

Performance Management and Employees' Engagement in Selected Brewery Firms in the South-East Nigeria

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Abstract

Brewing firms in Eastern part of Nigeria are striving to increase their performance and managers have been grappling with the challenge of putting their company ahead of competitors. The study examined the relationship between performance management and employees' engagement in selected Brewery Firms in the South East Nigeria. A survey research design was adopted. A sample of 400 respondents was selected from the population size of 1935 using Taro Yamani Formula. A 25-item questionnaire with close ended questions was used for data collection. Pearson correlation was used for data analysis. Finding showed that there is a significant positive relationship between performance planning and employees' commitment on the one hand, and a significant positive relationship between performance development and employees' job satisfaction on the other hand in the selected brewing firms. The study recommended that organizations should put in more effort, time and resources in planning the performance of their employees, so as to enable employees to know what is expected of them since it is embedded in the planning stage.

Keywords: Performance Management, Employees' Engagement, Job Satisfaction, Employees' Commitment

1. Introduction

Performance management began around 60 years ago as a source of income justification and was used to determine an employee's wage based on performance. Organizations use Performance management to drive behaviours from the employees to get specific outcomes. In practice this worked well for certain employees who were solely driven by financial reward. However, where employees were driven by learning and development of their skills, it failed miserably. The gap between justification of pay and the development of skills and knowledge became a huge problem in the use of performance management. This became evident in the late 1980s; the realization that a more comprehensive approach to manage and reward performance was needed. This approach of managing performance was developed in the United Kingdom and the United States much earlier than it was developed in Australia (Peoplestreme 2013).

Since employees are the most important resources and assets of organizations as established by researchers, organizations try to figure out strategies for identifying, encouraging, measuring, evaluating, improving and rewarding their performance at work. To achieve these though task, performance management and its technique comes in handy. Hence performance management has come to play an indispensable role in helping organizations to reach their goals of increased performance through the performance of their employees (Stevens & Joyce, 2000). It becomes central in aiding organizations to achieve their mission statement and their vision

In order to improve performance of their employees, Nigeria Breweries Plc and SABMiller Plc engage in annual evaluation of performance of employees to discover who is performing well and who is not performing well. It was however observed that employees seem to be in the dark as to the type of performance that will result to good ratings by the supervisors and which will attract positive commendations from other evaluators. Also, there seem to be a gap in coordination between supervisors and their supervisees which leads to faulty performance development programs. Performance scores of employees also seem to be slow in coming and when they do, it is not properly communicated so as to make employees know why they performed poorly and ways to improve and those that performed well to know which areas to build upon for even better performance. All these observed issues seem to be affecting employee's engagement. Hence this necessitated the study to examine the nature of relationship existing between performance management and employees' engagement in selected Brewing firms in South East Nigeria.

1.1 Statement of the Problem

Brewing firms in Eastern part of Nigeria are striving to increase their performance and managers have been grappling with the challenge of putting their company ahead of competitors. Managers agree that this century demands more efficiency and productivity than any other time (Markos & Sridevi, 2010). There seems to be inefficient performance planning systems which may have resulted to dearth of committed employees who are critical to achieving the set goals of the organization. Similarly, some of the brewing firms who did not pay adequate attention to it have gone out of business, while some have been acquired by bigger players.

As competition and sophistication in technology poses its challenge, there is need for employees with increased technical and professional skills. There seems to be inadequate performance development program to

embrace all the skills required especially at the lower level which may reduce job satisfaction. Employees who are dissatisfied with their jobs may become cogs in the wheel of organizational performance. Employees in focused firms sometimes seem to experience lack of timely and effective performance feedback on certain task performed. The hard working and committed employee may help an absent colleague, agree to change shift and even work overtime but may sometimes not receive positive feedback from their superiors. Hence, it may be difficult for employees involved in such task to show a fair level of organizational citizenship behaviour next time. It is within this background that the study sought to identify the relationship between performance management and employees' engagement in selected Brewing Firms in the South East Nigeria.

1.2 Objective of the Study

The main objective of the study is to ascertain the relationship between performance management and employees' engagement in selected Brewery Firms in the South East Nigeria.

Specifically, the study sought to;

1. Determine the type of relationship between performance planning employee commitment in selected Brewing Firms in the South East Nigeria.
2. Examine the type of relationship between performance development and job satisfaction in selected Brewing Firms in the South East Nigeria.
3. Explore the type of relationship between performance feedback and organizational citizenship behaviour in selected Brewery Firms in the South East Nigeria.

