

# Performance Appraisal: A Tool for Employee Performance (A Study of Obudu Mountain Resort)

Ogar, Cassius Ayam<sup>1</sup>, Igwe, Monday Nweke<sup>2</sup>, Rosamond Effiom<sup>3</sup>

<sup>1</sup>*Business Administration, Faculty of Management and Social Sciences,  
Cross River University of Technology (CRUTECH) Nigeria*

<sup>2</sup>*Accountancy/Business Administration/Banking and Finance, Faculty of Management and Social Sciences,  
Federal University Ndufu-Alike Ikwo, Nigeria*

<sup>3</sup>*Postgraduate Student, Business Administration, Faculty of Management and Social Sciences,  
Cross River University of Technology (CRUTECH) Nigeria*

**Abstract:** This study focuses on performance appraisal as a tool for enhancing Organizational performance in Obudu Mountain Resort Cross River State Nigeria. The researchers aimed at exploring the following objectives; firstly to determine if performance appraisal enhances the attainment of organizational goals. Secondly, to determine the effect of performance appraisal on employee performance in an organization. To facilitate the investigation of the study, pertinent questions such as: Does performance appraisal aid the attainment of organizational goals? What are the effects of performance appraisal on employee performance in an organization? Some theoretical assumptions were made which included: Performance appraisal does not enhance the attainment of organizational goals. Furthermore, the descriptive survey design was adopted with an interpretivist philosophy and a deductive approach on a cross sectional time horizon. Primary data were collected randomly from selected respondents in the organization using close ended questionnaire and interview techniques. Secondary data were sourced from published works of scholars related to the subject under review. The population of the study was made up 256 employees working in the Ranch Resort and the Taro Yamane formula was used to draw out a sample size of 156 respondents of the population. Data were analyzed with percentage and frequency. The Z – test techniques was applied in testing the hypotheses of the study. The researchers concluded that the basic purpose of performance appraisal system should be to improve the employee performance that will help the organization succeed and attain it's established predetermine goals. However, they recommended that a better detailed structure for performance appraisal should be put in place in the Resort.

**Key words:** Appraisal, Employees', Organization, Performance, Performance Appraisal, performance examination, and execution examination.

## I. INTRODUCTION

In any assessment of the condition essential for the development and survival of an organization, the part of performance appraisal is a key factor. It is trusted that both the individual and the association need to know how well real execution is added to the achievement of the activity design, the staffing, and at last the general vital arrangement of the association. What's more, the individual representative

requires input in respect to his to her own objectives improvement and also how it is with respect to administration desire (Alamdari, Nejati, Ahmadizadeh and Mohammadi (2017).

Performance appraisal is a formal and fundamental appraisal of a worker to decide how much the representative is playing out his/her activity adequately. It is typically made in an endorsed way of particular interims, for example, quarterly, semiannual or even yearly. Every worker at one time or alternate needs his prompt manager or all the more still his boss to survey his. At work execution, and where important give him rules or exhortation enhancing his productivity (Anstey, Riggat, and Walker (2017).

The different definitions nonetheless, agree to one fundamental thing, and that is, the requirement for HR and its improvement for the advancement of work force in any association. Open or private, is one of the basic elements of the HR supervisor. This is on the grounds that without them, all other type of development, for example, mechanical advancement PCs would simply lie there undesirable to because of the inaccessibility of abilities labor to control them. This required administrative capacities, for example, arranging, sorting out, staffing, coordinating, planning, detailing or checking on and planning (POSDCORB) (Certo (2018: and Cascio, 2018).

In substantial and complex association, for example, the mountain resort which has distinctive divisions, administrative capacities turn out to be extremely unwieldy and troublesome. This is so on the grounds that the director finds is troublesome or relatively difficult to have coordinate contact with each individual specialist not to mention comprehending what the laborer does amid their every day exercises. To accomplish these certainties, the director who-plays out the elements of arranging, sorting out, controlling, coordinating and so forth as distinguished by Den Hartog, Boselie and Paauwe (2004) must make utilization of apparatuses that would help him in disinfecting and evaluating the HR in that association, that device has been recognized as "execution Appraisal".

This data framework (execution Appraisal) help administration to see the provisos or holes in the representatives' execution and this give them the edification on the most proficient method to acquaint preparing with staff to help with the advancement procedure. In this way the preparation and improvement of these classes of individuals ought to be attempted consistently in other to create new aptitude in the dynamic segment (DeNisi and Murphy (2017).

## II. STATEMENT OF THE PROBLEM

Assessing staff in an organization is exceptionally important whether it is private or open, preparing, for example, this has profited associations to accomplish their objectives and giving great administrations to their clients, which is the motivation behind this investigation. In any case, Obudu Mountain resort "once in the past known as Obudu Cattle farm" has had its own mishaps at the underlying stage when it was available to people in general, since lion's share of its workers are nationals and are not very presented to new strategies or current working framework that will improve productivity. Staff are not presented to mechanical improvement sufficiently early. DeNisi and Smith (2014) take note of that to enhance work force execution the individual himself must be enhanced and persuaded. He should see that the minding administration mentality are there, that can add to his experience, that the earth suits him and that the outcomes support, yet inclusion through the devolution of duty is the real power. Preparing must be founded on the particular needs of both the association and individual (Dusterhoff, Cunningham and MacGregor, 2014).

