

Performance Appraisal and Employee Performance at the Federal Ministry of Industry, Trade and Investment, Abuja: The Moderating Role of Performance Appraisal Feedback

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ABSTRACT

This study examined the effect of performance appraisal feedback on the relationship between performance appraisal and employee performance at the Federal Ministry of Industry, Trade and Investment Abuja. A systematic questionnaire was employed in the study to gather primary data. From a population of 1820 employees, a sample of 328 respondents was selected using a stratified random sampling technique, and 300 questionnaires were returned. For analysis, we used exploratory and confirmatory factor analyses, partial least squares structural equation modelling, and descriptive statistics. The Federal Ministry of Industry, Trade, and Investment Abuja personnels' performance is positively correlated with performance appraisal, according to the findings. Additionally, the indirect impact, also known as the moderating effect, showed that performance appraisal feedback does not moderate the relationship between performance appraisal and employees' performance at the Federal Ministry of Industry, Trade, and Investment. In order to provide useful feedback, the study suggested that the performance appraisal feedback be enhanced and revised. Additionally, employees should get written comments from the Federal Ministry of Industry regarding their performance reviews.

Keywords: Performance appraisal; Performance appraisal feedback; Employee performance; Exploratory factor analysis; Partial least squares structural equation modelling; Federal Ministry of Industry, Trade and Investment

JEL Classification: M12, M59, O15.

INTRODUCTION

In today's highly dynamic business environment, human capital is widely recognized as an organization's most important resource and a key driver of sustained competitive advantage (Barney, 1991). To fully utilize this capital, organizations rely heavily on performance management systems, the foundation of which is performance appraisal (Aguinis, 2019). Even though performance reviews have historically been used for administrative tasks like choosing promotions, pay raises, and disciplinary measures, modern human resource management has progressively used them as a purposeful tool to increase employee engagement, performance, and alignment with business goals (Shields et al., 2015). Employee performance is positively impacted by a

robust performance appraisal system, according to a large body of empirical research (Kuvaas, 2006; Murphy, 2020).

When employees perceive the appraisal process as fair, transparent, and in line with company objectives, their role clarity, task motivation, and organizational commitment will eventually improve, leading to higher job outputs (Colquitt et al., 2013). On the other hand, scholars have noted that there is frequently inconsistent evidence regarding the favourable relationship between employee performance and performance reviews (DeNisi & Smith, 2014). Evaluating and documenting an employee's work does not result in improved skills or altered behaviour. Administratively, the expected benefits of appraisals are sometimes muted by fear, role ambiguity, or the termination of employees due to bureaucratic requirements (Levy & Williams, 2004).

The essential necessity to look into the mechanisms and boundary conditions that connect formal evaluation with real behavioural development is highlighted by this missing link. The relevance of performance appraisal feedback in explaining this discrepancy has been emphasized by researchers more and more (Kluger & DeNisi, 1996; Rosen et al., 2006). According to Feedback Intervention Theory, an appraisal's strategic value can only be realized when it is converted into useful information that focuses an employee's attention on learning and task mastering (Kluger & DeNisi, 1996). According to current research, performance appraisal feedback plays a crucial role as a moderating variable that affects the strength and direction of the appraisal-performance link, even when the direct benefits of feedback are documented (Anseel et al., 2015; Kuvaas, 2011).

This study will provide important insights for human resource researchers and practical solutions for managers thinking about enhancing employee production through appraisal systems. Performance reviews function as a positive moderator when they are paired with timely, constructive, and high-quality feedback. It increases the appraisal's developmental value, stimulates intrinsic motivation, and provides the psychological security required for workers to improve their performance (Cederblom, 1982; Steelman et al., 2004). On the other hand, the relationship between assessment and performance deteriorates if the process lacks a useful feedback mechanism or if the feedback is damaging and poorly structured. According to Bear et al. (2017), employees in such circumstances are left in the dark about how to fix their shortcomings, which leads to irritation, a decline in organizational trust, and lower performance.

The Federal Ministry of Industry, Trade and Investment (FMITI) is essentially in charge of promoting trade, attracting both domestic and foreign investment, and advancing Nigeria's industrial progress. The administrative and technical staff's efficiency and service delivery are critical to the successful implementation of this directive. The Ministry uses performance assessment systems, which have historically been overshadowed by the Annual Performance Evaluation Report (APER), to maintain high organizational production. It has recently switched to more contemporary Performance Management Systems (PMS) to assess, track, and improve employee contributions. However, the Ministry still faces persistent issues with staff performance, bureaucratic inefficiencies, sub-optimal productivity, and a general lack of desire despite these evaluation standards.

This highlights a larger systemic issue in the Nigerian public sector, where there is a massive discrepancy between performance rating theory and practice. Despite its established benefits, there is still a significant lack of empirical research that explicitly examines performance assessment feedback as a boundary condition in the relationship between evaluation and performance in a particular organizational setting. While most current research acknowledges that employee output is positively impacted by performance reviews, there is a crucial gap about how feedback delivery and quality affect this dynamic in the FMITI. Rather than seeing feedback as a crucial conditional lens in the appraisal-performance relationship, many studies have continued to examine appraisal and feedback as separate, parallel variables.