1.3 Hypotheses

The following hypotheses guided the study;

H1: There is a significant positive relationship that exists between performance planning and employee commitment in selected Brewery Firms in the South East Nigeria.

H2: There is a significant positive relationship that exists between performance development and job satisfaction in selected Brewery firms in the South East Nigeria.

H3: There is a significant positive relationship that exists between performance feedback and organizational citizenship behaviour in selected Brewery firms in the South East Nigeria.

2. Literature Review

2.1 Performance Management

According to Esu & Inyang (2009), performance management facilitates the implementation of business strategy by indicating what to measure, determining appropriate means of measuring, setting targets and linking the measure with organizational performance. It also improves the organizational performance; improves processes within the organization; improves employee performance; improves team performance; eases implementation of change in the organizational culture; improves customer satisfaction; a competitive advantage is obtained; improves quality of supervision (Bilgin, 2007).

The objectives or roles of an effective performance management according to Armstrong (2006) are to; have high performance culture; align personal objectives with team, department and organizational goal; encourage and reward employee's effort to the organization; clear and concise objective or expectation form employee's that is in line with set standards and how its attainment will impact on the organization generally; provide a consistent employee's attitude that is based on fair, objective and timely feedback on employee's performance

2.2 Performance Planning

The Economic Times (2015) sees performance planning as a systematic and structured approach to successfully achieve the desired goals of an individual or team throughout the assessment year; performance planning is a crucial part of an employee's growth in the organization. An effective performance planning system will be easy to understand, as well as to implement. It would also be accurate enough to provide the performance of an employee throughout the year.

According to the Office of Personnel management US (2011), employees must know what they need to do to perform their jobs success-fully. Expectations for employee performance are established in employee performance plans. Employee performance plans are all of the written or otherwise recorded, performance elements that set forth expected performance. A plan must include all critical and non-critical elements and their performance standards. Performance elements tell employees what they have to do and standards tell them how well they have to do it.

2.3 Performance Development

Performance development, according to Massachusetts Institute of Technology (2015), is a broad term that includes performance management and employee development. It describes both managing/assessing the work

that needs to be done and providing opportunities for professional growth and development. Performance development is of tremendous benefit to managers, employees, and organizations that invest time and thought into performance development practices. When done consistently and well, these practices result in better performance on the individual and organizational levels, higher satisfaction and morale among staff, retention of strong performers, and an effective means for correcting poor performance.

The objectives of performance development are to;

1. Elicit and increase two-way communication between supervisor and employee.
2. Clarify mission, goals, responsibilities, expectations, work assignments
3. Recognize quality performance and identify performance issues
4. Develop staff member's skills for current position as well as for future assignments or positions.

2.4 Performance Feedback

The performance feedback process is ongoing between managers and employees. The exchange of information involves both performance expected and performance exhibited. Constructive feedback can praise good performance or correct poor performance and should always be tied to the performance standards. Getting the facts, then having a face-to-face conversation can provide direction to help solve performance problems (Griffin, 2015).

The U.S. Office of Personnel Management (2015) stated that effective and timely feedback is a critical component of a successful performance management program and should be used in conjunction with setting performance goals. If effective feedback is given to employees on their progress towards their goals, employee performance will improve. People need to know in a timely manner how they're doing, what's working, and what's not.

2.5 Employee Engagement

Gallup in Dervovsek (2008) defines employee engagement as the involvement with and enthusiasm for work; employee engagement is likened to a positive employees' emotional attachment and employees' commitment. Fernandez (2007) shows the distinction between job satisfaction, the well-known construct in management, and engagement contending that employee satisfaction is not the same as employee engagement and since managers cannot rely on employee satisfaction to help retain the best and the brightest, employee engagement becomes a critical concept.

Other researchers take job satisfaction as a part of engagement, but it can merely reflect a superficial, transactional relationship that is only as good as the organization's last round of perks and bonuses; Engagement is about passion and commitment-the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which is beyond simple satisfaction with the employment arrangement or basic loyalty to the employer (Macey and Schnieder, 2008).

