

An Inquiry into the Impacts of Personnel Evaluation as a Control Mechanism on Employees Performance.

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ABSTRACT

This paper centers on an inquiry into the impacts of personnel evaluation as a control mechanism on employee's performance. Three research questions were raised as a guide to this study while data generated through the questionnaire were analyzed using Non-parametric chi-square test. The outcome of the study revealed the followings: that personnel evaluation plays a significant role as a control mechanism for employee's commitment, that personnel evaluation has a significant role as a control mechanism for employee's productivity; employee's team participation can be influenced by personnel evaluation.

Key words: personnel evaluation, personnel performance, employees' commitment, employee's productivity and employee's team participation skill.

1. INTRODUCTION

The success of every organization depends largely on the quality of the work of the Personnel in the organization. Organizations today are operating in a complex dynamic and competitive environment hence must retain quality service as an integral and continuous part of the organizational System. For this to be possible therefore, the organization must have in its employment workers whose proficiency can be guaranteed at all times. Furthermore, the need to ensure that whatever investment organizations make on their yields a commensurate return makes it imperative for organizations to evaluate their personnel performance regularly. Because organizations are now more focused on the need to get more from their employee's if they are to achieve organizational objectives, accurate evaluation becomes crucial in times of recruitment, selection and training procedure that lead to improved performance. It can also increase employee motivation through the feedback process and many provide an evaluation of working of conditions, thus, improving personnel productivity, by encouraging the strong areas and modifying the weak ones.

When effective, the personnel evaluation process, the personnel evaluation process reinforces the individuals sense of personal worth and assists in developing his/her aspirations. According to Maund (2001), personnel evaluation is the analysis of the success and failures of an employee and the assessment of their suitability for training and promotion in the future.

In his view, Akanwa (2007) Opines that personnel evaluation program is designed to focus the attention of Subordinates on the level of performance that is expected of them. He averred that there are three purposes for evaluating personnel which he listed as: to measure the level of reward allocatable to any employee, to address areas of weakness in the employee and ascertain the need for development, it is used as a criterion to validate the success or failure of any selection device. To Angelo et al (2006), Personnel evaluation is a discrete, formal, organization sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly Stated Performance dimensions and/or Criteria that are used in the evaluation process.

It is important to mention that the concept of personnel evaluation is synonymous with employee performance appraisal hence may be used interchangeably in this study. The definitions of personnel evaluation as given above suppose that for employee's to remain focused towards achieving organizational goals, they must continuously be updated on their performance level. In measuring employee's performance, the key performance indicators of interest to the researchers are: employee's commitment to the organization, employee's productivity and employee's team participation skill.

2. STATEMENT OF PROBLEMS

Personnel evaluation is a critical and systematic programme that can help employee's to achieve high performance level when properly conducted. Unfortunately, employees may also be discouraged and disillusioned with the instrumentality of personnel evaluation. When superiors give biased evaluation of their subordinates especially with the intention of victimizing them, it reduces the commitment of such employee and may affect his performance negatively.

The goal and process of conducting personnel evaluation exercise is another area that can determine if it can serve as a true check on employee's performance. This is so because when the evaluation process is participating, the employees tend to accept the outcome and make adjustment where necessary. However the common perception is the superior assessing their subordinates, this creates problem of favoritism and suspicion hence may not reveal in detail the actual performance of the employee's hence this may have a negative impact on the productivity of the employee's. The problem of this study therefore is to investigate personnel evaluation as a control Mechanism for employee performance.

3. OBJECTIVES OF THE STUDY

The general purpose of this study is to examine the role personnel evaluation plays as a control for employee's performance. The following specific objectives will be:

- i. To investigate the impacts of personnel evaluation on employee's commitment.
- ii. To investigate the impacts of personnel evaluation on employee's productivity.
- iii. To examine the impacts of personnel evaluation on employee's, team participation.

4. RESEARCH QUESTIONS

The following research questions were raised by the researchers to guide the study.

1. What are the impacts of personnel evaluation as a control Mechanism for employee's commitment to the organization?
2. What are the impacts of personnel evaluation as a control Mechanisms for employee productivity?
3. What are the impacts of personnel evaluation on employee's team participation?

5. HYPOTHESES

The following assumptions were made by the researchers in this study.

Hypothesis one

H₀: Personnel evaluation does not have any significant impact as a control Mechanism for employee's commitment.

H₁: Personnel evaluation has a significant impact as a control Mechanism for employee's commitment.

Hypothesis Two

H₀: personnel evaluation does not have any significant impact as a control mechanism for employee's productivity.

H₁: Personnel evaluation has a significant impact as a control mechanism for employee's productivity.

Hypothesis Three

H₀: Personnel evaluation does not have any significant impact as a control mechanism for employee's team participation.

H₁: Personnel evaluation has a significant impact as a control mechanism for employee's team participation.

6. SIGNIFICANCE OF THE STUDY

The study will amount to a waste if it does not benefit anybody or group of persons. The researchers believe that this study will be of immense benefit to the following group of people.

To employers of labour and personnel managers whose responsibility it is to conduct personnel evaluation, the result achieved in this study will help broaden their understanding or key issues that affects personnel evaluation,

how to develop and implement a bias free personnel evaluation programme. It will also expose them to Modern Personnel evaluation Techniques and how best to use the information from personnel evaluation to improve employee's performance.

To employee's, this study will educate them on the relevance of personnel evaluation to their career growth thereby removing the fear often associated with personnel hence encouraging them to willingly participate in the successful implementation of personnel evaluation in the organization. This study will also be useful to scholars who may wish to carry out further research in this line of knowledge as it will provide them with current and relevant information.

