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IMPACT OF PERFORMANCE APPRAISAL ON EMPLOYEES PRODUCTIVITY

Case: Unilever Nigeria Plc

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Performance appraisal falls within the wider human resource management practices focused on enhancing employee performance. Essentially, performance appraisal measures and evaluates employees' behaviour, outcomes and development needs (Deepa, Palaniswamy & Kuppusamy, 2014), providing vital information for remuneration, provision of training and development opportunities and devising other motivational strategies. Despite the growing body of research on the topic of performance appraisal, the critical studies depicted in the academic debate (e.g. Culbertson, Henning & Payne, 2013) have highlighted the increasing level of employees' dissatisfaction with performance appraisal systems which undermines their effects on employee productivity and organisational performance. As a result, this research study focuses on a single case study organisation (Unilever Nigeria Plc) and utilises a quantitative survey (involving 33 employees) in order to critically evaluate the impacts of performance appraisal on employee productivity and organisational performance. The outcomes of the analysis encompassed in this study highlight the positive contribution of performance appraisal towards organisational goals. However, a number of practical recommendations for further enhancing the positive gains derived from performance appraisal are proposed for the management of Unilever Nigeria Plc.

Keywords: Performance, Appraisal, Employee, Productivity.

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Terms and Abbreviations

MOB: Management by objective

PLC: Public limited company

Appraisal: evaluating the quality of employees in an organization

Initiative: An essential new plan or process that has been started in order to achieve a precise aim or to solve a particular problem, the power to gain an advantage by taking action that will influence events

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1 INTRODUCTION

The existing body of human resource management literature recognises employee appraisal as one of the key factors contributing towards employee engagement, increased productivity, both of which lead to a positive impact on a competitive advantage and organisational performance of a firm (Nair and Salleh, 2015; Ikramullah *et al.*, 2016). Essentially, performance appraisal represents a key processes within the broader spectrum of performance-enhancing practices that seek to enhance employee productivity via increasing accountability and highlighting performance differentials between particular employees (Samnani and Singh, 2014). In line with the relationship between employee appraisal and creating a competitive advantage for a firm, Bayo-Moriones, Galdon-Sanchez and Martinez-de-Morentin (2016) revealed that performance appraisal is more commonly used among companies that utilise differentiation strategies as opposed to companies that pursue a low cost approach towards differentiation. The positive outcomes of this strategy have been demonstrated by Bayo-Moriones, Galdon-Sanchez and Martinez-de-Morentin (2016) in the form of higher return on equity and sales per employee. The critical perspective depicted in the ongoing academic debate however suggests a growing level of dissatisfaction with performance appraisal practices (Cardy, 2015). The negative effects have been documented by Sarkar (2016), referring to employee dissatisfaction, stalled team work and unrealised performance improvements. Moreover, Osabiya (2014) revealed that the continued presence of biasing factors in performance appraisal undermines the level of satisfaction and consequently impedes the level of positive impacts realised from the use of performance appraisals. As a result, understanding and improving employee satisfaction with performance appraisal systems is found to play a key role in moderating the outcomes of this strategy on employee productivity and organisational performance.

The origins of Unilever Nigeria Plc can be traced back to its establishment in 1923 (Unilever Nigeria Plc Annual Report, 2015). Originally, the company was established as a soap manufacturing company but over the several decades of its existence, it has successfully diversified into a range of fast moving consumer goods. Nowadays, the corporation owns numerous brands, including Omo, Sunlight, Lux, Vaseline,

Closeup, Pepsodent, Lipton, Lifebuoy, Blue Band, Knorr and Royco (Top Employers Web Site, 2017). The mission statement of Unilever Nigeria Plc highlights the corporate “commitment to creating a better future every day, by providing individuals and families across the country with brands that help them feel good, look good and get more out of life” (Top Employers Web Site, 2017). Unilever Nigeria Plc represents the oldest surviving organisation in Nigeria (Unilever Nigeria Plc Annual Report, 2015). Despite the historically strong resilience of the company in stock market, Unilever Nigeria Plc has failed to benefit from the recent economic growth in the aftermath of the global financial crisis, highlighting some areas for concern (Anaeto, 2017). A large-scale strategic review involving divestment of several key operations has already commenced at the company’s parent organisation (Unilever Group; Anaeto, 2017). At the present moment, the corporation employ over 1,000 employees and operates in 190 countries worldwide (Unilever Nigeria Plc Annual Report, 2015). The organisational commitment towards effective human resource management practices is demonstrated by several industry awards, including Top Employers Nigeria and Top Employers Africa certifications (Top Employers Web Site, 2017). Overall, Unilever Nigeria Plc provides a fitting case study organisation for the assessment of the impacts of performance appraisal on employee productivity and organisational performance.

1.1 Background of the Study

The researcher defines performance appraisal as a planned evaluation of an employee’s job performance. The definition emphasized the formalized nature of the process.

In Nigeria, the absence of adequate appraisal policies has adversely affected our state of industrial relation. It has made it possible for many employers of labor to take advantage to exploit their employees, and this has subsequently led to series of industrial action as a strike by the employees.

Performance evaluation usually includes the assessment of personal qualities such as appearance, punctuality, character, etc. and the result achieved by the job holder in the performance of his assigned duties, examples can be derived from figures of wastage rate cost of production.

1.2 The Statement of Problem

As pointed out by Culbertson, Henning and Payne (2013), level of employee satisfaction with performance appraisal processes shapes the effectiveness of performance appraisal in stimulating productivity and organisational performance. In line with the growing level of employee dissatisfaction with these processes due to shortcomings in perceived justice and general inefficiencies (Sarkar, 2016), an assessment of a performance appraisal system within an organisation based on employees' perceptions plays a key role in enabling an organisation to address these potential limitations and maximise the effect of performance appraisal on employee productivity. In the specific context of Unilever Nigeria Plc, the company has failed to benefit from the positive economic growth over the recent years despite its historically strong resilience (Anaeto, 2017), suggesting the need for a comprehensive review of internal as well as external processes. Unilever Nigeria Plc is widely recognised as one of the best employers in Africa (Top Employers Web Site, 2017), revealing that the company's human resource management practices have played a key role in shaping the organisational success. The evaluation of performance appraisal system as perceived by the employees is expected to allow the organisation to uncover any current limitations and devise solutions for enhancing the effectiveness of the performance appraisal system in stimulating employee productivity and organisational performance. Wider implications of this study are expected to highlight both advantages and limitations of performance appraisal processes, enhancing the current level of understanding of the studied phenomenon, contributing towards development of more effective organisational practices.

1.3 Aim and objectives

The main aim of the presented research study is to critically investigate the impact of performance appraisal on employee productivity using a case study of Unilever Nigeria Plc. This research aim can be broken down into the following set of research objectives which will be followed throughout the study:

1. To conduct a comprehensive review of the existing body of research on the topic of performance appraisal, highlighting both contributions and limitations of this strategic process on employee productivity and organisational performance
2. To evaluate employees' perceptions of performance appraisal in Unilever Nigeria Plc and assess its impacts on employee productivity
3. To provide a clear set of practical recommendations for the management of Unilever Nigeria Plc on how to enhance the effectiveness of internal performance appraisal system

1.4 Scope and Limitations

The scope of this research study is limited to the use of a single case study organisation (Unilever Nigeria Plc). While this approach enables the researcher to provide an in-depth assessment of the studied phenomenon acknowledging the specific organisational factors influencing the studied relationship, the external validity of the study's findings can be considered to be relatively limited. Furthermore, the main emphasis is put on the role of performance appraisal in shaping employee productivity and organisational performance. As a result, some of the associated constructs depicted in the existing body of human resource management literature (e.g. employee engagement, organisational culture) receive limited attention.