The following are the research questions: Does the relationship between employee performance and performance appraisals at FMITI Abuja get moderated by performance appraisal feedback? What connection is there between FMITI employees' performance and performance appraisals? Therefore, the goal of this study is to find out how performance appraisal feedback affects the relationship between performance appraisals and employees' performance at FMITI. Additionally, it will examine how performance appraisals impact the

performance of FMITI employees. Without conducting empirical research on this moderating mechanism, FMITI runs the risk of carrying on with a costly, standard evaluation procedure that doesn't provide the anticipated increases in civil service productivity.

By investigating the moderating function of performance appraisal feedback in the relationship between performance appraisal and employee performance at the FMITI, Abuja, this study fills this gap. The following is how this research proceeds: The theoretical foundation and literature review are covered in the second section. Section 3 covered the technique. The conclusion and recommendations would be the primary focus of section five, whereas the findings and discussions would be the primary focus of section four.

THEORETICAL FRAMEWORK AND EMPIRICAL ISSUES

The Feedback Intervention Theory of Kluger and DeNisi (1996) serves as the foundation for our investigation. According to the Feedback Intervention Theory, feedback interventions alter employees' behaviour by focusing on three levels: the self, the task-motivation level, and the task-learning level. Therefore, employee evaluation alone cannot increase their production. However, performance appraisal feedback—basically, the transmission of that evaluation—acts as a crucial catalyst that leads to an increase in employees' performance. Therefore, performance appraisal feedback either strengthens or weakens the impact of performance appraisals on employees' output. This framework's central claim is that performance reviews are a necessary but insufficient prerequisite for optimizing worker performance. The performance appraisal feedback has a significant impact on how strong this relationship is.

Positive, task-focused feedback mixed with performance appraisals focuses emphasis on learning and task mastery, which significantly improves employee performance. This was corroborated by Kuvaas (2006), who found that when employees receive high-quality feedback, the positive relationship between performance reviews and employee performance is much enhanced. In this scenario, workers receive practical insights, experience reinforcement, and comprehend their role to improve their competencies (Aguinis et al., 2012). On the other hand, performance can be significantly lowered if the appraisal is devoid of feedback or if the feedback is perceived as a personal assault (centred on the "self"). It makes sense that Colquitt et al. (2001) claimed that the lack of a feedback mechanism in the assessment process causes anxiety, role ambiguity, and perceptions of unfairness, which lead to disengagement and poor performance.

As a result, the presence and calibre of feedback influence whether performance reviews result in favourable or unfavourable performance outcomes. No research examined the moderating effect of performance appraisal feedback on the link between performance appraisal and employees' performance, according to the evaluated literature. Thus, publications pertaining to this research were examined. Iqbal (2013) looked on how motivation affected the relationship between employees' performance and performance reviews. The results showed that employees' performance was positively impacted by performance reviews. Additionally, motivation had a positive impact on the relationship between employees' performance and performance reviews.

Additionally, Lupenza et al. (2024) used partial least squares structural equation modelling (PLS-SEM) to investigate the mediating roles of working environment and management style on the relationship between employee productivity and performance appraisal method in public hospitals in Mbeya, Tanzania. The results showed a significant relationship between staff productivity and performance appraisal systems. Employee productivity was negatively impacted by performance planning, especially when it was connected to the workplace. Additionally, when the working environment and management style were taken into account, the assessment criteria had a favourable and considerable impact on employee productivity. Salim (2023) investigated the impact of work motivation on the relationship between job satisfaction and employee performance evaluation at a private institution using a quantitative methodology.

The outcome demonstrated that, in private universities, performance reviews have a direct impact on job satisfaction through work motivation. Jassen (2016) looked into the moderating effect of the manager's conviction that individuals can change on the relationship between employees' intrinsic motivation and

performance reviews. The findings showed that there was no meaningful relationship between employees' intrinsic motivation and performance reviews. Furthermore, the employee's perception of the manager's conviction that people may change had no moderating effect on this association. Furthermore, Kusumayuda (2019) analysed the mediating function of job satisfaction on the impact of salary and performance appraisal systems on the work motivation of Yogyakarta Primary Tax Service Office employees using the structural equation modelling technique.

The results showed that work motivation and job satisfaction were positively and significantly impacted by the remuneration and performance rating systems. The outcome also showed that a positive and significant association between motivation and performance rating systems can be mediated by job satisfaction. Khan et al. (2017) used the regression methodology to investigate the effect of performance assessment on employees' performance of commercial banks in Dera, using motivation as a moderating factor. The results showed that employee motivation and performance reviews had a favourable and substantial effect on workers' output. The results also demonstrated that the relationship between employees' performance and performance appraisals is not moderated by their motivation.

METHODOLOGY

We employed a descriptive research methodology for our investigation. The participants in the study were employees of the FMITI. The study's target population is the 1820 employees of the FMITI. Twenty departments and offices make up this population. The survey was completed by middle-level employees and senior management of the organization. The sample size for the study was 328. Yamane's (1967) formula was used to calculate it. The sample size of 328 employees was obtained from the sampling frame of 1820 employees. This was accomplished by using the stratified sampling technique, which separates the sample frame into strata so that samples are drawn from each stratum.