7. SCOPE OF THE STUDY

Contextually, this study limited itself to an inquiry into the impacts of personnel evaluation as a control Mechanism for employee performance, using selected small businesses in Aba, Abia State Nigeria as its geographical scope.

8. LITERATURE REVIEW

In this section of this work, the researcher reviewed different related literature in this field of study. Guiding employee's towards making sure that their performance is consistent with organizational expectation, requires that a mechanism must be established to study and understand the actual performance of employee's at any given. Such mechanism must also possess adequate feedback system that can be used to communicate the result to the employee's to help enhance their performance. This is what personnel evaluation stands for.

8.1 MEANINGS OF PERSONNEL EVALUATION

Different meanings have been adduced to personnel evaluation by different authors and authorities. According to Muchinsky (20012), personnel evaluation is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain Poe-established Criteria and organizational objectives. Muchinsky opines that how personnel evaluation is managed in an organization determines to a large extent the success or failure of the organization.

In the view of Fletcher(2001) in Nathalie (2006), personnel evaluation has increasingly become part of a more strategic approach to integrating human resources activities and business Policies and may now be seen as a generic term covering a variety of activities through which organizations seek to assess employee's and develop their competence, enhance performance and distribute rewards. In view of the assertions above, Boswell and Bondrean (2002) states that personnel evaluation may be defined as any effort concerned with enriching altitudes, experiences and skills that improve the effectiveness of employee's. Maund (2001) defined personnel evaluation as the analysis of the success and failure of an employee and the assessment of their suitability for training and promotion in the future. In summarizing the meaning of personnel evaluation, Levy and Williams (2004) posits that both practice and research have moved away from a narrow focus on Psychometric issues to personnel development issues through the result of personnel evaluation.

8.2 BENEFITS OF PERSONNEL EVALUATION

There are a number of potential benefits associated with personnel evaluation when an organization undertakes a systematic and formal personnel evaluation exercise. Soltani (2005) discussed their potential benefits to include;

1 FACILITATION OF COMMUNICATION

Communication in organization is considered an essential function of worker motivation. Schraeder (2004) posits that feedback from personnel evaluation aid in minimizing employee's perceptions of uncertainly. Schraeder further stated the fundamentally, feedback and management-employee communication can serve as a guide in job performance.

2 ENHANCEMENT OF EMPLOYEE FOCUS THROUGH PROMOTING TRUST

Behaviors, thoughts and/or issues may distract employees from their work and trust issues may be among these distracting factors. Hence Mayer and Gavin (2005) states that such factors that consume Psychological energy can lower Job performance and cause workers to lose sight of organizational goals. They posit that properly constructed and utilized personnel evaluation has the ability to lower distracting factors and encourage trust within the organization.

3 GOAL SETTING AND DESIRED PERFORMANCE REINFORCEMENT

Organizations find it efficient to match individual worker's goals and performance with organizational goals. Personnel evaluation provides room for discussion in the collaboration of these individual and organizational goals. Kikoski (1999) averred that collaboration can also be advantageous by resulting in employee acceptance and satisfaction of personnel evaluation results.

4 PERFORMANCE IMPROVEMENT

Muchinsky (2012) reports that at the organizational level, there exist a positive relationship between human resources management and performance improvement. A well-constructed personnel evaluation therefore can be a valuable tool for communication with employee's how teas pertaining to how their job performance stands with organizational expectations.

5 DETERMINATION OF TRAINING NEEDS

Employee training and development are crucial components in helping an organization achieve strategic initiatives. Selden et al (2001) argues that for personnel evaluation to be truly effective, post evaluation opportunities for training and development in problem areas as determined by the evaluation must be offered. They also submitted that personnel evaluation can help in the establishment and supervision of employee's career goals.

Other benefits as postulated by Randall and Vandra (2003) are;

- i. Promotion
- ii. Compensation
- iii. Selection validation
- iv. Employee's development
- v. Motivation
- vi. Communication

8.3 PRINCIPLES OF PERSONNEL EVALUATION

In conducting a successful personnel evaluation programme, the process must be guided by certain basic principles which Katsanis et al (2006) listed as;

1. Gain support of both human resources and top management.
2. Use qualitative versus qualitatively Criteria.
3. Allow for inputs when developing performance standards and Criteria.
4. Attempt to eliminate internal boundary Spanning by creating direct reporting relationships where possible.
5. Utilize performance targeting to evaluate personnel managers.
6. Ensure managers take ownership of the personnel managers.
7. Be aware and act on environmental forces as they affect the organization.

Allan (1994), have identified what he tagged for the 13tips for establishing an effective personnel evaluation system. While some of the tips border on the design or conceptualization of the program, others focus on the process of it's implementation. The tips or principles as enunciated by Allan are;

- (a) The evaluation system should be designed to fit the specific needs of the organization.
- (b) Evaluation factors should be as objective and concrete as possible.
- (c) The evaluation process should be free of bias.
- (d) Procedures and administration should be uniform.
- (e) The evaluation system should be easy to operate.
- (f) The systems results should be used in decisions.
- (g) The evaluation system should provide a review or appeal process.
- (h) The evaluation program should be acceptable to users.
- (i) The system should be easy to operate.
- (j) Personnel evaluation ratings should be documented.
- (k) The personnel evaluation Officers should be trained and qualified.
- (l) The system should provide for continuous monitory.
- (m) Top management must clearly support the system.

8.4 COMPLICATIONS OF PERSONNEL EVALUATION

Despites all the potential advantages of formal personnel evaluation, there are also potential drawbacks.

