**CHAPTER ONE**

**INTRODUCTION**

**1.1 Background of Study**

Employee’s performance appraisal is a subject of great interest in any organisation. In every organisation, employees play a vital role in determining its survival (Rusli Ahmad, 2017). In line with that, an employee is perceived as an important or valuable asset to an organisation and is the key or prerequisite factor to make sure the operation of the organisation or factory runs as planned. Employees become the heart and pulse of the organisation and really important to determine the needs and expectancies of the client or customers (Muhd Rais Abdul Karim, 2009). This is aligned with the purpose of performance appraisal in the contemporary approach which emphasizes on employee who has full potentials that can be explored and expanded. Employees can be used positively to sustain the quality of service or product of the organisation. This is associated with the roles and responsibilities of the employees to perform at the highest level of their work competencies. Performance appraisal become more constructive and therefore the progress of the employees are improved (Rusli Ahmad, 2017). With the achievement of the organisation’s vision and mission, employees can work together collaboratively with the organisation itself based on the win-win basis. In this context, performance appraisal can turn out to be a good device to plan a better career path for the employees.

The term performance appraisal are sometimes called as performance review, employee appraisal, performance evaluation, employee evaluation, employee rating, merit evaluation, or personnel rating. Performance appraisal is a system that involves a process of measuring, evaluating, and influencing employee’s attributes, behaviour and performance in relation to a pre-set standard or objective. Performance appraisal can be seen as the systematic description of individual job-relevant strengths and weaknesses for the purposes of making a decision about the individual. In another term, performance appraisal is a process of evaluating the behaviour of the employees in the workplace, or can also be referred as a process of giving feedback on employee’s performance. It involves a very complicated process and various factors can influence the process. Therefore, the process of evaluating employee’s behaviour should be looked at as a reciprocal process or using a matrix perspective and not as a straightforward process (Rusli Ahmad, 2017). There are a number of different appraisal approaches/methods commonly used in organisations with methods used has their advantages as well as disadvantages and there is no right and wrong methods or approaches. Consistency and focus on the usage of the approaches or methodology are crucial to ensure they are successful.

Organizations can only win a competitive advantage through people (Alo, 2010). Competition for scarce resources among organizations in Nigeria is becoming more and more stiffer Ohabunwa (2009) and Akingbola (2010). This therefore means that organizations can grow to the extent that people who work in such organization are supported to grow. However Banjoko (2018) asserts that there is probably no program in the arsenal of personnel management that is difficult to effectively implement and yet so fundamental to individual and organizational growth than performance appraisal. In business as well as in government, effective results are crucial to survival since improved performance is a basic criterion for individual and organization growth.

Banjoko (2018) explains that in many Nigerian organizations, performance appraisal is viewed and conducted solely in terms of its evaluative aspect thereby overlooking its use for facilitating growth and development in employees through training, coaching, counseling and feedback of appraisal information. According to Banjoko, performance appraisal is accorded a lesser role in Nigerian organization as more emphasis is given to selection, training, development and salary administration. This means that organizations are putting the cart before the horse and are in turn stifling genuine individual and organizational growth. It would be foolish for organizations to emphasize more on training without paying special attention to performance appraisal when it is the outcome of performance appraisal that would reveal training needs. There should be a change-over on the part of organizations to start paying special attention to their performance appraisal practices and approaches.

There are different functions in Human Resource Management, like Selection, Recruitment, Training, Employee Appraisal etc. Performance appraisal of employees is a vital function in every origination. The performance appraisal is the process of assessing employee performance by way of comparing present performance with already established standards which have been already informed to employees, subsequently providing feedback to employees about their performance level for the purpose of improving their performance as needed by the organisation.

