

**The Effect of Perception of Performance Appraisal on
Job Satisfaction in Local Government: A Case of
Nassarawa Local Government, Kano State, Nigeria**

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ABSTRACT

This study examines the effects of employee perception of performance appraisal and how it influences job satisfaction.

The researcher developed a model to test the impact of perception of performance appraisal system on the staff of the Nassarawa Local Government, Kano State, Nigeria. Two hundred employees of different ages, age and educational status were sampled. An 18-question survey was divided into two parts: measures of perception of performance appraisal and job satisfaction.

Correlation and regression were used to test the hypotheses. The results indicated that, there is a positive relationship between employee's perception of performance appraisal and their job satisfaction.

Therefore, this study recommends managers increase positive performance appraisal ratings in their organizations. In addition, managers should reduce personal bias and consider changing and improving ratings instruments.

Keywords: Perception of Performance Appraisal, Ratings, Job Satisfaction.

ÖZ

Bu araştırma çalışanların performans değerlendirme algılarının, iş memnuniyetine etkilerini inceler.

Nijerya'da Kano eyaleti Nassarawa ilçesi yerel yönetiminde çalışmakta olan personelin performans değerlendirme algılarını incelemek üzere 18 soruluk bir anket kullanılarak, farklı yaş ve eğitim gruplarına ayrılmış çalışanları temsil eden örnek nüfus üzerinden, hem performans değerlendirme algılarını, hem de iş memnuniyeti olmak üzere iki farklı veri toplanmıştır.

Hipotezleri test etmek üzere korolasyon ve regresyon analizleri yapılmıştır. Sonuçlar göstermektedir ki, çalışanların performans değerlendirme algılarını ile iş memnuniyeti arasında pozitif bir ilişki mevcuttur.

Bu sebeple, araştırma, yöneticilerin pozitif performans değerlendirme reytinglerini artırmalarını tavsiye etmekte ve aynı zamanda yöneticilerin kişisel ayrımcılığı azaltmaları ve reyting enstrümanlarını iyileştirmelerini önermektedir.

AnahtarKelimeler: Performans Değerlendirme Algıları, Reytingler, İş Memnuniyeti.

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Chapter 1

INTRODUCTION

1.1 Background to the Study

Most of the business organization and companies gives a lot of preferences on their staff/employees to acquire the competitive merit, and human resource practices play a vital role in acquiring the so called competitive merit through their respective employees. Out of numerous functions of human resources practices, one crucial function of human resources is keeping tap on the employees performance in the organization, and this is popularly refer to as employee performance appraisal.

Ferris and Dulebohu (2009) in their investigation confirmed that, researchers in any organization do emphasized so much on the examination of performance appraisal as a vital component of human resource management. It is paramount at this juncture to note that, all the organizations and firms do desire that their employees perform efficiently on the job allocated to them, while they embark on performance appraisal to conclude, how efficiently and effectively their employees are doing on the job.

In the light of this, the firms must make sure that the employee performance appraisal procedure is just and it settles the just outcomes of the employee performance. According to Poon (2004)employee performance appraisal is usually used as an efficient managerial decision, if and only if, its outcomes are yielding sound and reliable information about the employee's performance. The reliability of the

information issued by the rater or the appraiser would be shallow once it is influenced by politics. This influence in assigning ratings during the performance appraisal process. Raters would intentionally distort the appraisal procedures and outcomes for their personal interests. Quoting from Longenecker (1987), such employee performance appraisal and its outcomes are manipulated for political causes.

According to Lambert (2004), job satisfaction has to do with meeting the employee's values in the organization and their response to their working environment. This also features the expectation of the job compared with personal evaluation of the job. (Budiman et al 2014) measured performance appraisal and job satisfaction through various measures, such as promotions, supervisors, coworkers, and salary. These measures for job satisfaction and commitment possess their respective weaknesses and strengths, and this depends on the performance appraisal procedures to identify loopholes within the organization.

Going through the performance appraisal, countless actions and decisions are taken by the human resource management, which includes handling rewards to the employees, in the form of promotion for being efficient on the job and for having good performance ratings, or punishment for a bad performance rating. However, the predisposed performance appraisal, which can be either positive or negative by the appraiser, through politics would distort the human resource management's judgment about rewarding or punishing the employee.

Recent researchers (Ahrshad et al 2013) in the area of performance appraisal and job satisfaction have affirmed that politics in performance appraisal influences numerous job outcomes in the area of turnover intentions, loyalty, and job satisfaction. Politics in

performance appraisal creates job satisfaction problems, which may prompt the urge of the employee to quit the job. This research addresses the effects of perception of performance appraisal on job satisfaction in local government.

1.2 Brief Historical Background of Nigeria, Kano State and Nassarawa Local Government Council

Nigeria

Nigeria is a federal constitutional republic, which have about 36 states with its capital (federal) territory in Abuja. It is located in the West part of Africa and put up a border with the Republic of Benin being in its west, Cameroon and Chad in the east, Niger in its north while Nigeria coast lies close to the Atlantic Ocean. Nigeria is often regarded as the “Giant of Africa” with a landscape of about 924,000 square kilometer. It is the most populous African country, and seventh most populous countries in the world, with about 140 million people (NPC, 2006). This covers about one quarter of the sub-Saharan Africa population. Nigeria has one of the biggest and largest youth populations in the world. The country has about 200 ethnic groups, which are under three largest groups (Yoruba, Hausa and Igbo). Concerning religion, the country is divided into two. The Christian mostly leaves towards South while some live in the Central part of the country. The Muslims inhabit the Southwestern and Northern regions.

Nigeria as a country is divided into 36 states, with one Federal Capital Territory and practice federal system of Government. Powers are shared between “Three tiers of Government” The Federal, State and the Local government. The states are further sub-divided into 774 major Local Government Areas. The 36 states are grouped into

six geopolitical zones, which are the North-west, North-east, North-central, South-east, South-west and the South-south.

