemex & Tuncer, 2014).

McClelland Need Theory

McClelland Need Theory focuses on workplace motivational thinking, developing achievement-based motivational theory and models, and promoted improvements in employee assessment methods, advocating competency-based assessments and tests, arguing them to be better than traditional IQ and personality-based tests. The theory describes three types of motivational need (McClelland, 1965); achievement motivation (n-ach), authority/power motivation (n-pow) and affiliation motivation (n-affil). Achievement motivation (n-ach), the n-ach person is 'achievement motivated' and therefore seeks achievement, attainment of realistic but challenging goals, and advancement in the job. There is a strong need for feedback as to achievement and progress, and a need for a sense of accomplishment. Authority/power motivation (n-pow), this driver produces

a need to be influential, effective and to make an impact. There is a strong need to lead and for their ideas to prevail.

Empirical Review

Sarinah, Akbar and Prasadja (2018) carried out a study on the effect of work autonomy, self-efficacy and engagement on organizational commitment. The study made use of descriptive survey design and the result showed that job autonomy has positive direct effect on organizational commitment. And that self-efficacy equally has positive relation with organizational commitment.

Suteerawut, Vanno and Khaikleng (2016) investigated the effect of job autonomy and positive psychological capital on job performance of banking employees by assessing the mediating role of intrinsic work motivation in Thailand. The study design was survey method. The result from data analysis showed that job autonomy, positive psychological capital and intrinsic work motivation significantly impacted job performance in the organization.

Akpan (2012) examined the effect of job involvement of university lecturers' performance. The study which utilized descriptive survey design as its method, found that job involvement was significantly related to the performance of university lecturers in South-South, Nigeria. The study concludes that performance management is a critical element in human resource management and as such, management should leverage it to achieve organizational set goals.

Maina (2015) investigated the effect of performance management system on employee performance in food and agricultural organizations. To achieve the objective of the study, a descriptive research design method was adopted by the study. The population of the study comprises of the 94 staff members of the selected members of food and Agricultural organizations. Data for the study was collected through interview and structured questionnaires. Analysis of data and hypotheses testing was through descriptive statistics using frequency distribution and percentages. The study found that employees felt there was a great need for a workable performance management system in FAO.

Oluwatosi (2015) investigated the impact of performance management on productivity of public sector organizations in Nigeria. The objective of the study was to examine how performance management influences employee productivity in service organizations. The study used a survey research design and data collected were analyzed with simple percentages, and chisquare(X²). The study discovered that performance management had a propulsive influence in the productivity of public sector organizations if carefully conducted.

Owotunse and Yetunde (2018) examined the impact of training and development on employee performance and productivity among members of staff of Kogi State Polytechnic Lokoja Kogi State. The objective of the paper was to investigate whether training and development have impact on employees' performance and productivity. To achieve the study objective, the study

adopted a quantitative research design. Data for the study was collected through primary source in which questionnaire survey was the instrument. The population of the study comprises of 80 staff members of the polytechnic. The data collected were analyzed using descriptive and inferential statistics. Pearson correlation moment was used to test the impact of the independent variable on the dependent variable i.e the training and development on employee's performance and productivity. The result of the analysis indicated that a significant relationship exists between the variables. The study investigated the education sector while the current study focused on the manufacturing subsector.

Jeni and Al-Amin (2021) investigated the impact of training and development on employee performance and productivity in private bank in Noakhali Bangladesh. The objective of the study was to examine the impact of training on employees' performance, employees' motivation and job satisfaction in the banking sector in private bank of Noakhali region of Bangladesh. Survey research design was adopted to accomplish the research objective and stratified sampling techniques were used to select a sample of 60 out of the population of 70 respondents. A self-administered questionnaire was used to collect data from the respondents. Descriptive statistics used in the analysis of data. The study revealed that training and development has a high impact on the employee's performance and productivity. The study generally revealed that training not only increases employees' performance but also positively affects employees' motivation and job satisfaction within the private banking sector in Bangladesh. Having conducted this study in far away Bangladesh and in the banking industry created a gap for this present study to be carried out in the manufacturing firms in Nigeria.

Research Gap

Though some related works have been done on this topic. The research gap could be grouped as follows:

Subject gap: Most of the past studies covered only related works; and exactly on dependent and independent variables of this work. This means that the independent and dependent variables were not fully covered by previous researches.

Geographical gap: This work used the hotels in Owerri, Imo State. Previous works did not cover the area.

Indices gap: The variables in our objectives, research questions and research hypotheses of this study were not covered by past researches. Such variables are performance appraisal and employee productivity; training/development and employee efficiency; and improve reward systems and employee retention.

Considering the above, little or nothing has been covered on this topic. Based on that, research gap exist and there is need for this study.