As said above the very purpose of performance uprising is to know performance of employee, subsequently to decide whether training is needed to particular employee or to give promotion with additional pay hike. Performance appraisal is the tool for employee development not the fault finding mechanism. Now a days organization are taking help of different application for making appraisal of a particular employee which may be time saving, may be cost effective but how much efficient to use those tolls for making those appraisal. System always behaves as per the instruction provided by the developer based on organisation need. Systems are not able to change their views on different situation.

Difficulties in the evaluation and ranking of employees based on their performance pose challenges in setting target values for all the output factors for the inefficient employees. Performance evaluation and management system is an important management tool used to assess employee’s efficiency in the workplace, and may be defined as a structured formal interaction between a subordinate and supervisor that usually takes the form of a periodic interview (annual or semiannual) to evaluate the work performance Otubo( 2010). Performance evaluation and management system is intended to engage, align, and coalesce individual and group effort to continually improve overall organizational mission accomplishment. It provides a basis for identifying and correcting disparities in performance.

Thus, it is activities oriented and is a rational, formalized, legitimate test using observation and judgment. Systematically, performance evaluation and management system reviews each employee’s work performance during a specific period, evaluates and records it for future reference. Essentially, weaknesses and strengths of individuals are examined and discussed to identify opportunities in view of establishing improvement and skills development Otubo (2010).

Performance evaluation and management system collects and disseminates information relative to performance aspect. It promotes interdisciplinary flow of technical information among researchers and professionals. Also serve as a publication medium for various special interest groups in the performance community at large.

Performance evaluation is a key human resource management function which is viewed as a subset of performance management. Performance evaluation is a method of evaluating the behaviour of employees in the work spot, normally including both the quantitative and qualitative aspects of job performance. Performance evaluation as any procedure that entails setting work standards, assessing employee’s actual performance relative to those standards, and providing feedback to the employees with the aim of motivating him/her to eliminate performance deficiencies or to continue to perform above par. The aims of appraisal three folds: appraisal entails historical review of employee’s performance; it is a means for distributing rewards as well as a means for determining training and development needs. Performance evaluation is a systematic way of evaluating a workers performance and his potential for development. This continuing performance and periodic evaluation helps in retraining, promotional and retaining policies.

Performance Management on the hand is on-going communication process, undertaken in partnership, between an employee and his or her immediate supervisor that involves establishing clear expectations and understanding about: the essential job functions the employee is expected to do; how the employee’s job contributes to the goals of the organization.

Performance appraisal, also known as employee appraisal on the other hand, is a method by which the job performance of an employee is evaluated (generally in terms of quality, quantity, cost and time). Performance evaluation is a part of career development). Performance evaluations are regular reviews of employee performance within organizations.

According to Thompson (2008), Promotion is the advancement of an employee’s rank or position in an organizational hierarchy system. Promotion may be an employee’s reward for good performance, i.e., positive appraisal. Before a company promotes an employee to a particular position it ensures that the person is able to handle the added responsibilities by screening the employee with interviews and tests and giving them training or on-the-job experience. A promotion can involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. The opposite of a promotion is a demotion.

A promotion can involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. In many companies and public service organizations, more senior positions have a different title: an analyst who is promoted becomes a “principal analyst”; an economist becomes a “senior economist”; or an associate professor becomes a “full professor”. The amount of salary increase associated with a promotion varies a great deal between industries and sectors, and depending on what parts of the hierarchical ladder an employee is moving between. In some industries or sectors, there may be only a modest increase in salary for a promotions; in other fields, a promotion may substantially increase an employee’s salary.