Besides, agriculture was the mainstay of the economy before the discovery of oil in 1976. It was the main source of economic activities which generate employment and foreign reserves. But since the discovery of oil in commercial quantities, the attention has been shifted into oil sector

Kano State

Kano state is one of the 36 states of the federal republic of Nigeria through which the local government is created from. It is situated in the North-western region of Nigeria. It is the most populous state in the country, with the population of more than 13 million according to the National Population Commission figure of 2006. The state was created on the 27th May, 1967. Kano state is one of the crucial and biggest commercial centers in Northern Nigeria. It makes available stable market for semi-manufactured and manufactured goods. It has numerous agricultural products, such as, groundnut, maize, rice, guinea corn, cotton etc. which happen to be the source of raw materials for the Agro Allied Industries in the country.

Nassarawa Local Government

The Nassarawa Local Government is one of the 774 Local governments in Nigeria created in Kano state the North-Central region of Nigeria. This local government council was established in May, 1996 out of the Kano Municipal Council. Nassarawa Local Government Council is predominantly occupied by the Muslims and housed people from different tribes across the country. According to the National Census conducted in the year 2006, the population of this settlement was found to be around 696,669 people.

The Local government is the third tier of administrative structure in Nigeria. The functions of the Local government are spelt out in the constitution. The Local government council also works hand-in-hand with state government on issues as:

- The issue and maintenance of primary education.
- The development of agricultural and natural resources, other than the exploitation of minerals and the provision and the maintenance of health services.

Each Local government area is administered by a Local government council: the council comprises the chairman who is the chief executive of the LGA and other elected members who referred to as councilors. The chairman is elected and can be appointed under special circumstances that supervise the activities of the Local government council. The council has six existing departments headed by H.O.D and few units under each of them. This departments are; Finance, Personnel, Primary Health Care, Works and Housing, Community and Social Department and Agriculture and Natural Resources Department.

The council has also the office of the secretary. This office mainly carries out administrative functions of the council. Another crucial office in the council is the office of the Director of Personnel Management, who is the head of service of the council. The major duty of this office is to counter sign cheques with the chairman of the council. This office also facilitates the duty of the audit committee. The Director of this office implements policies for the council. Another crucial office of the council is the Vice Chairman office. This office serves as the councilor office. The councilor oversees the responsibilities of finance, admin and charged with the duty of assisting the office of the chairman.

Nassarawa as one of the 774 LGs in Nigeria have lots of tourist attraction, which usually contributed to the development of the area. The Nassarawa Local Government Council has been functioning for over 24 years. The council has engaged massively in the development of the state, through grassroots development and growth measures put in place to that to that effect. Human and physical capitals are adequately employed/utilized to its maximum.

1.3 Aim of the Study

In most of the local government in Nigeria, attention is not well paid on performance appraisal to gauge employee job satisfaction and working environment or condition. Therefore, there is a need to carry out this research in order to comprehend the effects of performance appraisal and job satisfaction for local government in Nigeria, especially the Nassarawa local government, which will help to achieve uttermost performance from their staffs. Indifference attitude and attention to employee's complaint and needs do result in less or no commitment to their allocated duties and thereby declining their performance, which in turn affects the productivities of such local government.

Performance appraisal process would help the local government managers to pinpoint employee who work efficiently in order to motivate and encourage them. These motivational practices would in turn, boost employee morale, performance and satisfaction, which would increase product value and boost the council productivity. According to Schlesinger (1997) a well-motivated and satisfied employee, will create an atmosphere for a well satisfied buyers, who would demand more and hence, enhancing profit and revenue for such organization.

Sturman et al (2010) in his investigation concluded that, employee would become more satisfied on the job, after the organization recognizes their high performance. The major goal here is to identify the significant relationship of performance appraisal and job satisfaction.

- 1- To examine the effect of perception of performance appraisal on job satisfaction in local government administration.
- 2- To formulate hypothesis that establishes relationship between performance appraisal and job satisfaction.
- 3- To undertake a survey with the employees of the Nassarawa local government to explore relationship between performance appraisal and job satisfaction.
- 4- Compare and contrast the findings of the literature review to demonstrate the influence of performance appraisal and job satisfaction.
- 5- Give some recommendations on how best performance appraisal could lead to job satisfaction.

1.4 Relevance of the Study

The research is distinct from other work that has been done on performance appraisal and job satisfaction, because it investigate the effects of performance appraisal in the Nassarawa local government and job satisfaction through the punishment and motivational motives. This thesis will help the local government managers, policy makers and future researchers to comprehend the impact of performance appraisal and job satisfaction in local government administration.

1.5 Research Methodology

The study will employ the use of simple regression statistical analysis to analyze the impact of perception of performance appraisal and job satisfaction, in the Nassarawa Local Government. The research will make use of primary data. That is, data shall be

sourced by the use of questionnaires, which will be administered to respective staff of the above local government. Scaling for the study is based on Likert, which comprises of five items; precisely from strongly agree to strongly disagree. Finally, the latest version of the Statistical Package for Social Science Software (SPSS) shall be used to carry out data analysis.

1.6 Organizational Structure

The research is divided into six chapters. Chapter one of this research work comprise the introductory components. The chapter two comprises the literature review. It comprises the theoretical and conceptual framework on performance appraisal techniques and job satisfaction. Chapter three explains the development of the main hypothesis of the study. Chapter four make up the research methodology, nature of data, method of data collection, and method of data analysis. The chapter five of this research work comprises data presentation, data analysis, discussion of findings and interpretation of results. Finally, chapter six comprises research summary, conclusion and recommendations.