The sample was guaranteed to accurately reflect the structure of the population, and this procedure lowers bias in population parameter estimation. Additionally, this method guarantees improved population coverage and allows for increased precision. Additionally, it provides an equal chance for each element present in each stratum to be included in the sample in proportion to the stratum's relative size. The sample size was distributed proportionately based on the stratum's size. Each subgroup's size and features were taken into consideration while choosing the elements to symbolize it. The equation is:

$$n_i = \frac{N_i}{N} * n$$

Where:

n_i = Sample size for a stratum

N_i = Population of a specific subgroup/stratum

N = Total population

n = Total sample size

For the strata, it produced a sample size of 328 workers. As shown in Table 1, Bowley's 1926 proportionate allocation algorithm was used to divide 328 personnel proportionately among the 20 departments/offices.

Table 1: Sample Size

Department/Office	Population	Sample Size
Trade	170	30.6
Commodities and Export	97	17.5
Investment Promotion	23	4.1
Weights and Measures	388	70.0
Federal Produce Inspection	258	46.5
Industrial Development	117	21.1
Industrial Inspectorate	272	49.0
Patent and Design Registry	20	3.6
Trademark Registry	57	10.3
Chemical and Non-Petrol Chemical	18	3.2
Policy, Planning, Research and Statistics	59	10.6
Human Resource	89	16.0
Special Duty	18	3.2
General Service	96	17.3
Finance and Accounts	62	11.2
Legal Service	8	1.4
Procurement	22	4.1
Permanent Secretary's Office	21	3.8
Minister's Office	12	2.2
Minister of State's Office	13	2.3
Total	1820	328

Source: Authors' Compilation

The investigation made use of both primary and secondary data. A systematic survey was used to collect the data. A five-point Likert scale was used for each concept in the structured questionnaire, with 1 denoting strongly disagree and 5 denoting strongly agree. We adopted ten work performance metrics from Moraa and Datche (2019), Getachew (2020), and Berasa (2020) to evaluate employee performance. Additionally, Kagotho (2018) and Anetneh (2019) provided ten performance appraisal components that were adopted to gage performance appraisal. We adopted eight performance appraisal feedback components from Kagotho (2018) and Getachew (2020) to gage the feedback.

The data analysis for this study included descriptive statistics of distribution frequency and percentages, PLS-SEM, exploratory factor analysis (EFA), and confirmatory factor analysis (CFA). EFA was used to measure the basic structure of the study's components. The CFA was also used to investigate the connection between observable variables and their underlying latent components. The Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) tests were used to verify the dependability of each study construct. The Statistical Package for Social Sciences (SPSS) version 25, Jamovi version 2.6.44, and JASP version 0.19.3 were used to analyse the data. This study adhered to ethical guidelines for employing human participants in research as well as survey research techniques.

RESULTS AND DISCUSSIONS

Three hundred of the 328 questionnaires that were given to the participants were returned. This revealed that while 9% of respondents did not reply, 91% of respondents did. The profile of the responders is shown in Table 1.

Table 2: Profile of Respondents

Demographic	Categories	Frequency	Percentage (%)
Category of Staff	Senior Management	65	21.7
	Middle Level	235	78.3
	Lower Level	0	0.0
	Total	300	100.0
Length of Service	Less than 2 years	9	3.0
	3-5 years	23	7.7
	6-10 years	144	48.0
	Above 11 years	124	41.3
	Total	300	100.0
Marital Status	Married	246	82.0
	Single	54	18.0
	Widowed	0	0.0
	Separated/Divorced	0	0.0
	Engaged to be Married	0	0.0
	Total	300	100.0
Gender	Male	158	47.3
	Female	142	52.7
	Total	300	100.0
Age	21-25 years	8	2.7
	26-30 years	8	2.7
	31-35 years	66	22.0
	36 - 40 years	50	16.7
	Above 40 years	168	56.0
	Total	300	100.0
Education	NCE/ND	6	2.0
	BA/BSc/HND	181	60.3
	MA/MSc	113	37.7
	WASC/SSCE/NECO	0	0.0
	Diploma	0	0.0
	PhD	0	0.0
	FSLC	0	0.0
	Total	300	100.0

Source: Field Survey, 2026.

It was found that senior management employees made up 65 responses, or 21.7%. On the other hand, middle-level employees made up 235 respondents, or 78.3%. It was discovered that 144 respondents, or 48%, had spent six to ten years working at FMITI Abuja. The remaining group, or 52%, consisted of those under two, three to five, and eleven and older. Additionally, 246 respondents, or 82% of the sample, reported being married, while 54 respondents, or 18% of the sample, reported being single. However, those who were widowed, separated or divorced, and engaged to be married received the same result of 0 or 0%.