1.5 Rationale and Significance of the Study

The underlying rationale for the presented research study arises from the conflicting views on performance appraisal systems in contemporary organisations. On the one hand, the existing body of human resource management literature emphasises the positive contributions of performance appraisal towards employee engagement, employee productivity and organisational performance (Nair and Salleh, 2015; Ikramullah *et al.*, 2016). On the other hand, critical studies depicted in the existing body of research have highlighted the growing level of dissatisfaction with performance appraisal alongside a wide range of shortcomings, such as lack of justice, bias and failure to promote desired behaviours, undermining the potential impacts of performance appraisal on employee productivity (Cardy, 2015). The significance of this study can therefore be found in disentangling the diverse perspectives on performance appraisal in the specific context of Unilever Nigeria Plc and providing practical implications for the studied organisation on how to further enhance the quality of its performance appraisal system. Furthermore the approach adopted in this study can be replicated and applied to other organisational context, hence providing a blueprint for performance appraisal assessment and improvement in other companies.

1.6 Structure

The presented research study is structured into five main chapters. Following the introductory chapter which has outlined the underlying background and defined research aim and objectives, the remaining chapters focus on the following aspects:

Chapter 2: Literature review: Synthesises the existing body of research on the topic of performance appraisal and its impacts on employee productivity and organisational performance, providing a theoretical and empirical underpinning for the purposes of this research study.

Chapter 3: Methodology: Outlines the methodological approach used for the collection and analysis of empirical evidence related to the impact of performance appraisal on employee productivity in the context of Unilever Nigeria Plc.

Chapter 4: Results analysis: critically analyses the outcomes of the primary research and relates them to the theoretical and empirical underpinning encompassed in the existing body of research, evaluating the current state as well as potential improvements for Unilever Nigeria Plc in terms of its performance appraisal system.

Chapter 5: Conclusion and recommendations: Summarises the outcomes of the presented research study, re-visits research objectives and puts forward practical recommendations for the management of Unilever Nigeria Plc.

2 LITERATURE REVIEW

The aim of this chapter is to provide a critical review of the existing body of literature on the topic of performance appraisal and thus outline the theoretical and empirical underpinning for the purposes of the presented study. The literature review chapter itself is structured into four main sections, each focusing on a particular stream of research encompassed in the academic debate. To begin with, the first section explores the importance of performance appraisal and thereby puts and emphasis on the advantages as well as the significance of performance appraisal systems for contemporary organisations. The second section adopts a critical perspective and evaluates the practical difficulties and challenges that prevent organisations from utilising the full potential of performance appraisals. The third section reconciles these two perspectives and with reference to the existing body of research, the discussion in this section puts forward key practical implications. The fourth and the final section of the literature review chapter summarises the main outcomes of the discussion depicted in this chapter

2.1 Performance Appraisal

Performance appraisal has been a buttress of human resource practice, and its spread demonstrates the developing uptake of the systematic and consistent path to personal practice. The evaluation result is used to determine promotion, training, counseling and compensation plan.

The objective of every manager is to make sure that employees within the organization put in their best and ensure that their effort brings better performance for the team.

According to (Fletcher,2001) Performance evaluation has become a general heading for a variety of activities, through wich organization seek to assess employees and develop their competence, enhance performance and distribute rewards.

Cravens *et al.* (2015) argues that performance appraisal influences employees' motivation and hence ultimately shapes job satisfaction, employee retention as well as employee performance.

It is also a means through which managers ensure that employees' activities and output are congruent with the organizational goals.

They argued that performance management has three-part;

1. Defining performance
2. Measuring performance
3. Feedback performance information

First of all, performance management system clarifies which aspect of performance is essential to the organization; this can be achieved through job analysis. Furthermore, it measures that point of achievement through performance assessment which is only one method of managing employee performance. Lastly, it gives feedback to employees through performance feedback sessions so that they can adjust their results to the organization's goals.

2.2 Overview of Performance Appraisal

In essence, performance appraisal is now recognized as an essential tool in management. It helps management to set its objectives, select and train the right caliber of personnel; thus, contributes to ensure the attainment of stated goal, establish standards of satisfactory performance, keep employees sufficiently to determine any variance between actual performance and performance standards and take appropriate measures to rectify such variances.

2.3 Importance of Performance Appraisal

Performance appraisal can be defined as a “formal structure system of measuring and evaluating an employees’ job-related behaviour and outcomes as well as to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future” (Deepa, Palaniswamy & Kuppusamy, 2014, p. 72). This very definition provided by Deepa, Palaniswamy and Kuppusamy (2014) suggests that the importance of performance appraisal for contemporary organisations can be found in the positive impact of performance appraisal systems and processes on the employees’ job-related outcomes and increasing effectiveness of their performance in particular. Essentially, as pointed out by Mani (2002) reliable performance appraisal would provide an organisation with information about employees’ performance, strengths, weaknesses as well as needs for development. The consequent analysis of the data and development of appropriate human resource management strategies can allow organisations to utilise the feedback provided from performance appraisal processes and enhance employee productivity as well as further organisational outcomes (Latham, 1981; DeNisi and Murphy, 2017). This causal chain of processes has been further explored by Akhter *et al.* (2016) who revealed that performance appraisal and consequent training and development opportunities as well as reward system have a positive impact on job satisfaction which ultimately results in productivity and performance gains. In other words, a performance appraisal process represents a crucial link for aligning employee behaviours and corporate objectives (Dusterhoff, Cunningham & MacGregor, 2014).

As pointed out by Cravens *et al.* (2015), performance appraisal influences employees’ motivation and hence ultimately shapes job satisfaction, employee retention as well as employee performance. On the one hand, the link between performance appraisal and reward systems can be used to explain the direct impact of performance appraisal on motivation. On the other hand, performance appraisal provides

an organisation with an opportunity to understand the employees' perceptions and hence address any discrepancies or problems experienced by the workforce, contributing towards employee satisfaction (Scheuer, 2014).

A comparative assessment of actual uses of performance appraisal systems carried out by Cleveland, Murphy and Williams (1989) revealed that companies in fact do use these systems for a wide variety of purposes. The authors went even further and suggested that organisational characteristics determine the actual use, highlighting the need for understanding the organisational context in order to provide a thorough assessment of the performance appraisal system and its impacts.

Table 1 below provides an overview of the key empirical studies exploring the importance of performance appraisal.

#	Author	Title	Key findings
1	Latham (1981)	Increasing productivity through performance appraisal	Performance appraisal contributes towards employee productivity
2	Cleveland, Murphy & Williams (1989)	Multiple uses of performance appraisal: Prevalence and correlates	Performance appraisal processes are used for a wide variety of purposes with specific uses being highly dependent on the organisational context
3	Mani (2002)	Performance appraisal systems, productivity, and motivation: A case study	Performance appraisal provides an organisation with reliable data related to employees' performance, strengths, weaknesses and developmental needs, all of which can be consequently used to enhance their productivity and support organisational performance
4	Scheuer (2014)	Managing employees' talk about problems in work in performance appraisal interviews	The process of performance appraisal enables an organisation to understand the perceptions of its workforce, thus providing an opportunity for addressing any discrepancies or problems, ultimately enhancing employee satisfaction and performance

5	Deepa, Palaniswamy & Kuppasamy (2014)	Effect of performance appraisal system in organisational commitment, job satisfaction and productivity	Performance appraisal enhances employees' job-related outcomes and increases effectiveness of their performance in particular
6	Dusterhoff, Cunningham & MacGregor (2014)	The effects of performance rating, leader-member exchange, perceived utility, and organisational justice on performance appraisal satisfaction: Applying a moral judgment perspective	Performance appraisal represents a vital link for aligning employee behaviours with corporate objectives
7	Cravens <i>et al.</i> (2015)	Workplace culture mediates performance appraisal effectiveness and employee outcomes: A study in a retail setting	Performance appraisal has a direct positive impact on employees' motivation, hence contributes towards job satisfaction, employee retention and employee performance
8	Akhter <i>et al.</i> (2016)	Impact of training and development, performance appraisal and reward system on job satisfaction	Employee development and reward system based on performance appraisal enhances job satisfaction which consequently contributes towards employee productivity and performance gains
9	DeNisi and Murphy (2017)	Performance appraisal and performance management: 100 years of progress?	Performance appraisal enhances organisational performance through direct impacts on employee productivity

Table 1 Table 1: Overview of key empirical studies examining the importance of performance appraisal.