The circumstance in the farm made it germane to raise the accompanying articulation of issues:

1. There were no measures set up to assess prepared staff.
2. Inefficient control system, governmental issues and strategy of execution evaluation.
3. There are no solid measures to distinguish insufficiencies and practice inside the association which unfavorably influence the individual execution of individual or the effective task of the divisions.
4. There are no solid impacts of preparing and improvement on staff of farm execution.

No space for individual to create and execute their own answers for issues and manage imperatives which confine their own commitment (Galagedera, Roshdi, Fukuyama and Zhu (2017).

In spite of the issue looked by the administration of Ranch, it has done its best to see to that preparation and improvement remains a crucial arrangement and furthermore follows through to its logical end the significance of preparing and advancement control be over stressed as to rouse staff to perform adequately to accomplish the hierarchical objectives and targets. Be that as it may, the administration discovers it relatively difficult to have coordinate contact with each

individual laborer not to mention recognizing what the specialist does. To accomplish this realities, the administration who plays out the elements of arranging, sorting out, controlling, coordinating and so forth, as distinguished by Grant (2016) must make utilization of apparatuses that would help in cleaning and evaluating the HR in that association, that to has been recognized as "performance Appraisal".

## III. OBJECTIVE OF THE STUDY

The set objectives of the study include the following:

1. To determine if performance appraisal enhances the attainment of organizational goals
2. To determine the effect of performance appraisal on employee performance in an organization
3. To ascertain the extend employees are influence by performance appraisal processes

## IV. RESEARCH QUESTIONS

The researchers seek answers to the following questions:

1. Does performance appraisal aid the attainment of organizational goals?
2. What are the effects of performance appraisal on employee performance in an organization?
3. To what extend employees of organizations are influence by performance appraisal processes?

## V. RESEARCH HYPOTHESES

The follow theoretical assumption was done in the course of the study:

H<sub>01</sub> – Performance appraisal does not enhance the attainment of organizational goals.

H<sub>02</sub> – There is no significant effect of performance appraisal of employees on organizational performance.

## VI. REVIEW OF RELATED LITERATURE

As indicated by Harrington and Lee (2015), individuals are the most factor assets of any association, and that preparation and creating them and including them in authoritative approach making could just upgrade representative inspiration and hence execution; likewise individuals are the separating factor between world class limit and furthermore individuals are in charge of creating, actualizing the procedure strategies and framework which organizations/association use to give items and administrations to their clients, as a general rule one can't discuss the HR in an association without endeavor to specify or talk on their advancement as it identifies with the improvement of the association all in all; and this issue of improvement must be accomplished by means of administration instruments of evaluating the HR. The instrument is no other than "execution evaluation" (Jacobs, Belschak, and Den Hartog (2014).

Different perspectives on execution examination incorporate earth and Lee and Steers (2017: Latham (1981), characterizes execution evaluation as a system for estimating the viability with which labor is been used. Mayer and Davis (1999) set further, that execution evaluation to the procedure in which the maker settles on how well the representatives' desires are. It is an action having two perspectives administration advancement viewpoint and faculty improvement part of reward, increases, party inside and between divisions and so on, (Mone and London (2018). Execution examination helps administration to see the Loopholes or holes in the representative's execution and this gives them the administration on the most proficient method to acquaint preparing of this labor with help the formative procedure. Mone and London (2018) say that, it is typically alluded to as a coordinated way to deal with administration for greater profitability or productivity in association. He additionally expresses that it is similarly alluded to as a "strategy for responsibility and redress for development".

Execution examination of assessment is likewise the way toward checking on a person's execution and advance in a vocation and surveying his potential for future advancement. It is a precise strategy for acquiring, examining and recording data about representatives. The reason for execution assessments are to mind the accomplishment of enlistment, determination and arrangement. To take a gander at the present years target/destinations, the execution and the accomplishments to recognize zones where correctives moves ought to be made; to distinguish the preparation needs of the representative to see that they are persuaded towards hierarchical objectives, help to give information to judgments remuneration and determination for advancement. Moradi, Mehraban and Moeini (2017) says an evaluation isn't probe, it is a methods for building up the worker in his activity.

## VII. ELEMENTS OF PERFORMANCE APPRAISAL

The principle Clements of execution examination can be arranged into two (2) sections

1. What the organization needs from the activity
2. What the individual representative needs from it. For the association, data about employment execution and potential is essential. The association will be better set to designate duties based on capability and to design pertinent preparing and improvement. It likewise causes the association to remunerate the individual enough and to learn of his own perspectives and wishes concerning his new profession (Murphy and Cleveland, 1991).

## VIII. ROLES OF PERFORMANCE APPRAISAL

Execution estimation can give data which will help supervisors in numerous zones case: as takes after:

1. Performance administration data can demonstrate what the cost of delivering the item or

administrations is per unit and on the off chance that it is as show as conceivable which can prompt cost decreases and empower more productive strategies for task.