Twomey and Harris (2000) assets that one of the problems with formal personnel evaluation is that there can be detrimental effects to the organization involved if the evaluations are not used appropriately. The second problem with formal personnel evaluation can be ineffective if the personnel evaluation system does not correspond with the organizational culture and system. Specific complications stemming from these issues are:

DETRIMENTAL TO QUALITY IMPROVEMENT

It has been proposed that the use of personnel evaluation systems in organizations adversely affect organizations pursuits of quality performance. Infact, Soltani (2005) States that the use of formal personnel evaluation may be more than unnecessary if there is total quality management.

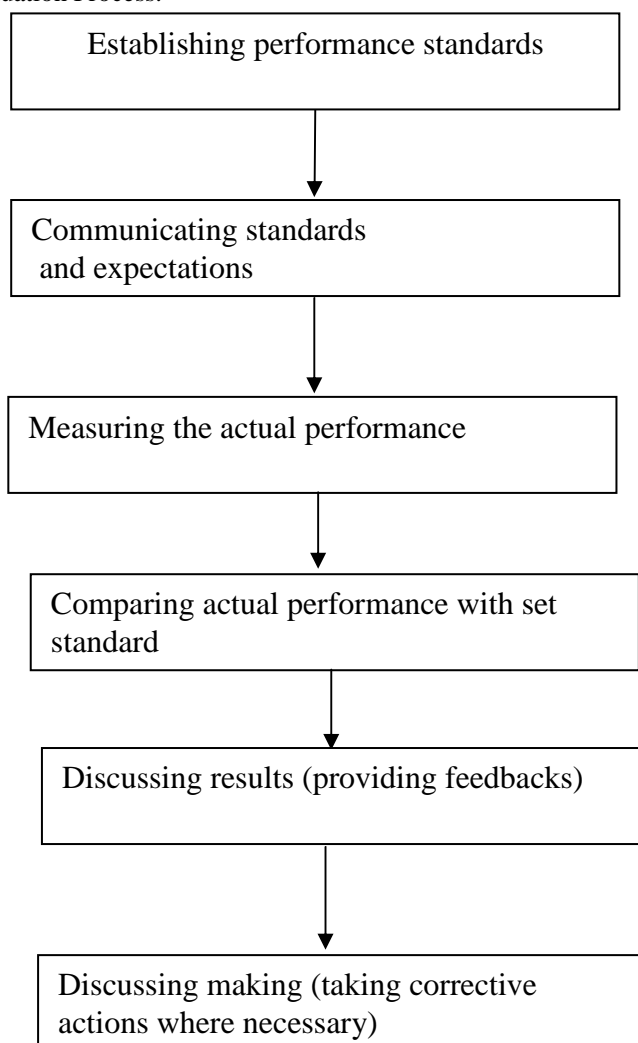
NEGATIVE PERCEPTIONS

According to Pettijohn et al (2001), quite often, individuals have negative perceptions of personnel evaluation. Receiving and/or the anticipation of receiving a personnel evaluation can be uncomfortable and distressful and potentially cause tension between Supervisors and subordinates requirements or quality. Moreover, challenging performance goals can impede on employers abilities to acquire necessary knowledge and skills.

8.5 PERSONNEL EVALUATION PROCESSES

Cynthia et al (2003) advanced the following as the process of personnel evaluation which they represented graphically as shown below.

Fig 1 Personnel Evaluation Process.



Adapted from Cynthia et al (2003)

The first step in personnel evaluation process is the setting of expected standards which will be used as a base to compare the actual personnel performance. This step requires setting the criteria to judge the personnel performance as successful or unsuccessful and the degrees of their contribution to organizational goal and objectives. The standard set should be clear, easily understandable and in measurable terms.

Next, it is the responsibility of the management to communicate the standards to all the employees of the organization. The standard should also be communicated to the evaluators and if required, the standards can also be modified at this stage according to the relevant feedbacks.

The third step in the process is to measure the actual performance. This involves measuring the actual work done by the personnel. It is a continuous process which involves monitoring the personnel performance within a given period of time. This stage requires the careful selection of the appropriate techniques of measurement, taking care to ensure that personnel bias does not affect the outcome of the process and provide assistance rather than interfere in an employee's work.

Comparing the actual personnel performances with the set performance standard becomes the next. At this stage, the comparisons tells the deviation in the performance of the employee's from the set standard.

Result of the evaluation is communicated and discussed with the employee's on the one-one basis. The aim of this discussion is to identify areas of performance problems and building of consensus on how best to solve the identified problems.

The last lap of the process is to take decisions to improve the performance of the employee's, takes the required corrective actions or the related human resources decisions like rewards, promotions etc Culled from Cynthia et al (2003).

8.6 METHODS OF COLLECTING PERSONNEL EVALUATION DATA

According to Muchinsky (2006), there are three main methods used to collect personnel evaluation data, objective production, personnel and judgmental evaluation.

8.6.1 OBJECTIVE PRODUCTION

The objective production method consists of direct, but limited, measures such as sales figures, production numbers, the electronic performance monitoring of data entry workers etc. Muchinsky opines that although these measures deals with Unambiguous Criteria, they are usually incomplete because of Criterion contamination refers to the part of actual Criteria that is unrelated to the conceptual Criteria. In other words, the variability in performance can be due to factors outside the employee's control. Criteria deficiency refers to the part of the conceptual Criteria that is not measured by the actual Criteria. In other words, the quantity of production does not necessarily indicate the quality of the products. Both types of Criterion inadequacies result in reduced validity of the measure. The most common technique in objective production according to Staw (2006) is the happy-productive worker hypothesis. This hypothesis States that the happiest worker are the most productive performers and the most productive performers are the happiest workers.

