

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The contemporary business landscape necessitates that organizations adopt performance management system techniques to assess their human resources effectively. A performance management system is crucial for encouraging employees to concentrate on their tasks, aligning both organizational and individual objectives. While often more prevalent in the private sector—due to its profit-maximizing focus—performance management (PM) has emerged as a pivotal development across all management fields. The survival and growth of organizations, both public and private, hinge significantly on employee productivity, which demands that workers be well-trained to meet modern skill requirements for optimal performance (Smith & Johnson, 2022). Organizational success largely depends on how well internal customers—the workforce—are supported, with an emphasis on continuous performance improvement that meets both personal and professional needs (Lee & Kim, 2023). Consequently, organizations strive to enhance employee performance through comprehensive development programs, ultimately benefiting overall organizational effectiveness. In essence, performance management is critical; it embodies the principle of "Perform or Perish." It addresses the challenges organizations face in defining, measuring, and motivating employee performance, all aimed at enhancing organizational outcomes.

Performance management constitutes an organizational system encompassing all facets of employee performance. In a global context, the focus shifts to employees within multinational corporations (MNCs) and how PM is executed in different countries. Empirical studies indicate a trend toward globalization in human resource management (HRM), impacting MNCs in the twenty-first century. This has led to a balancing act in international HRM (IHRM) strategies, navigating between global integration and local responsiveness in practices like PM, which in turn creates pressure on headquarters and subsidiary relationships.

Coordination mechanisms include lateral relationships, best practice transfers, project management, leadership development, shared frameworks, and socializing recruits into common values. These "glue technologies" are largely manifestations of HRM. For companies to thrive through global integration, robust global HR systems, including PM systems, must be developed. This process enables managers to ensure that employees' activities and outputs align with organizational goals. Effective PM entails understanding desired activities, planning, organizing, implementing, evaluating outcomes, and providing feedback to managers and employees, allowing for the identification of gaps and the establishment of solutions. Performance appraisal, while a vital component of performance management, is merely one of the tools available for managing performance (Williams & Thompson, 2021).

Consequently, employee performance should be managed to maximize potential, making performance management essential for both organizational advancement and individual growth. According to Anderson (2022), performance management systematically enhances organizational performance by fostering the development of individuals and teams. An increasing body of research suggests that adopting performance management practices—emphasizing thorough recruitment, selection, employee development, and training—can significantly enhance employees' knowledge, skills, and abilities. This, in turn, boosts motivation, reduces absenteeism, improves retention of quality employees, and increases productivity (Nguyen, 2023).

In the context of Nigeria, Adeyemi (2021) argues that workers often find themselves exploited within capitalist structures, facing unfair treatment such as demotions, loss of benefits, pay cuts, delayed salaries, and retrenchments without compensation. He notes that when workers are inadequately rewarded for their efforts, it undermines their motivation and productivity, akin to "killing the goose that lays the golden egg." Clearly, human resources are the primary production factor that creates value and influences pricing; without significant improvements in employee performance, organizational objectives remain unattainable.

Thus, the process of evaluating employee performance must be reliable, clear, and free from bias to yield effective and acceptable results. This underscores the necessity to investigate the effects of performance management on the performance of employees at United Bank for Africa in Ilorin, Kwara State.

1.2 Statement of the Problem

Establishing an effective employee performance management system is a significant challenge for many organizations, making performance management a persistent topic among human resource leaders, as highlighted by recent findings from Deloitte's Global Human Capital Trends report. As a result, companies worldwide continually seek best practices and innovative solutions for this essential process. In the current business and economic climate, some HR executives are even questioning the viability of their existing performance management programs. Despite the focus on this issue, specific information about what strategies succeed or fail, and how practices differ across regions and industries, remains scarce (Deloitte, 2023).

Low productivity is often a consequence of ineffective performance management, leading to diminished job performance among staff. Labor unions frequently advocate for employee well-being to ensure that workers can fully contribute at work. However, this can sometimes negatively impact performance appraisals and decisions regarding promotions or salary increases based solely on seniority. The primary objective of any organization is to successfully achieve its goals and targets. If organizations do not pay adequate attention to employees' efforts and performance, their goals may ultimately prove futile. To effectively meet established objectives, a strong focus on performance is essential. Performance management should be linked to attractive incentives for employees, empowering them to demonstrate higher levels of performance. Research by Kluger and Nir (2010) emphasizes that feedback is crucial for organizational effectiveness, noting that a lack of feedback can lead to anxiety, inaccurate self-assessments, and a misallocation of effort toward seeking feedback. Furthermore, effective performance feedback can significantly enhance employee engagement, motivation, and job satisfaction (Aguinis, 2019). Analyzing and understanding

feedback—often overlooked—is vital, as its impact on performance can vary. While feedback may boost performance under certain conditions, in other scenarios, it may have no effect or even hinder performance (Locke & Latham, 2019). Factors such as the characteristics of the feedback source, the nature of the feedback message, and timing—including the frequency and amount of feedback received—can all influence employees’ attitudinal responses to feedback. Coaching is thus an essential tool in employee learning and development.

Training plays a critical role in the human resource development (HRD) activities of human resource management practices. For employees to perform their duties effectively and efficiently, they must possess relevant skills, knowledge, values, attitudes, and competencies, as well as an understanding of their organization’s culture.

According to a study by Gichuki (2022), performance management has not fulfilled its intended purpose of enhancing employee productivity. The specific elements of the performance management cycle that contribute to poor productivity in the banking sector remain unclear. Performance management is designed to set expectations for employee performance and motivate employees to strive for organizational goals. Moreover, a well-structured performance management system provides a comprehensive framework for organizations to evaluate the performance outcomes of both the organization and its employees. There appears to be a disconnect between performance management theory and actual practice, which this study aims to address by examining the effects of performance management on the performance of bank employees, specifically in a survey conducted at UBA (Ilorin)

1.3 Research questions

- i . How does workload relate to employee performance at UBA?
- ii. What impact does training and development have on employee performance at UBA?
- iii. How does the reward system affect employee performance at UBA?

1.4 Objectives of the Study

- i. To assess the relationship between workload and employee performance at UBA.

- ii. To examine the impact of training and development on employee performance at UBA.
- iii. To investigate the effect of the reward system on employee performance at UBA.

1.5 Research Hypotheses

Ho1: There is no significant relationship between workload and employee performance at UBA.

Ho2: Training and development do not impact employee performance at UBA.

Ho3: There is no significant effect of the reward system on employee performance at UBA.

1.6 Significance of the Study

This study aims to enhance knowledge within the context of an organization, particularly focusing on performance management in Nigeria. The findings will benefit several stakeholders:

Academicians and Researchers: This research will enrich the existing literature on performance management, addressing the gap in current information regarding productivity in Nigeria.

Policy Regulators: Policymakers and HR stakeholders, including government and employer organizations, can use the study's findings to develop effective policies and procedures aimed at improving employee performance. The insights gained will assist in creating performance management systems and assessing management tools for better organizational outcomes.

UBA: Human resource and line managers at UBA will gain valuable insights on strategies to enhance employee performance, enabling more effective management practices within the organization.

1.7 Scope of the Study

The study examined the impact of performance management practices at the United Bank of Africa on employee performance. It specifically aimed to assess the effects of performance management, performance rewards, and performance feedback on

employee productivity. The research targeted both management and lower-level staff at UBA in Ilorin.

1.8 Definition of Terms

Employee Performance: Employee performance refers to their output at a minimal cost from the use of their technical skills, raw materials in carrying out work responsibilities. In this case, employee performance is directly linked with appraisal, rewards and feedback (Mwanje, 2010).

Performance Management: Performance Management refers to a mechanism used by organizational leaders and their employees to develop work exceptions and goals ,deliver and receive performance feedback, identify development needs and evaluate performance (Gichuki,2014)

Productivity: Productivity is the quality , state ,or fact of being able to generate ,create, enhance, or bring forth services. It is the effectiveness of productive effort as measured in terms of the rate of output per unit of input.

Performance Appraisal: Performance Appraisal is a system of measuring the performance of an employee to determine its level of meeting an established standard.

Employee: This is the workforce , human element of production in creation of economic goods or services.

Reward Systems: Reward Systems are the organized set of rules in providing personal satisfaction to employees who excel in attaining individual goals and contribute towards attainment of organizational goals.

Efficiency: Efficiency: A level of performance that describes a process that uses the lowest amount of inputs to create the greatest amount of outputs. Efficiency relates to the use of all inputs in producing any given output, including personal time and energy.

Training: Training: This is concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It is the official and ongoing educational activities within an organization designed to enhance the fulfilment and performance of employees.

Management: Management: Is the effectiveness and optimum use of human and material resources to achieve an organizational goals and objectives.

