

**ORGANIZATIONAL PERFORMANCE APPRAISAL PROCESS AND EMPLOYEES
PROMOTION IN NIGERIAN ORGANIZATIONS**

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ABSTRACT

The study focused on Organizational Performance Appraisal Process and Employees Promotion in Nigerian Organizations. The study revealed that Performance Appraisal is the formal evaluation of an employee to determine the degree to which the employee is performing his/her job as well promoted to higher rank or position. That several tasks are necessary for the performance appraisal process to be successful, some are done by the organization, some by the rater(s), some by the ratee(s), who performs the performance appraisal, what gets rated, and who should be rated. It was also discovered that problems that confronts performance appraisal are Unclarity, Employees' rating, Rater's bias, Time pressure, determining the evaluation criteria, Lack of competence and Resistance. The study sought to investigate how organizational role affects determination of due time for promotion, how rater(s) role affects collection of adequate information for promotion, how who performs the performance appraisal affects HODs/Supervisors/Managers gathering of accurate ratings for promotion, how what gets rated affects rates performance based on achievement for promotion, and who should be rated affects rated as individual or work term. The study concludes that performance appraisal process are important because they ensure that appraisal and promotion processes are adequate. Based on the conclusion of this study, the following recommendations are made: that the organizations should ensure that clear and specific performance standard for appraisal are made available to managers and those standards are also communicated carefully to the rater(s) and ratee(s) so that each individuals will know what is expected of him/her, should ensure that the ratees have a clear and unbiased view of their performance, the feedback system and reward system that determines their promotion or not, etc.

Keywords: *Organizational, Performance, Appraisal Process, Employees and Promotion.*

INTRODUCTION

Performance appraisal is the specific and formal evaluation of an employee to determine the degree to which the employee is performing his or her job effectively. Some organizations use the term performance appraisal for this process, while other prefer to use different terms such as performance evaluation, performance review, annual review, employee appraisal, or employee evaluation (DeNisi, 1984). The outcome of this evaluation is some type of score or rating on a scale. These evaluations are typically conducted once or twice a year. Performance management refers to the more general set of activities carried out by the organization to change (improve) employee performance. Although performance management typically relies heavily on performance appraisals, performance management is a broader and more encompassing process and is the ultimate goal of performance appraisal activities (Dessler, 2010). Several tasks are necessary for the performance appraisal process to be successful. Some should be done by the organization, some by the rater(s) (the individual(s) who will be conducting the performance appraisal), and in many organizations by the ratee (the individual whose performance is evaluated). In addition, follow-up and discussion should accompany the process. Although some of this –up and discussion may be more accurately considered performance management rather than performance appraisal per se, it is still an integral part of how organizations management the entire process.

Employee Promotion means the ascension of an employee to higher ranks. It involves an increase in salary, position, responsibilities, status, and benefits. This aspect of the job drives employees the most—the ultimate reward for dedication and loyalty towards an organization.

The performance appraisal is required in order to know the gains that have been targeted. Performance appraisal is to motivate employees to achieve performance because assessments show the result of performance. Employees who reach the working target would receive incentives so that they gain

prosperity, it will motivate employees to achieve performance. Promotions and transfers should be made to provide opportunities for employees to develop. Promotions can increase responsibility and also a raise in order to motivate employees to the spirit of the work. Mutations also expected to eliminate boredom, keeping or maintaining morale so the opportunity to improve his career or be promoted, also explained that the transfer and promotion of positions have an influence simultaneously on the performance of employees.

Organizations held the performance appraisal based on performance management and also held the promotions and mutations in order to achieve the target of employees promotion in Nigeria organization performance. However Bank Sumut's performance declined in 2014 and 2015. It is reported SIB newspaper (February 24, 2016) that "the Bank Sumut's Regional Owned Enterprises (BUMD) rated its performance has declined in recent years. Even accused of the worst performing, especially during 2014-2015 with a number of indicators on the marketing division and the process of managing third party funds (DPK) of the bank. Financial Services Authority (OJK) asked the management of employee promotion in Nigeria organization improve performance in 2015 considering the performance in 2014 slowed down. Based on the description of the background issues, the purpose of this research is to examine the organizational performance appraisal process and the implementation of employees' promotion in Nigeria organization.