8.6.2 PERSONNEL EVALUATION

According to Staw (2006), the personnel method is the recording of withdrawal behaviours. Most organizations consider unexcused absences to be indicators of poor Job performance, even with all other factors being equal. However, this is subject to Criterion deficiency. The quantity of an employee's absence does not reflect how dedicated he/she may be to the Job and it's duties. Especially for blue-collar-Jobs (factory workers) industrial accident can often be a useful indicator of poor job performance but this is also subject to criterion contamination because situational factors also contributes to industrial accidents. Once again, both types of Criterion inadequacies result in reduced validity of the measure. Although excessive absenteeism and/or accidents often indicates often indicate poor job performance rather than good performance, such personnel data may not be a comprehensive reflection of an employee's performance.

8.6.3 JUDGEMENTAL EVALUATION

Manasa and Raddy (2009), opines that judgmental evaluation appears to be a collection of methods, and as such could be considered a methodology. In their view, a common approach to obtaining personnel evaluation data is by means of raters. Because the raters are human, some error will always be present in the data. The most common types of errors are leniency, central tendency and errors resulting from the halo effect. These errors arise on predominately from social cognition and the theory in that, how we judge and evaluate other individuals in various context is associated with how we acquire, process and categorize information.

An essential piece of this method according to Muchinsky (2012) is rater training. Rater training is the process of educating raters to make more accurate assessments of personnel performance, typically achieved by reducing the frequency of halo, leniency and central tendency errors. Another piece to keep in mind according to Muchinsky(2012) is the effects of rater motivation on judgmental evaluations. It is not uncommon for rating inflation to occur due to rater motivation (i.e. organizationally induced pressures that compel raters to evaluate raters positively).

Typically, raters are motivated to give higher ratings because of the lack of organizational concern for accurate or inaccurate evaluations. The rater's desire to guarantee promotions, salary increases etc. the rater's inclination to avoid negative reactions from subordinates, and the observation that higher ratings of the rates reflect favorably upon the rater.

- Graphic rating scales
- Employee-comparison method
- Behavioural check lists and scales

8.6.4 PEER ASSESSMENTS

Members of a group evaluate and appraise the performance of their fellow group members. Abu-Doleh and Weir (2007) States that there are three common methods of peer assessments which are

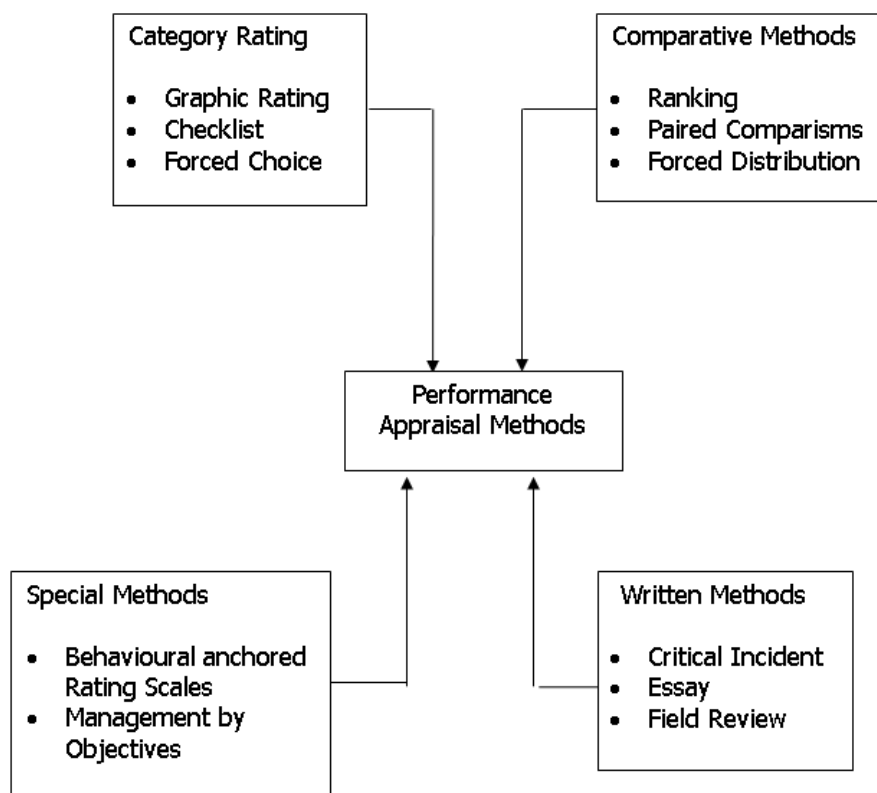
- **Peer Nomination:** Involves each group member nominating he/she believes to be the best on a certain dimension of performance.
- **Peer Ratings:** Has each group member rate each other on a set of performance
- **Peer ranking:** Requires each group member rank all fellow members from best to worst on one or more dimensions of performance.

8.6.5 SELF-ASSESSMENTS

For self-assessments, individuals assess and evaluate their own behaviour and job performance. This is often bedeviled by positive leniency from the employee.

Agulanna and Awujoh (2005) summarized these methods graphically.

Fig 2.2 Personnel Evaluation Methods



Source: Agulanna and Awujoh (2000)

It is important to note according to Kumar (2009) that no single method can be said to be the best rather the choice of the method to be used should depend largely on the goal the organization is set to achieve and the component of performance been measured.