2.4 Critical Perspective

DeNisi and Pritchard (2006) went even further and questioned the validity of the existing body of research on the topic of performance appraisal, arguing that its predominant focus on measurement issues has neglected the validity of practical implications that would aid contemporary organisations in designing and implementing relevant human resource management processes.

From an ethical standpoint, several studies have highlighted the vital role of perceived justice and moral justifiability in shaping the organisational benefits derived from performance appraisal systems (e.g. Dusterhoff, Cunningham & MacGregor, 2014; Ramaswamy and Chaubey, 2014). Building on the underlying ethical and motivational theories, the fairness, purposefulness and accuracy of performance appraisal have been shown to play a key role in affecting the effectiveness of performance appraisal processes (Iqbal, Akbar & Budhwar, 2015). In line with the expectancy theory, Landy, Zedeck and Cleveland (2017) revealed that both procedural and distributive justice of performance appraisals affect employees' attitudes towards these processes as well as the behavioural outcomes of the appraisal process.

According to van Woerkom and de Bruijn (2016), employees' perceptions towards performance appraisal processes determine the efficiency of this system as well as the ability of an organisation to achieve the stated outcomes associated with performance appraisals. Building on the longitudinal assessment of employees' satisfaction with performance appraisal systems, the authors revealed a growing level of dissatisfaction of the workforce with performance appraisal systems, revealing that these processes are arguably becoming more and more ineffective. Van Woerkom and de Bruijn (2016) suggested that the underlying failure can be found in the use of standardised sets of criteria as part of performance appraisal systems which emphasise deficiencies, yet fail to recognise individual qualities and strengths. Moreover, the validity of the relationship between performance appraisal and reward systems affects employees' perceptions, highlighting the need for effective allocation of resources and rewards based on the outcomes of performance appraisal (Mani, 2002).

Additional limitation of current performance appraisal systems can be found in the continued use of performance judgments and informal ratings which undermine the reliability and validity of assessments provided (Meriac, Gorman & Macan, 2015). In line with the afore-mentioned role of procedural and distributive justice in mediating the organisational outcomes of performance appraisal, the failure to promote

objectivity into assessment process undermines the general objectives of these processes (Dusterhoff, Cunningham & MacGregor, 2014).

Overall, a conclusion drawn by Rabenu and Tziner (2016) suggests that while "organisations cannot do without performance appraisal because of its benefits, they cannot do with it because of its flaws" (p. 370), reflecting the complex nature of the studied phenomenon. Although the potential benefits of performance appraisal for an organisation are widely acknowledged in the existing body of research, a number of practical difficulties and research-practice gaps undermine the companies' ability to effectively implement performance appraisal systems and benefit from the outlined advantages. The following section of the literature review chapter puts together the critical discussion encompassed in the initial two sections and outlines the practical implications with reference to the existing body of literature on the studied topic.

2.5 Purpose of Performance Appraisal

Appraisal can be use by different organizations for different purposes. Nick chmiel (2009) suggested that there are six primary purposes for appraisal which will be critically examined below.

1. Improving performance: One of the psychological principles of learning is that to improve performance, individual need to have some knowledge of the result they are already achieving. Forming an assessment and conveying it should meet this requirement and help to enhance performance.
2. Making reward decisions: If the organization is to seek to distribute awards in a fair and equitable manner- be the pay, promotion or whatever, then some method of comparing people is necessary. If an assessment of performance is made annually, it can be used to direct rewards to those most deserving of them

3. **Motivating staff:** There are three ways in which appraisal seeks to motivate employees. The assessment made in appraisal provide the basis of feedback and thus contribute to motivation. Second, the assessment also increases motivation through its role in facilitating the fair distribution of rewards, third, setting targets that improve on previous performance is also a motivating device.
4. **Developing subordinate:** People need training, on and off the job, to help them develop and it is part of the appraisal's role to facilitate this, identifying what short and medium term development needs the individual has and planning how to meet them in a key aim for appraisal
5. **Identifying potential:** Through the identification of good and poor performances, the appraisal enables the organization to focus succession planning and resources on the individual who is most likely to respond positively and efficiently to it.
6. **Formal recording of unsatisfactory performance:** In its most negative garb, an appraisal can be part of the process whereby inadequate performances is documented and used in evidence in disciplinary or dismissal proceedings.

2.6 Performance Appraisal Method

There are probably a dozen methods of evaluating employee performance. However, four of the most common ones in use today will be considered.

Nick Chimel (2009) classified appraisal methods into four method but Gail Warren (2013), gave more insight to different appraisal methods that can be used to ensure a fair and consistent process, for example, trait methods, behavioural methods, management by objectives and 360 feedback. All the above methods are further subdivided into various forms which will be discussed and evaluated below.

2.6.1 Trait approach

This approach is made by assessing individuals on certain traits such as efficiency, friendliness, trustworthiness, reliability and conscientiousness. These characters are related to the performance of individuals. (Gail Warren 2013, 76). This approach can also be classified into four different methods which are;

- a) **Essay Method:** Here, the evaluator writes a brief narrative describing the employee's performance. The negative aspect of this technique is that it tends to focus on the extreme behavior in the employee's work while ignoring his usual day-to-day performance. Rating of this nature rests heavily upon the appraiser's writing effectiveness.
- b) **Graphic rating scale:** The manager ticks off the employee level of performance the appraiser consider areas such as quantity of work produced, quality of work produced, conscientiousness, judgment, initiative and attitude. This approach evaluates employees according to defined factors. These factors are divided into some degrees from the highest to the lowest level. e.g. 1 = inadequate performance, 2 = fair performance, 3 = satisfactory performance, 4 = good performance, 5 = excellent performance.
- c) **Force choice method:** In using distribution method, the appraiser is required to place individuals in the workgroup to a limited number of categories which resemble the normal frequency distribution. This involves the appraiser choosing from a list of statement the one that is most characteristics of the employee and the one that is least characteristics of the employee. Each statement is weighted or scored, and the individuals with the higher scores are classified as, the better employee. Examples of statements include work hard, performance is exemplary and is absent too often.
- d) **Mixed standard scale:** This approach provides the appraiser with some behaviors that are allocated a set of sentences. The sentences are informed of three

statements that describe higher, lower and average performance. Eg. He/she is admired and respected by the team leader may have a higher statement.

- e) **Essay Method:** Here, the evaluator writes a brief narrative describing the employee's performance. The bad aspect of this technique is that it tends to focus on the extreme behavior in the employee's work while ignoring his usual day-to-day performance. Rating of this nature rests heavily upon the appraiser's writing effectiveness.

2.6.2 Behavioural approaches

This technique is neither a rating nor ranking. The appraiser just collects records about favorable and unfavorable events or action occurring in an Employee's work. It provides useful data to use during the employee's appraisal period. Behavioral approach performance appraisal involves recording employee actions. The importance of this approach is to describe the actions and behaviours that should or should not be exhibited at work. This can be done by recording incidents and recording task that employee does well or poorly on and providing feedback. This approach is subdivided into three different categories. (Gail Warren 2013, 78).