CHAPTER TWO

LITERATURE REVIEW

2.0 Preamble

This chapter intends to discuss issues of HR analytics on organization performance in four different sections which are the conceptual, theoretical and the empirical review. The conceptual review will discuss about the definitions, concepts that holds together the ideas comprising a broad view. The theoretical review will discuss about theories and models that are related to this study while the empirical review will discuss about conclusions derived from previous studies and lastly Gap in literature.

2.1 Conceptual Review

2.1.1 Concept of Performance and Performance Management

2.1.2 Concept of Performance

Performance management is a strategic and integrated approach aimed at achieving sustained success for organizations by enhancing the performance of their workforce and developing the capabilities of teams and individual contributors (Armstrong & Baron, 2023). Performance encompasses both behaviors and results. Behaviors arise from the individual performer and translate performance from abstraction into action. Not only are behaviors instruments for achieving results, but they are also outcomes in their own right, reflecting the mental and physical effort applied to tasks, and can be evaluated independently of the results (Brumbach, 2023).

Performance is a multi-dimensional construct, and its measurement can vary based on numerous factors. It is crucial to clarify whether the objective of measurement is to evaluate performance outcomes or the behaviors that lead to those outcomes (Bates & Holton, 2023).

2.1.2 Concept of Performance Management

According to Lockett (2023), performance management is focused on developing individuals who possess the commitment and competencies needed to work towards shared, meaningful objectives within an organizational framework. Performance management frameworks aim to enhance both individual and organizational performance

by identifying performance requirements, providing regular feedback, and facilitating employee career development. The goal is to cultivate a high-performance culture where individuals and teams collaboratively take responsibility for continuously improving business processes while elevating their skills within a leadership framework. This approach emphasizes clarity of goals, ensuring that employees engage in the right tasks at the right time. Ultimately, a performance management system seeks to maximize employee potential for the benefit of both the individual and the organization by clearly defining roles, responsibilities, competencies, and expected behaviors. The primary aim is to ensure that the organization and its subsystems function cohesively to achieve optimal results.

Performance management also encompasses assumptions, mutual obligations, expectations, and commitments (Guest et al., 2023). The perspectives of leading organizations on performance management include:

Eli Lilly and Co.: Performance management focuses on aligning individual goals with organizational objectives to ensure employees engage in the right tasks.

Standard Chartered Bank: This organization views performance management as the processes and behaviors through which managers oversee employee performance to foster a high-achieving organization.

The definition of performance management has evolved from an annual process to a continuous one, aimed at ensuring employees perform effectively throughout the year and addressing any issues that may arise that affect performance. According to Kathi Enderes and Matthew Shannon from Deloitte Consulting LLP, "Most workers perceive their organization's performance management approach as confusing, subjective, and infrequent" (2023). However, this perception can change; automation now plays a significant role in performance management, allowing for streamlined processes that enable strategic management of employee performance.

Performance management differs from talent management; the latter focuses on initiatives to engage and retain employees, while performance management guides employees in achieving their goals in alignment with organizational objectives.

Performance management (PM) is a widespread practice used by organizations to measure and manage employee performance. In contemporary contexts, PM refers to an integrated set of systems for directing and evaluating worker performance (Aguinis, 2023; Aguinis & Pierce, 2023; Ayers, 2023; Briscoe & Claus, 2023; Spence & Keeping, 2023). PM includes goal setting, performance appraisal, reward strategies, and career planning, all designed to ensure that employees work together effectively to achieve desired organizational outcomes (Biron et al., 2023). When implemented effectively, PM can enhance employee performance, engagement, and commitment (Festing et al., 2023; Gruman & Saks, 2023). It is considered a key element of strategic human resource management (HRM), linking employee management to overarching organizational goals (Bowen & Ostroff, 2023). Despite existing research gaps regarding the actual application of PM (Denisi & Smith, 2023), evidence indicates that PM practices vary significantly across industries, professions, and roles. For instance, in professional settings, PM may involve initial goal-setting meetings, ongoing monitoring, and annual reviews, while in non-professional environments, it can sometimes be applied mechanically or coercively (Taylor et al., 2023).

Performance management has a long history, with its roots tracing back to the industrialization era when labor was increasingly monitored and controlled (Thompson, 2023; Braverman, 2023). Although explicit management systems like Taylorism have diminished, the need for structured methods to direct and evaluate performance persists. Research on performance management dates back to at least the 1920s (DeNisi & Pritchard, 2023) and has expanded alongside the growth of HRM since the 1980s, with various sectors developing clear PM programs (Becker et al., 2023; Carter et al., 2023; Win Stanley & Stuart-Smith, 2023). This paper reviews existing research on how PM influences workers, aiming to make three contributions to the literature. First, while many reviews have examined different aspects of PM (e.g., DeNisi & Smith, 2023; Guest, 2023; Iqbal et al., 2023; Lefkowitz, 2023; Levy & Williams, 2023), this review uniquely focuses on how PM affects workers' personal interests and well-being. Instead of evaluating how employees' reactions to PM impact organizational efficiency (e.g.,

Cawley et al., 2023), this review investigates how enhancing organizational efficiency through PM affects workers. Second, this paper bridges the gap between 'mainstream HRM' and 'critical HRM' (Thompson, 2023). Lastly, it explores the potential of recognition theory (Dejours, 2023; Honneth, 2023) to inform future PM research, responding to calls for integrating recognition theory into broader organizational and management studies (Dashtipour&Vidaillet, 2023; Grover, 2023; Harding et al., 2023; Islam, 2023). Bititci, Carrie, &McDevitt (2023) define performance management as a process by which an organization aligns its performance with corporate and functional strategies and objectives. This definition is frequently cited in management research. According to Bititci et al. (2023), the goal of this process is to create an integrated control system that aligns corporate strategies with all business processes, activities, and personnel while leveraging performance measurement systems to facilitate informed management decisions. The ultimate aim is to enhance organizational performance. Performance measurement is a crucial component of performance management. It allows organizations to transform complex realities into simplified numerical concepts that can be easily communicated and acted upon (Lebas, 2023). Lebas argues that measurement simplification is essential for successful management. Similarly, Bititci et al. (2023) assert that performance measurement is central to the performance management process and is critical for its effective and efficient functioning.

Performance management aims to improve results across organizations, teams, and individuals by managing performance within a defined framework of planned goals, standards, and competencies. Armstrong (2023) describes it as a process for establishing a shared understanding of goals and managing and developing people to increase the likelihood of achieving those goals in both the short and long term. Weiss and Hartle (2023) echo this sentiment, emphasizing the establishment of shared understanding in achieving job-related success. In modern contexts, performance has become a pervasive concept, influencing our perceptions and behaviors. McBain (2023) notes that the notion of performance is central to how we view our activities and self-worth. Performance management systems are increasingly recognized as the preferred method for managing

employee performance, rather than relying solely on appraisals. These systems align closely with organizational objectives, ensuring that performance meets organizational needs (Torrington & Hall, 2023). Performance, as a multi-dimensional construct, is measured differently depending on various factors. It is essential to determine whether the goal is to assess performance outcomes or behaviors (Bates & Holton, 2023). Performance management can be defined as a strategic and integrated approach aimed at delivering sustained success by enhancing workforce performance and developing team capabilities (Armstrong & Baron, 2023).

Overall, performance management encompasses all activities that ensure that organizational objectives are consistently met efficiently and effectively. It focuses on organizational performance, employees, departments, and the processes that contribute to employee productivity (Homayounizadpanah & Baqerrkord, 2023). Baron and Armstrong (2023) view performance management as a strategic approach to enhancing productivity by improving employee performance through capability development. Supervisors and managers are responsible for implementing performance management systems that align with organizational policies and the nature of their work. This research aims to understand employees' experiences and perceptions of performance management and appraisal systems, facilitating the development of a comprehensive performance system. It is crucial for both employees and managers to recognize that performance management is fundamental to an organization's long-term success or failure.

2.1.3 Employee Performance Measurement

The concepts of performance are studied through evaluation of overall performance and the management of the performance and the evaluation of performance is the process classifying certain outcomes within a definite timeframe (Coensand Jenkins, 2002). Moreover, the axiom, 'If you can't measure it, you can't manage it,' underpins the rationale for organization having a completed and comprehensive performance measurement system such as the Balanced Scorecard or total quality performance management. This approach connects measures throughout an organization to translate high level objectives into lower level activities. Then, measures are imposed

on individual employees to monitor their performance of these activities (Platts and Sobotka, 2010). Performance criteria need to be unambiguous, clearly explained, relevant to the work tasks undertaken by employees and achievable. The criteria should not include factors beyond the control of the individual employee. Supervisors also need to be trained to provide regular, meaningful and constructive feedback. Employees should also be provided with appropriate training and development opportunities to overcome weaknesses in performance identified through the appraisal process. The assessment of individual employee performance also needs to focus on evaluating employee behaviour and work performance and not the personality of the employee (O' Donnell and O' Brien, 1999).