Statement of the problem

The performance appraisal process does not seem to be very complex as such, but in reality, it does face in any problems. As Virtanen and Stenvall (2010) point out, the process in practice is rarely as straightforward as it has been described above. The problems that confronts performance appraisal are discussed by Foot and Hook (2011) to include:

Unclear: This refers to two things; it may refer to the appraisal scale being too ambiguous and too open for interpretation. The best way to yield this problem would be to develop such a performance appraisal system that unambiguously describes each trait (Dressler, 2010). Second, the unclear situation may also refers to the organization not being clear enough about the purpose of the appraisal system. This may lead to a situation where they system could be designed to fulfill too many different purposes. The organization should therefore pay special attention to designing the appraisal system in order to avoid ambiguity.

Employees' Rating: Dessler, (2010) describes three different problems that need to be considered: the halo effect, central tendency, and leniency/strictness. The halo effect refers to a situation whereby rating an employee on one trait influences the way the person is rated on other traits. Dessler mentions the traits "gets along with others" and "quantity of work" in his example, where he explains that an unfriendly employee could receive low ratings also for other traits than "gets along with others", just for the sake of his or her personality. Central tendency refers to the supervisor rating all employees about average, whereas leniency or strictness refers to a supervisor rating all employees consistently high or low.

Rater's bias: This is a challenge that manifest when superiors allow off-work relationship with their subordinates to influence the outcome of the appraisal. Supervisors must be careful in order not to let the employees character affect appraisal.

Time pressure: The supervisors may themselves cause problems to the appraisal process due to their problematic attitudes or lack of experience.

According to Walters (1995) outline the main performance appraisal problems in the performance appraisal process:

Determining the evaluation criteria: Identification of the appraisal criteria is one of the biggest problems faced by the top management. For the purpose of evaluation, the criteria selected should be in quantifiable or measurable terms.

Lack of competence: Evaluators should have the required expertise and the knowledge to decide the criteria accurately, they should have the experience and the training necessary to carry out the appraisal process objectively.

Resistance: The appraisal process may face resistance from the employees because of the fear of negative ratings. Therefore, the employees should be communicated and clearly explained the purpose as well the process of appraisal.