Chapter 2

LITERATURE REVIEW

2.1 Concept of Performance Appraisal

Performance appraisal is a subject of interest in almost every organization (Armstrong, 1998; Bratton and Gold, 1999). Several human resource (HR) scholars have stated the effect of performance appraisal on employee performance and also argue that financial reward like pay package is not the only factor that satisfy employees (Perry, 1995; Bartol and Locke, 2000; Millward et al., 2000). However, money could also act as an incentives and motivational factors for employee loyalty to their organization, it is also important to increase welfare packages for employees in their organizations so that employees will be committed to their job (Furnham, 1994).

According to Schneier and Carroll (1982) performance was perceived as the process of recognition, observation, measurement and building of individual performance in an organization. In a high standard appraising procedure, there are numerous crucial factors that are needed to be in place. These factors, which are usually referred to as identification indicators orders the procedure of the appraisal to suit the right altitude of expectations. This identification indicator includes among others related and semi-related values features of performance. The performance appraisal observation part entails frequent inspection of indicated features by the supervisors. The appraising tool here converts for the supervisor, high quality observation ratings to a censorious rating. The conversion of these elements must be comparable and applicable for all

appraisers in an organization. However, in the area of development, the purpose of performance appraisal should be made in such a way that, it will capture an employee's impending improvement and future results and not its past. This approach entails that, in a wide and thorough appraisal procedure, individual performance expands and gears towards employee motivation.

Moreover, potential training needs, work place improvement, acceptance of the future achievement, job development support and finding a lasting solution to the problems facing the organization, should be imbedded in a standard performance appraisal. One of the components of the performance management system is the performance appraisal procedure. The performance management as it is called was coined in the 1970s, though it was not well comprehended as at that time, as a performance appraisal process, until the 1980s. According to Dechev (2000) he posited that, performance management is best understood as a strategic and integrated process towards which the organizational goals and objectives are achieved, by enhancing the teams and individuals' efficiencies.

2.2 Purpose of Performance Appraisal

The main purpose of embarking on performance appraisal is to improve the efficiency or better put the performance of the employee. Shwab et al. (1973) Taking a look from the organizational viewpoint, there are basic two purposes of embarking on performance appraisal:

1. To sustain organizational control, and
2. To efficiently utilize human resources available in an organization.

Performance appraisal should have a positive impact on both the organization and its employee's. For example, based on performance appraisal outcomes, the organization should aid there employee's to decide on their position in the workforce and come up with new approach to its duties rather than following laid down method of the organization. (Buckley & Weise,1998)

Secondly, performance appraisal is carried out to enhance morale and motivate an employee, help to identify their expectations, determine their reward and punishment, clarify performance procedures, examine new training methods for development, communicate improvement and lacking areas, promotion of well efficient employee, sustain corporate growth and lastly determine action plans and corporate goals. (Gold & Braton 2003; Bowles & Coats 1993)

In the word of Armstrong and Baron (2006) an increase in tougher and firmer appraisal procedures helps to move from less complex and developmental method. Based on this fact, appraisal would change the motives from just making job planning and determination of the future gains, to putting value on rewards and employee's performance.

Performance appraisal if well carried out will help the organization to enhance job performance of its employees, by observing their individual weakness and strength, and how this weakness and strength can be used to the best advantage of the organization. (Redman et al. 2001)

2.3 Influence of Performance Appraisal Perception on an Organization

There are two basic possible influences the perception of performance appraisal can have on employee of any organization, and this can either be negative influence or positive influence. Positive influence of performance appraisal perception can inspire an employee, who in one way or the other; has low morale, interest, or lack of motivation to perform efficiently its duties.

The understanding of perception of performance appraisal is a very key or crucial knowledge that is vital for both an employee and human resources managers of any organization. In a situation, whereby an employee fails to have the knowledge of how he or she is being appraised, this may result into undue distress. Generally, employees expect a lot from their management or organization which they work, and immediately after hiring them, the management should make available certain feedback mechanism to measure their growth, due punishment or potential reward when employees receive a negative rating without a prior knowledge of the cause, this have the effect of gradually damaging its morale and if caution is not taken, loss of interest in such management and organization. The outcome of this sometimes reflects in change or unruly attitude towards its duties, which at the end; destroy the work relationship for the employee and the organization as a whole. Most of the time, a loss of motivation and low morale towards an employee's duties, prevent the organization to achieve their stated objectives, which ultimately sprout with a change in attitude in both organizational conduct and job satisfaction.

2.4 Concept and Meaning of Job Satisfaction

It is crucial at this point to note that, the most active part of one's life is spent at work, and the relationship between individuals and their respective work needs to be well understood as it affects their job performance. The existing relationship between these two has been a subject of research lately. According to Akpofure et al. (2006) job satisfaction is a vital topic in the competitive global market of today. When an individual gets maximum satisfaction from their jobs, they tend to be more proactive and do well on the job and enhanced more self-commitment. Thus, it became paramount to comprehend various factors that influence an employee's level of job satisfaction at any point in time, and how this will affect the organization's general objectives and performance.

Job satisfaction can be described, as the feeling (positive) and means of participating an employee in relation to their job, which is based on certain factors, such as, environment and condition of the workplace, the organizational structure and method of reward (Durick, 1998; Kim, 2005) and this sometimes come from the features of evaluating of the job (Judge, 2009). An employee with a good level of job satisfaction would have a positive feeling about its job; while on the other hand, an unsatisfied employee would develop a negative attitude towards its job (Locke, 1976). According to Jain et al (2007), employee's built positive feelings towards their job, only when they attain high level of job satisfaction.

According to one of the earliest theorists Locke (1969) in his work, he described job satisfaction as an encouraging emotional state that emanates from organizational appraisal of employee's achievement, towards pursuing the aim and objectives of the

job. However, Schwepker (1999) described job dissatisfaction as a negative emotional and non-pleasurable state, which can possibly result from appraising of an individual's job that resulted in frustration and prevent them to achieve the aims and objectives. The concept of job satisfaction is very paramount in an organization. Most of the managers always want to know, the job satisfaction level of their subordinate and employees.