According to Huselid (1995), employees within firms contribute for organizational performance and HRM practices can affect individual employee performance through their influence over employees' skills and motivation and through organizational structures that allow employees to improve how their jobs are performed. Also, he used labour turnover, productivity as employee performance measurement when he test the influence of HRM practices on employee performance. Labour turnover is the rate at which an employer gains and losses employees. Arnold and Feldman (1982) concluded that perceptions of job security, the presence of a union, compensation level, job satisfaction, organizational tenure, demographic variables such as age, gender, education, and number of dependents, organizational commitment, whether a job meets an individual's expectations, and the expressed intention to search for another job were all predictive of employee's leaving, and Sheridan (1992) also concluded that perceptions of organizational culture influenced turnover. Job dissatisfaction could cause employees to leave once they have reached decisions on the desirability of movement and the perceived ease of movement (March and Simon, 1958). Prior to leaving the organization, individuals experiencing job dissatisfaction explore job alternatives and evaluate these in terms of their expected utility (Mobley, 1977). The traditional approach therefore views voluntary separation as a consequence of low job satisfaction combined with alternative labour market opportunities that are subjectively perceived as having higher utility and

relative ease of movement to alternative employment (Price, 1977). In order to avoid job dissatisfaction, employees need adequate remuneration, job security and comfortable working conditions (Jonathan, 2004).

In Bhatti (2007) and Qureshi's (2007) perspectives, productivity is a performance measure encompassing both efficiency and effectiveness. Labour productivity means the output of workers per unit of time which is a commonly used and straightforward measure of productivity. The growth rate of labour productivity is approximately equal to the difference between the growth rate of output and the growth rate of the number of hours worked in the economy (Christopher Gustand Jaime Marquez, 2004). High performing, effective organizations have a culture that encourages employee involvement. Therefore, employees are more willing to get involved in decision-making, goal setting or problem solving activities, which subsequently result in higher employee performance. Moreover, labour productivity also could be impacted by continuing information technology innovations which has the potential of changing the competitive game for many organizations (Mukhopadhyay, Javier Lerch and Mangal, 1994). If employee output is produced by two factors, labour and capital, then the growth of labour productivity depends upon the rate of 'capital deepening' and the growth of 'multifactor productivity' (Christopher Gustand Jaime Marquez, 2004). Capital deepening refers to a rise in the ratio of capital to labour, that is, an increase in the amount of capital which includes machines, structures, and infrastructure. For a given level of technology, capital deepening raises workers' ability to produce more output with the same level of effort. Increases in multifactor productivity may reflect advances in technology, but they may also reflect any other developments that result in greater efficiency, such as reorganization of tasks in a firm or improvements in distribution channels used to deliver goods and services.

2.1.4 The relationship between Performance management system between employee performance

Developing and Planning--Mission and individual objectives: The first stage of performance management system is developing and planning. In this stage, business

needs to set up mission and objectives, and then clarify the individual responsibility and duty. A mission is an organization's character, identity, and reason for existence. It can be divided into four inter-relating parts: purpose, strategy, behaviour standards and values. Purpose addresses why an organization is in being; strategy considers the nature of the business; behaviour standards are the norms and rules of 'the way we do things around here'; values are the beliefs and moral principles that lie behind the behaviour standards, beliefs that have normally been formulated within the organization by a founding dynasty or a dominant management team (Campbell and Yeung, 1991). In order to maximize performance, organizations focus on the efforts of the organization on explicit, challenging and realistic aims and objectives. A clear mission answer the question: what business should the company be in, and it should be the guide line for employees and managers behaviour and performance. Campbell and Yeung (1991a) refer to as creating a sense of mission--that is, employee's personal commitment to the organization's mission. There are two simple views on the purpose of the mission statement: one is that it is primarily for external public relations and the other is that it is to motivate staff within the company (Klemm, Sanderson and Luffman, 1991). A simple explanation of motivation is the capability to change behaviour. Motivation is also a drive that holds one to act because human behaviour is directed toward some goal. Grant (2008) established a study where motivation enforced the employee outcomes such as persistence, productivity and performance. Besides, motivated employees are found to be more self-driven and more autonomy-oriented than those who are less motivated (e.g. Ryan and Deci, 2000; Thomas, 2002, as cited in Grant, 2008), which suggests that they would take more responsibility when offered developmental opportunities. On the other hand, motivated employees are also more engaged and involved with their jobs (e.g. Guay et al., 2000; Vansteenkiste et al., 2007); they may be more involved in the work of their colleagues, when compared with employees with low motivation.

The organization still sets individual performance management targets which related both to operating-unit and wider organizational objectives (Bevan and Thompson, 1991). According to Costello (1994), performance management supports a company's or

organization's overall business goals by linking the work of each individual employee or manager to the overall mission of the work unit. Individual targets or responsibilities could be the mechanism to enable the performance of individuals within the organization to be aligned with the mission statement and the way of adjusting performance requirements to meet new challenges which may arise.

In the first stage, the most important thing of developing and planning performance is setting mission and objectives. Mission and objectives could motivate employees to act by the directions; therefore, motivated employees are more engaged and involved with their jobs. Moreover, motivated employees are found to be more self-driven and more autonomy-oriented. Therefore, I set up the first hypothesis: Hypothesis 1: Developing and Planning phase would lead to better employee performance. Hypothesis 1a: Having set objectives in organization would lead to better employee performance.

Managing and Reviewing performance: In this second stage, there are lots of activities that include observing and document efforts and accomplishments; provide feedback, coach and counsel employee regarding performance. In this stage, enhancing communication within the organization, so that employees are not only aware of the objectives and the business plan but can contribute to their formulation. Besides, employee communication could be discussed in the narrowly defined context of mediated communication, for instance, the impact of internal newsletters or specialized internal communication tactics. However, Cameron and McCollum (1993) found that employees tended to prefer direct interpersonal communication to mediated communication when they need more information on ongoing issues of their corporations. According to Robertson (2005), an effective communication climate is based on such topics: job, personal, operational and strategic issue. Moreover, Hargie and Tourish (2009) concluded top six topics were cited for 'information needed'--how problems that I report in my job are dealt with; how my job contributes to the organization; how decisions that affect my job are reached; things that go wrong in my organization; staff development opportunities, my performance in my job. According to Ainspan and Dell (2000), favourable employee communication has been shown to increase job satisfaction and

employee performance and finally result in organizational success (Baskin, Aronoff, and Lattimore, 1996).

On the other way, providing the quantitative and qualitative standards for judging individual and organizational performance are important elements in managing performance. As a result, individual employees would be aware of the standards which would encourage them and be the main objectives of them. Performance reviews can be regarded as learning events, in which individuals can be encouraged to think about how and in which ways they want to develop (Teke, 2002). Performance feedback has significant potential to benefit employees in terms of individual and team performance. Taylor, Fisher and Ilgen (1984) suggest that feedback is essential for organizational effectiveness and that a lack of feedback can lead to anxiety, inaccurate self-evaluations, and a diversion of effort toward feedback gathering activities. Moreover, effective performance feedback has the potential to enhance employee engagement, motivation, and job satisfaction (Aguinis, Gottfredson, Joo, 2011). Performance feedback is a critical component of all performance management systems. It can be defined as information about an employee's past behaviours with respect to established standards of employee behaviours and results. Effective performance feedback is timely, specific, behavioural in nature, and presented by a credible source. The goals of performance feedback are to improve individual and team performance, as well as employee engagement, motivation, and job satisfaction (Aguinis, 2009). Performance feedback is effective in changing employee work behaviour and enhances employee job satisfaction and performance (Islam & Rasad, 2018). On the other hand, it is necessary to analyse and understand the feedback which is always ignored its complexities. Feedback may improve performance under some conditions. However, in other conditions, feedback may not impact performance or even prove detrimental to performance (Kluger & DeNisi, 1996; Locke and Latham, 1990). According to this perspective, it further indicates that a number of factors, including characteristics of the feedback source and message, and timing issues such as the amount and frequency of feedback employees received attitudinal outcomes of feedback.

Coaching is an important tool in learning and development. Coaching is developing a person's skills and knowledge so that his or her job performance improves, leading to the achievement of organizational objectives (Cunneen, 2018). Similarly, Apperbaum and Armstrong (2003) pointed that the knowledge bases of coaching provide the company's employees with a new professional outlook that in the long term leads to a higher level of productivity. An individual's attitude towards an issue is factually the vision that he or she form around that entity. Positive attitude affects the productivity of the organization, affects the productivity of the organization, while skills refers to the employee's ability in undertaking the practical tasks. The employees feel more efficient and confident in performing their duties when they learn what material would be needed, how the material must be collected and interpreted.

In the second stage, managing performance includes communication, collecting performance and coaching. Communication makes employees who are not only aware of the objectives and the business plan but can contribute to their formulation. Feedbacks contribute to evaluating the actual performance of employee with desired performance. Managers and employees could realize the advantages and disadvantages of their works. After the realization of pros and cons of works, the coaching plays a role to improve acknowledge and skills of employees and finally impact the employee performance.