8.7 PERSONNEL EVALUATION AND EMPLOYEE'S PERFORMANCE

Personnel evaluation according to Nethalie (2007) focuses on ways to motivate employee's to improve their performance. The goal of the personnel evaluation process is performance improvement, initially at the level of the individual employee, and ultimately at the level of the organization.

Although the relationship between personnel evaluation and employee's performance may not be direct and causal according to Lim et al (2003), their impact on performance may be attributed to their ability to enhance: role clarity, communication effectiveness, merit pay and administration, expectancy and instrumentality estimates, and perceptions of equity. They averred that the concept that increases in role clarity can affect both the effort/performance expectancy and performance/reward instrumentality estimates. Thus, by reducing ambiguity personnel performance evaluation may positively influence the levels of motivation exhibited by employee's to see how they are improving and this should increase their motivation to improve further. According to Churchill et al (2005), evaluations are generally considered to have a positive influence on performance, but they also may have a negative impact on motivation, role perceptions and turnover when they are poorly designed or administered.

In their view, Angelo and Robert (2006), asserts that the ultimate goal of personnel evaluation should be to provide information that will best enable managers to improve employee performance. Thus, ideally, personnel evaluation provides information to help managers manage in such a way that employee performance improves. Providing the employee with feedback is widely recognized as a crucial activity. Yehida (2006) submits that such feedback may encourage and enable self-development, and thus will be instrumental for the organization as a whole. Larson (2004) supports the importance of evaluations in terms of their effect on organizational effectiveness, stating that feedback is a critical portion of an organization's system.

9. RESEARCH METHODOLOGY

In this section of this study, the researcher made a presentation of the methods adopted in generating relevant data for this study and the statistical tools used in the analysis of data were also presented.

9.1 RESEARCH DESIGN

The design used in this study was that of a survey design. This design was chosen because the population under study is defined and there is need to reach a sizeable portion of the population within the available time and other resources.

9.2 SOURCES OF DATA

The data used in this study were sourced from two major sources namely, primary sources includes questionnaires and interviews while the secondary sources includes journals, textbooks and

9.3 POPULATION OF THE STUDY

The population of interest to this study includes one hundred and fifty three (153) staff of small businesses selected across Aba, Abia State Nigeria.

9.4 SAMPLE SIZE DETERMINATION

Alugbuo (2005), defined sample size as the optimal number or sampling units/elements that should be sampled, interviewed or those who can be useful in the study. The researchers therefore in determining the sample size

used the Yaro Yames formular which is given as
$$n = \frac{N}{1 + N(e)^2}$$

where n = sample size

N = population of the study

(e)² = square of the standard error or level of significance = 5%(0.05)

$$\begin{aligned} n &= \frac{153}{1 + 153(0.05)^2} = \frac{153}{1 + 153(0.0025)} \\ &= \frac{153}{1 + 0.3825} = \frac{153}{1.3825} = 110.66 \\ &\approx 111, n = 111 \text{ personnel.} \end{aligned}$$

9.5 SAMPLING PROCEDURE

According to Igwemma and Onuh (2000) sampling is the process of generating data which simply consist of selecting Units of observation from a given population. To ensure that every member of staff of the study company had equal opportunity of being selected into the sampled Unit, a simple random sampling (SRS) procedure was adopted using the balloting technique.

9.6 METHOD OF DATA ANALYSIS

Aham (2000) defined data analysis as the conversion of raw data into usable information. To carry out the analysis of the data, simple percentage (%) and the chi-square (χ^2) were used. While simple percentage was used to analyze every item or question in the questionnaire, the chi-square was used to test the hypotheses.

Simple percentage is given as;

$$\% = \frac{A \times 100}{N}$$

where A = number of respondents to a particular option.

N = total number of respondents

On the other hand chi-square is given as

$$\chi^2 = \frac{\sum(f_0 - f_e)^2}{f_e}$$

where χ^2 = chi-square

\sum = summation

f_0 = observed frequency

f_e = expected frequency

9.7 VALIDITY OF DATA

To ensure that the research instrument measures what it is expected to measure, the questionnaire was vetted and approved by a business research expert before it was administered to the respondents.

9.8 RELIABILITY OF DATA

Consistency in result of measurement is a property of a reliable data. To guarantee this therefore, a pilot test was carried out with a smaller segment of sampled unit before the real test was conducted.

9.9 DECISION RULE

(a) Accept the null hypothesis (H_0) if the chi-square tabulated is greater than the chi-square calculated ($\chi_{tab}^2 > \chi_{cal}^2$), otherwise reject.

(b) Accept the alternative hypothesis (H_1) if the chi-square tabulated is lesser than the chi-square calculated ($\chi_{tab}^2 < \chi_{cal}^2$) otherwise reject.

10. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter of the study was used by the researcher to present and analyze the data generated for this study. The chapter gave interpretation of the result of analysis. Note SA = Strongly Agree, A = Agree, SD = Strongly Disagree, D = Disagree, U = Undecided.

Table 1 Sex Distribution of Respondents

Question	Responds	Respondents	
		No	%
Sex	Male	71	63.96
	Female	40	36.04
Total		111	100

Source: Field Survey

The table above showed that 71 or (63.96%) of the respondents are Male while 40.08 (36.04%) are female.

Table 2. PE and Employee's Morale

Question	Responds	Respondents	
		No	%
Personnel evaluation plays a significant role on employee's morale	SA	23	20.72
	A	49	44.14
	SD	8	7.21
	D	18	16.21
	U	13	11.71
Total		111	100

Source: Field Survey

The table above shows that 23 or (20.72%) morale, 49 or (44.14%) A, 8 or (7.21%) SD, 18 or (16.21) D, while 13 or (11.71%) of the respondents were U.