Methodology

Research design: The researcher used descriptive survey design. Survey is a research method that focuses on a representative sample derived from the entire population.

Population of the study: The target population of this study was the staff of Willow Wood Hotels and De Legend Hotels in Owerri, Imo State. The above organizations have a total of 29 and 27 staff respectively. Therefore, our population is 56.

Sample size: For the fact that the population is small and could be reached, the study used census enumeration method, so as to study all the population as sample.

Sampling procedure: The use of census according to Ubah, Nnamdi, Okwara, Makbere and Ochienta (2021) is necessary when the population is small and researcher can reach and study the entire population.

Instrument for data collection: the use of questionnaire was employed to gather necessary and relevant data from the respondents.

Validity of research instrument: The questionnaire was subjected to face and content validation.

Reliability of research instrument: The researcher determined the reliability of the study instrument by post-testing the instrument with some staff of the organization. The Spearman rank correlation coefficient (r) was used to calculate the reliability index and a result of $r = 0.89$ (89%) were obtained. This shows that the instrument of the study is highly reliable.

Methods of data analysis: The data collected were analyzed using simple percentage, mean statistics and Pearson Moment Correlation Coefficient (at 0.05% level of significance).

Data Presentation and Analysis

It should be noted that out of 56 copies of the questionnaire distributed, only 52 copies were properly filled, returned and used.

Research question one: What are the effects of performance appraisal on productivity?

Table 6: The effects of performance appraisal on productivity.

S/N	Performance appraisal and productivity	SA	A	D	SD	N	$\sum X$	X	Dec.
1	Performance appraisal leads to output maximization	30	20	1	1	52	183	3.5	P
2	Performance appraisal leads to customer retention	35	15	2	-	52	189	3.6	P
3	Performance appraisal enhance employee effectiveness	29	21	-	2	52	181	3.5	P
4	Performance appraisal leads to positive results	31	21	-	-	52	187	3.6	P
5	Performance appraisal leads to organizational growth	35	17	-	-	52	191	3.7	P

Source: Field Survey (2024).

From the above table, it was revealed that all the items were positive. Item 1 has a means score of 3.5, item 2 has a mean score of 3.6, item 3 has a mean score of 3.5, item 4 has a means score of 3.6 and item 5 has a means score of 3.7. This is because all the items have means scores of 2.5; hence we conclude that there is significant effect of performance appraisal on productivity.

Research question two: What is the relationship between performance appraisal and retention?

Table 2: The relationship between performance appraisal and retention.

S/N	Performance appraisal and retention	SA	A	D	SD	N	ΣX	X	Dec.
6	Performance appraisal leads to efficiency of organization	27	25	-	-	52	183	3.5	P
7	There is significant relationship between performance appraisal and customer acquisition	33	19	-	-	52	189	3.6	P
8	Performance appraisal leads to employee efficiency	30	18	3	1	52	181	3.5	P
9	Performance appraisal enhances employee performance and goal achievements	22	25	3	2	52	171	3.3	P
10	There is need to encourage performance appraisal	30	16	3	3	52	177	3.4	P

Source: Field Survey (2024).

From the above table, it was revealed that all the items were positive. Item 6 has a means score of 3.5, item 7 has a mean score of 3.6, item 8 has a mean score of 3.5, item 9 has a means score of 3.3 and item 10 has a means score of 3.4. This is because all the items have means scores of 2.5; hence we conclude that there is significant relationship between performance appraisal and retention.

Research question three: To what extent does training/ development enhance productivity?

Table 3: The extent training/development enhances productivity.

S/N	Training/development and productivity	SA	A	D	SD	N	ΣX	X	Dec.
11	Training enhance employee effectiveness	30	20	1	1	52	183	3.5	P
12	Development programme leads to output maximization	22	25	3	2	52	171	3.3	
13	Employ training leads to positive results and goal achievements	35	15	2	-	52	189	3.6	P
14	Training/development discourages employee job satisfaction	33	19	-	-	52	189	3.6	P
15	Training/development leads to firm growth	29	21	-	2	52	181	3.5	P

Source: Field Survey (2024).

From the above table, it was revealed that all the items were positive. Item 11 has a means score of 3.5, item 12 has a mean score of 3.3, item 13 has a mean score of 3.6, item 14 has a means score of 3.6 and item 15 has a means score of 3.5. This is because all the items have means scores of 2.5; hence we conclude that training/development enhances productivity.

Research question four: What are the impacts of training/ development on retention?

Table 4: The impacts of training/development on retention.