The statistics showed that 142 respondents, or 52.7% of the sample, were women and 158 respondents, or 47.3% of the sample, were men. Additionally, 168 respondents, or 56% of the sample, were older than 40. On the other hand, 21–25, 26–30, 31–35, and 36–40 years old accounted for 44% of the remaining responses. One

hundred and eighty-one respondents, or 60.3%, held a Bachelor of Arts, Bachelor of Science, or Higher National Diploma in terms of education. Furthermore, six respondents, or 2%, held a Nigeria National Diploma or Certificate in Education. Nonetheless, 113 respondents, or 37.7%, held a Master of Arts or Master of Science degree.

Table 3: Variable Dimensions, Elements and Sources

Dimension	Code	Element	Source
Performance Appraisal (PA)	PA1	As a member of the staff do you look forward to performance appraisal in your organisation.	Kagotho (2018)
	PA2	Are staff able to express their grievances after a performance appraisal in your organisation?	Kagotho (2018)
	PA3	Is staff promotion associated with the performance appraisal process in your organisation?	Kagotho (2018)
	PA4	The performance appraisal process is a two-way process in my organisation.	Kagotho (2018)
	PA5	I am evaluated fairly according to the set standards without subjectivity and biasedness.	Anetneh (2019)
	PA6	Appraisers treat all employees fairly and reliably during the performance appraisal process.	Anetneh (2019)
	PA7	The performance appraisal result provides you with a fair reflection of your actual performance.	Anetneh (2019)
	PA8	The performance appraisal process is free from discrimination and favouritism.	Anetneh (2019)
	PA9	The performance appraisal process is free from appraisers' errors.	Anetneh (2019)
	PA10	There is a feeling of equity and fairness among employees regarding the provision of performance-based rewards.	Anetneh (2019)
Employee Performance (EP)	EP1	Performance appraisal has enhanced the organisation's labour productivity.	Moraa and Datche (2019)
	EP2	The organisational goals have been attained as a result of the performance appraisal.	Moraa and Datche (2019)
	EP3	The performance appraisal introduction has led to increased employee motivation.	Moraa and Datche (2019)
	EP4	The organization is able to meet the goal it sets.	Berasa (2020)
	EP5	Work volume and quality is found as per the planned and targeted.	Berasa (2020)
	EP6	Employees are always ready to stand behind the organization whenever a problem occurs to the organization.	Berasa (2020)
	EP7	Customers/clients' expectations are met.	Berasa (2020)
	EP8	The organization is able to satisfy the owner(s) /shareholders/Directors/Trusties.	Berasa (2020)
	EP9	My individual performance has link with organizational performance.	Getachew (2020)
	EP10	I have the right tools to help me achieve my work goals.	Getachew (2020)
Performance Appraisal Feedback (PAF)	PAF1	Performance appraisal feedback is implemented in your organisation.	Kagotho (2018)
	PAF2	Performance appraisal feedback is used for improving staff performance.	Kagotho (2018)
	PAF3	Performance appraisal feedback is used for improving the next session appraisal.	Kagotho (2018)



	PAF4	Does staff in your organisation look forward to performance appraisal feedback.	Kagotho (2018)
	PAF5	I receive regular and timely performance feedback beside the annual performance review.	Getachew (2020)
	PAF6	The information provided by my supervisor during my performance feedback is accurate.	Getachew (2020)
	PAF7	The performance feedback I receive helps me to improve my job performance and to attain my goals.	Getachew (2020)
	PAF8	The feedback I get helps me to gain insight about my weakness and strength.	Getachew (2020)

Source: Authors' Compilation

Note: PA means performance appraisal

EP denotes employee performance

PAF means performance appraisal feedback

The performance appraisal, employee performance, and performance appraisal feedback dimensions and their components used in this study are displayed in Table 3.

Table 4: Exploratory Factor Analysis and Data Adequacy Results

Dimension	Code	Element	Factor Loadings	KMO
Performance Appraisal (PA)	PA2	Are staff able to express their grievances after a performance appraisal in your organisation?	0.853	0.768
	PA3	Is staff promotion associated with the performance appraisal process in your organisation?	0.841	
	PA4	The performance appraisal process is a two-way process in my organisation.	0.821	
	PA6	Appraisers treat all employees fairly and consistently during the performance appraisal process.	0.780	
	PA8	The performance appraisal process is free from discrimination and favouritism.	0.879	
	PA9	The performance appraisal process is free from appraisers' errors.	0.839	
	PA10	There is a feeling of equity and fairness among employees regarding the provision of performance-based rewards.	0.723	
Employees' Performance (EP)	EP2	The organisational goals have been attained as a result of the performance appraisal.	0.861	0.749
	EP3	The performance appraisal introduction has led to increased employee motivation.	0.916	
	EP4	Our employees' productivity is higher than that of other organisations.	0.863	
	EP6	The competencies of employees in this organisation are very high.	0.873	
	EP8	The employees in the organisation achieve their specified targets.	0.691	
	EP10	The work performed by employees in the organisation is	0.930	

		of high quality.		
Performance Feedback (PAF)	Appraisal	PAF1	Performance appraisal feedback is implemented in your organisation.	0.796
		PAF2	Performance appraisal feedback is used for improving staff performance.	0.850
		PAF3	Performance appraisal feedback is used for improving the next session appraisal.	0.890
		PAF4	Does staff in your organisation look forward to performance appraisal feedback?	0.748
		PAF7	The performance feedback I receive helps me to improve my job performance and to attain my goals.	0.914

Source: Authors' Compilation

The results of the EFA analysis and data adequacy are displayed in Table 4. An EFA was utilized to ascertain the relationship between the latent and observable variables. The degree of correlation between the measured dimensions and their respective elements is reflected in the factor loadings. The number of factors that most accurately represent the data can be ascertained using the EFA results. Ten components that evaluate employee performance, eight aspects that measure performance evaluation feedback, and ten elements that measure performance appraisal were all examined using EFA.