2. It can give an estimation of the degree to which cash/assets has been spared or squandered and how much the quality or amount of the item or administrations is enhanced or something else.
3. It can enable administrators to grow reasonable reward frameworks in view of real levels of execution and in this manner compensate higher efficiency and positive changes.
4. For advancement purposes; certainly, individual with frail execution examination ought not be advanced.
5. Determining whether a worker potential ought to be held past trial period.
6. Judging worker possibilities not just regarding more elevated amount position through advancement yet additionally in task of obligations among representatives.
7. It can help for the most part asses the business to check whether it approaches are proper and staff are effective in creating administrations or items wanted by clients and ward divisions.
8. The certainty that execution can be estimated gives a motivator to the change of execution and would itself be able to support proficient administration.
9. For pay reason: defenders recommend that representatives ought to be monetarily remunerated for superior, adversaries say examination frameworks are invalid measures would deliver in values of either finished or under pay.
10. Providing a reason for worker improvement by expecting bosses to occasionally evaluate the quality and shortcomings of each subordinate with the goal that the methodology can be contrived for singular representative advancement (Moradi, Mehraban and Moeini (2017: Poon, 2004 and Pestonjee, Gupta and Delery (2015).

## IX. STAGES OF PERFORMANCE APPRAISAL

Execution examination investigates or assesses individual in association (Hodgetts and Kroeck, 1992) stressed further on execution evaluation by expressing four phases of examination these incorporates: Job portrayal, setting of targets, the culmination of the examination frame (which regularly happens toward the finish of the year) lastly, the evaluation meet.

*1. Job depiction:* Job portrayals are gotten from the activity investigation. They give loll data about the activity under the headings of the titles, announcing, connections, over universally handy and guideline accountabilities or fundamental assignment obligations. The essential information might be supplemented by other data given more insights about the idea of the activity and extension, the variables or criteria that demonstrate it's level for work

assessment purposes, or the capabilities required as a guide to readiness of preparing program and for use in evaluation focuses. This can change over the essential set of working responsibilities into full part definition on the off chance that it gathers in the social parts of the pretended by the activity organizers.

2. *Setting of Objectives*: This involves the setting down of principles and directions and he points and targets that are overseeing the associations. Also, a worker is relied upon to take after this expressed principles and direction all together for the association to accomplish its points and destinations.

3. *The consummation of the Appraisal frame*: This is a phase in which the worker is required to fill in his or her execution in a configuration utilizing the evaluation shape.

4. *The Appraisal Interview*: This is last phase of the execution examination here the worker is been talked with (Nelson and Proell, 2018; Pestonjee, Gupta and Delery, 2015 and Rosen, et al., (2017)

We as a whole always evaluate deliberately or unwittingly objective or subjectively when we assess something; we rate its value and how much it shows different characteristics. We assess ourselves and other individuals; we evaluate conduct, identity and framework. Hierarchical evaluation frameworks are endeavors to formalize these exercises for the advantage of both the individual and the association source (Rosen, et al., (2017)

## X. METHOD OF PERFORMANCE APPRAISAL

These are fundamentally two (2) strategy for evaluation, and these are: The formal and casual technique.

These techniques or methods of examination have been talked about greatly by Hodgetts and Kroeck (1992) in his book work force administration standards and practices, he expresses that, the formal strategy comprises of a development through an institutionalized or structure frame. Utilizing this technique, better officers are normal than assess their subordinates by recording the structures to be submitted to administration. He additionally expresses that, the issues joined with this technique are many to the point, in other words it changes from subjectivity and inductiveness, knowing the goal or significance of execution evaluation, to singular; some corrupt officers work it as a methods for setting individual scores against their subordinates (Pestonjee, Gupta and Delery (2015).

The casual execution examination happens through the casual discourse of worker by their bosses or administrators, where they trade thoughts regarding the characteristics or propensities for their subordinates. This technique empowers the administration gather a considerable measure of information which can be utilized for different purposes which incorporates: advancement, headways, exchanges, terminations or lay-offs. Nonetheless, in commonsense terms, it is this casual execution examination that is generally

utilized for the reason identified above and for each situation, the formal technique is alluded to as narrative confirmation (Lee and Steers (2017).

All the more along these lines, examination and improvement be that as it may, can and ought to be utilized as a part of an association, they both are the most capable administration apparatus in the hands of any association that needs to escape the putting out fires business into the matter of particle extend compelling and effective and beneficial expert administration (Certo (2018).

## XI. PURPOSE OF PERFORMANCE APPRAISAL

Execution examination or execution assessment fills various needs in associations. Administration utilizes examination or assessment for general HR choice, evaluation give contribution to imperative choice, for example, advancements, exchanges and terminations. Assessments of evaluation recognize preparing and improvement require; they pinpoint worker aptitudes and skill that are as of now created to cure. Execution examination can be utilized as paradigm against which choice and improvement programs are approved. Recently enlisted workers who perform ineffectively can be recognized through execution evaluation also, the adequacy of preparing and improvement projects can be controlled by surveying how well representatives who have taken an interest do on their execution examination (DeNisi and Murphy (2017)

Anstey, Riggat, and Walker (2017) evaluation likewise satisfies the reason for giving input to workers on how the association sees their execution. Besides execution examination is utilized as the reason for compensate distribution. Choices with reference to who get justify increments and different prizes are every now and again dictated by execution examination.