Rewarding performance: Rewarding performance happens on the end of performance period. The main activities include evaluating employee's accomplishments and skills; discussing evaluation with employees (McAfee and Chanmpagne, 1993). It evaluates the effectiveness of the whole process and its contribution to overall organizational performance to allow changes and improvements to be made, and also provides the feedback to the organization and to individual staff about their actual performance. The effectiveness of any organization is dependent on the quality of its personnel. The right people must be originally selected into the organization, motivated to works; and sound personnel promotion and training decisions must be made in filling non-entry level. An effective personnel performance evaluation system is a crucial cornerstone in this process, as it provides the data needed for most of the required administrative decisions.

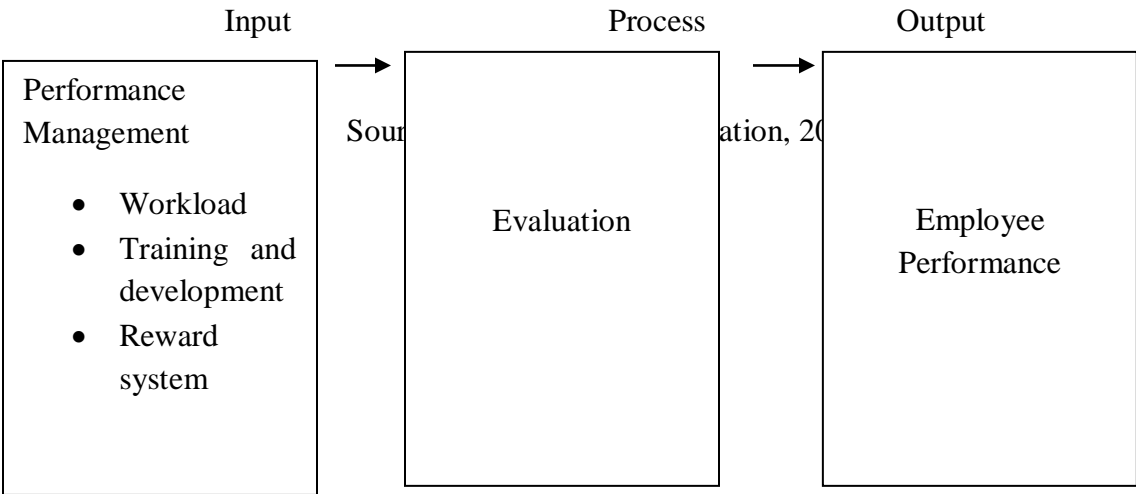
This system plays a key role in motivating people to utilize their abilities in pursuing the organization's goals (Musgrove & Creighton, 1973).

After the evaluating and checking the feedback, managers or organizations should provide the pay-for-performance. Financial appraisal is a useful tool to incent employee's passion for their work. In this stage, managers still need to focus on developing staff to further improve performance, and their career progression, in the future. Rewards represent important mechanisms by which employee behaviours can be aligned with the interests of the organization (Eisenhardt, 1989). Particularly, pay-for-performance is a reward practice that links one's pay increase to one's performance, and could be used to direct, sustain, and motivate desirable behaviours, such as knowledge sharing (Bartol and Srivastava, 2002), creativity (Eisenhardt et al., 1998), quality (Cowherd and Levine, 1992) and customer satisfaction (Delaney and Huselid, 1996). Pay-for-performance establishes the behavioural criteria by which rewards are allocated and in doing so underpins the alignment of employee behaviour with organizational values and objectives. Therefore, if an employee achieves his or her performance objectives then the employee receives a pay increase. This simple and visible link between pay and performance recognizes an employee for a specific level of accomplishment, therefore nurturing favourable work attitudes, such as satisfaction and commitment (Heneman et al., 1988). Thus, the effectiveness of pay-for-performance has a direct influence on high levels of service quality and desirable work attitudes.

In the last stage, rewarding performance consist of personnel development, final evaluation and rewarding activities. Financial appraisal is a useful tool to incent employee's passion for their work. Rewarding motivates the positive emotion of employees, such as satisfaction and commitment. Thus, the effectiveness of pay-for-performance has a direct influence on high levels of productivity and desirable work attitudes. Therefore, the third hypothesis is set up: Hypothesis 3: Rewarding performance phase would lead to better employee performance. Hypothesis 3a: Personnel development would lead to better employee performance; Hypothesis 3b: Evaluating

performance would lead to better employee performance; Hypothesis 3c: Pay-for-performance would lead to better employee performance.

2.1.5 Conceptual Model



2.2 Theoretical review

This study is based on Equity Theory, developed by John Stacey Adams, which emphasizes that employee satisfaction is influenced by their perception of fairness in the workplace. The theory asserts that balancing an employee's contributions with their compensation is crucial for motivation. Employees who perceive equitable rewards are more likely to sustain high performance levels (Luecke, 2023). Equity Theory highlights the link between perceived fairness and motivation, indicating that fair treatment is vital for employee engagement. It draws on frameworks like Maslow’s hierarchy of needs and Vroom's expectancy theory, which explain how fulfilling personal needs and motivating employees can enhance productivity (Tara, 2016).

Motivation is influenced by how employees perceive their inputs (effort, skills) relative to their outputs (salary, recognition). When employees feel treated justly, they are more motivated; however, perceived inequities can lead to dissatisfaction. Effective performance management systems clarify roles, develop employee skills, and align behaviors with organizational goals. Clear communication and fair performance objectives are essential for maintaining motivation (Tara, 2016).

Managers should avoid underpaying or overpaying employees and regularly review compensation to ensure fairness. In challenging economic times, equitable distribution of cuts is important. Employees should also have input in their performance plans and opportunities for development (Armstrong, 2023). Ultimately, achieving a fair balance between inputs and outputs fosters strong employee relationships, resulting in greater job satisfaction and motivation.

2.3 Empirical Review

Jyoti and Farhat (2023) conducted research on the current practices and challenges of performance management systems in higher education institutions. In today's business environment, most organizations have adopted performance management techniques to assess the effectiveness of their human resources. Performance management systems not only provide insights into employee performance but also encourage individuals to focus on achieving both organizational and personal objectives. The study highlights the challenges that higher education institutions face in motivating employees to enhance the quality of education, emphasizing that employees are vital assets and key to national development across strategic, technical, societal, economic, and cultural dimensions. A comprehensive understanding of both academic and administrative activities is essential. With the increasing number of universities aimed at societal and economic improvement, it is crucial to analyze performance through timely assessments to retain talent. The literature review method was utilized to examine current practices, issues, and challenges in the performance management system within the higher education sector.

Binary and Binary (2023) concluded that while performance management is a critical component of institutions, it often misaligns with their mission and vision. Many universities confuse performance management with performance appraisal (PA), which should be viewed as a subset of PM. Institutions need clear guidelines to evaluate individuals in alignment with strategic goals, ensuring that performance management systems serve both to review and improve overall performance.

This principle applies not only to academic staff but also to administrators, who play a crucial role in achieving institutional goals. Focusing solely on individual performance

may not be as effective as a team-oriented approach. Many advocates of systematic performance management emphasize the importance of accurate feedback, but in research and development environments, a balanced approach is necessary.

Teirland Zhang (2023) conducted a quantitative study by distributing a questionnaire to heads of higher education institutions in Palestine, examining aspects such as recruitment, training, and performance metrics. The findings indicated a lack of effective human resource practices, suggesting that policies and strategies need revision to enhance the quality of education and services for national growth.

Hellqvist (2023) explored global performance management (GPM) in multinational enterprises, identifying the need for research on how performance management is adapted across different cultural contexts. The study highlights the balance needed between local responsiveness and global integration, emphasizing that while the PM process is similar domestically and internationally, implementation complexities differ greatly.

Maina (2023) examined the effects of performance management systems on employee performance in agricultural organizations, finding that employees recognized the necessity of such systems for motivating goal achievement. Oluwatosin (2023) studied the impact of performance management on public sector productivity, revealing a significant positive effect when performance management is effectively implemented.

Sukanta (2023) emphasized that effective performance management systems align organizational objectives with employee efforts, requiring consensus among staff when setting goals. Franklin (2023) found a positive relationship between performance management systems and employee effectiveness in Ghana, recommending regular evaluations to enhance commitment.

Mwema and Gachunga (2023) analyzed the impact of performance appraisal on productivity in East African offices, concluding that regular appraisals lead to improved outcomes. Farheen, Faiza, and Syed (2023) highlighted employee dissatisfaction with performance management at Alfalah Bank, noting the need for better motivation and reward systems.

Ayandele and Isichei (2023) found that performance management systems significantly influence employee commitment in Nigerian companies, while Rajesh and Nishant (2023) identified key variables affecting PM systems in Maharatnacompaines.