The terms "factor" and "element" are used interchangeably in this study. An element's cross-loading rendered the initial EFA inadequate. If the loading values of cross-loading factors are 0.50 or above, they should be removed from the study (Costello and Osborne, 2005). Therefore, before doing another EFA, PAF5 and PAF6 were removed. The multicollinearity problem led to the elimination of PAF8. Cross loading led to the elimination of PAF5 and PAF6. Due to the multicollinearity problem, this study only considered factors of employee performance, performance appraisal feedback, and performance appraisal with correlation values of 0.80 or lower. Only EP1 did not show correlation values of 0.8 or lower out of the 10 employee performance measures.

As a result, it was removed prior to further investigation. Additionally, EP5, EP7, and EP9 were abandoned due to a cross-loading issue. Cross loading led to the elimination of PA1, PA5, and PA7. As a consequence, every variable under examination fulfilled the correlation threshold of 0.80 or below. The performance appraisal dimension Kaiser-Meyer-Olkin (KMO) index of 0.768 was higher than the suggested value of 0.6. This indicated that common variance accounted for 77% of the variance in the studied variable. Statistical significance was reached by the Bartlett's Test of Sphericity (χ^2 877.820, $p < 0.000$).

This implies that the variables under study have enough correlations. The KMO and Bartlett's Test of Sphericity indices indicated that the data were appropriate for factor analysis. In contrast, the KMO indices for employee performance and performance appraisal dimensions were 0.749 and 0.744, respectively. Again, it revealed that 75% and 74% of the variance in the measured variable was explained by common variance. They fulfilled the suggested value of 0.6 and above. The Bartlett's Test of Sphericity for employee performance was statistically significant (χ^2 1113.195, $p < 0.000$). Furthermore, the performance appraisal feedback demonstrated statistical significance in passing Bartlett's Test of Sphericity (χ^2 1604.501, $p < 0.000$). It also proved that the relationships between the variables being studied were adequate.

Results of Measurement Model

We employed the measurement model (CFA) to provide a confirmatory test for the elements that represent performance appraisal, performance appraisal feedback, and employee performance dimensions. The results of the constructs' validity and reliability tests are displayed in Table 5. The data revealed Cronbach's alpha values of 0.919, 0.838, and 0.872 for employee performance, performance appraisal, and performance appraisal feedback, respectively. A Cronbach's alpha score of 0.882 was found for the complete instrument. To assess the variables' internal consistency, Cronbach alpha values of 0.7 and above are appropriate (DeVellis, 2003;

Nunnally & Bernstein, 1994). This requirement was satisfied by every construct. Cronbach's alpha has limitations when it comes to reliability analysis (Kusumawardhani, 2013).

The Cronbach alpha value miscalculates reliability when the set of indicators is not unidimensional (Danes & Mann, 1984; Ping, 2004; Hair et al., 2010). This is based on the almost illogical premise that, in reality, factors have perfect correlation with their underlying constructs (i.e., no measurement error) (Ping, 2004). Thus, in addition to CFA, CR and the AVE were also computed to provide a dependability scale. Scale reliability was evaluated using the values of CR and AVE as an alternative to the Cronbach alpha coefficient. The comparable numbers for employee performance, performance appraisal feedback, and performance appraisal were 0.940, 0.949, and 0.888, according to the CR's findings. Internal consistency should be demonstrated by a CR of at least 0.70 (Hair, Ringle, & Sarstedt, 2011).

Consequently, the structures found in our analysis met the minimal criteria of a CR value of 0.70. Each value exceeded 0.70. Construct elements should be eliminated if their loading values are less than 0.50 after the CFA (Henseler et al., 2015). These values show how strongly each factor is related to its main concept. If the value is less than 0.50, the instrument may be considered invalid since it cannot explain the relationship between the latent variables in the structural model and the indicators. The results demonstrated that all factor loadings were above the 0.50 limit, with the exception of PA3, PA4, PAF4, PAF7, EP8, and EP10. Thus, PA3, PA4, PAF4, PAF7, EP8, and EP10 were discontinued. However, construct elements with loadings of 0.50 or higher that showed good indicator reliability were suggested for further investigation

The AVE values for employee performance, performance appraisal feedback, and performance appraisal were 0.746, 0.813, and 0.603, respectively. Furthermore, Hair et al. (2022) argued that if the AVE value was 0.50 or greater, data from any construct should be taken into account. Consequently, a construct can account for at least 50% of the variance in the indicators if the AVE value is 0.50 or more. The AVE criterion of 0.50 or above were met by our research constructs.