- a) **Critical incident:** This approach involves the supervisor keeping a record of incidents that shows both positive and negative aspect of the way an employee has acted. This technique is neither a rating nor ranking. The appraiser just collects records about favorable and unfavorable events or action occurring in an Employee's work. It provides useful data to use during the employee's appraisal period.

- b) **Behavioural Checklist:** This method is done by the appraiser ticking statements on a list they believe are characteristics of the individual work performance. The rater completes a form similar to the force-choice performance, but the various response has been assigned different weights. The form includes questions related to the employee's behaviors, and the appraiser answers each question either positively or negatively. Eg. can meet office demand, Meets office deadline, keep up to date with new policies and procedures?

- c) **Behavioral anchored rating scale (BARS):** These are rating scale that is represented by points on a scale defined by effective and ineffective behaviours. These scales are defined by those individuals who use them.

- d) **Behavioural observation scale (BOS):** This contains a list of desirable behaviours that are required to perform a job successfully. The supervisor or the line manager generate critical incidents based on the job role and categories them into dimensions.

2.6.3 Management by objectives

This method of performance evaluation rests on the philosophy of rating performance by the achievement of goals that have been set by agreement between the employee and their manager. For this approach to work, the manager and employee must be willing to work together. (Gail Warren 2013, 76).

2.6.4 360-degree feedback approach

360-degree appraisal method is done by obtaining feedback on an individual's performance from managers, peers, subordinate and customers and in some cases self-appraisal is also taking into consideration. Feedback involves people completing questionnaires regarding the individual performance, and the questions need to describe behaviours that relate to job performance. (Nick Chimel 2009, 89).

2.7 Validity of Performance Appraisal

Validity in performance evaluation refers to the degree to which the chosen performance indices are valid, indicators of what they intended to assess and on which a basis of judgment can be made on whether the ratee has performed well or not. For instance, a checklist method of appraisal, the evaluator often evaluates the employees on criteria such as personality, job knowledge, etc. to what extent the variable "personality" may not be a universally valid measurement of employee's performance on valid performance can be influenced by the magnitude of the job knowledge. Consequently, it is more criterion of job success. (Gail Warren 2013).

2.8 Reliability of Performance Appraisal Method

Reliability in performance evaluation refers to the degree to which performance ratings to an employee tallies with his records of performance. Alternately, the reliability of assessment report can also be determined by comparing how well the ratings of many evaluators on each ratee tally with each other, these scores do not correspond due to the presence of some of the structural problems.

To this end, it is important for an organization to build into their appraisal systems, some checking devices that would help in minimizing the incidence of these various structural problems. (Nick Chimel 2009).

2.9 Implications for Practice

In line with the general conclusion depicted in the previous section of the literature review chapter regarding the vital role of fairness, accuracy and purposefulness of performance appraisal (e.g. Iqbal, Akbar & Budhwar, 2015), one of the most frequently highlighted practical implication revolves around the strategic and ethical approach towards designing and implementing performance appraisal. Essentially, a performance appraisal needs to effectively assess the key employee-related variables. Furthermore, it needs to be aligned with the wider human resource management processes such as reward system and training and development opportunities in order to support the performance outcomes desired (DeNisi and Murphy, 2017). Van Woerkom and de Bruijn (2016) went even further and suggested the need to go beyond the use of a uniform set of criteria in the performance appraisal process as this approach merely highlights employees' deficiencies and provides limited scope for recognising unique strengths and individual qualities. As a result, a move beyond the standardised approach towards individualised methods of performance appraisal can be recommended (van Woerkom and de Bruijn, 2016).

In terms of the method of assessment, Ramaswamy and Chaubey (2014) emphasised the benefits of self-appraisal methods, revealing that this approach leads to a greater perceived accuracy, fairness as well as general sense of understanding of the demands and expectations which foster the overall outcomes of performance appraisal. Conversely, self-appraisal methods can be associated with the lack of objectivity which inherently undermine the perceived procedural and distributive justice (Sumelius *et al.*, 2014). An alternative approach towards employees' performance assessment can be found in the use of 360 degree feedback method. Essentially, this assessment method integrates a number of perspectives, including the employee, his or her subordinates, peers and superiors, allowing an organisation to provide a more complete assessment of the performance of its workforce. As pointed out by Espinilla *et al.* (2013), 360 degree performance appraisal supports the overall goals of performance appraisal and allows organisations to combine self-assessment methods with different perspectives in order to generate a more reliable

source of evidence. This approach also enables an organisation to address associated biases and limitations in performance evaluation, such as biases due to interdependence of the two parties involved in the assessment process (Saffie-Robertson and Brutus, 2014), since 360 degree feedback method collates information from different sources.

An empirical study conducted by Tziner and Levy (2017) revealed that three particular factors, namely self, rater (supervisor) and organisation affect the performance appraisal process. As a result, understanding the organisational context, clearly defining corporate objectives associated with the performance appraisal process and utilising 360 degree feedback method in order to overcome challenges linked to both self and rater attributes of the appraisal process represent key recommendations depicted in the existing body of literature on the studied topic. Additional factors affecting the process can be found in the form of technology and human resource management strategies (Levy and Williams, 2004).

Table 2 below provides an overview of the key practical implications as depicted in the existing body of research discussed in this section.

#	Author	Title	Key implications
1	Levy and Williams (2004)	The social context of performance appraisal: A review and framework for the future	In addition to the key individuals involved in the performance appraisal process, the system is also affected by technology and human resource management strategies
2	Espinilla <i>et al.</i> (2013)	A 360-degree performance appraisal model dealing with heterogeneous information and dependent criteria	The use of a 360 degree feedback as part of a performance assessment addresses the underlying biases and limitations in performance evaluation (e.g. interdependence)
3	Ramaswamy and Chaubey (2014)	Self performance appraisal and its effectiveness in performance management: An empirical study in Saudi Arabia	Emphasised the practical benefits of self-appraisal methods in terms of perceived accuracy, fairness and general sense of understanding of the demands and expectations which foster the overall outcomes of performance appraisal

4	Sumelius <i>et al.</i> (2014)	What determines employee perceptions of HRM process features? The case of performance appraisal in MNC subsidiaries	Recommended the use of 360 degree feedback method for employees' performance assessment to provide a more complete assessment of the performance of the workforce
5	Iqbal, Akbar & Budhwar (2015)	Effectiveness of performance appraisal: An integrated framework	Highlighted the vital role of fairness, accuracy and purposefulness of performance appraisal, calling for a strategic and ethical approach towards designing and implementing performance appraisal
6	van Woerkom and de Bruijn (2016)	Why performance appraisal does not lead to performance improvement: Excellent performance as a function of uniqueness instead of uniformity	Performance appraisal should go beyond uniform set of criteria towards individualised methods of performance appraisal
7	Tziner and Levy (2017)	Examination of performance appraisal behaviour structure	Three key factors (self, rater and organisation) influence the performance appraisal process
8	DeNisi and Murphy (2017)	Performance appraisal and performance management: 100 years of progress?	Performance appraisal needs to be aligned with the wider human resource management processes (e.g. reward system, training and development opportunities)

Table 2: Overview of key practical implications depicted in academic debate

2.10 Summary

Critical discussion encompassed in the previous sections of the literature review chapter has highlighted the key role of performance appraisal in shaping employee productivity and organisational performance. Performance appraisal provides organisations with an opportunity to assess the employees' behaviours, attitudes and areas in which further improvements can be achieved. The outcomes of this evaluation process can be used for the purposes of reward management and providing employees with training and development opportunities which contributes towards their motivation, effectiveness and productivity. Furthermore, performance

appraisal provides an opportunity for assessing any problems perceived by the employees. However, despite the general consensus depicted in the academic debate regarding the significance of performance appraisal, numerous practical difficulties and challenges undermine the extent to which the promised outcomes are achieved in practice. Misalignment between performance appraisal and human resource management practices (e.g. reward management, training and development programs), lack of procedural and distributive justice and the continued use of informal ratings represent some of the key challenges undermine the practical contributions of performance appraisal systems among contemporary organisations. Moreover, the existing body of literature on the studied topic recognises the importance of the organisational context in designing an effective performance appraisal system, supporting the rationale for a case study approach adopted for the purposes of the presented research study.