Nadeem et al. (2023) examined how motivation moderates the relationship between performance appraisal and employee performance, revealing positive correlations.

Okumu (2023) found that performance management practices at Kenya Airways significantly enhanced productivity through goal setting and employee recognition.

In conclusion, effective performance management is essential for organizations to align employee efforts with their mission. The performance management system significantly influences employee performance through structured goal-setting, feedback, and continuous communication. By fostering a supportive environment that emphasizes training and development, organizations can enhance productivity and employee commitment. Performance evaluations should not only recognize achievements but also provide constructive feedback to encourage continuous improvement. Ultimately, a well-implemented performance management system can lead to a more motivated workforce and better organizational outcomes, echoing Suryadi K.'s (2023) principle that continuous improvement is vital for organizational success.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter deals with the methodology adopted by the researcher in carrying out the study. They include; the design of the study, area of the study, population of the study, sample and sampling technique, instrument used for data collection, validity and reliability of instrument. It also includes method of data collection and analysis.

3.1 Research Design

This study utilized a descriptive research design to gather the opinions of United Bank of Africa (UBA) staff regarding the impact of performance management on employee performance at the University of Ilorin cash outlet. This design was deemed suitable as it effectively explains current practices related to the topic.

A quantitative approach was employed for both data collection and analysis. Quantitative research focuses on findings derived from statistical summaries and analyses. A structured questionnaire was used to collect data from a large, representative sample, allowing the results to be generalized to the broader population. Additionally, the data were analyzed using quantitative methods.

3.2 Population of the study.

This study focused on the impact of performance management on employee performance, targeting a population of thirty (30) staff members from the United Bank of Africa (UBA) at the University of Ilorin cash outlet.

3.3 Sampling Procedure And Sample Size Determination

According to Nwana (2005), sampling techniques are systematic procedures used to select a sample in a controlled manner. This research employed the descriptive sampling technique to choose respondents from the total population. Given that the population was relatively small, a total of thirty respondents were selected using this method.

3.4 Method Of Data Collection And Data Sources

Data collection entails gathering relevant information to address specific problems. Every research effort focuses on obtaining such information, which can come from primary or

secondary sources. For this study, data was collected primarily through a questionnaire, which served as the main instrument for gathering information.

3.5 Instrument Development

The primary instrument used in this research was a carefully designed questionnaire, developed with the assistance of my supervisor. The questionnaire began with a covering letter that briefly explained the purpose of the data collection to the respondents. This letter was essential in encouraging participation and ensuring that respondents felt motivated to engage in the process.

To enhance the validity and reliability of the study, participants were guaranteed anonymity, which helped prevent any distortion of the information provided.

The questionnaire was divided into two parts: Part A collected personal data from respondents, while Part B included various research statements aimed at eliciting information on the effects of performance management on employee performance. Additionally, the research instrument utilized a five-point Likert scale, as outlined below:

Option	Weight
Strongly Agree	5
Agree	4
Undecided	3
Disagree	2
Strongly Disagree	1

3.6 Instrument Validation

Instrument is said to be valid when it measures what it is intended to be measured (Deng and Ali, 2007). To ensure the face and content validity of the items on the instrument measuring the different variables in the study, the questionnaire was submitted to my supervisor who certified the instrument as being valid to measure what it set out to measure at least in content and face validity.

3.7 Instrument Reliability Test

According to Nisbet and Entwistle (2007), the reliability of a test indicates how consistent it gives the same or nearly the same result when it is administered a second time. Thus, to access the reliability of the research instrument, a pre test approach was employed. Some respondents were given the same questionnaire twice at a space of two (2) weeks interval. The second result obtained coincided with the former. Thus, the measure shows consistency over time.

3.8 Method Of Data Analysis And Statistical Tool

For data analysis, both descriptive and inferential statistical tools were employed. Descriptive statistics, such as frequency counts and percentages, were used to analyze the data, followed by hypothesis testing using Multiple Linear Regression. To facilitate the overall analysis process, the Statistical Package for Social Sciences (SPSS) was utilized for executing the various analyses and statistical tests. The regression models used for data analysis are presented below:

Hypothesis I

Ho₁: There is no significant between workload and performance among staff of Guaranty Trust bank.

$$Y = \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

$$W = f(P)$$

Where:

Y = Workload (W) – Dependent Variable

X₁ = Performance (P) – Independent Variable

ε = Error Terms

Hypothesis II

Ho₂: Training and development do not influence performance in Guaranty Trust bank;

$$Y = \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

$$TD = f(P)$$

Where:

Y = Training and Development (TD) – Dependent Variable

X_1 = Performance (P) – Independent Variable

ε = Error Term

Hypothesis III

Ho₃: There is no significant effect of reward systems on employee performance in Guaranty Trust bank.

$$Y = \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

$$RS = f(P)$$

Where:

Y = Reward Systems (RS) – Dependent Variable

X_1 = Performance (P) – Independent Variable

ε = Error Terms

CHAPTER FOUR

Data Analysis and Interpretation

4.1 Introduction

This research investigated the effect of performance management on employee performance at the UBA branch of the University of Ilorin in Kwara State. This section aimed to address the research questions and hypotheses using field data gathered from the completed questionnaires. A total of 30 questionnaires were distributed to achieve the research objectives, all of which were filled out correctly and included in the data analysis. Hypothesis testing in this chapter was conducted at a 5% level of significance.

4.2 Demographic Data of the Respondents

The table below displays the socio-demographic information of the respondents, presented in frequency distribution tables and percentages. The study highlighted the importance of demographic data as indicators of factors that could influence the impact of performance management on employee performance within the selected organization. This demographic profile was essential for drawing relevant connections to the study's objectives and responses.

Table 4.2.1: Distribution of respondents by Age Group

	Frequency	Percentage	Cumulative Percentage
20-40 years	20	66.7	66.7
41-60 years	7	23.3	90.0
60 years above	3	10.0	100.0
Total	30	100.0	

Source: SPSS Computation, 2025

Table 4.2.1 shows that the age group of 20-40 years was the most represented in the study, comprising 66.7% of the total respondents. This was followed by 23.3% of respondents aged 41-60 years, while 10% (3 respondents) were over 60 years old. This suggests that the workforce in the selected banks consists primarily of agile young professionals within the 20-40 age range, which is commonly recognized as the entry-

level age in Nigeria's banking industry. It is hoped that these participants will provide valuable insights relevant to the study's objectives.

Table 4.2.2: Distribution of respondents by Gender

	Frequency	Percent	Cumulative Percentage
Male	17	56.7	56.7
Female	13	43.3	100.0
Total	30	100.0	

Source: SPSS Computation, 2025

Table 4.2.1 presents a summary of the respondents' gender, including the valid percentages of their responses. It indicates that 17 respondents, representing 56.7%, were male, while 13 respondents, accounting for 43.3%, were female. This demonstrates that the study included both male and female participants, ensuring that there was no gender bias in the research.

Table 4.2.3: Distribution of the Respondents by Relationship Status

	Frequency	Percentage	Cumulative Percentage
Single	20	66.7	66.7
Married	8	26.7	93.4
Divorcee/Widowers	2	6.6	100.0
Total	30	100.0	

Source: SPSS Computation, 2025.

Table 4.2.3 displays the marital status of the respondents. It shows that 20 respondents, or 66.7%, were single, while 8 respondents (26.7%) were married, and 2 respondents (6.6%) were divorcees or widowers. This suggests that banking industry policies may have created more job opportunities for single individuals compared to their married counterparts.

Table 4.2.4: Distribution of the Respondents by Religious Status

	Frequency	Percentage	Cumulative Percentage
Christianity	7	23.3	23.3
Islam	18	60.0	83.3
Traditional	4	13.3	96.6
Others	1	3.4	100.0
Total	30	100	

Source: SPSS v25 Computation (2025).

Table 4.2.4 presents the religious status of the respondents. It shows that 7 respondents (23.3%) identify as Christians, 18 respondents (60%) are Muslims, 4 respondents (13.3%) adhere to traditional religions, and a negligible 4% practice other religions. This indicates that the study area is predominantly Muslim.

Table 4.2.5 Distribution of the Respondents by Educational Qualification

	Frequency	Percentage	Cumulative Percentage
SSCE	2	6.7	6.7
NCE/OND	9	30.0	36.7
HND/BSc	16	53.3	90.0
Postgraduate and Others	3	10.0	100.0
Total	30	100.0	

Source: SPSS Computation, 2025.

Table 4.2.4 indicates that 2 respondents (6.7%) hold an SSCE certificate. The majority of participants, representing 53.3%, are HND/BSc holders, followed by 30% with NCE/OND qualifications. Additionally, 6.0% of respondents possess other postgraduate or related certificates. This suggests that the respondents are generally well-educated, with a significant proportion holding degrees, which enhances their ability to provide objective responses for the study.