The convergent validity of our instrument is valid with factor loadings of 0.5 and above and can explain the link between indicators and latent variables. Consequently, we show a strong convergence validity between employees' performance, performance appraisal comments, and performance appraisal. After the components of these constructs were validated, the relationship between performance appraisal and employee performance as influenced by performance assessment feedback was investigated. The path diagram for this link is displayed in Figure 1.

Results of Structural Model

To determine whether employee performance, performance appraisal comments, and performance appraisals complement the data, the fit indices were measured. Figure 1 illustrates the relationship between employee performance, performance appraisal feedback, and performance appraisals. There was a relationship between the latent variables. Each construct had a correlation with the indicator that went with it. The chi-squared outcome was noteworthy. A large sample size is a likely explanation for this. According to Kusumawardhani (2013), sample size and chi-square value are positively correlated. A respectable fit was shown by the Comparative Fit Index (CFI) score of 0.97.

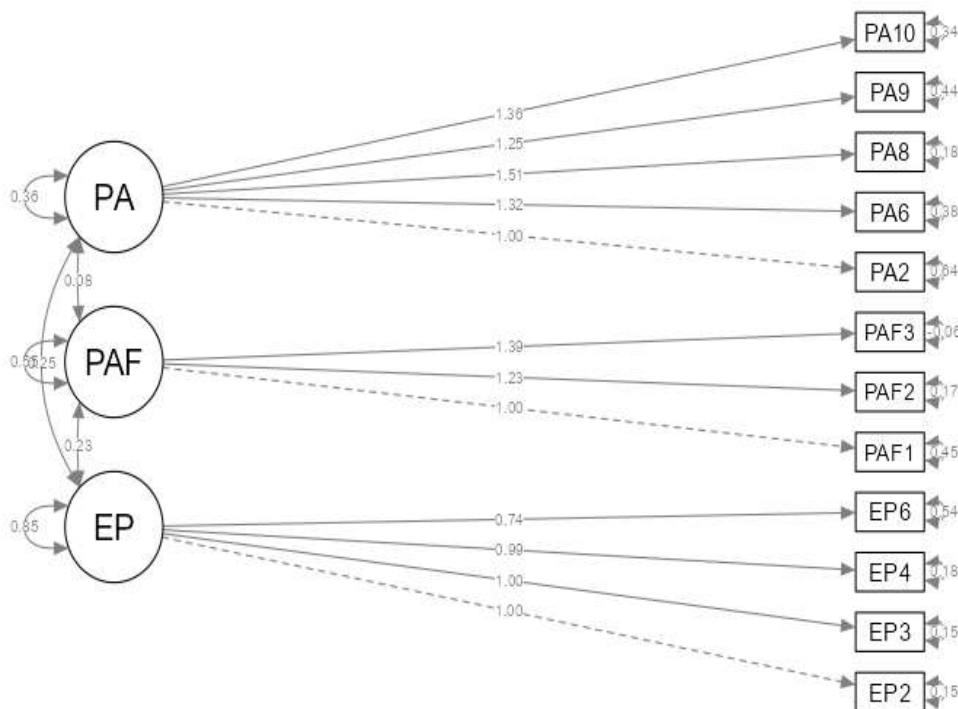
It demonstrates that the model can replicate 97% of the data's covariation. Our model did not fit well, as shown by an RMSEA score of 0.17. It exceeded the benchmarks set by Ping (2004) and Byrne (2010) for a good fit of 0.05 and an adequate fit of 0.08. The Tucker-Lewis Index (TLI) score of 0.96 indicates an acceptable match.

The Standard Root Mean Square Residual (SRMR) score of 0.11 is below Hu and Bentler's (1998) maximum benchmark of 0.08. The chi-square value decreases as the model fits better. A well-fitting model is a sign that the data supports the suggested hypothesis. In light of these results, it is plausible to conclude that the measurement and structural models did not accurately correlate with the data.

Table 5: Measures of Reliability and Validity of the Dimensions

Construct	Factor Loading	Cronbach's Alpha	CR	AVE	P-value
PA	1.000-1.514	0.838	0.888	0.603	< 0.001
PAF	1.000-1.390	0.872	0.949	0.813	< 0.001
EP	0.741-1.002	0.919	0.940	0.746	< 0.001

Source: Authors' compilation based on SPSS and Jamovi output



Chi-square = 2120 (132 df) $p = < 0.000$

Model fit indices: CFI = 0.97; TLI = 0.96; RMSEA = 0.17; SRMR = 0.11

Figure 1: Structural Model for the Constructs of Investigation

Source: Extract from Jamovi Output

Table 6: Path Coefficients Results

Path	β	Std. Error	Confidence Interval		Z	P-value
			Lower	Upper		
PAF1 $\rightarrow$ EMP3	0.221	0.085	0.047	0.388	2.592	0.010
PAF3 $\rightarrow$ EMP3	-0.304	0.113	-0.540	-0.088	-2.696	0.007