Every one of these elements of execution examination is critical, yet their significance to us depends in the point of view we are taking, a few are beyond a reasonable doubt pertinent to HR administration choices (Galagedera, Roshdi, Fukuyama and Zhu, 2017)

## XII. WHAT AN ORGANIZATION APPRAISES IN ITS EMPLOYEES

The basis that administration decides to evaluates, while assessing, worker execution will have a noteworthy impact in what representatives do. The three most well known arrangements of criteria are singular assignment, results, behavior and qualities.

i. *Individual undertakings result*: If end tallies as opposed to implies, at that point administration should assess and worker's errand results. Utilizing assignment results, a chief could join criteria, for example, number of hours worked.

ii. *Behaviours*: In numerous cases, it's hard to distinguish particular result that can be specifically owing to a



representative's activities. These is especially valid for staff in warning or bolster positions and people whose work assignments are in characteristically part of a collective endeavor. In the later case the gathering's execution might be lavishly evaluated, however the commitment of each gathering individuals might be troublesome or difficult to distinguish plainly. Counting subjective or relevant factors in an execution assessment as long as they add to hierarchical viability, numerous not just bode well, they may likewise enhance coordination, cooperation, co-task and over all authoritative execution.

*iii. Characteristics:* The weakest arrangement of criteria yet one that is still generally utilized by organization', is singular quality. This is said to be weaker than either undertaking outcomes or behaviours in light of the fact that they are additionally expelled from the genuine execution of the activity itself. Attributes, for example, having "a great mentality", "indicating certainty", being "reliable" might possibly be exceedingly associated with positive test results, yet just the innocent would disregard the relating that such qualities are as often as possible utilized as a part of associations as criteria for evaluating a worker's level of execution (Harrington and Lee, 2015).

### XIII. THEORETICAL FRAMEWORK

In talking about execution evaluation, one can't sidestep the idea of administration by objective. For Jacobs, Belschak, and Den Hartog (2014) states that if execution evaluation data is to be conveyed to subordinates, either in composing or in a meeting the best strategy is the MBO approach.

The idea of coordinating objectives and goals of an association is called "administration by destinations and this, idea was presented. Concede (2016) characterized administration by objective as a framework that incorporates the organization's objectives of benefit and development with the directors needs to contribute and create himself.. It gives full extension to singular quality and obligation and in the meantime, gives basic bearing to vision and exertion builds up cooperation and fits the objectives of the person with the normal intrigue. Administration by targets additionally allows preparing to be coordinated into the association. It's an arrangement of administration yet it remains a "strategy" which can distinguish preparing needs (Cascio (2018). In spite of the fact that, it puts a high accentuation upon singular responsibility, administration by destinations isn't open solicitations to sorted out witch chases inventive extension objectives, or acquire the last ones from effectively squeezed administrators and other key faculty in clearing up and re offering as conditions changes. Those regions of their activity where they have to focus most extreme exertion.

Administration by objective is an administration advancement technique utilizing the work circumstance to the greatest. Administration by objective can possibly set up a good ground for this new part of execution evaluation in light of the fact that amid usage, administration by objective not just

characterize person. Objective through a participative gathering process, yet additionally accommodates intermittent view and discourse of this target and their satisfaction, administration by objective is a procedure whereby the predominant and the subordinate administrators of a ventures together recognize it's shared objectives, characterizes people significant regions of duty as far as result expected of him, and these measures as aides for working the unit and surveying the commitment of every one of its individuals – administration by goal may turn into an intense instrument in increasing common responsibility and high profitability for an association where administration understands the kind of inclusion of subordinates, it suitable in it circumstance (Lee and Steers, 2017).

The arranged development of an organization must be founded on destinations which prompt quantifiable change in efficiency or gainfulness. An intentionally arranged change assumes that goal ought to be accomplished. Any announcement of targets promptly brings up the issue of their fulfillment. All the more particularly, the director's capacity to carry out his activity agreeable pre assumes the accompanying conditions, he comprehends what is anticipated from him, regarding yield quality, cost due date, or other fitting measuring sticks of viable execution is imperative and consequence of his activity.

- i. He is given satisfactory assets, he fundamental flexibility and specialist to send them, and is thusly permitted to substantiate himself in his activity.
- ii. He has solid methods for persistently observing his execution so that, he and his boss may make fundamental restorative move in great time.
- iii. He gets the sponsorship support and direction (especially from his prompt bosses) that he require to manage factors, both individual and authoritative which antagonistically influence his commitment.
- iv. He find proper individual fulfillments, prizes and outlets from his specific part and exercises eg. Pay, advancement prospects and so on.