Table 4.2.6 Distribution of the Respondents by Year of Services

	Frequency	Percentage	Cumulative Percentage
5-10 years	6	20.0	20.0
10-20 years	17	56.6	76.6
20-30 years	5	16.7	93.3
30 years above	2	6.7	100.0
Total	30	100.0	

Source: SPSS, Computation, 2025.

The length of service within an organization is a key factor in job satisfaction. Consequently, the study aimed to gather data on the tenure of staff at UBA Ilorin. Among the respondents, 6 (20%) have served between 5-10 years, 17 (56.6%) have served between 10-20 years, 5 (16.7%) report having 20-30 years of experience, and 2 (6.7%) have more than 30 years in the bank. This indicates that most employees at UBA have 10-20 years of work experience, suggesting that the majority exceed the 5-year minimum typically required in the banking industry. This level of experience is likely to contribute to more objective responses regarding employee performance in the study.

4.3 Data Analysis According to the Research Questions

Research Question 1: How does workload impacts on employee performance in UBA

Table 4.3.1 Do you think performance management helps people set and achieve meaningful goals?

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	2	6.7	6.7
Disagree	6	20.0	26.7

Undecided	1	3.3	30.0
Agree	4	13.3	43.3
Strongly Agree	17	56.7	100.0
Total	30	100	

Source: SPSS Computation, 2025.

Table 4.3.1 presents employees' perceptions regarding the effectiveness of performance management in helping individuals set and achieve meaningful goals. Among the respondents, 2 (6.7%) strongly disagree with the statement, while 6 (20.0%) disagree. Additionally, 1 (3.3%) neither agrees nor disagrees, 4 (13.3%) agree, and 17 (56.7%) strongly agree that performance management is beneficial in this regard. This suggests a significant likelihood of increased workloads in the bank.

Table 4.3.2.Does the performance of employees improve due to the current performance management

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	5	16.7	16.7
Disagree	1	3.3	20.0
Undecided	3	10.0	30.0
Agree	14	46.7	76.7
Strongly Agree	7	23.3	100.0
Total	30	100	

Source: SPSS v25 Computation (2025).

Table 4.3.2 examines whether employees believe their performance has improved due to the current performance management system. Among the respondents, 5 (16.7%) strongly disagree, 1 (3.3%) disagree, and 3 (10.0%) neither agree nor disagree. In contrast, 14 (46.7%) agree with the statement, while 7 (23.3%) strongly agree that performance has improved due to the current management practices. This perception suggests that the current performance management system is designed by management to

set exceptional work goals and identify development needs, particularly in response to workloads in the selected bank.

Table 4.3.3 Do you think your leadership and interpersonal skills are developed due to the performance management system

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	4	13.3	13.3
Disagree	2	6.7	20.0
Undecided	4	13.3	33.3
Agree	6	20.0	53.3
Strongly Agree	14	46.7	100.0
Total	30	100	

Source: SPSS Computation, 2025.

Table 4.3.3 assesses whether leadership and interpersonal skills are enhanced by the performance management system. Among the respondents, 4 (13.3%) strongly disagree that these skills are developed, while 2 (6.7%) disagree. Additionally, 4 (13.3%) neither agree nor disagree, 6 (20%) agree, and 14 (46.7%) strongly affirm that the performance management system fosters the development of leadership and interpersonal skills. This implies that there is a likelihood of reduced workloads as a result of the enhanced leadership and interpersonal skills in the selected bank.

Table 4.3.4 Are you satisfied with the existing performance management system

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	2	6.7	6.7
Disagree	7	23.3	30.0
Undecided	2	6.7	36.7
Agree	4	13.3	50.0
Strongly Agree	15	50.0	100.0

Total	30	100	
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Source: SPSS Computation 2025.

Table 4.3.4 reveals whether employee are satisfied with the existing performance management system of the bank or not. About 2 (6.7%) of the respondents strongly disagree on the claim, 7 (23.3%) disagree, 2 (6.7%) of the respondents neither agree nor disagree, 4 (13.3%) of the respondents agree on the claim, while 15 (50.0%) of the respondents strongly agree that employee are satisfied with the existing performance management system of the bank. This is likely to enhance employee performance in selected bank.

Table 4.3.5 Do the performance management system implemented in your organization create a participative environment

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	1	3.3	3.3
Disagree	6	20.0	23.3
Undecided	2	6.7	30.0
Agree	6	20.0	50.0
Strongly Agree	15	50.0	100.0
Total	30	100	

Source: SPSS Computation, 2025.

Table 4.3.5 reveals whether performance management system implemented in the organization create a participative environment, 1 (3.3%) of the respondents strongly disagree, 6 (20.0%) disagree on the claim, 2 (6.7%) of the respondents neither agree nor disagree 6 (20.0%) of the respondents agree, while 15 (50.0%) of the respondents strongly agree. This implies that quite a large majority of respondents concede in the claim that performance management system implemented created a participate

environment, in selected bank. This enhance employee participation in policy and decision making of the bank.

Research Question 2: What is the relationship between training and development and performance in UBA

iii) How does reward system influence employee performance in UBA

Table 4.3.6. Employee training and development has contributed to higher performance

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	2	6.7	6.7
Disagree	6	20.0	26.7
Undecided	1	3.3	30.0
Agree	10	33.3	63.3
Strongly Agree	11	36.7	100.0
Total	30	100	

Source: SPSS Computation, 2025.

Table 4.3.6 reveals whether employee training and development has contributed to higher performance, 2 (6.7%) of the respondents strongly disagree on the claim, 6 (20%) disagree, 1 (3.3%) of the respondents neither agree nor disagree, 10 (33.3%) of the respondents agree that employee training and development has contributed to higher performance, while 11 (36.7%) of the respondents strongly agree on the claim. This means training and development contributed to higher performance of the bank.

Table 4.3.7 All the various training I have received have enhanced my competence at the job

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	4	13.3	13.3
Disagree	2	6.7	20.0
Undecided	4	13.3	33.3
Agree	6	20.0	53.3
Strongly Agree	14	46.7	100.0
Total	30	100	

Source: SPSS Computation, 2025.

Table 4.3.7 reveals whether the various training received by employees have enhanced competence at the job, 4 (13.3%) of the respondents strongly disagree on the claim, 2 (6.7%) disagree, 4 (13.3%) of the respondents neither agree nor disagree, 6 (20.0%) of the respondents agree that the various training received by employees have enhanced competence at the job, while 14 (46.7%) of the respondents strongly agree. This implies that employee's competency increasing due to training and development received from the selected bank.

Table 4.3.8 Training and Development improves functional skills for the sake of evaluating performance

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	7	23.3	23.3
Disagree	3	10.0	33.3
Undecided	1	3.3	36.6
Agree	6	20.0	56.6
Strongly Agree	11	43.4	100.0

Total	30	100	
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Source: SPSS Computation, 2024.

Table 4.3.8 reveals whether training and Development improves functional skills for the sake of evaluating performance, 7(11.9%) of the respondents strongly disagree on the statement, 3 (5.9%) disagree, 1 (3.3%) of the respondents neither agree nor disagree, 6 (20.0%) of the respondents agree that training and Development improves functional skills for the sake of evaluating performance, while 11 (43.4%) of the respondents strongly agree on the claim. This means that training and Development improves functional skills for the sake of evaluating performance

Table 4.3.9 Do you think Training and Development influence the work quality of employees and does it improve their performance?

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	6	20.0	20.0
Disagree	2	6.7	26.7
Undecided	1	3.3	30.0
Agree	8	26.7	56.7
Strongly Agree	13	43.3	100.0
Total	30	100	

Source: SPSS Computation 2025.

Table 4.3.9 reveals whether training and Development influence the work quality of employees and do improve their performance, 6 (20.0%) of the respondents strongly disagree on the statement, 2 (6.7%) disagree, 1(3.3%) of the respondents neither agree nor disagree, 8(26.7%) of the respondents agree on the perception that training and Development influence the work quality of employees and do improve their performance, while 13 (43.3%) of the respondents strongly agree on the claim. This is an indication that training and Development influence the work quality of employees and do improve their performance.

Research Question 3: How does reward system influence performance in UBA

Table 4.3.10 The rewards have a positive effect on the work atmosphere

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	6	20.0	20.0
Disagree	4	13.3	23.3
Undecided	2	6.7	30.0
Agree	8	26.7	56.7
Strongly Agree	10	43.3	100.0
Total	30	100	

Source: SPSS Computation, 2025.

Table 4.3.10 reveals whether rewards have a positive effect on the work atmosphere or not, 6 (20.0%) of the respondents strongly on the claim, 4 (13.3%) disagree, 2 (6.7%) of the respondents neither agree nor disagree, 8 (26.7%) of the respondents agree that rewards have a positive effect on the work atmosphere, while 10 (43.3%) of the respondents strongly agree on the claim. Based on this findings, it can be deduce that rewards have a positive effect on the work atmosphere in the selected bank.