3 RESEARCH METHODOLOGY

Building on the outcomes of the conducted review of the existing body of literature on the topic of performance appraisal and its impacts on employee productivity and organisational performance as depicted in the previous chapter of this research study, the need for a practical assessment of employee satisfaction with performance appraisal practices within an organisation can be highlighted. This level of satisfaction shapes the positive contribution of performance appraisal towards human resource management and organisational goals. As a result, an empirical assessment of the employees' levels of satisfaction with performance appraisal pursued by Unilever Nigeria Plc is provided. This chapter outlines the methodological approach used for the collection and consequent analysis of the empirical evidence. The discussion within this chapter covers key methodological aspects including research design, research method, ethical considerations, reliability and validity, data analysis and limitations.

3.1 Research Design

The presented study adopts a positivist philosophy in the assessment of the impacts of performance appraisal on employee productivity and organisational performance. The positivist philosophy suggests that the studied phenomenon can be examined in objective terms without any direct involvement of the researcher (Bryman and Bell, 2015), building on the notion that the studied relationship is universally valid. The conducted review of the existing body of literature revealed that organisational context and specific human resource management practices influence the studied relationship, highlighting the need for a case study approach adopted for the purposes of this study. Moreover, a deductive approach to research which builds on the theoretical underpinning and merely tests a specific set of research propositions in a given context (Zikmund *et al.*, 2013) is pursued in this study. The main research proposition revolves around the notion that employee satisfaction with performance

appraisal determines the positive contribution of performance appraisal towards employee productivity and organisational performance.

3.2 Research Method

In line with the underlying positivist research philosophy as discussed in the previous section of the methodology chapter, a quantitative research method in the form of an employee survey has been utilised for the purposes of this research study. The benefits of quantitative research methods can be found in the fact that they enable the researcher to gather large quantities of data and engage in a statistical analysis (Fowler, 2013). Conversely, the main shortcoming of this approach relates to the neglect of differences between individual participants as the main goal of the analysis is to uncover general patterns and relationships between studied variables (Hair, 2015). Given the purpose of this research study to assess the impacts of performance appraisal on employee productivity and organisational performance, the use of a quantitative research method is considered to be fully justified as the main emphasis is on the generally valid relationships and patterns related to the studied phenomenon.

In terms of data collection, a paper-form questionnaire (full design of which can be found in Appendix A) has been distributed to 50 employees of Unilever Nigeria Plc. The sampling strategy used relied on a convenience sampling approach, mainly due to the practical difficulties in gaining access to a general population of employees studied and the personal as well as professional relationships of the researcher with employees working for the company. A divisional manager at Unilever Nigeria Plc has been approached with a request for participation in the study. Recognising the potential benefits of this study for the development of more effective human resource management practices, the approached manager agreed to take part in the study and disseminated the questionnaires to 50 employees. Out of 50 employees approached, 33 have returned filled out questionnaire, representing a response rate

of 66%, far above the average response rates depicted in the existing body of research methods literature (Bryman and Bell, 2015), arguably due to the perceived benefits of the study for the organisational purposes.

3.3 Ethical Considerations

In the context of employee surveys, Hair (2015) pointed out one of the key limitations in the form of employees' unwillingness to provide truthful answers due to the fear of repercussions from the company's management. In order to avoid this limitation which could compromise the reliability and validity of the study's outcomes, a strong emphasis was put on adhering to the ethical considerations depicted in the existing body of research methods literature. In addition to acquiring an informed consent from all participants by providing them full information about the purpose as well as process of the research, the research design fostered anonymity and voluntary participation of the respondents. Essentially, no personal identifiable information have been collected from the respondents and their participation was based solely on a voluntary basis, encouraging them to provide truthful answers (Bryman and Bell, 2015).

3.4 Reliability and Validity

Adherence to the ethical considerations can be associated with a positive impact on the internal validity of the data collected (Hair, 2015), supporting the goals of the presented research study. In terms of reliability of the study's findings, a two-fold perspective can be pointed out. On the one hand, the use of a single case study approach impedes the reliability of the data as the main findings are arguably relevant solely for the studied organisation (Bryman and Bell, 2015). On the other hand however, this approach enabled the researcher to provide an in-depth assessment of the studied phenomenon, recognising the key organisational factors shaping the

studied relationship between performance appraisal and employee productivity and organisational performance.

3.5 Data Analysis

The main objective of the data analysis was to uncover key patterns emerging from the collected empirical evidence. As a result, a descriptive statistical techniques have been applied, utilising a spreadsheet software for the purposes of calculations and presentation of the findings. The main emphasis was put on the analysis of mean values and percentages of respondents that agreed with individual statements included in the questionnaire related to their perceptions of the performance appraisal at Unilever Nigeria Plc and its impacts on employee productivity and organisational performance.

3.6 Limitations

Two particular limitations of the methodological approach used for the purposes of the presented research study can be identified. To begin with, the first limitation revolves around the use of a single case study organisation which undermined the external reliability of the study's findings. Although the adopted approach has been fully justified, an opportunity for further research arises from the inclusion of a comparative research exploring the studied relationship in a variety of organisational context. The second main limitation of this study relates to the reliance on descriptive as opposed to inferential statistical techniques. The underlying rationale can be found in the relatively limited sample of studied participants which undermined the potential for applying correlational and regression analysis. Similarly, the relatively small sample of studied participants suggests that the findings may not necessarily represent the perceptions of employees within the overall organisation and that conclusions may be limited to the particular division studied. Both of these limitations provide areas for further research efforts which can build on the preliminary findings depicted in the presented research study.

4 RESULT ANALYSIS

Drawing on the methodological approach discussed in the previous chapter of the presented research study, this chapter aims to analyse and critically discuss key findings arising from the empirical evidence collected from employees in Unilever Nigeria Plc. The analysis chapter is structured into four main sections. To begin with, the characteristics of the studied sample of employees are presented in the first section, highlighting their age and occupational status. The second section explores the employees' perceptions of the current performance appraisal system. The third section goes even further and evaluates perceived contribution of performance appraisal towards employee development and organisational performance. The fourth section provides a brief summary of the key outcomes of the conducted analysis.

4.1 Sample Characteristics

Out of 33 respondents taking part in the quantitative survey, 19 (58%) were male and the remaining 14 (42%) were female, as shown in Figure 1 below. Overall, the composition of the studied sample of participants in terms of gender provides a representative cross-section of the population of employees working for Unilever Nigeria Plc (Unilever Nigeria Plc Annual Report, 2015.)