2.6 Employee Commitment

Employee's commitment can be defined as an employee's drive to continually take active participation in the organizational activities at present and in the future that is borne out of a sincere desire to contribute efficiently to the general sustainability of the organization (Greenberg, 2005, Robbins and Coulter, 2003). Erasmus and Vanwyk (2003) opined that employee commitment is greatly dependent on the employee's perception of their relevance and expectation that their personal desires would be met through their continual commitment to the growth and development of the organization".

Meyer & Allen in Lee & Chen (2013) developed a three- component model of employees' commitment which has been the dominant framework for organization commitment. The three-component model consists of:

(a) Affective commitment (AC) is the emotional attachment to one's organization. The degree to which an individual is psychological attach to an employing organization through feeling such as loyalty, affection, worth, belongingness, pleasure and so on

(b) Continuance commitment (CC) is the costs associated with leaving the organization. Continuance commitment reflects economic ties to the organization based on the costs associated with leaving the organization. Employees that do not contemplate leaving a company for fear of losing their benefits, the possibility of taking a pay cut, and the fear of not being able to find another job is constrained to stay with its organization due to continuance commitment. There is thus difficulty in "giving it up" and the unknown "opportunity cost" of leaving the organization or having few or no alternatives.

(c) Normative commitment (NC) is the attachment that is based on motivation to conform to social norms regarding attachment. It is the perceived obligation to remain with the organization. Normative Commitment makes employees remain with an organization by virtue of their belief that it is the "right and moral" thing to do.

2.7 Job Satisfaction

Locke & Lathan in Tella, Ayeni & Popoola (2007) define job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. It is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude.

According to Robbins (2003), there are four primary factors that determine job satisfaction. The first determinant is equitable rewards, which refers to the pay and promotion systems that employees perceive as fair and in line with their expectations (related to the equity theory). The second determinant is supportive working conditions. Employees do not prefer to work in work environments that are dangerous but in work environments that are comfortable and safe. Next determinant is to have mentally challenging work. Jobs that are boring, dull, and have little challenge often create boredom with employees. The last determinant is supportive colleagues. Morrison, (2008) advocated that job satisfaction improved better performance and reduced withdrawal and counter-productive behaviours.

2.8 Organizational Citizenship Behaviour

Organizational Citizenship Behaviour (OCB) can be regarded as discretionary efforts of the workers towards the organization without any expected benefits (Jha & Jha 2010). Additionally, Organizational Citizenship Behaviour (OCB) is generally regarded as a matter of individual choice, because, inability of an employee to show such behaviors does not necessarily attracts punishment (Zeinabadi 2010).

Organizational citizenship behavior organizational citizenship behavior have compelling effects on the individual and the success of an organization according to Organ, Podaskoff and MacKenzie (2006) because it;

1. enhance productivity (helping new co-workers; helping colleagues meet deadlines).
2. free up resources (autonomous, cooperative employees give more time to clear their work; helpful behaviour facilitates cohesiveness (as part of group maintenance behaviour).
3. attract and retain good employees (through creating and maintaining a friendly, supportive working environment and a sense of belonging)
4. create social capital (better communication and stronger networks facilitate accurate information transfer and improve efficiency).

2.9 Theoretical Framework

The study is anchored on goal-setting theory and expectancy theory. Goal-setting theory (Locke and Latham, 1984) suggests that not only does the assignment of specific goals result in enhanced performance but that, assuming goal acceptance, increasing the challenge or difficulty of goals leads to increased motivation and increases in performance (Mitchell *et al*, 2000).

The goal setting theory is based on the assumption that people have conscious goals that energized them and direct their thought and behavior toward one end. People obtained the positions they are today (whether in profession, politics, athletics or community service) because they were goal-oriented. Many organizations have been turned into empires and conglomerates because they are/or were goal-oriented. Goal setting theory show that properly conceived goals trigger a motivational process that improves performance.

2.10 Empirical Review

Monanu, (2010) evaluated the performance management practices in manufacturing organizations in Southern Nigeria. The study found that there is significant relationship between performance management and productivity level as perceived by staff of manufacturing firms in Southern Nigeria. It was also found that there is an association between quantitative performance appraisal and performance management effectiveness.

Mounanu, Igwe & Onwumere (2012) investigated the performance management practices of selected manufacturing firms in Southern Nigeria. Findings revealed that current performance management practices in Nigeria delivers effective results, but did not conform to best practices.

Nwachukwu (2011) evaluated the impact of performance management and employee empowerment on organisational culture of selected Banks in Nigeria. The result showed that performance management was significant and positively related to organizational culture; employee empowerment was significant negatively related to organizational culture.