In all, job satisfaction explains the positive influence and evaluation of organization manpower, from the outcome of appraising them on the job. Locke (1969) outlined some descriptive dimensions that showcase job satisfaction, they are as follows;

1. Colleagues
2. Condition of work place
3. Job promotion
4. Job's pay
5. Supervision
6. Job itself

The work environment and nature of the job an employee do have a great impact on their job satisfaction. The different kind of skills and challenges that comes with a job greatly provides and contributes to its job satisfaction. The salary also helps the employee to acquire their psychological and self actualization needs. Eby et al. (1999)

However, many authors on the related matter, dismissed the typical relationship between supervisors and its subordinate, instead they lay emphasis on increasing support and cooperation for each other, which at the end, boost task effectiveness, and leads to job satisfaction. Ting (1997) this employee effectiveness leads to promotion

and increased social opportunities and standing for growth. Coworkers and colleagues relationships in an organization will tend to yield highest level of job satisfaction.

2.5 Influence of Performance Appraisal on Employee Behaviors and Attitude

According to Robida et al. (2002) assessing the organizational performance workforce is very significant in regulating organizational outcome. It is believe of many researchers that, distributive justice and procedural plays a significant role, when judging performance in an organization. Arif et al. (2011) the employee perception of the process that their work performance evaluation is based on it's usually referred to as procedural process. This procedure is only acceptable, when the reward system is distributive or fair. Olquit et al. (2002) other literature affirmed that these performance appraisal is coined in human resource management, which are based on work roles, commitment and attitude to an organization.

Considering the role politics play in performance appraisal, it is paramount to put to test its impact on attitude and behaviors of employees. Unconventional perception of a condition and the rating system perspective, will but affect attitudes and behaviors. It is possible for the rater to maneuver performance assessment serving as the background for appraisal, which will affect an employee with a personal bias towards the appraisal system which can translate in decline in its job satisfaction. Furthermore, punishment motive introduced into the system would directly have an impact on the employee's satisfaction and turnover rates. Thus, when an employee noticed a biased rating system, this can cause a decline in its job satisfaction.

Hamil& Morrow (2011) argued that, performance appraisal is the major factor that influences employee's attitude and behavioral changes. Appraising of workers performance is mainly an annual thing between managers and their employees. However, there are several styles and relationship in appraisal. Observing annual reviews and assessment is a crucial drift in human resource management, who encourage improvement organizational objectives and countering dynamic discussion.

The followings are the six major aims of a performance appraisal:

1. Building training and tutorial programs through, sharing of information, dialogue and feedback.
2. Creating an employee advising program, that generates ideas that are valuable for motivating the employees.
3. Performance appraisal helps to motivate workforce to give account on organizational objectives, operations and goals.
4. Evaluating employee performance in other to enable sound reward system.
5. Uncovering modern work potentials for workers.
6. Lastly, building a sound plan for communal replacement.

Performance appraisal is majorly employed for the aim of improving employee's performance and to also administer appropriate wages and salaries among workers in an organization. This is carried out by building on employee's feedback, observing their weakness and potential strengths, noting supervisory roles and strategies, all of which will help to build a sound performance appraisal system. Performance appraisal is also perceived as a roadmap for an organization that strives to grow and achieve its business objectives, by identifying different levels of performance, and improving the

poor ones. It is a process that is embarked upon to assess an employee before termination of such an employee's contract.

The process must be developed with utmost caution in order to increase its positive impact on workforce. If evaluation procedure is unclear, this will erode the purpose and objectives of carrying out the appraisal, and it has the effect of damaging the cordial relationships between workforce and the management and this can also affect such worker improvement and discipline.

2.6 Human Resource Training and Development: Reason and Benefit

According to Ettiok (2014) skill development and knowledge is an integral thing to the health of any organization. We live in the 21st century, where information is paramount and organizations are valued based on their intellectual capacity (capital) and not just on physical capital. Training of staff or employee is one of the crucial methods of enhancing this intellectual capital; therefore, the quality of training an organization gives to its employee would affect their productivity and value.

Poorly trained or untrained staffs are significantly more expensive to support than the well-trained ones. The quality of training affects staff or employee retention and inestimable commodity, if we perceived it as an investment, rather than as an expense, can produce high returns.

Training should be seen as an organizational effort projected at helping staff to get the basic skills that is needed for effective and efficient execution of the duties for which they are hired. While development deals with activities carried out to expose staffs to perform marginal duties and take the position in the organizational hierarchy.

Development and training are often commenced for staff in order to:

1. It keeps them in business.
2. It helps create a readily adequate and available replacement for employee who may leave or get a position in an organization.
3. They help the organization to adopt the use of technology (advance) because of a efficiently knowledgeable employee.
4. Training and development also help to build better effective, efficient and motivated team, which gears the organization competitive position and enhances staff morale.
5. It also ensures that adequate human resources for organizational expansion are in place to fit into new program.
6. Lastly, training and development is carried out to test or pilot the operation of a new performance management system.

Benefits of development and training to staff and business are discussed below:

1. Priority is placed on empowering employees and it helps them to be focus.
2. It increases productivity in an organization to the bottom line.
3. Workers confidence is renewed, developing and keeping key performers, enhancing team growth and contributing to better team morale.
4. Workers are updated on new job-related information, thereby contributing largely to improve customer service.
5. Workers are kept informed on new and enhanced skills, with a view to aligning them to business objectives.
6. After a retrenchment, the rest of the workers are given the technical and management skills to handle increased workloads.

7. Organizations with business problems are given a fresh or unbiased professional opinion or evaluation, critique or exploration.
8. It increases job satisfaction, employee motivation and morale.
9. Processes increase in efficiency, resulting in financial gain.