Table 3. PE and Employee's Accountability

Question	Responds	Respondents	
		No	%
Personnel evaluation plays a significant role determining how accountable an employee can be	SA	15	13.51
	A	41	36.94
	SD	6	5.41
	D	15	13.51
	U	34	30.63
Total		111	100

Source: Field Survey

The table above shows that 15 or (13.51%) of the respondents SA that personnel evaluation plays a role in determining how accountable an employee can be, 41 or (36.94%) A, 6 or (5.41%) SD, 15 or (13.51%) D while 34 or (30.63%) were U.

Table 4. PE and Employee's Ability to learn

Question	Responds	Respondents	
		No	%
Personnel evaluation improves employee's ability to learn on-the-job	SA	19	17.12
	A	44	39.64
	SD	11	9.91
	D	24	21.62
	U	13	11.71
Total		111	100

Source: Field Survey

The table above shows that (17.12%) of the respondents SA that personnel evaluation improves an employee's ability to learn on-the-job, 44 or (39.64%) A, 11 or (9.91%) SD, 24 or (21.62%) D while 13 or (11.71%) of the respondents were U.

Table 5. PE and Employee's Job satisfaction

Question	Responds	Respondents	
		No	%
Personnel evaluation enhances employee's job satisfaction	SA	16	14.41
	A	36	32.43
	SD	9	8.11
	D	28	25.23
	U	22	19.23
Total		111	100

Source: Field Survey

The table above shows that 16 or personnel evaluation enhances employee's job satisfaction as 16 or (14.41%) of the respondents SA, 36 or (32.43%) A, 9 or (8.11%) SD, 28 or (25.23%) D while 22 or (19.82%) of the respondents were U.

Table 6. PE and Employee's Initiative

Question	Responds	Respondents	
		No	%
Personnel evaluation improves employee's initiative on-the-job	SA	11	9.91
	A	39	35.13
	SD	6	5.41
	D	21	18.92
	U	34	30.63
Total		111	100

Source: Field Survey

From the table above, 11 or (9.91%) of the respondents SA that personnel evaluation improves employee's initiative on-the-job, 39 or (35.13%) agreed, 6 or (5.41%) SD, 21 or (18.92%) D while 34 or (30.63%) of the respondents were U.

Table 7. PE and Employee's efficiency

Question	Responds	Respondents	
		No	%
Personnel evaluation enhances efficiency in the employee's	SA	23	20.72
	A	38	34.23
	SD	6	5.41
	D	18	16.22
	U	26	23.42
Total		111	100

Source: Field Survey

It can be seen from the table above that 23 or (20.72%) of the respondents SA the personnel evaluation enhances efficiency in the employee's, 38 or (34.23%) A, 6 or (5.41) SD, 18 or (16.22) D while 26 or (23.42%) of the respondents were U.

Table 8. PE and Employee's Aptitude

Question	Responds	Respondents	
		No	%
Personnel evaluation enhances employee's aptitude	SA	13	11.71
	A	33	29.73
	SD	10	9.01
	D	21	18.92
	U	34	30.63
Total		111	100

Source: Field Survey

The table above, shows that 13 or (11.71%) of the respondents SA that personnel evaluation enhances employee's aptitude, 33 or (29.73%) A, 10 or (9.01%) SD, 21 or (18.92%) D while 34 or (30.63%) of the respondents were undecided.

Table 9. PE and Employee's Job experience

Question	Responds	Respondents	
		No	%
Personnel evaluation enhances employee's job experience	SA	16	14.41
	A	37	33.33
	SD	10	9.01
	D	25	22.52
	U	23	20.72
Tota		111	100

Source: Field Survey

It can be seen from the table above that 16 or (14.41%) of the respondents SA that personnel evaluation enhances employee's job experience, 35 or (33.33%) A, 10 or (9.01%) SD, 25 or (22.52%) D while 23 or (20.72%) of the respondents were U.

Table 10. PE and Employee's knowledge gap

Question	Responds	Respondents	
		No	%
Personnel evaluation can helps employee's overcome knowledge gap on their job	SA	17	15.32
	A	28	25.23
	SD	10	9.01
	D	21	18.91
	U	35	31.53
Total		111	100

Source: Field Survey

It can be seen from the table above that 17 or (15.32%) of the respondents SA that personnel can helps employee's overcome knowledge gap on their job, 28 or (25.23%) A, 10 or (9.01%) SD, 21 or (18.91%) D while 35 or (31.53%) of the respondents were U.

Table 11. PE and Employee's self-worth

Question	Responds	Respondents	
		No	%
Personnel evaluation enhances employee's self-worth	SA	9	8.11
	A	33	29.73
	SD	19	17.12
	D	24	21.62
	U	26	23.42
Total		111	100

Source: Field Survey

The table above shows that 9 or (8.11%) of the respondents SA that personnel evaluation enhances employee's self-worth, 33 or (29.73%) A, 19 or (17.12%) SD, 24 or (21.62%) D while 26 or (23.42%) of the respondents were U.

Table 12. PE and Employee's

Question	Responds	Respondents	
		No	%
Personnel evaluation can help improve employee's team loyalty	SA	9	8.11
	A	29	26.13
	SD	13	11.71
	D	25	22.52
	U	35	31.53
Total		111	100

Source: Field Survey

From the table above, it can be seen that 9 or (8.11%) of the respondents SA that personnel can help improve employee's team loyalty, 29 or (26.13%) A, 13 or (11.71%) SD, 25 or (22.52%) D while 35 or (31.53%) of the respondents were U.