Lutwama, Roos & Dolamo (2013) examined the implementation of performance management of health care workers in order to propose strategies for improvement. The findings show that to some extent, performance management is implemented in the health sector; however, there were loopholes in its implementation. There were inadequacies in setting performance targets and performance management planning was hardly done.

Maina (2015) evaluated the effect of performance management system on employee performance in food and agriculture organization. Findings show that employees feel there is a great need for a performance management system in FAO. The system should have inputs from the staff members through staff involvement, it should have

fair monitoring structures and reward staff who are high performers.

Mallaiiah (2008) conducted a study on performance management and job satisfaction of University Library Professionals in Karnataka. Findings highlighted the significance of three sub-systems of performance management system, i.e., performance planning and development, employee involvement and empowerment, and organisation-employee rapport.

Chompukum (2008) examined performance management effectiveness in Thai banking industry. Data were collected from 476 employees in the four largest banks in Thailand. Results from structural equations analyses support hypothesized model that attitudes towards performance evaluation directly relate to perceived performance management effectiveness and interactional justice mediates the coaching- perceived performance management effectiveness.

Idemobi & Onyeizugbe (2011) examined performance management as an imperative for effective performance in Delta State of Nigerian public owned organizations. Results showed that performance review techniques have significant effect on employees' performance and that there is a significant relationship between performance incentives and employees' morale.

Ayanyinka & Isichei (2013) investigated the impact of performance management system on employee's commitment of selected listed companies in Nigeria. Findings revealed that performance management system impacts on employee's commitment to the organizational set goals.

Luong (2012) examined performance management and performance: the mediating role of engagement. Results showed that goal setting, job resources, and recognition, feedback, and fairness were all positively correlated with engagement and performance, but engagement did not mediate the relationship between the predictors and performance.

Pather (2014) carried out a study on exploring performance management to enhance employee engagement. The result suggest that business acknowledge employee engagement as a key component of business strategy and performance management systems is a critical organizational process which may be used to tap into the discretionary efforts of employees.

2.11 Summary of Reviewed Literature

The literature has looked at performance management and employee engagement in organizations. The empirical works reviewed have showed that there is significant positive relationship between performance management and productivity level as perceived by staff of manufacturing firms in Southern Nigeria; current performance management practices in Nigeria delivers effective results, but did not conform to best practices; performance management was significant and positively related to organizational culture; employee empowerment was significant negatively related to organizational culture; performance management system impacts on employee's commitment to the organizational set goals.

The study carried out on the relationship between performance management and employee engagement was theoretically based. The dearth of empirical literature on performance management and employee engagement can be attributed to this. Hence the uniqueness of this study is that it empirically examines the relationship between performance management and employee engagement using performance planning, performance development and performance feedback as yardsticks to identifying their relationships with employees' commitment, job satisfaction and organizational citizenship behaviour.

3. Research Methodology

This study made use of survey method because of the involvement of large numbers of individuals from whom a sample was collected. The population of the study covers the 1935 staff of the Nigerian Brewery, 9th Mile, Enugu State (1450); and Sabmiller PLC Onitsha, Anambra State (485). (Sabmiller Plc, 2016 and Nigeria Brewery Plc, 2016). Taro Yamane (1967) formula was used to selected 400 respondents while the Bowley's formula was used to determine each category of staff representation in the sample (i.e. 300 staff of Nigerian Brewery, 9th Mile, Enugu State and 100 staff of Sabmiller PLC Onitsha, Anambra State).

The study utilized primary data which was collected from the sampled respondents using well-structured questionnaire. Face and content validity was used to ascertain the validity of the research instrument while test-retest method (correlation coefficient is 0.79) was used to ascertain the reliability of the research instrument. The data obtained from the study was analyzed with the use of simple percentages and mean. Pearson correlation with the aid of the SPSS version 20 was used to measure the relationship between independent variables (performance planning, performance development and performance feedback) and dependent variable (employee commitment, job satisfaction and organizational citizenship behaviour).

3.1. Data Presentation and Analysis

This section focuses on the presentation of data generated from the field survey as well as the analysis of data (test of hypotheses).

Hypothesis One

H1: There is a significant positive relationship that exists between performance planning and employee commitment in selected Brewery Firms in the South Eastern part of Nigeria.