It also increases innovation, by bringing new strength to strategies, products and the company's capacity to adopt new technologies and methods.

2.7 Local Government Administration

The Nigerian local government service commission is entrusted with the duty to oversee personnel matters in the local council system. The local government council takes decision on the universal trends on human resource development, which is done through the feedback gathered from its numerous local governments. Its duty encompasses both junior and senior staff. The local government council takes charge of the recruitment, training, placement, development, monitoring general staff development.

In carrying out this function, it employs the short and long term manpower assessment strategies of human resource requirements and supply. Regrettably, the local government council system cannot take decision on the censorious determinants of human resource development strategy, which has to do more with finance. Besides, the meager training funds allocated to the council, they suffer finance to put up logically and conclusively human resource development plans. Most of this stem out of the inability to acquire and retain efficient and effective manpower needed based on fund inadequacy from the Federal and State government. Moses et al (2013)

Though, there are a lot of challenges the local council faces at the time of hiring manpower and adequate training has become necessary so as to adapt to the work force. The local government council serves as a training school. They provide veritable ground for creating and training future leaders. Human resource involvement and participation at the local level in the management of the affairs of the council, gives them necessary experience to handle bigger affairs later at the state and federal level. Vincent (2007) Human resource in a local government administration is necessary to meet the technological changes strategies, structures and management styles, which dictate the need for the fashions, product and profit maximization. The different changes in an employee's lifestyle, values and education demand for different ways of leading and motivation.

According to Vincent et al (2007) the existence and functioning of local government at the grass-root level have many advantages which efficient and effective human resource development can help to achieve. Human resource helps the local government to provide ground and scope for democracy at the grass-root level. If it is still in practice to have direct democracy, it is only at the local government level that it can be carried out; otherwise this function will be restricted to representative democracy as it is obtained in the federal and state level.

Human resource manages also help the local government council to encourage and geared people up to participate in local affairs. Since, it is at the local government level the masses get a chance to get involved in public affairs. Though, democracy is tagged government of the people and by the people, but it is increasingly becoming difficult for the people who the government was formed, to participate in the public affairs at the state and federal level. Most of the human resource managers employed

at the local government is people that are close to the grass-root. The affairs of the village, town or the community happen to be part of his everyday life. The human resource managers are naturally interested. He knows the difficulties as they arise. They equally know the manner at which to tackle these problems. They give feedback to the appropriate quarters and naturally encourage participating in the solution processes.

Abba (2007) argued that, with the involvement of the human resource managers, running of local government administrative function becomes economical. In his words, with direct management of the local government, costs are reduced for the tax payer. This helps to put away chain of bureaucracy that will have to be observed. The manpower serving at the local level will have to be paid at the central rate, which is usually very high. Conversely, the human resource development specialist can help to manage these affairs in manner less costly. The human resource development managers of this local government being fully aware that the revenue is raised locally will make sure wastage is prevented. Therefore, the chance of funds being misuse or resource wasteful is high without the involvement of the human resource development managers.

The local government council helps to reduce the burden of the central government, through its human resource development managers. The council to an extent supplements the effort of the federal or central government. Though, their functions are mostly geared towards the state, but with a passage of time, it gets extended to the central government. The human resource of the local government helps in the division of functions, such as defense, currency, communication, foreign affairs and lots more. Human resources of the local government perform majorly these local functions and

free the central government, from such burden and responsibilities. Consequently, the central government would throw all its weight on the affairs of national importance and area they possess greater competency.

Lastly, Ocheni (2006) see local government as a channel of communication and feedback between the state and the federal government. With the involvement of the human resource managers, the local government acts as a two-way medium of communication between itself and the central government. The needs, desires and aspirations of the local community are articulated and carried upward to the state government and plans and programmes of the state and central government flow in the reverse direction. To Maheshwari (2009) local government human resource acts as the field post of distant center in time of national emergency. They transmit federal decisions to far-flung corners, help to mobilize the people, since are close to the masses for national tasks and keep the state informed about the happenings in their respective locality.

2.8 Factor Affecting Local Government Administration

Vincent (2007) carried out a comprehensive study of the local government system in Nigeria, where he analyzed most of the problems and challenges facing the institutions. He is of the opinion that, the understanding of the inherent problems and challenges this institution faces by its human resource development managers will act as a prelude towards positioning it for a greater efficiency. These challenges and problems affects global economy as it is not alone peculiar to local government in Nigeria. These global challenges are discussed below:

Inadequate efficient personnel are one of the biggest challenges facing the local government administration in Nigeria. As a result of the size of the scope of the local government council, it becomes difficult to attract highly, sound, qualified and efficient manpower to oversee its affairs. The area of jurisdiction of the local government is usually small, with little capacity to meet up payment with its meager resources; the council finds it difficult to attract and retain qualified staff and also to hire the services of specialists. This inadequate manpower has gone a long way, to naturally affect the local government council efficiency and competency.

Another challenge facing the local government administration is that, since they are pre-occupied with their respective local councils, there is a tendency to degenerate into narrow-minded, myopic, and ignorant institutions that cannot carried out efficiently a meaningful societal growth. Local government council is mostly considered closed to new ideas and institutional change.

It is paramount to note that, local government council cannot provide services of a uniform standard. They are bound to differ in efficiency and resource etc. Most of these differences are revealed in their local duties and services with a consequent high degree of disparity in their productivity among others.

Another challenge facing the local government recently is that, they carry out their duties and survive in the face of centralizing tendencies. Technological revolution has accelerated the speed of industrialization, communication, information technology and urbanization etc. Communication through different channels, such as, e-mail, fax, and telephone has significantly reduced distances. Local situations can easily be reported to the state and federal government, and decision to tackle such happening

being taken and flashed incredibly fast. Thus, local initiative and the usual independence of local government action have been undermined. State governments now discuss and settle urgent matter over the phone.