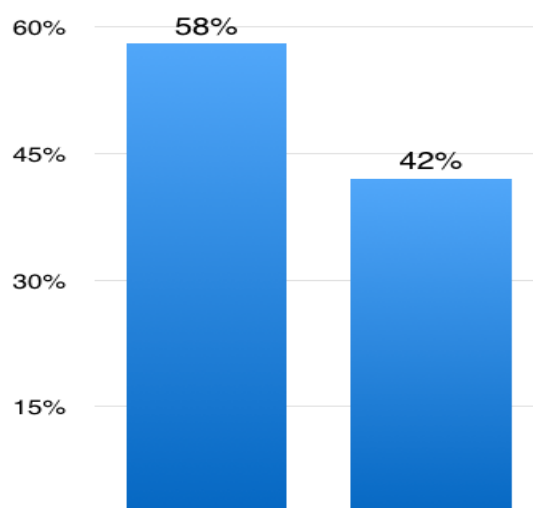


Figure 1: Respondents according to gender

Figure 2: Respondents according to gender

As shown in Figure 2 below, the vast majority of respondents (24, 73%) have been on the position of a junior staff, with the remaining 9 (27%) respondents comprising of senior staff. This composition of the studied sample of participants allowed the researcher to provide a thorough assessment of the studied relationship between performance appraisal and employee productivity, as it relied on perceptions of both general workforce (junior staff) and their superiors (senior staff). The exclusion of management staff from the studied sample of participants also supports the overall goals of the research study as the study seeks to assess employees' perceptions of the performance appraisal and thus provide management staff with practical recommendations on how to enhance employee productivity and organisational performance through effective performance appraisal.

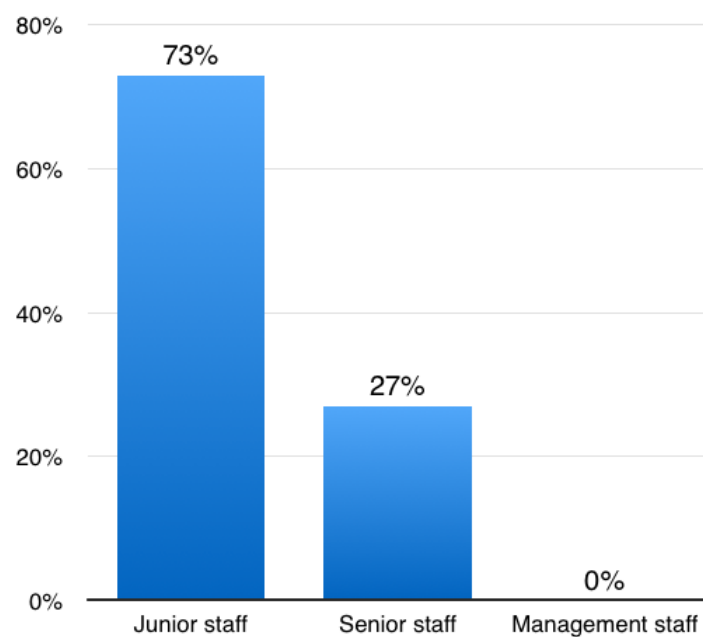


Figure 3: Respondent according to occupational status

4.1 Employees' Perceptions of Performance Appraisal

The existing body of research on the studied topic revealed that employees' level of satisfaction with a performance appraisal system determines the extent to which positive gains in employee productivity and organisational performance are achieved (Culbertson, Henning & Payne, 2013). As a result, the empirical survey

sought to explore employees' perceptions of performance appraisal methods used in Unilever Nigeria Plc. When asked about the general level of satisfaction with the methods in appraising performance in the organisation (graphical representation of the findings can be found in Figure 3 below), the vast majority of the respondents (29, 89%) considered these methods to be satisfactory and only 4 (11%) found them unsatisfactory.

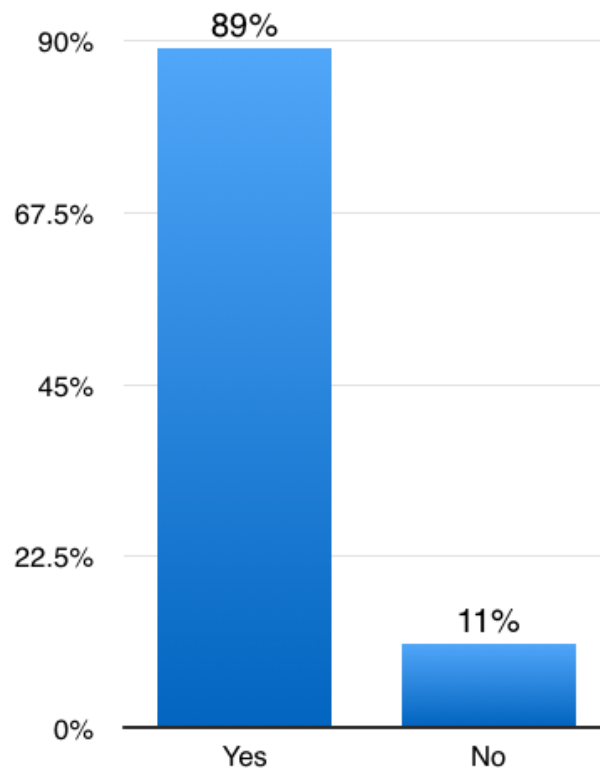


Figure 3: Do you consider methods used in appraising performance in the organization satisfactory?

In line with the general satisfaction of the employees with performance appraisal practices pursued by Unilever Nigeria Plc (as shown in Figure 3 above), the positive gains in terms of employee productivity and organizational performance can be anticipated as a result of performance appraisal processes (Culbertson, Henning & Payne, 2013).

Additional question included in the questionnaire asked the participants about their impressions about their current performance appraisal. This question builds on the

perceived justice perspective depicted in the academic debate on the topic of performance appraisal (e.g. Dusterhoff, Cunningham & MacGregor, 2014; Ramaswamy and Chaubey, 2014) which suggests that perceived injustice or bias in performance appraisal can undermine the effectiveness of this method in promoting employee productivity and organizational benefits.

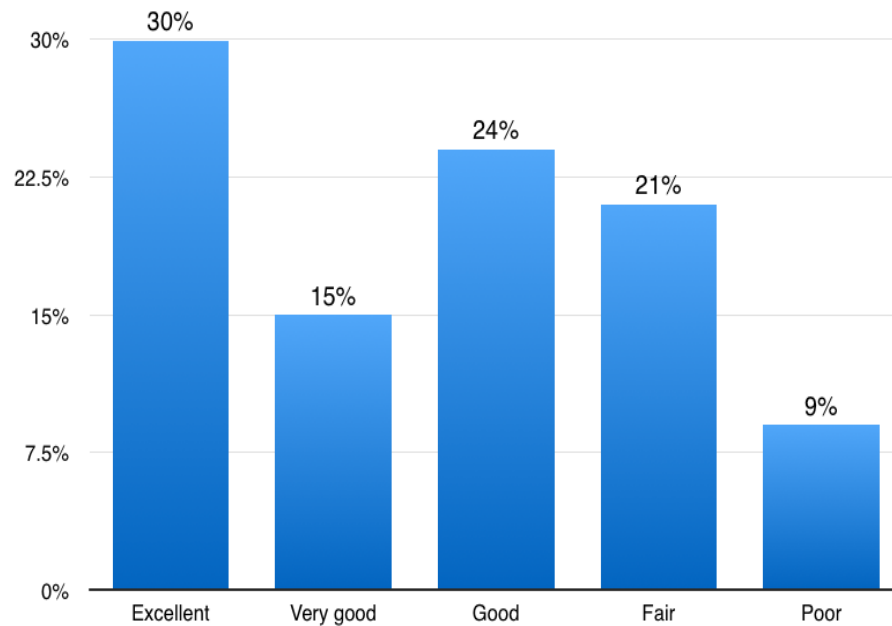


Figure 4: What is your impression about your current performance appraisal?

As shown in Figure 4 above, over two thirds of the respondents (23, 70%) were generally satisfied with their current performance appraisal, with the remaining 10 (30%) of respondents showing some concern over their current performance appraisal. This finding suggests the presence of some form of a bias or injustice that requires further investigation. Although an alternative explanation can be found in differing perceptions of individual employees and their supervisors regarding their workplace conduct, an alignment of these perspectives is essential for effective use of a performance appraisal. A practical recommendation for Unilever Nigeria Plc can be found in the work of van Woerkom and de Bruijn (2016) which encourages a shift from a standardised approach towards performance appraisal that is currently pursued within the studied organisation towards a personalised approach that recognises strengths of individual employees. This strategy can be expected to address

the fact that nearly a third of the employees are dissatisfied with their current performance appraisal.