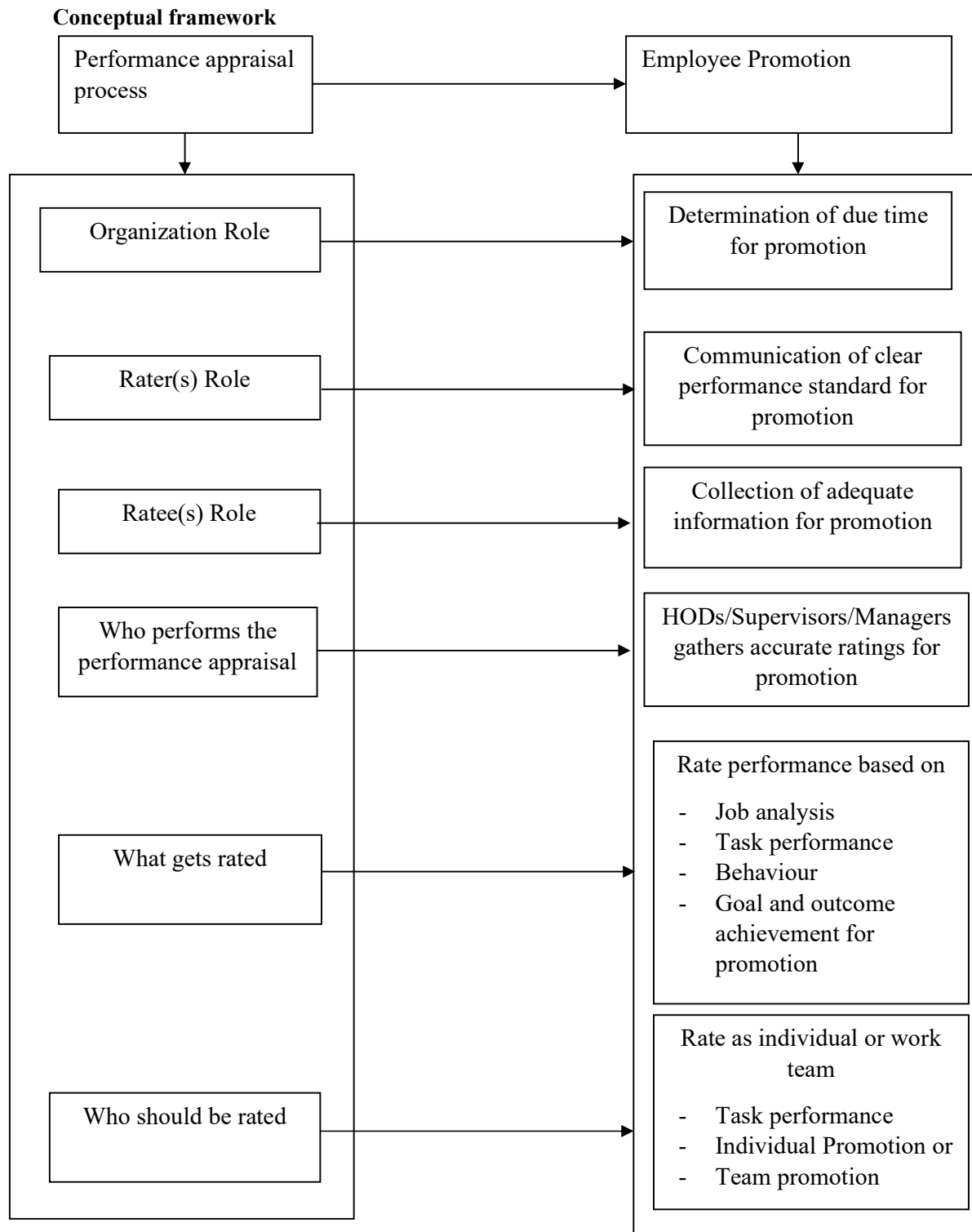


Fig. 1.1: A Conceptual Framework showing Independent and Dependent variables of Organizational Performance Appraisal Process and Employee Promotion and Dimensions, and Measures.

Aim and Objectives of the study

The main aim of this study is to examine organizational performance appraisal process and employees promotion in Nigerian organizations. Specifically, the objectives of the study are:

1. To investigate how Organization Role affects Determination of due time for promotion in Nigerian organizations.
2. To examine how rater(s) role affects communication of clear performance standard for promotion in Nigerian organizations.
3. To determine how ratee(s) role affects collection of adequate information for promotion in Nigerian organizations.
4. To ascertain how who performs the performance appraisal affects Hods/supervisors/managers gathering accurate ratings for promotion in Nigerian organizations.
5. To investigate how what gets rated affects rate performance based on achievement for promotion in Nigerian organizations.
6. To determine how who should be rated affects rated as individual or work team in Nigerian organizations.

Significance of the study

The result of this study will be of immense importance to the Nigeria organisations, managers, directors, employees and student/researchers.

Organization: It is a social unit of people that is structured and managed to achieve a setting need or to pursue a collective goals.

Managers: This study will serve as an eye opener to managers of the various organizations who have ignored the importance of inculcating adequate organizational performance appraisal process for employees' promotion in high esteem organization.

Directors: The directors will be equipped on the importance of encouraging adequate performance appraisal process in order to promote employees at the due time.

Students: Students will learn about ways and importance of performance appraisal process in promoting employees in Nigerian organizations.

Researchers: It will also serve as a point of reference for researchers who are willing to investigate the importance of organizational performance appraisal process and employees promotion in Nigerian organization.

REVIEW OF RELATED LITERATURE

Concept of organizational performance appraisal process

A basic goal of any appraisal system is to provide a valid and reliable measure of employee promotion along all relevant dimensions (DeNisi, 1996). That is, the appraisal results should reflect the true picture of who is performing well and who is not, and they should indicate the areas of specific strengths and weakness for each person being rated. We should note, though, that it is extremely difficult to assess the extent to which an appraisal system accomplishes these goals. Appraisal is to provide useful and appropriate information for the organization with regard to human resource planning, recruiting and selection, compensation, training and the legal context (DeNisi, 1996).