Lastly, like any other government parastatal in Nigeria, the local government also seen to prone to corruption. This is due to the close ties that exist between the members of the councils reporting of corrupt members becomes a difficult task to do. The local government council's members now have primordial ties and this prevent them from exposing erring members of the local government council.

Chapter 3

HYPOTHESIS DEVELOPMENT

3.1 Effects of Perceptions of Performance Appraisal and Job

Satisfaction in Local Government

It is common for employees to frequently contrast their contribution and level of inputs into the job, with what the organizational pay them either as a wage or salary. This often influences their behaviors and attitudes. They frequently contrast their benefits, promotion and salary (outputs) with the commitment, loyalty, performance and effort (inputs). However, equity theory makes us to know that, once an employee discovered that, there is inequality between the level of their input and output, they would employ all means to make it up. Thus, once performance appraisal is embarked upon as a mean of evaluating and motivating employee and such employee have knowledge of it, they will enhance their inputs in other to balance it up with the output, in other to partake in the reward, that come with their performance evaluation and motivation.

This theory centered on how justice is made in an organization and how they are perceived, which is built on the notion that, employee are motivated through fairness, and once they perceived any iota of inequalities, they would tend to adjust in other to attain the desired equity.

According to Folger et al. (1991) they posited that, procedural justice and distributive justice are the two integral part of any organizational justice system. Distributive justice from the perception of performance appraisal, described employee view, when there is fairness in performance evaluation, while procedural justice combined the control over the effect of the appraisal and employees view of the fairness in performance evaluation. Taylor (1995) and Folger et al. (1991) both argued that, both distributive and procedural justice manner of perceiving fairness have crucial relationship with the due process.

Due process as the name implies is based on procedural method of justice, and the ways fairness is perceived with discernment built on verifications. Thus, raters and managers in charge of performance evaluation must make sure to appraise employee based on their contributions, without bias or importing external factors.

There are three basic components or means that influence perception of justice in any level of organization, these factors are:

1. The features and personality of the one perceiving the justice.
2. The organizational quality and procedural practices, and
3. Lastly, the level of reward available within the organization.

Therefore, the negative or positive response to this stated effect would go a long way to influence the employee view, and this might end up enhancing such employee's behaviors and attitude.

Based on the premise above, in order to find if there is any functional relationship between perception of performance appraisal on job satisfaction in local government, the below hypothesis are formulated:

H₁: Perception of Performance Appraisal creates significant impact on job satisfaction.

Chapter 4

RESEARCH METHODOLOGY

This chapter provides the detailed presentation as how the research is conducted. It comprises of research design, population of the study, sample size and sampling technique employed in the study. Other items in the methodology explained include nature of data collection, method of data collection and method of data Analysis.

4.1 Research Design

In an attempt to investigate the impact of the perception of performance appraisal on job satisfaction in local government, it is necessary to develop a model of the link between the variables sets in order to justify the correlation that exists between them. Consequently, a research questionnaire was distributed within the Nassarawa Local Government, Kano State, Nigeria. For the research questionnaire that contains about 18 research questions was formulated and distributed to 200 respondents. However, 4 out of these 18 questions were based on demographic of the variables, 7 on the perception of the performance appraisal, while the remaining 7 on the evaluation of the employees job satisfaction.

Tizner, Latham and Price (1996) developed a Questionnaire of Political Consideration in Performance Appraisal (QPCPA). For measuring perception of appraisal politics in this study, the researcher will use the perception of performance appraisal. The original questionnaire included 30 items to evaluate the validation of perceived political considerations in performance appraisal.

There are many different types of tools for measuring job satisfaction. In this study, the researcher uses the job satisfaction scale by Brayfield and Rothe (1951) as an index of job satisfaction. This scale is commonly used, multi-faceted measure of job satisfaction (Judge & Klinger, 2008). The scale consists of the five items, such as “Most days, I feel fairly satisfied with my present job” Vieira (2005).

There are generally two types of research method according to Ghauri et al. (1995), the qualitative and quantitative research design. The quantitative method was used in the research. The quantitative method is a systematic empirical study which involves quantifying using mathematics and statistics (Bryman and Bell, 2007).

4.2 Research Approach

This thesis used the reasoning deductive approach which is defined as the human process from going to one another i.e., of moving from the known to the unknown (Spangler, 1986, p.101). By taking a deductive approach you use what you know and move to what you cannot see directly; you have a clear theoretical position prior to the collection of data. In deductive reasoning, the conclusion is drawn first and the research is all about proving it correct or incorrect.

A deductive approach in your research will help you to better describe and explain the pattern of relationships and interactions between the variables you are looking at. The study is analyzed through the deduction of data.

4.3 Sample of the Study and Data Collection

The sample of this study was Nassarawa local government Kano State, Nigeria. A total of 200 questionnaires were distributed among employees of Nassarawa Local Government Kano state, Nigeria. 157 of the questionnaires were completed and

gathered for the study. Due to existing proximity, I utilized the services of a research assistant, who administered the questionnaires through the sample respondent. The results were gathered and sent via mail.

4.4 Data Collection Method

The primary and secondary sources of data were used in this research work.

Primary Source: Data in the category were collected mainly through distribution of questionnaires to the local government staffs. The method was adopted independently to reduce the incidence of bias or subjective views about the subject on investigation.

Secondary Source: Secondary data in this research work were collected through the review of related literature; the relevant literatures were obtained from books and journals.

4.5 Method of Data Analysis

To accomplish the research, analysis of the data was of utmost importance since the data collected was in disarray and as such cannot make any meaning to the reader. Direct report of the qualitative data from observation has been made while descriptive statistics was utilized in the analysis of the descriptive data collected from questionnaires to generate frequencies and parentages. Statistical analysis is carried out on each of the research questions based on the data extracted from the computation of data which was evaluated using simple parentages after which comparisons were done to determine the effectiveness in achieving the desired objectives.