These four (4) factors not just speak to the precondition to compelling individual execution since they depend on individuals individual needs to contribute, exceed expectations and "develop" they are likewise the very stuff of sound administration. They have in addition been from associated as a method for dealing with an organization, it's kin and assets and it's worried about two crucial and correlative undertakings:

1. Setting and accomplishing execution objective
2. Improvement execution in an arranged precise manner administration by objective speaks to an approach which looks to elucidate and re-confirm the part, accountabilities, and consequently commitment of the person, in the light of both the difficulties and requirements of the earth inside which he works. It points can be set out as takes after:

- i. To illuminate and decide the best methods for accomplishing benefit and development targets.
- ii. To set up the degree of a methods individual and concurring with him, he key outcome zones of his activity.
- iii. To bring away from any detectable hindrance those issues which a supervisor feels keeps him from being as effective as he could be, with the goal that he, his boss, or somebody likewise can make fitting counteractive action or healing move.
- iv. To enhance individuals execution by expanding on their requirements, quality and achievement as opposed to just upon their shortcoming and inadequacy.

It is in this same vain that () additionally push that in the event that we comprehend that administration by objective is both an arranging and control framework, and an intense operator of social change and hierarchical improvement, it can be viewed as an adapting "together" process on which human needs and qualities are as profoundly required as physical and money related variables.

Harrington and Lee (2015) clears up that performance examination is constantly worried about the execution of the unique individual while administration by objective is worried about all parts of an authoritative framework particularly, it is a way to deal with administration which is gone for enhancing execution by wiping out or diminishing the accompanying obstructions to it:

- i. Inappropriate association and administrative structure
- ii. Insufficient controls
- iii. Inadequate correspondence.
- iv. Vague or good for nothing destinations.
- v. Defined accountabilities and expert
- vi. Wasted assets, especially human ability at all levels and,
- vii. Low confidence and disregard.

Administration by objective is a concerned vital with "without further ado" and the future as opposed to with history it is in this manner, dynamic instead of review. It is essentially a method for dealing with a business by relating. The individual needs and endeavors of their organizations (Moradi, Mehraban and Moeini (2017: Poon, 2004 and Pestonjee, Gupta and Delery (2015).

A key point that is so every now and again overlooked and to which administration by objective persistently looks to draw administration's consideration that individuals are utilized and paid for comes about. Now and again alluded to as "responsibility administration" administration by target looks to put both the duty and the where with all overlooking things done right, where opportune have a place in the hands of supervisors. Administration by objective isn't a procedure for giving exact responses to exceptionally administration issue as

it emerges, rather it is a method for dealing with an organization by trying to guarantee that the correct inquiries are ceaselessly and methodically inquired. Consistent audit of execution and prerequisite to make the essential follow up move are crucial to administration by objective and went for constantly difficult directors to look at basically and objective the outcomes.

Administration by objective is concerned primarily with enhancing execution, and is a method for persistently attracting individuals' thoughtfulness regarding the degree and bearing of both the general and individual exertion expected to make benefit and developments designs a reality (Grant (2016).

#### XIV. EMPIRICAL REVIEW

Books expounded on execution evaluation are unique in relation to more customary reading material in different regions in which the substance and scope are pretty much standard, on the grounds that there are few schools that offer formal courses. Along these lines the books that exist have a tendency to be composed around a particular model or approach supported by the writer. In the late twentieth and 21st centuries, various books have been composed particularly about execution administration, and a few books take a worldwide point of view on evaluation forms these as well, have a tendency to embrace a particular model or approach. In this way, albeit all of such books cover certain themes in like manner, the distinction crosswise over books. In substantially more noteworthy than may be the situation in different zones. A few books in truth are composed to make the point that execution evaluation ought to be abrogated. In all cases, modifications are occasional on the off chance that they happened all; consequently a noteworthy issue is whether a book is so obsolete as to never again be helpful. Maybe, the primary real work in the region was (DeNisi and Smith (2014). A standout amongst the most referred to books in the zone today is () is a decent case of a book worked around a particular model, while Anstey, Riggat, and Walker (2017) and Lee and Steers (2017) concentrate more on execution administration. Mayer and Davis (1999) is an altered volume that arrangements with worldwide issues in the region. Murphy and Cleveland (1995) is a decent case of the require the abolishment of evaluations.

Accordingly when thought about together, execution examination and execution administration speak to a standout amongst the most basic procedures that exist in associations for overseeing representative conduct the support is that it will encourage the conceptualization of the factors that will be analyzed in this investigation, demonstrate their imagined relationship and further give the premise to their experimental assessment.

Despite the fact that the execution evaluation session is a segment of the entire execution examination framework (Lee and Steers (2017). In any case, it is as yet a noteworthy piece of the evaluation framework since it is the main road for

social event representative's assessments and other data (Nelson and Proell, 2018). Correspondingly, supervisory practices amid an examination session has been demonstrated to be a noteworthy viewpoint which adds to the viability of execution evaluation session (Smith, Craig Wallace and Jordan (2016). Consequently some key ideas of execution evaluation session and supervisory practices will be connected and used to plan the contention that there ought to be a positive connection between execution examination fulfillment and certain supervisory practices amid an execution evaluation session (Alamdari, Nejati, Ahmadizadeh and Mohammadi, 2017). Essentially, degree writing and research has demonstrated that utilizing execution examination to create representatives may expand their proclivity to the association henceforth this survey will explain the rationale for endeavoring to set up a positive connection between execution evaluation fulfillment and successful hierarchical duty and the importance of such a connection to associations (Nelson and Proell, 2018).