S/N	Training/development and retention	SA	A	D	SD	N	ΣX	X	Dec.
16	Training leads to workers retention	30	20	1	1	52	183	3.5	P
17	Development make workers to know their functions	35	15	2	-	52	189	3.6	P
18	Training make workers to encourage customer retention	29	21	-	2	52	181	3.5	P
19	Training/development enhances customer employees positive relations	31	21	-	-	52	187	3.6	P
20	Training/development leads to more purchase because the employee viability	35	17	-	-	52	191	3.7	P

Source: Field Survey (2024).

From the above table, it was revealed that all the items were positive. Item 16 has a means score of 3.5, item 17 has a mean score of 3.6, item 18 has a mean score of 3.5, item 19 has a means score of 3.6 and item 20 has a means score of 3.7. This is because all the items have means scores of 2.5; hence we conclude that there is significant impact of training/development on retention.

Research question five: What is the relationship between reward systems and productivity?

Table 5: The relationship between reward systems and productivity.

S/N	Reward systems and productivity	SA	A	D	SD	N	ΣX	X	Dec.
21	Reward systems enhances productivity of employees	27	25	-	-	52	183	3.5	P
22	Good salaries make workers to be effective	33	19	-	-	52	189	3.6	P
23	Efficiency of employees depends on pay which they enjoy	30	18	3	1	52	181	3.5	P
24	Reward systems there is need to improve the pay of staff to achieve more output	22	25	3	2	52	171	3.3	P
25	There is need to encourage increase reward systems	30	16	3	3	52	177	3.4	P

Source: Field Survey (2024).

From the above table, it was revealed that all the items were positive. Item 21 has a means score of 3.5, item 22 has a mean score of 3.6, item 23 has a mean score of 3.5, item 24 has a means score of 3.3 and item 25 has a means score of 3.4. This is because all the items have means scores of 2.5; hence we conclude that there is significant relationship between reward systems and productivity.

Research question six: What are the effects of reward systems on retention?

Table 6: The effects of reward systems on retention.

S/N	Reward systems and retention	SA	A	D	SD	N	ΣX	X	Dec.
26	When salaries are improved, customer retention is achieved because of effectiveness of staff	30	20	1	1	52	183	3.5	P
27	Reward systems leads to efficiency time management	22	25	3	2	52	171	3.3	
28	Employee reward systems make workers happy and lead to customer acquisition	35	15	2	-	52	189	3.6	P
29	Employee satisfaction and customer patronage is achieved through increase pay system	33	19	-	-	52	189	3.6	P
30	The goals of the business will be achieved through increase employee pay system	29	21	-	2	52	181	3.5	P

Source: Field Survey (2024).

From the above table, it was revealed that all the items were positive. Item 26 has a means score of 3.5, item 27 has a mean score of 3.3, item 28 has a mean score of 3.6, item 29 has a means score of 3.6 and item 30 has a means score of 3.5. This is because all the items have means scores of 2.5; hence we conclude that there is significant effect of reward systems on retention.

Testing of Research Hypotheses

H01: There is no significant effect of performance appraisal on productivity.

To test the hypothesis one, data in table 4.6 was used.

H1	There is significant effect of performance appraisal on productivity	Pearson Correlation = 0.81 Sig = 0.05 N=52	VALID
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The table above shows that the Pearson product moment correlation is 0.81 which indicates that there is significant effect of performance appraisal on productivity.

Ho2: There is no significant relationship between performance appraisal and retention.

To the test the hypothesis two above, data in table 4.7 was used.

H2	There is significant relationship between performance appraisal and retention	Pearson Correlation = 0.84 Sig = 0.05 N=52	VALID
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The table above shows that the Pearson product moment correlation is 0.84 which indicates that there is significant relationship between performance appraisal and retention.

Ho3: Training/development does not enhance productivity.

For the test of hypothesis three, data in table 4.8 was used.

H3	Training/development enhances productivity	Pearson Correlation = 0.80 Sig = 0.05 N=52	VALID
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The table above shows that the Pearson product moment correlation is 0.80 which indicates that training/development enhances productivity.

Ho4: There is no significant impact of training/development on retention.

For the test of hypothesis three, data in table 4.9 was used.

H4	There is significant impact of training/development on retention	Pearson Correlation = 0.80 Sig = 0.05 N=52	VALID
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The table above shows that the Pearson product moment correlation is 0.80 which indicates that there is significant impact of training/development on retention.

Ho5: There is no significant relationship between reward systems and productivity.

To the test the hypothesis two above, data in table 4.10 was used.

H5	There is significant relationship between reward systems and productivity	Pearson Correlation = 0.70 Sig = 0.05 N=52	VALID
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The table above shows that the Pearson product moment correlation is 0.70 which indicates that there is significant relationship between reward systems and productivity.

Ho6: There is no significant effect of reward systems on retention.