Performance appraisal has been described as the process of identifying, observing, measuring and developing human performance in organization (Carrol & Scheider, 1982). This definition is very important, because it comprises all important components needed for the well-performed appraisal process. Identification criteria orientate the appraisal process to the determination of what has to be examined in performance related criteria and not so much performance irrelevant characteristics. The measurement component indicates that the superior has to translate the observations into a judgemental rating. They have to be relevant, but also must be comparable across raters in the organization. By development component, the definition shows that the performance appraisal should not only be the evaluation of the past. The supervisor, who makes the appraisal, should focus on the future and on the improvement of the results. The definition also suggests that effective appraisal can improve the human performance in the organization, which also means increased employee promotion. Performance appraisal can and should be linked to performance improvement process and can also be used to identify training needs and potential, agree future objectives, support a career development and solve existing problems (Carrol & Scheider, 1982).

Performance appraisal is a process of identifying, observing, measuring and developing human performance in organizations and has attracted the attention of both academicians and practitioners. According to Erdogan (2002), the process is also viewed as making an important contribution to effective human resource management as it is closely interlinked to organizational performance. Gupta (2006) sees performance appraisal as a process of assessing the performance and progress of an employee or of a group of employees on a given job and his potential future development. Torington (2005) opined that performance appraisal is a system that provides a formalized process to review the performance of employees.

Dimensions of organizational performance appraisal process

i) Organization role

DeNisi, Cafferty and Meglione (1984) indicate that the organization, primarily through the work of its human resource function, develops the general performance appraisal process for its managers and employees to use. One of the first considerations relates to how the information gained from performance appraisals is to be used. Most organizations conduct formal appraisals only once a year, although some organizations conduct appraisals twice a year or even more frequently for new employees. However, frequent the appraisals, the organization and its human resource managers must decide when they will be conducted. The most common alternatives are for appraisals to be done on the anniversary date of each individual employee's hiring or for all appraisals throughout the organization to be conducted during a specified period of time each year.

DeNisi (1996) states that conducting appraisals on employment anniversary dates means spreading the appraisals over the entire year. Under this system, supervisors may always have some appraisals to conduct, but they are not necessarily required to complete an excessive number of appraisals at any one time. On the other hand, spreading the appraisals over the year may make it more difficult to make comparisons among employees.

DeNisi (1996) added that organizations are also responsible for ensuring that:

1. Clear and specific performance standards are available to managers.
2. These standards are communicated carefully to the employees.
3. This step involves those individuals performing the ratings as well, the organization must ensure that everyone rates performance using the same set of standards and that employees know what is expected of them.

Otherwise, performance appraisal cannot accomplish its goals and the organization may have serious problems by creating a disgruntled workforce and/or exposing itself to legal liabilities.

ii) Rater(s) role

The rater (traditionally and most typically the supervisor of the employee being appraised) plays the largest role in the appraisal process (Ilgen & Feldman (1993). As noted above, the organization is responsible for making sure that all raters have clear performance standards, but raters have to help develop and learn those standards. As performance information is acquired about a ratee, the rater also has to compare the information acquired with these standards as a way of evaluating the employee's performance (Ilgen & Feldman (1993). When making these decisions, the rater must consider the context in which performance occurs so that any extenuating conditions can be taken into consideration. In addition, the rater has to communicate those standards to the ratees so that each individual will know what is expected.

Ilgen & Feldman (1993) asserts that on a day-to-day basis, an employee behaves, or performs, on the job and exhibits many behaviours that might be relevant to performance on that job. The rater's task is to collect information about those behaviours and translate that information into the ratings themselves. Therefore, the rater truly becomes a decision maker who must observe rate performance and process the information gleaned from the observations. Because most formal appraisals are conducted only once a year, the rater must also somehow store this information in memory, recall what has been stored at the appropriate time, and use the information to provide a set of ratings. This task is potentially difficult and time consuming (DeNisi, Cafferty and Meglione, 1984).