PAF2 → EMP3	0.158	0.069	0.021	0.287	2.299	0.021
PA8 → EP3	-0.135	0.067	-0.266	0.004	-2.021	0.043
PA10 → EP3	0.412	0.065	0.272	0.527	6.379	< 0.001
PA6 → PAF1	-0.218	0.070	-0.351	-0.082	-3.131	0.002
PA8 → PAF1	-0.207	0.078	-0.354	-0.052	-2.649	0.008
PA10 → PAF1	0.408	0.058	0.291	0.518	7.057	< 0.001
PA8 → PAF2	-0.557	0.076	-0.700	-0.403	-7.372	< 0.001
PA9 → PAF2	0.226	0.054	0.118	0.331	4.220	< 0.001
PA10 → PAF2	0.591	0.061	0.467	0.702	9.749	< 0.001
PA8 → PAF3	-0.495	0.085	-0.654	-0.321	-5.826	< 0.001
PA10 → PAF3	0.411	0.068	0.277	0.544	6.061	< 0.001

Source: Extract from JASP Output

The path coefficient analysis findings are shown in Table 6. Employee performance was positively and significantly impacted by the implementation of performance appraisal feedback in your organization. Performance appraisal feedback, which is utilized to improve the subsequent session appraisal, had a negative and significant impact on employee performance at the FMITI. Employee performance was positively and significantly impacted by performance evaluation input, which is utilized to improve staff performance. Additionally, the performance of the FMITI staff deteriorated greatly as a result of the impartiality and lack of prejudice in the performance evaluation procedure. There is a sense of equity and fairness among employees about the distribution of performance-based rewards significantly improved the performance of FMITI personnel.

Additionally, the implementation of performance assessment feedback in your organization has been negatively and significantly impacted by appraisers treating all employees equally and consistently throughout the process. Additionally, there is no discrimination or favouritism in the performance appraisal process has a detrimental and substantial impact on the implementation of performance appraisal feedback in your organization. There is a sense of equity and fairness among employees about the provision of performance-based rewards has a positive and significant impact on the implementation of performance appraisal feedback in your organization. Furthermore, there is no discrimination or favouritism in the performance rating process has a detrimental and substantial impact on how well employees' work.

Nonetheless, the performance appraisal procedure is free from appraisers' mistakes has a favourable and noteworthy impact on performance appraisal feedback is utilized to enhance employee performance. Additionally, employees feel that performance-based rewards have a favourable and significant impact on performance appraisal input is used to improve staff performance. However, there is no discrimination in the performance appraisal process, and favouritism had a detrimental and substantial impact on performance appraisal input is used to improve the appraisal for the following session. However, employees' perceptions of equity and justice about the distribution of performance-based rewards had a favourable and significant impact on performance appraisal feedback is utilized to improve the FMITI's subsequent session appraisal.

Table 7. Results of the Tested Hypotheses

Hypotheses	Decision
H ₀₁ : Performance appraisal feedback is implemented in your organisation has no significant effect on employee performance at the Federal Ministry of Industry, Trade and Investment Abuja.	Rejected
H ₀₂ : Performance appraisal feedback is used for improving the next session appraisal has no	Rejected

significant effect on employee performance at the Federal Ministry of Industry, Trade and Investment Abuja.	
H ₀₃ : Performance appraisal feedback is used for improving staff performance has no significant effect on employee performance at the Federal Ministry of Industry, Trade and Investment Abuja.	Rejected
H ₀₄ : The performance appraisal process is free from discrimination and favouritism has no significant effect on employee performance at the Federal Ministry of Industry, Trade and Investment Abuja.	Rejected
H ₀₅ : There is a feeling of equity and fairness among employees regarding the provision of performance-based rewards has no significant effect on employee performance at the Federal Ministry of Industry, Trade and Investment Abuja.	Rejected
H ₀₆ : Appraisers treat all employees fairly and consistently during the performance appraisal process have no significant effect on performance appraisal feedback is implemented in your organisation.	Rejected
H ₀₇ : The performance appraisal process is free from discrimination and favouritism has no significant effect on performance appraisal feedback is implemented in your organisation.	Rejected
H ₀₈ : There is a feeling of equity and fairness among employees regarding the provision of performance-based rewards has no significant effect on performance appraisal feedback is implemented in your organisation.	Rejected
H ₀₉ : The performance appraisal process is free from discrimination and favouritism has no significant effect on performance appraisal feedback is used for improving staff performance.	Rejected
H ₀₁₀ : The performance appraisal process is free from appraisers' errors has no significant effect on performance appraisal feedback is used for improving staff performance.	Rejected
H ₀₁₁ : There is a feeling of equity and fairness among employees regarding the provision of performance-based rewards has no significant effect on performance appraisal feedback is used for improving staff performance.	Rejected
H ₀₁₂ : The performance appraisal process is free from discrimination and favouritism has no significant effect on performance appraisal feedback is used for improving the next session appraisal.	Rejected
H ₀₁₃ : There is a feeling of equity and fairness among employees regarding the provision of performance-based rewards has no significant effect on performance appraisal feedback is used for improving the next session appraisal.	Rejected

Source: Extract from JASP Output

The results of the tested hypotheses are displayed in Table 7. In each case, the null hypothesis was rejected based on statistical evidence. Employee performance at FMITI Abuja was significantly impacted by the implementation of performance appraisal feedback in your organization. Employee performance at FMITI Abuja was significantly impacted by performance appraisal input is used to improve the next session appraisal. Additionally, employee performance at FMITI Abuja was significantly impacted by performance appraisal comments is utilized to improve staff performance. Employee performance at FMITI Abuja was significantly impacted by the performance appraisal procedure is free from bias and partiality. Employee performance at FMITI Abuja has been significantly impacted by the provision of performance-based rewards, which employees see as just and fair.