4.2 Perceived Impacts of Performance Appraisal

Participants of the survey were further asked to express their personal perceptions regarding the contribution of performance appraisal in Unilever Nigeria Plc towards employee' s development and achievement of organisational goals. On the one hand, contribution of performance appraisal towards employee' s development stems from the fact that it identifies particular strengths and weaknesses of an individual, allowing him to customise continuous professional development plan. Additional contribution of performance appraisal in this context can be found in the positive impact of performance appraisal on employee motivation and engagement which encourage them to pursue further professional development. Overall, 28 respondents (84%) agreed with the claim that performance appraisal leads to employee' s development, supporting the notion that performance appraisal not only enhances motivation to perform but also leads to employee' s development which in turn increases employees' abilities and thereby productivity. Full results of the questionnaire on the perceived impact of performance appraisal on employee' s development can be found in Figure 5 below.

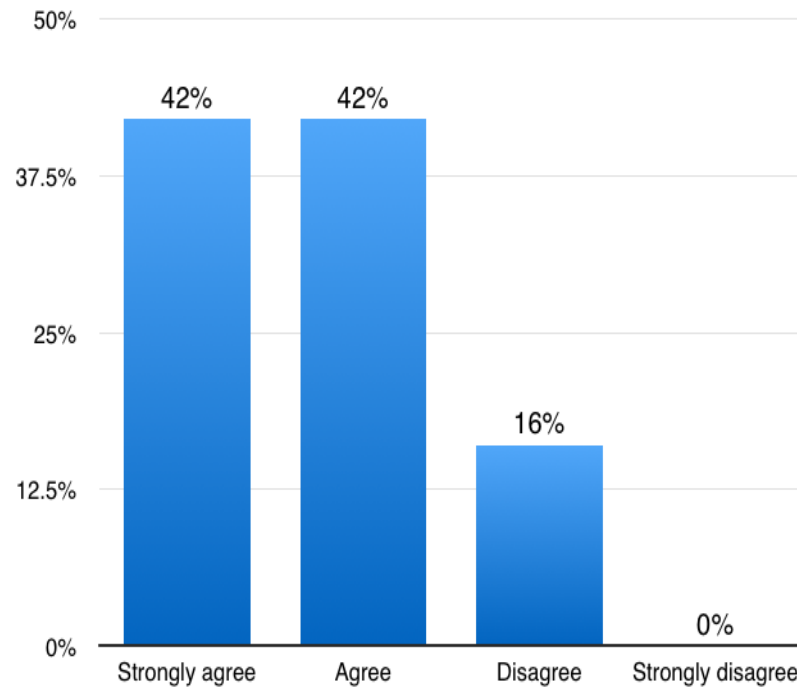


Figure 5: To what extent do you agree with the claim that performance appraisal leads to employee's development?

The final question included in the survey asked the participants to express the level of agreement with the claim that performance appraisal contributes positively to the organizational goals. Although this measure represents a mere subjective assessment of the impacts of performance appraisal on employee productivity and organizational performance, it provides the basis for the examination of the effectiveness of the performance appraisal system used in Unilever Nigeria Plc. As shown in Figure 6 below, the vast majority of respondents (30, 91%) agreed with this claim and only 3 respondents (9%) disagreed with the claim. In other words, the contribution of performance appraisal towards organizational goals in terms of enhancing employee productivity and organizational performance is well-acknowledged among the workforce at Unilever Nigeria Plc, highlighting the high level of effectiveness of the design of the pursued performance appraisal system in the studied organization.

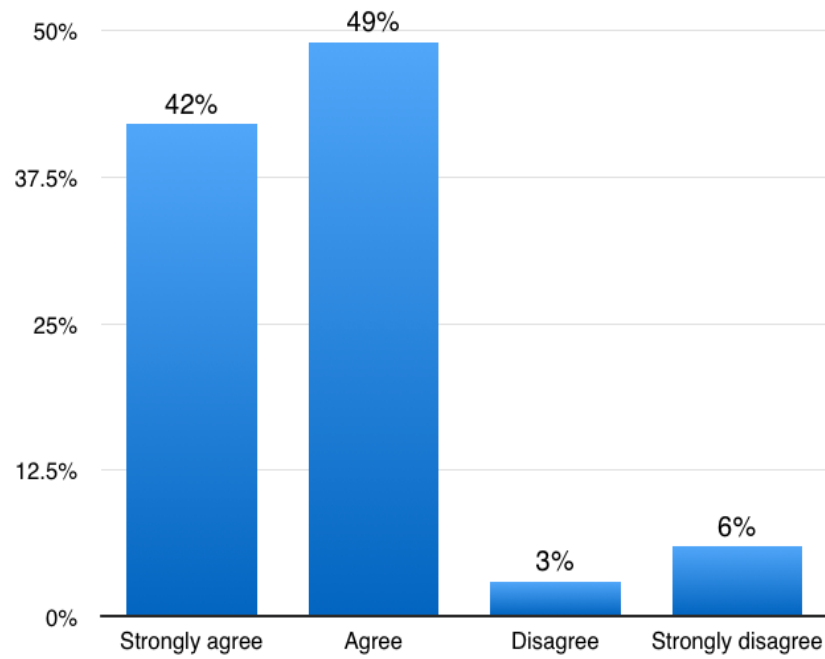


Figure 6: To what extent do you agree with the claim that performance appraisal contributes positively to the organizational goals?

5 SUMMARY

The analysis encompassed in this chapter of the presented research study was focused on the evaluation of employees' perceptions of the performance appraisal system used in Unilever Nigeria Plc. The vast majority of the employees agreed with the main proposition that performance appraisal contributes towards employee productivity and organisational performance. A particular impact of performance appraisal has been found to exist in its influence on employee's development which in turn shapes employee productivity as well as contributes towards organisational performance. The general level of satisfaction with the currently used performance appraisal system at Unilever Nigeria Plc is relatively high, however, nearly a third of the respondents were dissatisfied with their current performance appraisals. While this finding may not necessarily highlight injustice and bias in performance appraisal, there is an urgent need to better align company's and employees' perceptions of the performance appraisal in terms of what is expected from them which will consequently address the perceived dissatisfaction. In addition to this alignment, the main practical recommendation depicted in the analysis chapter revolves around the move from a standardised approach to performance appraisal towards a more personalised assessment of individual employees' strengths and weaknesses which can be expected to enhance the contribution of performance appraisal towards organisational goals even further.

5.1 Conclusion and Recommendations

The aim of the presented research study was to critically examine the impacts of performance appraisal on employee productivity and organisational performance. A case study approach focusing on a single organisation, Unilever Nigeria Plc, has been adopted in order to provide an in-depth assessment of the studied relationship between performance appraisal system and organisational benefits. The study built

on a positivist research philosophy, seeking to provide a reliable and objective examination of the studied phenomenon. Building on the empirical evidence collected from 33 participants from Unilever Nigeria Plc, the statistical analysis has explored the validity of the main research proposition suggesting that employees' satisfaction with performance appraisal affects the extent to which positive gains in employee productivity and organisational performance are derived from performance appraisal. Overall, this research study has explored both the current state of performance appraisal in Unilever Nigeria Plc and the potential for its future improvement. The following paragraphs of the conclusion chapter re-visit research objectives defined in the introductory chapter and summarise the key findings of the conducted analysis.