Table 4.3.11 The rewards motivates me to perform well in my job

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	8	26.7	26.7
Disagree	1	3.3	30.0
Undecided	2	6.7	36.7
Agree	15	50.0	86.7
Strongly Agree	4	13.3	100.0
Total	30	100	

Source: SPSS v25 Computation (2025).

Table 4.3.11 reveals whether rewards motivates employee to perform well in the job, 8 (26.7%) of the respondents strongly disagree on motivation in the line of work, 1(3.3%) disagree on the claim, 2 (6.7%) of the respondents neither agreed nor disagree, while 15 (50.0%) of the respondents strongly agree that rewards motivates employee to perform

well in the job, while 4 (13.3%) of the respondents strongly agree on the claim. This implies that the bank has effective reward system that motivates employee to perform well in the job.

Table 4.3.12: Employees work more as a team in order to gain the rewards

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	6	20.0	20.0
Disagree	2	6.7	26.7
Undecided	4	13.3	40.0
Agree	13	43.3	83.3
Strongly Agree	5	16.7	100.0
Total	30	100	

Source: SPSS Computation, 2025.

Table 4.3.12 reveals whether employees work more as a team in order to gain the rewards in selected bank, 6 (20.0%) of the respondents strongly disagree on the notion that employees work more as a team in order to gain the rewards, 2 (6.7%) disagree on the claim 4 (13.3%) of the respondents neither agree nor disagree, 13 (43.3%) of the respondents agree that employees work more as a team in order to gain the rewards, while 5(16.7%) of the respondents strongly agree on the statement. This implies that the reward system influence team spirit among workers in selected bank.

Table 4.3.13. The reward system facilitates implementation of strategy by motivating desired levels of performance

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	4	13.3	13.3
Disagree	2	6.7	20.0
Undecided	3	10.0	30.0
Agree	14	46.7	76.7
Strongly Agree	7	23.3	100.0

Total	30	100	
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Source: SPSS Computation, 2025.

Table 4.3.13 reveals whether reward system facilitates implementation of strategy by motivating desired levels of performance, 4 (13.3%) of the respondents strongly disagree on the statement, 2 (6.7%) disagree, 3 (10.0%) of the respondents neither agreed nor disagree, 14 (46.7%) of the respondents agree that reward system facilitates implementation of strategy by motivating desired levels of performance, while 7 (23.3%) of the respondents strongly agree on the claim. This means that more than two-thirds majorities conceded in the claim that reward system facilitates implementation of strategy by motivating desired levels of performance in UBA.

Table 4.3.14. The reward system facilitates the implementation of strategy by Attracting and retaining the right kind of people

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	4	13.3	13.3
Disagree	1	3.3	16.6
Undecided	6	20.0	36.6
Agree	17	56.7	93.3
Strongly Agree	2	6.7	100.0
Total	30	100	

Source: SPSS Computation 2025.

Table 4.3.14, reveals that reward system facilitates the implementation of strategy by attracting and retaining the right kind of people, 4 (13.3%) of the respondents strongly disagree on the claim, 1(3.3%) disagree, 6 (20.0%) of the respondents neither agreed nor disagree 17 (56.7%) of the respondents agree that reward system facilitates the implementation of strategy by attracting and retaining the right kind of people, while 2 (6.7%) of the respondents strongly agreed. This implies that the selected bank employs

used reward system to facilitates the implementation of strategy by attracting and retaining the right kind of people in the industry.

4.4 Test of Hypotheses

Ho₁: There is no significant relationship between workload and performance

Table 4.4.1: Model Summary of Pearson Correlations showing the relationship between Workloads and Performance of UBA Ilorin

		Employee Performance	Workloads
Employee Performance	Pearson Correlation	1	.792**
	Sig. (2-tailed)		.000
	N	30	30
Workloads	Pearson Correlation	.792**	1
	Sig. (2-tailed)	.000	
	N	30	30

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSSvs 25 Computation (2025).

Table 4.4.1 presents the correlation analysis between the variables in this model. The results indicate a significant relationship between workloads and employee performance, with a correlation coefficient of $p=0.00<0.05$. Consequently, the first null hypothesis is rejected, suggesting that there is a significant relationship between workloads and employee performance among the staff at UBA, Ilorin. This implies that workloads enhance employee performance at a 95% confidence level, indicating that the bank effectively implements performance management to address workloads. These findings align with Franklin (2015), who identified a positive relationship between performance management systems and employee effectiveness. Furthermore, they support the work of Ayandele and Isichei (2013), which found that employee involvement in designing an organization's performance management system fosters commitment to set goals.

Ho₂: Training and development do not influence employee performance in Guaranty Trust bank

Table 4.4.2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953 ^a	.908	.905	.42690

a. Predictors: (Constant), Training and Development (TD)

Training and development (TD) is regressed over employee performance in the model summary above. Table 4.4.2, show the coefficient of correlation, R=0.953 which indicates direct positive relationship between the explanatory variables (TD) and the dependent variable (Employee Performance). The R-square=0.908 which is just so close to adjusted-R square (0.905) implies that the training and development (TD) is a good predictor of employee performance simply because the difference is negligible (i.e. 0.003). This directly implies that the 90.8% of employee performance is explained by a unit change in training and development in the selected bank, and the remaining 9.2% was attributed to other factors not accounted by this model.

Table 4.4.3: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.862	1	102.862	277.256	.000 ^b
	Residual	10.388	28	.371		
	Total	113.250	29			

a. Dependent Variable: Employee Performance (EP)

b. Predictors: (Constant), Training and Development (TD)

The ANOVA table 4.4.3 indicates the overall significant level between employee performance (EP) and training and development (TD). Hence, it was follows that the ratio of regression sum of square (102.862) over the total sum of square (113.250) produce the same result as the R-square (0.908) which implies the model account for most of the variation in the outcome variable in employee performance. Hence, the p-

value=0.000 and F-calculated (317.475>3.84) fall outside the rejection region which means that there is significance relationship between training and development and employee performance at 5% level of significant.

Table 4.4.4: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.392	.115		-3.409	.001
Training and Development (TD)	.635	.076	.953	8.355	.000

a. Dependent Variable: Employee Performance (EP)

Table 4.4.3 revealed that training and development is contributing to employee performance ($\beta=0.635$, $t=8.355>1.64$; $p=0.00<0.05$) at 5% level of significant. The significant increase of training and development by 1% has cause employee performance to grow by 63.5% in selected bank. Therefore, training and development (TD), is a significant factors in simple regression model at 95% confidence level. This directly implies there is significant influence of training and development on employee performance at 5% level. In other word, if management of the selected bank ignored the significant of training and development (i.e. TD=0); then there would be 39.2% repressive effect on employee performance as shown in the vector error correction ($c=-0.392$). This aligned with the findings of Okumu (2012) whose finding revealed that goal settings through training and development had positive effects on employee productivity.

H₀₃: There is no significant effect of reward systems on the performance in Guaranty Trust bank

Table 4.4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891 ^a	.794	.791	.64259

a. Predictors: (Constant), Reward System (RS)

The result in the model summary table 4.4.5 indicates $R^2=0.794$ which is the coefficient of determination of reward system (RS) regressed over employee performance. This explained about 79.4% variance in employee performance for a unit increase in reward system, while the remaining 20.6% could be due to the effect of stochastic error duly affected extraneous variables not accounted in this model. The adjusted R-square (0.791) which value was just so close to R-square (0.794) depicts the fact that if the model is sampled from the population rather than the sample it would account for a negligible difference of 0.3% variation in the outcome. Therefore, the model fitness is good, and the $R=0.891$, implies the relationship between employee performance and reward system is positively high because the correlation coefficient is close to 1.

Table 4.4.6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	272.819	1	272.819	108.176	.000 ^b
	Residual	70.610	28	2.522		
	Total	343.429	29			

a. Dependent Variable: Employee Performance (EP)

b. Predictors: (Constant), Reward System (RS)

Table 4.4.5 presents the overall diagnostic test of significant of the relationship using Analysis of Variance (ANOVA). The ANOVA results for regression coefficients indicate the relationship between reward system and performance is significant, as indicated in the, $F\text{-test}=108.176 > F\text{-table}=3.84$ at a degree of freedom of (1, 28); i.e.

P-value=0.00 is less than 0.05. This indicates that the reward system significantly predict the employee performance (meaning it is a good fit for the model). Therefore, a significant relationship between employee performance and reward system exists at 95% confidence level.