TEST OF HYPOTHESES

In this section of this study, the researcher used the chi-square (χ^2) method to test for acceptance or rejection the hypotheses earlier postulated in this study.

Hypothesis one

H₀: Personnel evaluation does not have significant impact as a control mechanism on employee's commitment.

H₁: Personnel evaluation has a significant impact as a control mechanism on employee's commitment.

Table 13 OBSERVED FREQUENCY TABLE I

Respondents	Operations/ production	Marketing	Administration/ Finance	Others	Total
SA	9	6	3	5	23
A	14	16	12	7	49
SD	3	-	-	5	8
D	-	9	-	9	18
U	4	6	-	3	13
Total	30	37	15	29	111

Before we can adopt the chi-square (χ^2) to analyze this hypothesis, we must first get our expected frequency (f_e) which is given as $RT \times CT/GT$

Table 14 CONTINGENCY TABLE I

F_0	F_e	$F_0 - F_e$	$(F_0 - F_e)^2$	$(F_0 - F_e) / F_e$
9	6.22	2.78	7.73	1.24
6	7.67	-1.67	2.79	0.36
3	3.11	-0.11	0.01	0.00
5	6.42	-1.42	2.02	0.31
14	13.24	0.76	0.58	0.04
16	16.33	-0.33	0.11	0.00
7	13.68	-6.68	44.62	3.26
3	2.16	1.16	1.35	0.63
0	2.67	-2.67	7.13	2.67
0	1.08	-1.08	1.17	1.17
5	2.23	2.77	7.67	3.44
0	4.86	-4.86	23.62	4.86
9	6	3	9	1.5
0	2.43	-2.43	5.90	2.43
11	5.03	5.97	35.64	7.09
4	3.51	1.51	2.28	0.65
6	4.33	1.67	2.79	0.64
0	1.76	-1.76	3.10	1.76
3	3.40	-1.40	1.70	0.58
Total				$\chi^2 = 36.49$

From the table above, our chi-square calculated (χ_{cal}^2) = 34.49 To get our chi-square tabulated (χ_{tab}^2), we must first get our degree of freedom (df) which is given as $(r - 1)(c - 1)$ where r = number of rows and c = number of columns.

$$df = (5 - 1)(4 - 1) = 4 \times 3 = 12$$

$$df = 12$$

Since our estimated standard error was put at (0.05), chi-square tabulated (χ_{tab}^2) = $\chi_{0.05,12}^2 = 21.026$

Decision: Since our chi-square calculated (χ_{cal}^2) is greater (i.e. $36.49 > 21.026$), we reject the null hypothesis and accept the alternative which states that personnel evaluation plays a significant role as a control mechanism for employee's commitment to the organization.

Hypothesis two

H_0 : Personnel evaluation does not have any significant impact as a control mechanism on employee's productivity.

H_0 : Personnel evaluation has significant impact as a control mechanism on employee's productivity.

Table 15 OBSERVED FREQUENCY TABLE II

Respondents	Operations/ production	Marketing	Administration/ finance	Others	Total
SA	12	6	5	-	23
A	10	19	5	4	38
SD	3	-	1	2	6
D	3	6	-	9	18
U	2	6	4	14	26
Total	30	37	15	29	111

Before we use the chi-square (χ^2) to analyze this hypothesis, we must first get our expected frequency (f_e) which is given as

$$\frac{RT \times CT}{GT}$$

Where RT = Row total

CT = Column Total

GT = Grand Total

Table 16. CONTINGENCY TABLE II

F_0	F_e	$F_0 - F_e$	$(F_0 - F_e)^2$	$(F_0 - F_e) / F_e$
12	6.22	5.78	33.41	5.37
6	7.67	-1.67	2.79	0.36
5	3.11	1.89	3.57	1.14
0	6.42	-6.42	41.22	6.42
10	10.27	-0.27	0.07	0.00
19	12.67	6.33	40.07	3.16
5	5.14	-0.14	0.02	0.00
4	10.61	-6.61	43.69	4.12
3	1.62	1.38	1.90	1.17
0	2	-2	4	2
1	0.81	0.19	0.04	0.05
2	1.68	0.32	0.10	0.06
3	4.86	-1.86	3.46	0.71
6	6	0	0	0
0	2.43	-2.43	5.91	2.43
9	5.03	3.97	15.76	3.13
0	7.03	-7.03	49.42	7.03
6	8.67	-2.67	7.13	0.82
4	3.51	1.51	2.28	0.65
16	6.79	9.21	84.82	12.42
Total				$\chi^2 = 51.1$

From the table above, our chi-square calculated (χ_{cal}^2) = 51.1 To get our chi-square tabulated (χ_{tab}^2) we must first get our degree of freedom (df) which is given as $(r - 1)(c - 1)$ where r = number of rows and c = number of columns.

$$df = (5 - 1)(4 - 1) = 4 \times 3 = 12$$

$$df = 12$$

Where RT = Row total

CT = Column Total

GT = Grand Total

Since our estimated standard error was put at (0.05), chi-square tabulated (χ_{tab}^2) = $\chi_{0.05,12}^2 = 21.026$

Decision: Since our chi-square calculated (χ^2_{cal}) is greater (i.e. $52.11 > 21.026$), we reject the null hypothesis (H_0) and accept the alternative (H_1) which states that personnel evaluation has a significant role as a control mechanism for employee's productivity.

Hypothesis three

H_0 : Personnel evaluation does not have any significant impact as a control mechanism on employee's team participation.