Table 1: Descriptive Statistics (Performance planning)

S/N	Variables	N	FX	Mean(x)	Remark
1	My organization clarifies goals for the employees.	392	1777	4.53	Agreed
2	My organization frequently set daily operation of employees according to the performance standard.	392	1691	4.31	Agreed
3	My organization frequently discusses the set goals which an employee can or would achieve in coming appraisal or review cycle.	392	1630	4.16	Agreed
4	My organization's performance planning system has helped to improve the internal communication of the employees.	392	1561	3.98	Agreed
5	The explicit knowledge of my organization's performance standard has improved my job performance.	392	1478	3.78	Agreed

Source: Field survey, 2017.

Table 2: Descriptive Statistics (Employee commitment)

S/N	Variables	N	FX	Mean(x)	Remark
1	I would be very happy to spend the rest of my career with my organization.	392	1368	3.49	Agreed
2	I enjoy discussing my job and organization with people outside it.	392	1463	3.72	Agreed
3	Most times, I work very hard to ensure organizational goals are achieved.	392	1484	3.76	Agreed
4	I feel a positive connection with my organization, and I feel that I perfectly fit into the organization.	392	1537	3.92	Agreed
5	I feel a sense of belonging in my organization.	392	1177	3.00	Agreed

Source: Field survey, 2017.

Correlations

		Performance Planning	Employee Commitment
Performance Planning	Pearson Correlation	1	.791**
	Sig. (2-tailed)		.000
	N	25	25
Employee Commitment	Pearson Correlation	.791**	1
	Sig. (2-tailed)	.000	
	N	25	25

** . Correlation is significant at the 0.01 level (2-tailed).

From the analysis in table 1 and 2, result shows that the probability value (0.000) is less than the alpha value (0.05), the researcher therefore reject the null hypothesis and accept the alternate hypothesis that there is a significant positive relationship that exists between performance planning and employee commitment in selected Brewery Firms in the South East Nigeria with a correlation value of 0.79. This finding is in line with the finding of Ayanyinka & Isichei (2013) that performance management system (performance planning) impacts on employee's commitment to the organizational set goals.

Hypothesis Two

H1: There is a significant positive relationship that exists between performance development and job satisfaction in selected Brewery firms in the South East Nigeria.

Table 3: Descriptive Statistics (Performance Development)

S/N	Variables	N	FX	Mean(x)	Remark
1	My organization increases two-way communication between the supervisor and employees to enhance job performance.	392	1536	3.92	Agreed
2	My supervisor provides support when necessary and gives correction when work is not properly done.	392	1410	3.60	Agreed
3	My organization identifies performance issues as timely as possible to improve employees' performance.	392	1548	3.95	Agreed
4	My organization develops staff member's skills and capabilities for current position and future positions to keep tabs with the set performance standards.	392	1462	3.73	Agreed
5	My organization assists me to clarify my professional development and how they relate to department goal.	392	1475	3.76	Agreed

Source: Field survey, 2017.

Table 4: Descriptive Statistics (Job satisfaction)

S/N	Variables	N	FX	Mean(x)	Remark
1	My job gives opportunity to try out new and innovative/creative ways to carry out my job responsibilities.	392	1445	3.69	Agreed
2	There is a friendly relationship between management and other staff members.	392	1422	3.63	Agreed
3	I am given adequate freedom by my supervisor to do my work efficiently.	392	1149	2.93	Disagreed
4	I love my organization's work environment which is comfortable and safe.	392	1644	4.19	Agreed
5	I am very impressed with my organization's reward, compensation and promotion systems.	392	1281	3.27	Agreed

Source: Field survey, 2016.

Correlations

		Performance Development	Job Satisfaction
Performance Development	Pearson Correlation	1	.719**
	Sig. (2-tailed)		.000
	N	25	25
Job Satisfaction	Pearson Correlation	.719**	1
	Sig. (2-tailed)	.000	
	N	25	25

** . Correlation is significant at the 0.01 level (2-tailed).

From the analysis in table 3 and 4, result shows that the probability value (0.000) is less than the alpha value (0.05), the researcher therefore reject the null hypothesis and accept the alternate hypothesis that there is a significant positive relationship that exists between performance development and job satisfaction in selected Brewery firms in the South Eastern part of Nigeria with a correlation value of 0.72. This finding is in line with the finding of Khan, Abbasi, Waseem, Ayaz & Ijaz (2016) that there is a positive impact of training and development on job satisfaction and employee performance; employees development will lead to higher job satisfaction level in employees and they will fulfill their duties with a great deal of responsibility with best performance.