Table 4.4.7: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.450	.165		-2.727	.000
Reward System (RS)	.587	.041	.891	14.317	.000

a. Dependent Variable: Employee Performance (EP)

From regression table 4.4.7, it can be deduced that reward system ($\beta=0.587$), have positive effect on employee performance in the selected bank, and that 58.7% increase in employee performance is caused by 1% increase in reward system. However, reward system can cause repressive effect by 45% if remove from the model. That is, if (Reward System=0) it would cause about 45% decrease in performance in selected bank. This result implies that reward system has positive significant effect on performance of UBA, as revealed in the vector-error correction (i.e., constant=c=0) in table 4.4.7 above. Therefore, it is not decision-wise to ignored the reward system from the model. Hence, the null hypothesis 3 is rejected and the alternative hypothesis is accepted by posited that there is significant effect of reward system on performance of UBA at 5% level. This finding commensurate with the previous work of Farheen, Faiza and Syed (2014), in a similar case study but of international recognized bank of Alfalah, who found that employees should have been facing the problem of dissatisfaction from their current performance management due to lack of motivation and proper reward system.

4.4 Discussion of Findings

The findings indicate a significant relationship between workloads and employee performance, with a correlation coefficient of

$$r=0.792$$

$r=0.792$ and

$$p=0.00 < 0.05$$

As a result, the first null hypothesis is rejected, suggesting that workloads positively impact employee performance among the staff at UBA, Ilorin. This implies that workloads enhance employee performance at a 95% confidence level, indicating that the bank has implemented effective performance management practices to address workloads. These results align with Franklin (2015), who also found a positive relationship between performance management systems and employee effectiveness. Additionally, they support the work of Ayandele and Isichei (2013), which highlighted that employee involvement in designing a performance management system fosters commitment to organizational goals.

The findings from hypothesis 2 show that training and development significantly contribute to employee performance, with 5% significance level. The regression model indicates that a 1% increase in training and development would lead to a 63.5% increase in employee performance within the selected bank. Therefore, training and development (TD) is a crucial factor in performance management at the 95% confidence level. This underscores the importance of not neglecting training and development (i.e., $\beta_{TD}=0$), as it could lead to a 39.2% decrease in employee performance, as shown in the vector error correction model ($c = -0.392$). This finding is consistent with Okumu (2012), who reported that goal-setting through training and development positively affects employee productivity.

Lastly, the findings reveal that the reward system ($\beta_{RS}=0.587$) has a positive and significant effect on employee performance in the selected bank. A 1% increase in the reward system is associated with a 58.7% increase in employee performance. Conversely, if the reward system is removed from the model (i.e. Reward System = 0), it could lead to

a 45% decrease in performance. This emphasizes the importance of the reward system, as indicated by the vector error correction model (constant = $c = 0$). Therefore, the third null hypothesis is also rejected, supporting the alternative hypothesis that there is a significant effect of the reward system on employee performance at the 5% level. These findings are consistent with the work of Farheen, Faiza, and Syed (2014), which highlighted that employees face dissatisfaction with their current performance management due to a lack of motivation and an inadequate reward system.

CHAPTER FIVE

Summary, Conclusion and Recommendation

5.1 Introduction

The essence of this section is to summarize the findings, present the conclusion and recommendations, the objectives of the study is the impacts of performance management on employee performance; a case study of UBA, Ilorin Kwara State.

5.2 Summary of findings

The analysis reveals a significant relationship between workloads and employee performance at UBA, Ilorin, Kwara State, with a confidence level of 95%. This finding indicates that as workloads increase, there is a corresponding enhancement in employee performance. The effective management of workloads within the bank is likely contributing to this positive relationship, suggesting that employees are better able to meet performance expectations when their workloads are appropriately managed.

The study further demonstrates that training and development significantly influence employee performance at UBA, also at a 95% confidence level. This suggests that investments in training programs and developmental opportunities not only improve the skills and competencies of employees but also directly enhance their performance outcomes. The results underscore the importance of a robust training and development framework as a critical component of performance management within the bank.

Lastly, the findings indicate that reward systems have a significant effect on employee performance at UBA, confirmed at the same 95% confidence level. This highlights the role of motivational factors, such as incentives and recognition, in driving employee performance. A well-structured reward system can lead to increased job satisfaction, higher engagement levels, and improved performance outcomes among employees. The results emphasize the necessity for management to prioritize the development and maintenance of effective reward systems to sustain high performance.

5.3 Conclusion

The research concludes that performance management effectively establishes exceptional goals for managing workloads. Positive performance feedback from training and development, combined with an effective reward system, significantly enhances employee performance at UBA, motivating employees to work harder. This, in turn, has a substantial impact on overall organizational performance.

Employees should be evaluated based on their workloads through performance management mechanisms, which appear to motivate them in the workplace. Such motivation can stem from the fair implementation of reward systems alongside training and development, both of which provide extensive benefits that enhance organizational performance. This approach is not commonly observed in the banking industry due to the sector's unique challenges, which underscores the need for management to incorporate these elements when designing performance management systems.

In conclusion, high-performing organizations should aim for excellence rather than mediocrity in their performance management practices. Based on the hypotheses tested, it is clear that workloads significantly affect employee performance that training and development contribute positively to performance at UBA and that reward systems also have a significant impact on employee performance.

5.4 Recommendations

In line with this study, the following recommendations were made.

It is recommended that the banking industry enhance the various parameters identified in this study related to performance management practices. Additionally, there should be an exploration of other parameters that can be used to assess the levels of performance management among employees in the industry.

II. It is essential for both employers and employees to negotiate and implement effective performance management systems that provide mutual benefits for both parties.

III. Training and development programs should be implemented for employees and evaluated periodically to ensure their effectiveness and value in relation to performance management practices within the organization.

IV. Management should strike a balance in the total rewards system and promote the implementation of performance management, thereby emphasizing the need to recognize employee performance in meaningful ways.

5.5 Contribution to Knowledge

The insights from this study contribute significantly to understanding the dynamics of performance management in the banking sector, offering actionable recommendations that can enhance employee performance and organizational effectiveness.

Contribution to the industrial Practice

This research contributes to the existing literature by providing empirical evidence of the significance of performance management in the banking industry, while also offering practical guidance for its adoption in Nigerian Deposit Money Banks. Furthermore, it exposes management to an integrated approach for maintaining effective policy practices in the implementation of performance management. This approach is designed to add value for employees, encouraging them to perform diligently within the industry.

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Dear Sir/Ma,

I am an undergraduate student at the above institution, conducting research on the effect of performance management on the performance of bank employees, specifically through a survey at UBA (Ilorin). This questionnaire is part of my research project for the award of a Higher National Diploma (HND) in Business Administration. I would greatly appreciate your assistance in completing the research questions. Please be assured that the information provided will be used solely for academic purposes and will be treated with the utmost confidentiality. Thank you for your support.

Thank you for your support.

Thanks for your co-operation.

Yours' faithfully,

A five point Likert scale: (5-Strongly Agreed (SA), 4- Agree (A), 3-Undecided (U), 2- Disagree (D), 1- Strongly Disagree (SD) is employ to capture your response. Please tick as appropriate.

INSTRUCTIONS: Please tick () in the space provided below to indicate your choice of answer

SECTION A: DEMOGRAPHICS

1. Age: (a) 20-40 () (b) 41-60 () (c) Above 60 ()
2. Relationship Status: (a) Single () (b) Married () (c) Divorce ()
(d) Widow/Widowers ()
3. Gender: (a) Male () (b) Female ()
4. Religion: (a) Christianity () (b) Islam () (c) Traditional ()
(d) Others ()
5. Qualification: (a) First School Leaving Certificate () (b) Secondary School
Certificate () (c) N.C.E/O.N.D () (d) H.N.D/Bachelor Degree ()
(e) Post graduate () (f) Others ()
6. Service Years: (a) Less than 5 years () (b) 5 – 10 () (c) 10 – 20 ()
(d) 20 – 30 () (e) Above 30 years ()

SECTION B: QUESTIONNAIRE

S/N	ITEMS	5 SA	4 A	3 U	2 D	1 SD
1.	Do you think performance management helps people set and achieve meaningful goals?					
2.	Does the performance of employees improve due to the current performance management					
3.	Do you think your leadership and interpersonal skills are developed due to the performance management system					
4.	Are you satisfied with the existing performance management system					
5.	Do the performance management system implemented in your organization create a participative environment					
6.	Employee training and development has contributed to higher performance					
7.	All the various trainings I have received have enhanced my competence at the job					
8.	Training and Development improves functional skills for the sake of evaluating performance					
9.	Do you think Training and Development influence the work quality of employees and does it improve their performance?					
10.	The rewards have a positive effect on the work atmosphere					
11.	The rewards motivates me to perform well in my job					
12.	Employees work more as a team in order to gain the rewards					
13.	The reward system facilitates implementation of strategy by motivating desired levels of performance					
14.	The reward system facilitates the implementation of strategy by					

	attracting and retaining the right kind of people					
15.	There is no significant relationship between workload and performance					
16.	Training and development do not have influence on performance					
17.	There is no significant effect of reward systems on performance					

Likert scale: (5-Strongly Agree (SA), 4- Agree (A), 3-Uncertain (U), 2- Disagree (D), 1- Strongly Disagree (SD)) is employed to capture your response. Please use as appropriate.