Once ratings have been completed, it is also usually the rater who must then communicate the results and consequences of the appraisal to the ratee. When the results are somewhat negative, this task may be uncomfortable and is often stressful for managers. This communication process should also include goals for the future and a performance plan for helping the employee improve, thus adding a positive element. This set of activities, of course, is really part of the performance management process.

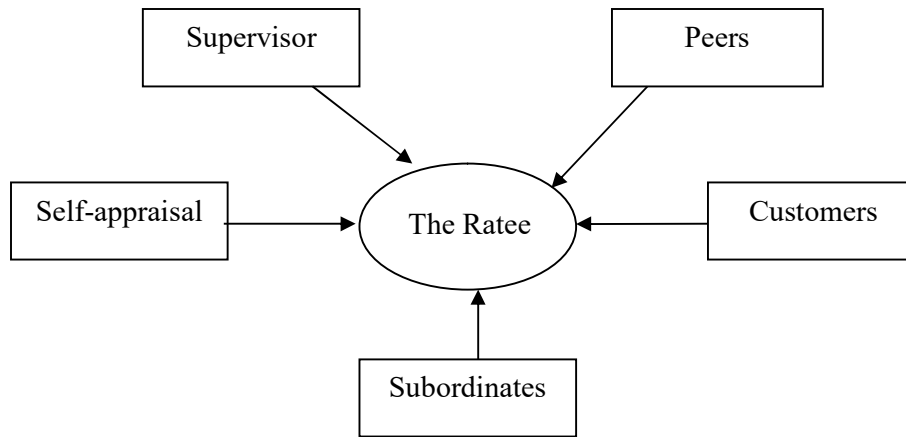
Finally, the rater is ultimately responsible for preparing the employee to perform at desired levels. That is, the supervisor must be sure that the employee knows what is required on the job, has the needed skills, and is motivated to perform at the level desired (Ilgen & Feldman (1993).

iii) Ratee(s) role

Arup, Angelo, DeHisi, & Lawrence (1996) although attempts to improve appraisal often focus on the organization or the ratee, the ratee also has responsibilities in the appraisal process. First, for performance appraisals to work most effectively, a ratee should have a clear and unbiased view of his or her performance. Problems can occur during the appraisal process if there is disagreement between the rater and the ratee, so it is essential that both parties have all the information they can collect about the ratee's performance. This approach may require the ratee to acquire information about the performance of coworkers and requires the ratee to gain an understanding about how his or her behaviour affects performance. This approach should also allow the ratee to be more receptive to feedback from the rater (especially if it is somewhat negative), which in turn makes it more likely that the ratee will change his or her behaviour in response to that feedback.

iv) Who performs the performance appraisal?

Another important aspect of performance appraisal is the determination of who conducts the appraisal and what information will be used.



Source: Denisi & Griffin (2005)

The individual supervisor is the most likely rater. Supervisors are perhaps the most frequently used source of information in performance appraisal. The assumption underlying this approach is that supervisors usually have the most knowledge of the job requirements and they have the most opportunities to observe employees performing their jobs. The supervisor is usually responsible for the performance of his or her subordinates. Thus, the individual supervisor is both responsible for employees' high performance and accountable, perhaps, for their low performance (Arup, Angelo & Lawrence, 1996).

Arup, Angelo & Lawrence, (1996) indicates that supervisors are not necessarily a perfect source of information because sometimes supervisor may not have as much in-depth job knowledge as might be expected. For example, if the job has changed dramatically over the last few years because of new technology or other factors, the supervisor might not be as familiar with the job as in the past. Likewise, a supervisor may have been promoted from another part of the organization and thus may have never performed the jobs that she or he is supervising. In some job settings, the supervisor may not really have an adequate opportunity to observe the employee performing his or her work. This situation is especially true

in outside sales, where sales representatives spend much of their time working alone with customers in the field, out of view of their supervisor.

v) What gets rated?

Jon & Mark (1997) indicates that another important decision to make regarding the design of appraisal systems is what should be rated. But the decision of what to rate should be based more on the needs of the organization than on the choice of rating instrument.