In spite of the fact that the historical backdrop of execution examination is genuinely compact. Evaluation truly started with the Second World War. It was utilized to evaluate's outcomes. Pestonjee, Gupta and Delery (2015) opined that there is an essential human sign to judge crafted by other individuals and also one's own particular work. It would thus be able to be said that examination is both unavoidable and all inclusive. Indeed, even without the presence of an arranged examination framework, one can have an inclination and think that its normal to assess the activity execution of another effortlessly and subjectively.

Execution evaluation was found in the business in mid 1800 (Mayer and Davis, 1999). Mayer and Davis (1999) identified its utilization in Robert Owen's utilization of "quiet screen" in the cotton factories of Scotland. The quiet screens were interms of backs of wood with various hues painted on each unmistakable side and it was hung over every worker's work station. By the day's end, the square was turned with the goal that a specific shading, speaking to a review of the worker's execution, could be seen by everybody. Weise and Buckley (1998) subjective proof shows that this training affected consequent behaviour. Murphy and Cleveland (1995) confirmed that by the mid 1950s 61 percent of associations frequently utilized execution evaluations, contrasted and just 15 percent instantly after World War II. Pestonjee, Gupta and Delery (2015) indicated out the essential device be the attribute rating framework, which centers around past activity's utilizing a standard number numerical scoring framework to evaluate individuals based on a formerly settled arrangement of measurements. The principle device, utilized under was quality rating framework.

The present execution evaluation process has developed into a more arranged and formal process. It is utilized as a methods which recognizes and think about representative's execution, the information are utilized to audit a few HR choices (Lee

and Steers (2017: Mayer and Davis, 1999 and Mone and London (2018).

## XV. METHODOLOGY

This study is a descriptive survey and the data for the survey was generated from Obudu mountain resort. A random sampling technique was used in order to reduce the problem of being bias.

To be able to collect data for the study, questionnaires were given and interviews were carried out. The questionnaires were in two categories that are for the management staff and junior staff, while the interview was used to know how effective the appraisal was on the employee. In analysis of data, frequency and percentages were adopted. These enhanced the accuracy and understanding of the research.

Population of study indicates the subject studies at the resort. Obudu mountain resort has a population of 256 workers, which is made up of 56 management staff and junior staff 200 in the resort.

The sample size was drawn from the population of the workers in the resort. In the determination of the sample size, the researcher made use of the Taro Yamane formula. This formula is stated as follows:

$$n = \frac{N}{1 + N(0^2)}$$

Where n= sample size

1= constant

0 = limit of sampling error = 0.05

(Assume that 0= 5% or 0.05)

This can be computed as shown below

$$\begin{aligned} &= n = 256 \\ &\frac{256}{1 + 256(0.05)^2} \\ &= \frac{256}{1 + 256(0.0025)} \\ &= \frac{256}{1.64} \\ &n = 156 \end{aligned}$$

The sample technique adopted for the study was the random sampling technique.

In testing the hypotheses, the z-test technique was applied.

The formula is show below

$$Z = \frac{P - P_0}{\sqrt{\frac{P_0(1 - P_0)}{N}}}$$

Where P= proportion of positive responses to the variable of interest

Po= probability of rejecting the null hypothesis i.e 0.5

N= Total number of responses

1= A constant value

The computed value of Z-test is compared with it's critical value at  $P < 0.5$  which is = 1.64 in a 2-tailed test.

#### Decision Rule

Reject  $H_0$  and accept  $H_1$  if the critical value of Z is more than it's computed value and vice versa

Z-test is a statistical test where normal distribution is applied and is basically used for dealing with problems relating to large samples when  $N > 30$

### XVI. TEST OF HYPOTHESIS

#### HYPOTHESIS I

$H_{01}$  – Performance appraisal does not enhance the attainment of higher efficiency and productivity in Obudu Mountain Resort Cross River State.

$H_{02}$  – Performance appraisal enhance the attainment of higher efficiency and productivity in Obudu Mountain Resort Cross River State.

Table 1: Does performance appraisal enhance the attainment of higher efficiency and productivity in the organization.

OPTION	NUMBER OF RESPONDENTS	PRESENTATION
YES	120	88.24
NO	16	11.78
TOTAL	136	100

Source: field survey 2017

$$P = 120 = 88\%$$

$$N = 136$$

$$P_o = 0.5$$

$$\therefore Z = \frac{0.88 - 0.5}{\sqrt{0.5(1 - 0.5)}}$$

$$\frac{0.38}{\sqrt{0.25}}$$

$$\frac{0.38}{136}$$

$$Z = \frac{0.38}{0.04}$$

$$\frac{0.04}{136}$$

$$Z = 9.5$$

$$0.04$$

$$Z = 9.5$$

Based on the decision rule, Z (9.5) is more than the critical value (1.64), we reject  $H_0$  and accept  $H_1$ , which states that performance appraisal enhance the attainment of higher efficiency and productivity.

#### HYPOTHESIS II

$H_{01}$  – Performance appraisal does not unite the human factor in the organization to attain greater profitability in Obudu Mountain Resort Cross River State.