Chapter 5

RESEARCH FINDINGS

It is paramount to discuss the findings of the study, which include the demographic details of the respondents, regression analysis, and mean and correlation matrix of the variables.

5.1 Depiction of Respondents

For the study, 200 employees of the Nassarawa Local Government, Kano State was sampled and only 157 were retrieved and usable. The results show that 114 of the respondents were male, which is about 72.6 percent, and 43 were females, which account for the remaining 27.4 percent.

From the findings, it is so glare to conclude that, there are more male staffs than the females in the local government council. The reason behind these large disparities in the participation of female staffs in the local government could be that, the institution demand more of male staffs based on their notable physical tendencies and possibilities of working for a longer hours. Thus, it becomes paramount for the management to recruit male staffs than the female staffs. 34 out of the 157 employees had a secondary school education (21 percent) 115 bachelor's degree (73.2 percent) while 8 had master/PhD, which is about 5.1 percent. These findings includes but staffs with part-time working hours. That is, those schooling and working with the local government council at the same time.

Furthermore, from the findings, we discovered that, 23 respondents' falls between the age of 18-24 (24 percent), 59 respondents between the age gap of 25-35 (37.6 percent), 41 respondents between 36-44 years (26.1 percent) 23 respondents between 45-54 years (14.6 percent) and the remaining 11 respondents from 55 years above (7 percent) respectively.

On the basis of the number of years in service of the respondents, 25 employees have been in service for less than 1 year (15.9 percent), 46 respondents between 1-5 years in service (23.3 percent), 28 respondents of about 6-10 years in service (17.8 percent), 24 respondents of about 11-16 years (15.3 percent) while 34 remaining respondents were above 16 years in service (21.7 percent).

Table 1: Depiction of Variable Frequencies

Variable	Frequency	Percentage
Sex		
Male	114	72.6
Female	43	27.4
Education Status		
Secondary School	34	21.7
Bachelor	115	73.2
Master/PhD	8	5.1
Age		
18-24	23	14.6
25-35	59	37.6
36-44	41	26.1
45-54	23	14.6
55 above	11	7
Year in Service		
less than 1 year	25	15.9
1-5 years	46	29.3
6-10 years	28	17.8
11-16 years	24	15.3
above 16 years	34	21.7
Total	157	100

5.2 Correlation Findings

Correlation analysis is a research work is usually carried out to evaluate the relationship between the study variable(s).

Table 2: Depict the Correlation Result between the Variables

		Sex	Age	Years_service	Education	MeanPPA
Sex	Pearson Correlation					
	Sig. (2-tailed)					
	N					
Age	Pearson Correlation	-.007				
	Sig. (2-tailed)	.928				
	N	157				
Year_service	Pearson Correlation	.021	.825**			
	Sig. (2-tailed)	.790	.000			
	N	157	157			
Education	Pearson Correlation	.120	.059	.022		
	Sig. (2-tailed)	.134	.463	.787		
	N	157	157	157		
MeanPPA	Pearson Correlation	.191*	.126	.064	.258**	
	Sig. (2-tailed)	.017	.116	.424	.001	
	N	157	157	157	157	
MeanJS	Pearson Correlation	-.002	.187*	.110	.123	.660**
	Sig. (2-tailed)	.982	.019	.169	.126	.000
	N	157	157	157	157	157

Correlation significant at the 0.01* and 0.05** level (2-tailed)

The results extracted from the analysis above, disclosed a positive correlation between year of service and age ($r=.825$, $p<0.000$).

There is a positive correlation between perception of performance appraisal and education ($r=.258$, $p<0.001$)

There is a positive correlation between perception of performance appraisal and job satisfaction ($r=.66$, $p<0.000$).

5.3 Regression Analysis

Table 3: Regression model summary

Dependent Variable	Job satisfaction
Independent Variable	Perception of Performance Appraisal
N	157
Constant	1.761 t(9.449), $p< 0.0000$
Perception of Performance Appraisal	.552 t(10.945), $p< 0.0000$
R ²	.436
F-Statistics	119.784

**Value significant at 0.05level.

**Value significant at 0.001level.

The dependent variable here is job satisfaction while performance appraisal is the explanatory variable. The regression equation is given as follows.

$$JS = \beta_0 + \beta_1 PPA + \varepsilon$$

Where

JS = Job Satisfaction (JS)

PPA = Perception of Performance Appraisal

β_0 = constant

β_1 = coefficient of independent variable.

ε = error term

The relationship between JS and PPA were analyzed using simple regression and equation.

5.4 Discussion of the Estimated Model

β Is the main factor showing the strength and direction of a relationship between job satisfaction and perception of performance appraisal it was found to be .552 which expresses positive relationship between the variable. That is, if there is 1 percent increase in perception of performance appraisal there will be attendant 55.2 percent increase in job satisfaction

($\beta_1 = .55$, $t = 10.94$, $p < 0.001$).

T-value which shows the significant of the independent variable coefficient $\beta = 0.55$ is statistically significant at $\alpha = 0.05$ ($\beta = 0.55$, $t = 10.94$, $p < 0.000$).

F-statics shows the significance of the overall research model/equation

$F = (119.78, p < 0.000)$.

Coefficient of Determination (R^2): This shows how strong the performance appraisal predicts the variations in job satisfaction. The R-square for the research is ($R = .436$) expressed that variation or changes in perception of performance appraisal explains 43.6 percent changes in job satisfaction. The error term in the model account for other factors or variables which predicts or explain the level of variation in job satisfaction, which are not covered in the model. This is about ($1 - R^2 = 1 - .436 = .564$), which can be rounded up to 56.4 percent respectively.

Based on the above empirical evidences above, it become expedient to accept the alternative hypothesis (H_1) and reject the null hypothesis.