Jon & Mark (1997) added that it is most common for organizations rate traits in conducting appraisals. Traits are abstract properties of individuals that generally cannot be observed directly but can be inferred from the behaviour. For example, many organizations rate employees on their attitude and their initiative. We may or may not agree on what these terms mean, but we can never truly observe something like a person's attitude, instead, we infer it from his or her behaviour. Thus, a rater might believe that an employee who is always smiling has a good attitude, but that may or may not be the reason for the employee's smiling. Rating traits allows an organization to use the same appraisal instrument for all or most employees, and this approach is based on the assumption that similar traits underlie effective performance for all jobs. It should be noted, however, that an analysis of court cases involving performance appraisal suggests that traits –based appraisals are the most difficult to defend because the courts tend to see them as more subjective than other systems (Jon & Mark, 1997).

vi) Who should be rated?

Jon & Mark, (1997) states that final issue to consider is exactly who should be rated in the appraisal process. Specifically, this issue is connected with the use of work teams. With work teams, the organization must decide whether to evaluate individual performance or team performance, and this issue can become quite complicated.

If individuals are rated and rewarded based on their individual performance, they have less reason to cooperate with other team members to accomplish the team's goals. In some cases, this situation might be desirable. For example, although the Ryder Cup in Golf is considered to be a team competition, the team's performance is simply the sum of the scores of individual team members. Therefore, having team members seek to maximize their own performance helps the team as well. In other team settings that are structured in a similar manner, the team leader or fellow team members can provide ratings as well (Jon & Mark, 1997).

But in other team settings,

1. It is critical that team members work together toward a common goal.
2. It is critical that performance be measured and rewarded only at the team level.
3. One person's performance should not be considered except as part of the whole. Some employees are uncomfortable with this kind of system and believe that they should be recognized for their individual efforts. Also, in such settings, it is possible for one employee to relax and let the other team members carry the workload. This free-rider problem is a real challenge to work teams. Nonetheless, if the team functions as a team rather than as a set of individuals, it is essential that the team's performance is appraised and rewarded (San, Calif & Jossey, 2000).

Concept of Employee Promotion

Employee promotion means the ascension of an employee to higher ranks. It involves an increase in salary, position, responsibilities, status, and benefits. This aspect of the job drives employees the most—the ultimate reward for dedication and loyalty towards an organization.

In theory, a promotion requires more work and effort in a job. Based on organizational policies, these promotion-based decisions are taken on different aspects. These can be the length of service, experience, seniority, performance, etc.

Diverse ways of Employee Promotion

The following shows the diverse ways of employee promotion in Nigerian organizations.

Horizontal Promotion: This kind of promotion rewards an employee with a pay increase but little to no change in responsibilities. It is also regarded as an up-gradation of an employee. In the educational sector, an example of this is the move from lecturer to senior lecturer.

Vertical Promotion: This refers to an upward movement of employees with a change in skills and experience. It brings a change in salary, responsibility, status, benefits, etc. In the marketing industry, this can be the promotion of a marketing supervisor to the marketing manager. Due to its nature, it can change the nature of the job as well. This can be a shift from functional head to the chief executive, both being very different jobs.

Dry Promotion: A Promotion that employees aren't particularly fond of. This promotion refers to an increase in responsibilities and status without the benefits. It means no increase in pay or any financial benefits for that matter.

Open and Closed Promotion: Open Promotion is a situation wherein every individual of an organization is eligible for the position. Closed Promotion is a situation wherein only selected team members are eligible for a promotion.

Benefits of Employee Promotion

The listed below are the benefits of employee promotion in Nigerian organizations.

Expectation: Employee Promotion is one of the main goals of employees working hard. Thus, it turns into their expectation. When employers don't fulfill these expectations, they end up losing employees. A study conducted shows that 40% of millennials expect a promotion in one to two years. It also states that if not provided with one, they will leave a company searching for opportunities elsewhere.

Reduce Attrition: Employee Promotion often includes a pay raise which acts as a huge motivation. This, in return, further reduces attrition. A survey published shows 35% of employees quitting their job because of no pay raise in a year.

Motivation & Productivity: As stated above, employee promotion is a big tool for career advancement and employee retention. It is because when employees get a chance to grow, they stick with a company. This motivation ultimately correlates to higher productivity.