Table 2: Does performance appraisal unite the human factor in the organization

OPTION	NUMBER OF RESPONDENTS	PRESENTATION
YES	101	74.30
NO	35	25.74
TOTAL	136	100

Source: field survey 2017

$$P = 101 = 74\%$$

$$N = 136$$

$$P_o = 0.5$$

$$\therefore Z = \frac{0.74 - 0.5}{\sqrt{0.5(1 - 0.5)}}$$

$$\frac{0.24}{\sqrt{0.25}}$$

$$\frac{0.24}{136}$$

$$Z = \frac{0.24}{0.04}$$

$$\frac{0.04}{136}$$

$$Z = 6.0$$

$$0.04$$

$$= 6.0$$

$$\therefore Z = 6.0$$

From the result above, the complete Z (6.0) is greater than it's critical value (1.64) we reject the null hypothesis ( $H_0$ ) and accept the alternate ( $H_1$ ), which states that "performance appraisal unites the human factor in the organization to attain greater profitability".

### XVII. DISCUSSION OF FINDINGS

Two working hypotheses were formulated and tested, the findings are discussed below.

In hypothesis 1, 88.24% of the respondents were in favour of the opinion that performance appraisal enhances the attainment of higher efficiency and productivity

A test of the hypothesis using Z test was positive and that performance appraisal enhance sufficiency and productivity. Based on the decision rule, the alternative hypothesis was rejected.



Finally, hypothesis 2 was tested and it was observed from the results that performance appraisal unites the human factor in the organization. In the result, it showed that 74.30% of the respondent agreed to the fact, the computed test using Z test showed that the result is positive, thereby making the alternative hypothesis valid and acceptable while the null hypothesis was rejected.

The study has shown that performance appraisal or evaluation is used by the management for general human resource evaluation, it provides input into important decision such as promotions, transfers and termination.

Performance appraisal also identified training and development need, pinpoint employee skills and competence that are currently developed to remedy.

The research also gathered that appraisal can be used in an organization as a criterion for selection and development programs which are validation, it will help in identifying newly employed employee who perform poorly. Similarly, the effectiveness of training and development programs can be determined by assessing how their employee who participated performed on their appraisal.

Finally performance appraisal fulfills the purpose of providing feed back to employees on how an organization views their performance. Appraisals are also used as the basis for allocating rewards, decision as to who get merit increases and other rewards are frequently determined by performance appraisal.

### XVIII. CONCLUSION

The fundamental motivation behind execution examination framework ought to be to enhance the worker execution that will enable the association to succeed. The investigation uncovered that execution examination is being drilled and despite the fact that it had its difficulties at the beginning period, some improvement had not occurred as far as innovative advancements and others. The framework should look to inspire its representative through the reward framework and to try in instructing, preparing, guiding and speaking with the worker and to enhance its mechanical improvement, as the world is quick turning into a worldwide town and it will help open the fall back on numerous shoppers.

This examination is relied upon to add to the Human asset office in the zone of execution evaluation and inspiration. In the event that the resort utilize execution examination as a vital approach and relate it with Human asset exercises and some business arrangements they will have the capacity to enhance the skills, inspiration, abilities and execution evaluation is an awesome method to help the associations profitability and worker execution, this investigation will be of incredible advantage to the administration of Obudu mountain resort, it will empower them see the need to settle certain misfortunes in the resort and enhance them. This examination is advanced toward illuminating the

administration group as well as the representatives as well, it will enable them to see more about evaluation. Likewise, this exploration will help other people analysts who should need to begin investigate in the field of execution evaluation as an apparatus for improving hierarchical efficiency.

### XIX. RECOMMENDATIONS

From what the analysts accumulated from discoveries, the accompanying proposals were made.

1. First and preeminent, the analyst recognizes the administration of Obudu mountain resort for assessing the staff of the association and putting a few strategies out there, following this respect, it is essential that the administration group should set up all fundamental structure to make it effective.
2. The examination uncovered that some staff were not legitimately evaluated because of a few factors, these negative variables ought to be appropriately taken a gander at and dispensed with so all the staff will be assessed in like manner
3. Management should offer criticism to the assesses, since it is an imperative segment of execution examination. This will empower assess append awesome significance to their activity, this ought to be done after evaluate is done to empower them know their execution and enhance it.
4. The investigation uncovered that the evaluation procedure was some of the time portrayed by inclinations and unbiasedness. It is suggested that assess ought to be engaged with the plan of evaluations as expressed before. Thusly, they turn out to be knowledgeable on the evaluation procedure. Furthermore, appraisers ought to be taught on the should be reasonable amid examination with the goal that execution evaluation is seen by all in the resort as a vital exercise.
5. In the examination it was uncovered that not every one of the appraisers had formal preparing in other to assess it subordinate. It is suggested that the individual and authoritative division should make it obligatory that each supervision ought to have a type of formal preparing on the best way to assess. This will guarantee that the program will be fruitful.
6. It is additionally prescribed that they ought to be some type of reward framework that will spur staffs to work persistently and productively in other to enhance profitability in the association

### REFERENCES

- [1]. Alamdari, A., Nejati, M., Ahmadi-zadeh, A., & Mohammadi, H. (2017). Investigating the Effect of the Performance appraisal Program on Employee Performance (Case Study of Yasuj University of Medical Sciences). *INTERNATIONAL JOURNAL OF ADVANCED BIOTECHNOLOGY AND RESEARCH*, 8(4), 8-15.
- [2]. Anstey, E., Riggall, T. F., & Walker, J. (2017). *Staff appraisal and development*. Routledge.