Chapter 6

CONCLUSION

6.1 Discussion

The model adopted in this study was extracted from Poon (2004) type of questionnaire on political impact on performance appraisal. The major objective of this research is to investigate the effect of perception of performance appraisal on job satisfaction. In human resource management, performance appraisal is considered as a vital tool, for its crucial role in impacting and influencing employee's job performance. Though, many a study, focus their attention on rating, and how it influence employee's performance, which might eventually led to manipulation by the managers.

6.2 Concluding Section

This study employed the use of simple regression analysis to investigate the impact of perception of performance appraisal on job satisfaction. A sample of 200 employees from the Nasarawa Local Government was targeted and answered the research questionnaire. From the findings, it was discovered that, positive relationships exist between perception of performance appraisal and the employee's job satisfaction. This simply implies that, the higher the perception of performance appraisal in an organization, the higher would be the employee job satisfaction towards their work.

Study carried out by Kacmar (1999) confirmed that, presence of a bias in employee performance appraisal could sprout negative influence on their job satisfaction. Thus,

once employee perceived a negative perception of the organizational performance appraisal system and think it is being manipulated, such employee commitment towards its job and its level of satisfaction on that job will be adversely and negatively affected. Therefore, it becomes paramount for any organization to be loyal and transparent in their ratings outcomes, which might affect their employee attitudes and behaviors in their long run relationship with the organization.

What can we learn from this finding? It is clear from the findings that, perception of performance appraisal has a positive influence on employee job satisfaction. Employing the motivational performance appraisal techniques alone is not enough to enhance job satisfaction. Thus, it becomes paramount that, the rating system should not be manipulated either negatively or positively, not even with the thought of enhancing employee job satisfaction.

At this juncture, the employees' perception of the rating system must be taken into consideration in the process of performance appraisal. Managerial politics and manipulations can generate both good and dangerous results for any organization. At the same time, inadequate outcomes gotten from the performance appraisal can sometime influence employees performance negatively towards its duties and it can even make such an employee to quit the job, by comparing performance appraisal rating system of its organization to another.

Lastly, it is good to note here that, once an employee perceived that, there is manipulation in the performance appraisal rating system, which prompts punishing or rewarding such an employee, this increase or decrease in their job satisfaction. Therefore, for the purpose of this research, perception of performance appraisal has a

lot to do with increase or decrease in the employees' job satisfaction. Organization, such as the Nasarawa Local Government managers should make sure that, the appraising or rating system is not manipulated and truly reflects employees' contributions towards its duties. Only then, can it help to enhance the job satisfaction of such employee.

6.3 Implication for Management

Deducing from the findings of the study, most of the problem facing in performance appraisal do come from inefficiency, politics or manipulation of the rating system in an organization. Therefore, supervisors of the Nasarawa Local Government should take note of this and work towards improving the quality and system of performance appraisal, and also review the performance appraisal assessment tools. The managers should review the context of social and political bias in their organization. So, the performance appraisal raters can have free access without any interference, in embarking on accurate and sound appraisal outcomes that is free of manipulation, in order to enhance the level of trust and loyalty between the employees and the managers.

6.4 Research Limitations and advice for Future Researcher

Like any other research, this study is not limitation-free. The first limitation of this study is the size of the sample that was employed. There are about 774 Local Government in Nigeria, across the 36 States, but only Nasarawa Local Government was taken into consideration and thereby inferred conclusion. This sample size can be increased to cover range of Local Government for a sound policy recommendation. Therefore, the findings in this research are considered inadequate based on the sample size and population. I thereby advice the future research in this area or field to increase their sample to more than one Local Government Council. Increasing the

sample size for the future researchers is therefore recommended, in other to have more sample size and variables that would generate accurate outcomes for sound policy recommendation.

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APPENDIX

Appendix A: Questionnaire

EASTERN MEDITERRANEAN UNIVERSITY

Thank you for making out time to take this survey. The survey is carried out by the student of the department of marketing for academic research purposes only. I fully assure you that all of the answers you provide in this survey will be kept confidential. The survey data will be reported in summary fashion only and will not identify any individual person.

In the following statements, your responses are needed in order to measure to some extent how you feel about research performance evaluation methods in general, how it affects workers' job satisfaction. . For each statement, please use the scale.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Performance Appraisal

1	I received adequate training to do my job well.	1	2	3	4	5
2	I am satisfied with the current performance appraisal system of my organization.	1	2	3	4	5
3	I agree with the evaluation results I get.	1	2	3	4	5
4	Performance appraisal serves as the basis for job satisfaction.	1	2	3	4	5
5	Performance appraisal serves as the basis for promotion.	1	2	3	4	5
6	My manager/supervisor provides me with continuous feedback.	1	2	3	4	5
7	Sometimes performance evaluation does not identify skilled employees.	1	2	3	4	5

Job Satisfaction

8	I often worry about work issues when am at home.	1	2	3	4	5
9	I am satisfied from the recognition I get for good work.	1	2	3	4	5
10	I feel fairly well satisfied with my present job.	1	2	3	4	5
11	I find real enjoyment in my work.	1	2	3	4	5
12	I am often bored with my job.	1	2	3	4	5
13	I am satisfied with the feeling of accomplishment I get from my job.	1	2	3	4	5
14	I am satisfied with the working conditions of my job.	1	2	3	4	5

DEMOGRAPHIC QUESTIONNAIRE

Please tick the right box and fill the blank.

15. SEX: Male Female

16. AGE?

a) 18-24 b) 25-35 c) 36-44 d) 45-54 e) 55-64

17. How long have you been in service?

a) Less than 1 year b) 1-5 years c) 6-10 years d) 11-16years

e) Above 16 years

18. Educational Qualification of Respondents.

a) Primary Education b) Secondary Education c) University

d) Master/PhD