Cost-Efficient: Internal employee promotion involves less cost than hiring new ones. This is a fact that is shown in a study published by The Wall Street Journal. It was found that companies pay 20% more in on boarding a new hire instead of internally promoting one. This harms the desired cost-cutting measures of a company.

Career Growth: Employee promotion facilitates the critical career path and growth of an individual. A statistic in 2017 showed that lack of career development is one of the key reasons for attrition. Even in this day and age, it is bound to be one of the main concerns of employees.

Need to Manage: Employee Promotion often brings new responsibilities that initiate a sense of management. This sense of management is a key factor in employee satisfaction as it helps them grow. In a detailed study, it was found that 45% of millennials are keen on managing others.

Rewards and Recognition: Employee promotion is a crucial element of an organization's rewards and recognition program. This is because a study shows more than a quarter of employees leave the organization for lack of rewards recognition. This reduces retention, employee engagement, and motivation. These were a few of the reasons why employee promotion is so important in a company.

Measures of Employee Promotion

i) Determination of due time for promotion

Most organizations conduct formal appraisals only once a year, although some organizations conduct appraisals twice a year or even more frequently for new employees. However, frequent the appraisals, the organization and its human resource managers must decide when they will be conducted. The most common alternatives are for appraisals to be done on the anniversary date of each individual employee's hiring or for all appraisals throughout the organization to be conducted during a specified period of time each year.

Conducting appraisals on employment anniversary dates means spreading the appraisals over the entire year. Under this system, supervisors may always have some appraisals to conduct, but they are not necessarily required to complete an excessive number of appraisals at any one time.

ii) Communication of clear performance standard for promotion

As performance information is acquired about a ratee, the rater also has to compare the information acquired with these standards as a way of evaluating the employee's performance. When making these decisions, the rater must consider the context in which performance occurs so that any extenuating

conditions can be taken into consideration. In addition, the rater has to communicate those standards to the rates so that each individual will know what is expected.

On a day-to-day basis, an employee behaves, or performs, on the job and exhibits many behaviours that might be relevant to performance on that job. The rater's task is to collect information about those behaviours and translate that information into the ratings themselves.

Once ratings have been completed, it is also usually the rater who must then communicate the results and consequences of the appraisal to the rate. When the results are somewhat negative, this task may be uncomfortable and is often stressful for managers. This communication process should also include goals for the future and a performance plan for helping the employee improve, thus adding a positive element. This set of activities, of course, is really part of the performance management process.

iii) Collection of adequate information for promotion

For performance appraisals to work most effectively, a rate should have a clear and unbiased view of his or her performance. Problems can occur during the appraisal process if there is disagreement between the rate and the ratee, so it is essential that both parties have all the information they can collect about the ratee's performance. This approach may require the rate to acquire information about the performance of coworkers and requires the rate to gain an understanding about how his or her behaviour affects performance.

iv) HODs/supervisors/managers gather accurate ratings for promotion

The individual supervisor is the most likely rater. Supervisors are perhaps the most frequently used source of information in performance appraisal. The assumption underlying this approach is that supervisors usually have the most knowledge of the job requirements and they have the most opportunities to observe employees performing their jobs. The supervisor is usually responsible for the performance of his or her subordinates. Thus, the individual supervisor is both responsible for employees' high performance and accountable, perhaps, for their low performance Arup, Angelo & Lawrence (1983).

v) Rate performance base on achievement for promotion

This is another important decision to make regarding the design of appraisal systems is what should be rated. But the decision of what to rate should be based more on the needs of the organization than on the choice of rating instrument.

It is most common for organizations rate traits in conducting appraisals. Traits are abstract properties of individuals that generally cannot be observed directly but can be inferred from the behaviour.

vi) Rated as individual or work team for promotion

With work teams, the organization must decide whether to evaluate individual performance or team performance, and this issue can become quite complicated. If individuals are rated and rewarded based on their individual performance, they have less reason to cooperate with other team members to accomplish the team's goals. In some cases, this situation might be desirable.