- [3]. Cascio, W. (2018). *Managing human resources*. McGraw-Hill Education.
- [4]. Certo, S. C. (2018). *Supervision: Concepts and skill-building*. McGraw-Hill Education.
- [5]. Den Hartog, D. N., Boselie, P., & Paauwe, J. (2004). Performance management: A model and research agenda. *Applied psychology*, 53(4), 556-569.
- [6]. DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress?. *Journal of Applied Psychology*, 102(3), 421.
- [7]. DeNisi, A., & Smith, C. E. (2014). Performance appraisal, performance management, and firm-level performance: A review, a proposed model, and new directions for future research. *The Academy of Management Annals*, 8(1), 127-179.
- [8]. DeNisi, A., & Smith, C. E. (2014). Performance appraisal, performance management, and firm-level performance: A review, a proposed model, and new directions for future research. *The Academy of Management Annals*, 8(1), 127-179.
- [9]. Dusterhoff, C., Cunningham, J. B., & MacGregor, J. N. (2014). The effects of performance rating, leader-member exchange, perceived utility, and organizational justice on performance appraisal satisfaction: Applying a moral judgment perspective. *Journal of business ethics*, 119(2), 265-273.
- [10]. Galagedera, D. U., Roshdi, I., Fukuyama, H., & Zhu, J. (2017). A new network DEA model for mutual fund performance appraisal: An application to US equity mutual funds. *Omega*.
- [11]. Grant, R. M. (2016). *Contemporary strategy analysis: Text and cases edition*. John Wiley & Sons.
- [12]. Harrington, J. R., & Lee, J. H. (2015). What drives perceived fairness of performance appraisal? Exploring the effects of psychological contract fulfillment on employees' perceived fairness of performance appraisal in US federal agencies. *Public Personnel Management*, 44(2), 214-238.
- [13]. Hodgetts, R.M and Kroeck, G.K, (1992) personal management, the Dryden press, Harcourt Brace Jouarich Inc. Florida pp329
- [14]. Jacobs, G., Belschak, F. D., & Den Hartog, D. N. (2014). (Un) ethical behavior and performance appraisal: the role of affect, support, and organizational justice. *Journal of business ethics*, 121(1), 63-76.
- [15]. Latham, G. P. (1981). *Increasing productivity through performance appraisal*. Prentice Hall.
- [16]. Lee, T. W., & Steers, R. M. (2017). Facilitating effective performance appraisals: The role of employee commitment and organizational climate. In *Performance measurement and theory* (pp. 75-93). Routledge.
- [17]. Mayer, R. C., & Davis, J. H. (1999). The effect of the performance appraisal system on trust for management: A field quasi-experiment. *Journal of applied psychology*, 84(1), 123.
- [18]. Mayer, R. C., & Davis, J. H. (1999). The effect of the performance appraisal system on trust for management: A field quasi-experiment. *Journal of applied psychology*, 84(1), 123.
- [19]. Mone, E. M., & London, M. (2018). *Employee engagement through effective performance management: A practical guide for managers*. Routledge.
- [20]. Moradi, T., Mehraban, M. A., & Moeini, M. (2017). Comparison of the perceptions of managers and nursing staff toward performance appraisal. *Iranian journal of nursing and midwifery research*, 22(2), 128.
- [21]. Murphy, K. R., & Cleveland, J. N. (1991). *Performance appraisal: An organizational perspective*. Allyn & Bacon.
- [22]. Murphy, K. R., & Cleveland, J. N. (1995). *Understanding performance appraisal: Social, organizational, and goal-based perspectives*. Sage.
- [23]. Nelson, M. W., & Proell, C. A. (2018). Is Silence Golden? Audit Team Leader Reactions to Subordinates Who Speak Up" In the Moment" and at Performance Appraisal. *The Accounting Review*.
- [24]. Pestonjee, D., Gupta, N., & Delery, J. E. (2015). Organizing the Performance Appraisal Context. In *Academy of Management Proceedings* (Vol. 2015, No. 1, p. 19122). Briarcliff Manor, NY 10510: Academy of Management.
- [25]. Poon, J. M. (2004). Effects of performance appraisal politics on job satisfaction and turnover intention. *Personnel review*, 33(3), 322-334.
- [26]. Rosen, C. C., Kacmar, K. M., Harris, K. J., Gavin, M. B., & Hochwarter, W. A. (2017). Workplace politics and performance appraisal: A two-study, multilevel field investigation. *Journal of Leadership & Organizational Studies*, 24(1), 20-38.
- [27]. Smith, M. B., Craig Wallace, J., & Jordan, P. (2016). When the dark ones become darker: How promotion focus moderates the effects of the dark triad on supervisor performance ratings. *Journal of Organizational Behavior*, 37(2), 236-254.