H_1 : Personnel evaluation has a significant impact as a control mechanism on employee's team participation.

Table 17 OBSERVED FREQUENCY TABLE III

Respondents	Operations/ production	Marketing	Administration/ finance	Others	Total
SA	3	3	2	1	9
A	12	10	7	-	29
SD	4	-	3	6	13
D	4	10	3	8	25
U	7	14	-	14	35
Total	30	37	15	29	111

Before we use the chi-square (χ^2) to analyze this hypothesis, we must first get our expected frequency (f_e) which is given as

$$\frac{RT \times CT}{GT}$$

Where RT = Row total

CT = Column Total

Table 18 CONTINGENCY TABLE III

F_0	F_e	$F_0 - F_e$	$(F_0 - F_e)^2$	$(F_0 - F_e) / F_e$
3	2.43	0.57	0.32	0.13
3	3	0	0	0
2	1.22	0.78	0.61	0.5
1	2.35	-1.35	1.82	0.77
12	7.84	4.16	17.31	2.21
10	9.67	0.33	0.11	0.01
7	3.92	3.08	9.49	2.42
0	7.58	-7.58	57.46	7.58
4	3.51	0.49	0.24	0.09
0	4.33	-4.33	18.75	4.33
3	1.76	1.24	1.54	0.99
6	3.40	2.6	6.76	1.99
4	6.76	-2.76	7.62	1.13
10	8.33	1.67	2.79	0.33
3	3.38	0.38	0.14	0.04
8	6.53	1.47	2.16	0.33
7	9.46	-2.67	7.13	0.75
17	11.67	2.33	5.43	0.47
0	4.73	-4.73	22.37	4.73
14	9.14	4.86	23.62	2.58
Total				$\chi^2 = 31.27$

From the table above, our chi-square calculated (χ^2_{cal}) = 31.27

To get our chi-square tabulated (χ^2_{tab}) we must first get our degree of freedom (df) which is given as $(r - 1)(c - 1)$ where r = number of rows and c = number of columns.

$$df = (5 - 1)(4 - 1) = 4 \times 3 = 12$$
$$df = 12$$

Decision: Since our calculated (χ_{cal}^2) is greater than our chi-square tabulated (χ_{tab}^2) (i.e. $31.27 > 21.026$), we reject the null hypothesis (H_0) and accept the alternative (H_1) which states that personnel evaluation has a significant role as a control mechanism for employee's team participation.

11. DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATION

This section is dedicated to the discussion of the major findings in the work, summary of the entire work, conclusions and recommendations that are based on the analysis of data.

11.1 DISCUSSION OF FINDINGS

After the analysis of the data gathered, the researcher made certain findings but the key findings are the ones discussed. Again, these findings followed the output of the hypothesis raised and analyzed in this study. One of the major findings of the study is that personnel evaluation plays a significant role as a control mechanism for employee's commitment. This findings was supported by the pattern of response to the relevant question where 72 or (64.86%) of the respondents were on the affirmative, only 25 or (23.71%) on the negative while 13 or (1.71%) were undecided. When subject to ... the chi-square calculated was greater than the chi-square tabulated. Another major finding made by the researcher was that personnel evaluation has a significant role as a control mechanism for employee's productivity. The finding was shown by the pattern of responds to relevant question and the output of the hypothesis testing 61 or (54.95%) were in favour of this finding, leaving 24 or (21.62%) undecided. Finally, employee's team participation can be influenced by personnel evaluation. Though there was equal number and percentage of respondents in favour and against this assertion, the output of the hypothesis testing supported this opinion as the alternative hypothesis was accepted as against the null since the chi-square calculated was greater than the chi-square tabulated.

11.2 CONCLUSIONS

From the finding discussed above, the researchers conclude as follows:

- i. Personnel evaluation has a significant impact as a control mechanism for employees' performance by affecting employee's commitment, productivity, efficiency, team loyalty, job satisfaction, employees self-worth etc,
- ii. From organization, group and individual caused challenges.
- iii. The output of a personnel evaluation is determined by the quality of the process and the quality of the evaluation involved.

11.3 RECOMMENDATION

Based on the findings and conclusions above, the researcher recommends as follows:

- i. Efforts must be made to ensure objectivity in the evaluation process, if its output must play a relevant role as a control mechanism to employee's performance.
- ii. Evaluators must be trained on personnel evaluation skill in order to ensure quality evaluation programme that is relevant as a control mechanisms to employee's performance.

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QUESTIONNAIRE

INSTRUCTION: Please tick (√) as appropriate against the option applicable to you in the box provided against each question. Rule through your earlier option (↯) should you want to change your option.

Note: Section A request information on your personal profile while Section B contain research related questions.

SECTION A

1. Sex: Male Female
2. Marital status:
3. Academic Qualification:
4. Official position/designation:
5. Duration of service:

SECTION B

6. Personnel evaluation plays a significant role on employee's morale.

	Strongly Agree	Agree	Disagree	Strongly Disagree
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Personnel evaluation plays a role in determining how accountable an employee can be.			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Personnel evaluation improves employees ability to learn on the job.			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	Personnel evaluation enhances employee's job satisfaction.			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	Personnel evaluation improves employee's initiative on the job.			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	Personnel evaluation enhances efficiency in the employee's.			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	Personnel evaluation enhances employee's aptitude.			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	Personnel evaluation enhances employee's job experience.			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	Personnel evaluation can help employee's overcome knowledge-gap on their job.			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	Personnel evaluation enhances employee's self-worth.			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	Personnel evaluation can help improve employee's team loyalty.			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>