Theoretical review

Expectancy theory

Expectancy theory was developed by Victor H. Vroom in 1964 through his study of the motivations. According to Torrington et al (2011), advocates of expectancy theory holds that the behaviour of individual employee is dependent on the expected reward. Vroom's expectancy theory believe that there is positive correlation between the effort employed and performance supported by presence of the right resources, right skills as well as the necessary support to get the job done.

Hodgetts (2002) categorizes a four-step process of the performance appraisal system. Performance appraisal systems comprises of established performance standards, a method of determining individual performance comparison against standards and an evaluation of performance based on the comparison. The first step of establishing performance standards outlines the employees' job responsibilities. The job standards are set against the worker performance. The second step involves pegging the workers performance (such as traits approach, behavioural approach, ranking methods, alternation ranking and results methods, productivity measures, 360 degrees evaluation and management by objective. Thirdly,

there is comparison against standards. At some point, the individual work record is compared with the standards set for the job. Fourth, an evaluation of performance is made pegged on the comparison. Selvarajan and Cloninger (2008) suggest that some organizations are dissatisfied with their performance appraisal process. This implies that the performance appraisal process is not an appropriate mechanism for addressing employee motivation, but performance appraisal is considered to be essential to create a positive effect work environment and improve the quality of service.

Goal-setting theory

The goal setting theory asserts that goals can influence an individual's outputs when the goals are difficult and specific; has direction and attention, effort and persistence, as well as enhances achievement and improvement of corporate strategies (Locke & Latham, 2002). When a goal is challenging and unambiguous, it may result in improved corporate effectiveness and greater success in contrast to vague and unchallenging goals. In this regard, the workforce of any organization should be encouraged to be aware of their goals as well as assisted to comprehend how they can utilize their performance goals to improve their efficiency and effectiveness (Buchner, 2007). This underscores the importance of performance appraisal system. Through performance appraisal, goals are set for workers to achieve. When these specific goals are achieved, it will affect performance of the employee and consequently the overall effectiveness of the organization. This therefore, suggests that organizations that use performance appraisals to set specific achievable targets or goals for their workers are more likely to be effective organizations compared to those that do not employ performance appraisal in setting specific goals that are also within their achievement. Similarly, Baker, Jensen and Murphy (2018) maintains that "performance appraisal can be the most powerful tool a manager has to enhance a subordinate's productivity. Conversely, proper goals or performance target in an effective performance appraisal system can stir strong feeling and conflict in the work place".

Knowledge Gap

This current study specifically examines the Organizational Performance Appraisal Process and Employees' Promotion in Nigerian Organizations. The independent and dependent variables, dimensions and measures are: independent variable (organizational performance appraisal process) and its dimensions (organization role, rater(s) role, ratee(s) role, who performs the performance appraisal, what gets rated and who should be rated), and the dependent variable (employee promotion) and its measures (determination of due time for promotion, communication of clear performance standard for promotion, collection of adequate information for promotion, HODs/supervisors/managers gathering accurate ratings for promotion, rate performance based on achievement for promotion and rated as individual or work team for promotion. As the past researchers could not research on the independent and dependent variables being used in this present study thereby creating a research gap that necessitated this study.

CONCLUSION

Performance appraisals are important because they ensure that appraisal and promotion processes are adequate, play an important role in training, helps link performance with rewards, demonstrate that important employment-related decisions are based on performance, and promote employee motivation and development. They also provide valuable and useful information to the organization's human resource planning process. The ultimate goal for any organization using performance appraisals is to improve performance on the job.

RECOMMENDATIONS

The study recommends that

1. The organization should ensure that clear and specific performance standard for appraisal are made available to managers and those standards are communicated carefully to the employees.
2. The organization should ensure that all raters have clear performance standards and communicate same standards to the raters and ratees so that each individual will know what is expected of them.
3. The organization should ensure that the ratees have a clear and unbiased view of their performance, the feedback system and reward system that determines their promotions.
4. The organization should state clearly who conducts the performance appraisal (Supervisors or HODs or Managers) and necessary information to be used.

5. The organization should state clearly what should be get rated based on the needs of the organization than on the choice of rating instrument.
6. The organization should clarify who should be rated either individual performance or team performance and their promotion pattern.

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