The same is true with benefits and other privileges; in some industries, the promotion only changes the title and salary, and there are no additional benefits or privileges (beyond the psycho-social benefits that may accrue to the individual). In some not-for-profit organizations, the values of the organization or the tightness of funding may result in there being only modest salary increases associated with a promotion. In other industries, especially in private sector companies, a promotion to senior management may carry a number of benefits, such as stock options, a reserved parking space, a corner office with a secretary, and bonus pay for good performance. The degree to which job activities change varies between industries and sectors. In some fields, even after an employee is promoted, they continue to do similar work. For example, a policy analyst in the federal government who is promoted to the post of senior policy analyst will continue to do similar tasks such as writing briefing notes and carrying out policy research. The differences may be in the complexity of the files that the individual is assigned to or in the sensitivity of the issues that they are asked to deal with. In other fields, when an employee is promoted, their work changes substantially. For example, whereas a staff engineer in a civil engineering firm will spend their time doing engineering inspections and working with blueprints, a senior engineer may spend most of their day in meetings with senior managers and reading financial reports. In symphony orchestras, when a musician such as a violinist is promoted to the position of concertmaster, their duties change substantially. As a violin player, the individual played the music as part of the violin section. As a concertmaster, the individual plays solo parts, decides on the bowings and interpretation of the music, and leads the violins during performances. Different organizations grant the hiring and promoting managers different levels of discretion to award promotions. In some parts of the private sector, the senior management has a very high level of discretion to award promotions, and they can promote employees without going through much procedures or formalities such as testing, screening, and interviewing. In the public sector and in academia, there are usually many more checks and balances in place to prevent favoritism or bias. In many Western public service bodies, when a manager wants to promote an employee, they must follow a number of steps, such as advertising the position, accepting applications from qualified candidates, screening and interviewing candidates, and then documenting why they chose a particular candidate. In academia, a similar approach is used, with the added safeguard of including several layers of committee review of the proposed promotion using committees which include members of other faculty and experts from other universities.

**1.2 Statement of Problem**

Organizations still utilize the manual method of evaluating employee performance/appraisal.

It is difficult and time consuming to retrieve employee performance information/appraisal.

Absence of a database system to manage employee performance records makes automatic promotion difficult and bias.

The present promotion system of Prince Abubakar Audu University, Anyigba is done by manual means, whereby a committee (promotion committee) is form to consider if a particular staff is reach or satisfied all the promotion criteria. This promotion process takes a whole lot of time in doing these, looking into the promotion criteria and secondly, they is bound to be a bias attitude of the committee to favour their own personal interest or candidate and as such, lot of partiality is involve in the manual process and this is a big problem to be tackled

**1.3 Aim**

The aim of the study is to develop an automated employer’s promotional/appraisal gateway.

**1.4 Objective of the Study**

1. To develop a computerized system to aid in the evaluation of employee performance.
2. To design a system that will make finding of employee performance information easy.
3. To implement a database system that will maintain records of employee performance.

**1.5 Scope of the Research Work**

This study covers the development of a promotional/appraisal gateway for Prince Abubakar Audu University, Anyigba staff.

**1.6 Significance of the Work**

The study is significant to the institution because it will provide an automated system that will aid in maintaining accurate record of staff performance, thereby aid appraisal and unbiased promotion. It will provide a system that will enable information related to staff performance to be easily retrieved. The study will also serve as a useful reference material to other researchers seeking similar information.

**1.7 Limitation of the Research Work**

This research work is limited to the development of a promotional/appraisal gateway for staff of Prince Abubakar Audu University, Anyigba focusing on the both academic and non-academic staff.

**1.8 Definition of Terms**

**Appraisal:** evaluation or a judgment or opinion of something or somebody, especially one that assesses effectiveness or usefulness

**Performance Appraisal**: Performance appraisal is a review and discussion of an employee’s performance of assigned duties and responsibilities.

**Training:** The process of teaching or learning a skill or job to become more effective or productive in execution one or more task.

**Employees:** Refers to a paid worker in a private organization or public parastatal.

**Performance:** Pertains to working effectiveness, the way in which somebody does a job, judged by its effectiveness

**Promotion:** involves the advancement in terms of designation, salary and benefits.

**Assessment: Evaluation:** a judgment about something based on an understanding of the situation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Review of Related Work

2.2 Review

2.3 Review

2.4 Review

2.5 Review