For the test of hypothesis three, data in table 4.11 was used.

H6	There is significant effect of reward systems on retention	Pearson Correlation = 0.85 Sig = 0.05 N=52	VALID
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The table above shows that the Pearson product moment correlation is 0.85 which indicates that there is significant effect of reward systems on retention.

Concise Table Result for Hypotheses Testing

S/N	Hypotheses	Statistical Tools Applied (Software R results)	Result
H1	There is significant effect of performance appraisal on productivity	Pearson Correlation = 0.81 Sig = 0.05 N=52	VALID
H2	There is significant relationship between performance appraisal and retention	Pearson Correlation = 0.84 Sig = 0.05 N=52	VALID
H3	Training/development enhances productivity	Pearson Correlation = 0.80 Sig = 0.05 N=52	VALID
H4	There is significant impact of training/ development on retention	Pearson Correlation = 0.80 Sig = 0.05 N=52	VALID
H5	There is significant relationship between reward systems and productivity	Pearson Correlation = 0.70 Sig = 0.05 N=52	VALID
H6	There is significant effect of reward systems on retention	Pearson Correlation = 0.85 Sig = 0.05 N=52	VALID

Discussion of Findings

Test of hypothesis one indicated that there is significant effect of performance appraisal on productivity. Ojokuku (2013) posits that Performance appraisal (PA) is that part of the performance management process in which an employee's contribution to the organization, during a specific period is assessed. Banjoko (2002) opines that performance appraisal is a systematic, organized and formalized process of assessing or evaluating individual employee's job-related strengths and weaknesses.

Test of hypothesis two shows that there is significant relationship between performance appraisal and retention. Atakpa, Ocheni and Nwachukwu (2013) view performance appraisal as one of the most important and yet one of the most difficult tasks that manager's face. It is difficult to evaluate an employee's performance and even more difficult to convey such judgment to employees.

Test of hypothesis three revealed that training/development enhances productivity. Organizations are seeking to develop, motivate and enhance the productivity of their employees in a variety of human resource processes (Alo, 1999). Training and development are undoubtedly important in the human resource management process of any organization. The two concepts complement each other as they are interlinked and interdependent. That is, the two can operate simultaneously but however have no direct relationship to each other.

Test of hypothesis four indicated that there is significant impact of training/development on retention. Training and development are provided learning opportunities to employees in order to inspire and motivate them to contribute their best towards the realization of organizational objectives. The learning could take the form of coaching, workshops, seminars, mentoring, formal academic programmes required to acquire job-related skills, attitudes and knowledge (Obi-Anike & Ekwe, 2014).

Test of hypothesis five revealed that there is significant relationship between reward systems and productivity. Consequently, the cardinal objectives of reward management is to put forward reward structures as well as implement these reward processes in a manner that would enhance both individual and organizational effectiveness. In this regard, some of the following consideration may become quite imperative: rewarding positive work behavior while sanctioning undesirable work behavior, ensuring equity and fairness (Abosedo & Adekunle, 2012).

Test of hypothesis six indicated that there is significant effect of reward systems on retention. Reward system is one of the instruments PM uses to attract, retain and motivate employees to increase performance. It is a known fact that most industrial conflicts are based on the fact that employees feel cheated or exploited (Maina, 2015). Therefore, a good reward system should provide a platform for equity and fairness, encourage good management, minimize tensions and conflicts and serve as a mechanism for good industrial relationship.

Conclusion

Among the many functions of performance management system are the identification of current and future competency gaps, its use in conflict resolution; identification of training needs and the mentoring of employees for optimal performance. Performance management system has gained remarkable importance in the field of human resource management, in recent times. Indeed, it has become a critical subject of discussion among scholars with many organizations making considerable adjustments in the way they deal with the issue of performance management.

In a nutshell, performance management is targeted at ensuring that employees contribute maximally towards the achievement of goals and objectives of the organization. To them, when there is effective performance management, employee work attitude will be positive. Employee work attitude is the extent of dedication, commitment and character which the workers show in performing their functions. This work concludes that the achievement of positive work attitude among employees depends on the effectiveness of performance management.

Recommendations

Based on the findings, the following recommendations are suggested:

1. There is need for regular performance appraisal so as to achieve productivity of staff and customer retention.
2. Performance appraisal should be used to identify areas of weakness and benefits of each staff to achieve business goals.
3. There is need for regular employee training/development to achieve business goal.
4. Training and development programmes should focus on achieving more productivity and customer retention.
5. Workers pay should be improved to motivate them to be effective and efficient in performing their functions.
6. There is need to increase different aspects of reward system for organization which include salaries, and allowances so as to achieve employee productivity and utilize the staff to retain customers.

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