Hypothesis Three

H3: There is a significant positive relationship that exists between performance feedback and organizational citizenship behaviour in selected Brewery firms in South East Nigeria.

Table 5: Descriptive Statistics (Performance feedback)

S/N	Variables	N	FX	Mean(x)	Remark
1	My organization effectively uses timely feedback to inform its employees on their job performance.	392	1537	3.92	Agreed
2	Employees in my organization are effectively given feedback on their job performance.	392	1573	4.01	Agreed
3	The face-to-face conversation I have with my supervisor about my job performance has given me adequate knowledge of what are expected from me.	392	1585	4.04	Agreed
4	The performance feedback system in my organization has really channeled the effort of employees toward meeting and surpassing the performance standards.	392	1488	3.80	Agreed
5	The timely nature of my organization's performance feedback system identifies employees' weaknesses and strengths as well as propels employees to take corrective measures.	392	1565	3.99	Agreed

Source: Field survey, 2017.

Table 6: Descriptive Statistics (Organizational citizenship behavior)

S/N	Variables	N	FX	Mean(x)	Remark
1	I obey the rules and regulation of my organization and avoid actions that lead to conflict.	392	1659	4.23	Agreed
2	I make sure that I accomplish organizational set goals even after the official working hours without expected benefits.	392	1675	4.27	Agreed
3	I always assist my colleagues to solve some organizational challenges.	392	1558	3.97	Agreed
4	I can go the extra mile to assist my organization to achieve the set objectives.	392	1539	3.93	Agreed
5	I can volunteer to change shifts and work overtime without (expectation of) remuneration.	392	1451	3.70	Agreed

Source: Field survey, 2017.

Correlations

		Performance Feedback	Organizational Citizenship Behaviour
Performance Feedback	Pearson Correlation	1	.866**
	Sig. (2-tailed)		.000
	N	25	25
Organizational Behaviour	Citizenship Pearson Correlation	.866**	1
	Sig. (2-tailed)	.000	
	N	25	25

** . Correlation is significant at the 0.01 level (2-tailed).

From the analysis in table 5 and 6, result shows that the probability value (0.000) is less than the alpha value (0.05), the researcher therefore reject the null hypothesis and accept the alternate hypothesis that there is a significant positive relationship that exists between performance feedback and organizational citizenship behaviour in selected Brewery firms in the South Eastern part of Nigeria with a correlation value of 0.87. This finding is in line with the finding of Luong (2012) that goal setting, job resources, and recognition, feedback, and fairness were all positively correlated with employees' engagement and performance.

3.2 Summary of Findings

The summaries of the findings were that;

1. There is a significant positive relationship between performance planning and employees' commitment in Nigeria Brewery Plc Enugu and Sabmiller Nigeria Plc, Onitsha ($P_v = 0.00 < 0.05$)
2. There is a significant positive relationship between performance development and employees' job satisfaction in Nigeria Brewery Plc Enugu and Sabmiller Nigeria Plc, Onitsha ($P_v = 0.00 < 0.05$).
3. There is a significant positive relationship between performance feedback and organizational citizenship behaviour in Nigeria Brewery Plc Enugu and Sabmiller Nigeria Plc, Onitsha ($P_v = 0.00 < 0.05$).

3.3 Conclusion

The study concludes in line with the findings that employees' job performance is critical to achieving organizational goals and objectives. Hence when performance management is properly implemented, it enhances employee engagement, which brings about organizational effectiveness and overall improvement of performance.

3.4 Recommendations

Based on the findings, the following recommendations were made;

1. Organizations should put in more effort, time and resources in planning the performance of their employees. This would enable employees to know what is expected of them since it is embedded in the planning stage.
2. Line managers and human resource manager should be subjected to frequent training to be able identify and build competencies employees need and also create appropriate career development plan for employees.
3. Management should intensify the practice of timely and effective employees' performance feedback. This will enable employees to have instant knowledge of their work performance and take the required actions to either sustain or improve their performance and commitment for overall organizational development.
4. Employees should be rewarded and given recognition whenever they perform well, as well as when they carryout organizational citizenship behaviour, this serve as a form of motivation and shows that management gives feedback to employees.

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