Research objective 1: To conduct a comprehensive review of the existing body of research on the topic of performance appraisal, highlighting both contributions and limitations of this strategic process on employee productivity and organisational performance

The topic of performance appraisal has attracted a considerable amount of attention from the academic community as well as practitioners. Performance appraisal has been developed as part of the wider performance improvement practices, fulfilling the role of assessing employees' levels of performance, their strengths, weaknesses and areas for further development. Although the existing body of human resource management literature recognises the vital contribution of performance appraisal towards employee motivation, satisfaction, training and development, productivity and performance, the critical perspective depicted in the academic debate has highlighted the growing level of dissatisfaction with performance appraisal systems which undermines the extent to which the positive gains are realised in practice. As a result, an effective design and implementation of a performance appraisal system and its alignment with the wider human resource management practices plays a key role in shaping the impacts of performance appraisal on employee productivity and organisational performance.

Research objective 2: To evaluate employees' perceptions of performance appraisal in Unilever Nigeria Plc and assess its impacts on employee productivity

In general terms, the studied sample of employees of Unilever Nigeria Plc expressed a general level of satisfaction with the performance appraisal system pursued by the studied organization. The only exception to this claim can be found in the finding that nearly third of the participating employees were dissatisfied with their current performance appraisals, suggesting a level of discrepancy between employees' and managers' perceptions regarding employees' roles and performance targets. In terms of perceived contributions of performance appraisal towards employee productivity and organizational performance, a strong level of agreement was expressed by the vast majority of the employees included in the studied sample. Contribution of performance appraisal towards employees' development has been found to play a particularly significant role in enhancing the levels of employee productivity and organizational performance.

Research objective 3: To provide a clear set of practical recommendations for the management of Unilever Nigeria Plc on how to enhance the effectiveness of internal performance appraisal system

The practical recommendations based on the outcomes of the conducted analysis revolve primarily around the uncovered discrepancy between employees' and managers' perceptions of employees' roles and performance targets. This aspect needs to be better aligned in order to support the achievement of positive gains from the performance appraisal system. A more thorough discussion of the practical recommendations put forward for the management of Unilever Nigeria Plc is provided in Section 5.1, Practical implications.

The following sections of the conclusion chapter put forward a clear set of practical recommendations for the management of Unilever Nigeria Plc and highlight some of the areas in need of further attention from the research community.

5.2 Practical Implications

Building on the outcomes of the presented research study, the management of Unilever Nigeria Plc is invited to take into consideration the following three practical recommendations:

Continuous assessment of employees' satisfaction with performance appraisal:

Employees' perceptions of the performance appraisal system have been shown to shape the relationship between appraisal system itself and employee productivity as well as organizational performance (Culbertson, Henning & Payne, 2013). In other words, it is the level of employees' satisfaction with the performance appraisal system that moderates the positive gains derived from the system. As a result, continuous assessment of employee's satisfaction with performance appraisal is recommended for Unilever Nigeria Plc to ensure that the current level of satisfaction with the system is retained and hence, positive impacts of performance appraisal on employee productivity and organizational performance are sustained.

Alignment of employees' and managers' perspectives: Despite the general level of satisfaction with the performance appraisal system at Unilever Nigeria Plc, nearly a third of the employees were dissatisfied with their current performance appraisals. This finding suggests that there is a level of discrepancy between employees' and managers' understandings of their roles and performance targets which resulted in the poorer than anticipated appraisal. Alternative explanation can be made with reference to the literature on perceived justice, suggesting that injustice or bias may be obscuring the objectivity of the performance appraisal. In either case, alignment of employees' and managers' perspectives and introduction of formal methods for reporting and removing bias is recommended for Unilever Nigeria Plc in order to further enhance the benefits derived from its performance appraisal system.

Shift from standardised towards personalised approach to performance appraisal:

The final recommendation presented in this research study builds on the work of van Woerkom and de Bruijn (2016) who suggested that a shift from standardized towards personalized approach to performance appraisal can allow an organization to maximize the individual strengths of particular employees.

5.3 Areas for Further Research

The critical discussion and analysis encompassed in this research study has uncovered a number of areas in need of further attention from the research community in order to enhance the current level of understanding of the studied phenomenon. The first promising area for further research arises from the combination of subjective and objective methods of performance measurement. Essentially, this study has relied solely on the employees' self-assessments and perceptions of performance appraisal and its impacts on employee productivity and organisational performance. The use of objective measures of productivity as well as organisational performance could support the development of a strong business case encouraging practitioners to adopt and maximise effectiveness of their performance appraisal systems.

The second area for further research uncovered throughout this study relates to the potential for comparative research design. This stream of research could uncover the specific organisational characteristics that shape the relative effectiveness and impacts of performance appraisal systems on employee productivity and organisational performance, contributing towards the development of best practices in this area.

The third and the final area for further research depicted in this section revolves around the need for a cost-benefit analysis of performance appraisals. Essentially, this research study (and the vast majority of prior studies as well) focuses solely on the examination of benefits derived from effective performance appraisal systems, neglecting the associated costs. Continuous monitoring and the involvement of human resource management specialists in the process of performance appraisal can be associated with considerable costs in terms of both time and resources needed

for the successful completion of the appraisal. As a result, additional area for further study arises from the need to provide an economic justification for the use of performance appraisal, acknowledging the associated costs.

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APPENDICES

Appendice 1: Thesis Questionnaires

IMPACT OF PERFORMANCE APPRAISAL ON EMPLOYEES PRODUCTIVITY

My name is Adedotun Onashile. I am a final year student at University of Applied Sciences Seinajoki. This questionnaire is part of my academic research work, and it will support the completion of my thesis. All information will be kept confidential. Hence, participation ends by Tuesday 15th of April 2017. Thank you in anticipation.

1. GENDER

- ☐ Female
- ☐ Male

2. OCCUPATIONAL STATUS

- ☐ Management staff
- ☐ Senior staff
- ☐ Junior staff
- ☐ Other

3. AGE

- ☐ 18 - 30 years
- ☐ 31 - 45 years
- ☐ 45 and above

4. QUALIFICATIONS

- ☐ WAEC/NECO/GCE
- ☐ ND/HND
- ☐ B.SC
- ☐ POST GRADUATE
- ☐ PROFESSIONAL

5. Do you get appraised in your company?

- ☐ Yes
- ☐ No

6. What do you think about performance appraisal in Unilever Nigeria Plc?

7. When do you get it?

- ☐ Monthly
- ☐ Quarterly
- ☐ Yearly

8. Are the method used in appraising performance in the organization satisfactory?

- ☐ Yes
- ☐ No

9. What is your Impression about your present performance appraisal?

☐ Excellent ☐ Very good ☐ Good ☐ Fair ☐ Poor

10. Are employees promotion in the organization based on the appraisal?

☐ Yes

☐ No

11. The appraised performance contributes positively to the organizational goal of the company

☐ Strongly agree ☐ Agree ☐ Strongly disagree ☐ Disagree

12. Performance appraisal lead to employee's development

☐ Strongly agree ☐ Agree ☐ Strongly disagree ☐ Disagree

13. If appraisal is removed in your organization, do you think performances will be affected

☐ Strongly agree ☐ Agree ☐ Strongly agree disagree ☐ disagree

14. (If you don't get appraised please give answer to the question below):
 The present lack of appraisal in your organization negatively affects the level of employee performance

☐ Strongly agree ☐ Agree ☐ Strongly disagree ☐ Disagree

15. Performance appraisal should be encouraged in your organization

☐ Strongly agree ☐ Agree ☐ Strongly disagree ☐ Disagree

16. Performance appraisal will enhance productivity level if considered in your organization

☐ Strongly agree ☐ Agree ☐ Strongly disagree ☐ Disagree