Additionally, the implementation of performance assessment feedback in your organization was significantly impacted by the fair and uniform treatment of all employees by appraisers throughout the process. The implementation of performance appraisal feedback in your organization is significantly impacted by the lack of discrimination and favouritism in the process. The implementation of performance appraisal feedback in your organization has been significantly impacted by employee perceptions of justice and fairness surrounding the distribution of performance-based awards. Additionally, there is no prejudice in the performance rating process, and favouritism has a significant impact on how well employee work. The performance appraisal

process is free from appraisers' mistakes had a significant effect on performance appraisal feedback is used for improving staff performance.

Employee perceptions of equity and justice, however, have a significant impact on performance appraisal feedback is utilized to improve staff performance. However, there is no discrimination or favouritism in the performance review process, and the input is used to improve the appraisal for the following session. Employee perceptions of equity and justice about performance-based awards have a significant impact on performance appraisal input, which is used to improve the appraisal for the following session.

Table 8: Effect of Performance Appraisal on Employee's Performance

Variable	Estimate	Std. Error	P-value
Outcome Variable: EP			
PA	0.750	0.0617	< 0.001

Source: Extract from Jamovi Output

The impact of performance appraisal on employee's performance is shown in Table 8. The results demonstrated that employee's output was positively and significantly impacted by performance appraisal. This finding is consistent with results of Rajitha and Kumari (2021), Binta et al. (2019), Mulidzwi et al. (2024), Iqbal et al. (2013), Nvene (2022), Elo-oghene (2022), Akosile et al. (2021), Helal (2022), Agbo and Okebaram (2023), Khan et al. (2017), Orhero and Okolie (2020), and Kamaan (2016). But it goes against the submission of Nawi and Ismail (2021).

Table 9: Moderation Analysis Results

Effect	Path	β	Std. Error	Confidence Interval		Z	P-value
				Lower	Upper		
Total	PA8 $\longrightarrow$ EMP3	-0.031	0.068	-0.171	0.105	-0.457	0.648
Indirect	PA8 $\longrightarrow$ PAF1 $\longrightarrow$ EMP3	0.008	0.011	-0.016	0.027	0.697	0.486
Indirect	PA8 $\longrightarrow$ PAF2 $\longrightarrow$ EMP3	-0.009	0.008	-0.031	0.000	-1.097	0.273
Indirect	PA8 $\longrightarrow$ PAF3 $\longrightarrow$ EMP3	-0.004	0.007	-0.023	0.007	-0.523	0.601
Direct	PA8 $\longrightarrow$ EMP3	-0.135	0.067	-0.266	0.004	-2.021	0.043

Source: Extract from JASP Output

The moderation analysis findings are shown in Table 9. When performance appraisal feedback was not taken into account, the direct effect results showed that employee's performance was negatively and significantly impacted by performance appraisal. Additionally, the overall effect result demonstrated that employee's performance was negatively and insignificantly impacted by performance appraisal. Additionally, the results of the moderation effect or indirect effect demonstrated that the relationship between employee's performance and performance appraisals cannot be moderated by performance appraisal comments. However, at this stage, employee's performance was negatively and insignificantly impacted by performance appraisal. Furthermore, the association between performance appraisal and worker's performance cannot be altered by using performance appraisal input to improve staff performance. Furthermore, the relationship between employee's performance and performance appraisal cannot be moderated by the implementation of performance appraisal feedback in your organization. Therefore, PAF1, PAF2, and PAF3 had no moderating effects on the association between employee performance and performance appraisal.

CONCLUSION AND RECOMMENDATIONS

The findings demonstrated that employee's performance was positively and significantly impacted by performance appraisal. The results of the moderation analysis showed that the direct effect of performance appraisal on employee's performance was negative and significant when it was not moderated by performance appraisal feedback. Additionally, the results of the indirect influence, often referred to as the moderation effect, demonstrated that performance appraisal feedback does not moderate the relationship between performance appraisal and the performance of FMITI workers. This result implies that the influence of performance appraisals on the performance of FMITI personnel was not affected by the use of feedback as a management strategy.

Furthermore, the association between performance appraisal and worker's performance is not altered by the use of performance appraisal feedback to improve staff performance. Furthermore, the association between employee's performance and performance appraisals is not moderated by the implementation of performance appraisal feedback in your organization. Furthermore, the overall effect result did not confirm that performance appraisals had a favourable and significant impact on employees' performance. In order to provide useful feedback, the study suggested that the performance appraisal feedback be revised and enhanced. Additionally, employee's should get written comments from the Federal Ministry of Industry regarding their performance reviews.

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