

The Impact of a Performance Appraisal and Reward System on Employee Workload Delivery

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ABSTRACT: *Performance appraisal and reward programmes are critical organisational strategies for improving employee performance. The goal is to ensure that employee productivity is sufficient to meet the company's overall objectives. The performance assessment examines and evaluates an employee's job performance on a regular basis, while the reward system motivates the individual to carry out his or her tasks. The study looks at how successful performance appraisal and incentive systems are at improving employee performance using both primary and secondary data. Enugu State Civil Service Commission, Enugu State Office of the Head of Service, Enugu State Ministry of Finance and Economic Development, and Enugu State Ministry of Labour and Productivity all contributed 100 participants to this study. A structured questionnaire was distributed to employees of the Enugu State Civil Service Commission, the Enugu State Office of the Head of Service, the Enugu State Ministry of Finance and Economic Development, and the Enugu State Ministry of Labour and Productivity. The data were analysed using SPSS software (Statistical Package for the Social Sciences). The findings show that employee workload delivery is influenced by performance evaluation and compensation (i.e. in the area of timely execution of the task, creating consciousness among employees that they are been watched, paying attention to details)*

KEYWORDS: Performance appraisal, incentive system, employee, workload delivery, punctuality.

INTRODUCTION

The performance evaluation and incentive systems in place at the company are among the most effective methods for ensuring good employee performance. Performance evaluation is commonly used to assess an organization's employees' performance. The goal is to make sure that employee productivity is adequate to meet the organization's overall objectives. A performance appraisal is a review and evaluation of an employee's job performance on a regular basis. Performance appraisal, according to Armstrong (2006:9), is the official evaluation and grading of employees by their managers, usually at an annual review meeting. Organizations have strategic objectives that can only be met with the help of a capable and efficient workforce. When one employee fails, the entire organisation suffers. When employees fail in their jobs, the company as a whole collapse, according to Cappelli (2008:196). The goal of performance evaluation and incentive systems is to eliminate or considerably reduce the

likelihood of a company failing in part. Performance evaluation and reward, according to Aguinis (2005:2), is a continuous process of recognising, measuring, and developing individual and team performance, as well as aligning performance with the organization's strategic goals. The research examines four parts of the process: punctuality, attention to detail, creativity and invention, and effective time management. Workload delivery refers to an employee's timely and professional completion of the task or responsibility that has been assigned to him or her in accordance with set rules.

Research objectives

The goal of this study is to determine how effective performance appraisal and incentive systems are at improving employee workload delivery. Following are the specific objectives:

- The purpose of this study is to see how the performance evaluation and reward system affects employee output.
- To find out how punctuality affects employee workload delivery.
- To see how closely employees in a few public-sector companies pay attention to task completion.

Research Questions

- The following three research issues will be addressed in this study:
- What impact does the performance appraisal and reward system have on staff productivity?
- What impact does punctuality have on the delivery of employee workload?

REVIEW OF RELATED WORKS

Performance appraisal is defined as: Performance appraisal has been chastised because it is typically delivered as a top-down, bureaucratic system controlled by HR rather than line managers. It was typically retrospective, concentrating on what had gone wrong rather than predicting future development needs. Independently, performance evaluation systems existed. They didn't have much to do with the company's needs. Performance evaluation programmes have long been criticised by line managers as inefficient and superfluous. Employees have chastised supervisors that lack the essential skills, are generally biased, and are only going through the motions when conducting evaluations. Performance appraisals, according to Armstrong and Murlis (1994), frequently deteriorate into "a dishonest annual ritual."

A periodic appraisal of an employee's contribution to the organisation and job performance is known as performance evaluation. An "annual review," a "performance review or evaluation," and a "staff appraisal" are all terms used to describe it. A performance evaluation, according to Caleb (2009), evaluates an employee's abilities, accomplishments, and growth, or lack thereof. Performance evaluations are used by companies to provide employees with detailed feedback

on their work and to support compensation increases, incentives, and termination decisions. They can be done at any time, although they're usually done once a year, twice a year, or once every three months. Because companies only have a finite amount of money to hand out increases and bonuses, performance appraisals aid in the distribution of these cash. They provide a way for businesses to determine which employees have contributed the most to the company's growth, allowing them to reward top performers appropriately.

Furthermore, performance evaluations assist employees and their managers in developing a plan for employee development through additional training and increased responsibilities, as well as identifying flaws that the employee can try to overcome. Managers and employees should discuss an employee's contributions throughout the year, not only at performance reviews. More frequent communication keeps everyone on the same page, develops relationships between employees and supervisors, and takes the sting out of annual appraisals. Employee performance should be evaluated on a regular basis for several reasons, according to Griffin (1997) in Onah (2003:196). Validating equipment selections or measuring the efficiency of training programmes may necessitate a performance review. The second goal is administrative: to aid in pay rise, promotion, and training decisions. Another reason is to provide feedback to employees so they can improve their current performance and plan for their future careers. This activity must be performed annually or frequently, depending on the organisation and the employee's job description, to ensure that individuals fulfil their objectives. Variables of performance evaluation include reward, punishment, training, promotion, feedback, demotion, termination, transfer, retrenchment, and redeployment.

According to Muchinsky (2012), performance assessment is a procedure for documenting and analysing an employee's job performance. It is also referred to as a performance review, performance evaluation, (career) development chat, or employee appraisal. Performance assessments are a part of professional development and consist of regular appraisals of employee performance inside the organisation. The performance evaluation system is the appropriate tool for achieving the aforementioned goals, either directly or indirectly. It improves employee-employer connections. It reflects an evaluation of the employees' characteristics, traits, and work performance. It is a continuous process that aims to meet the goals of the company and its personnel. "The systematic, frequent, and impartial grading of an employee's excellence in topics involving his current job and his potential for a higher job," writes Flippo (1976). Performance appraisal is a process of systematically examining and analysing an employee's performance over a period of time, as well as planning for the future. Performance assessment is a structured formal interaction between a subordinate and supervisor, usually in the form of an annual or semi-annual interview, during which the subordinate's work performance is analysed and discussed in order to identify shortcomings and strengths, as well as chances for improvement and skill development.

-It strives to provide enough feedback on each person's performance.

-Its goal is to serve as a springboard for improving or changing behaviour toward more productive work habits.

-It aims to offer managers with data to help them evaluate future work assignments and pay.

A performance appraisal system, according to Levinson, is a platform for analysing an employee's traits or qualities at regular intervals. This allows employees to make the most of their strong abilities while also giving them room to develop their poor attributes. Performance appraisal is an effective decision-making tool since it aids organisations in implementing the 3 R's: recruiting, retraining, and retention.

The Benefits of Annual Evaluations

Promotion, training and staff development, feedback, employee pressure, and other aims or reasons of performance review, according to Muhammad (2013). Performance appraisal is critical in assessing whether a person should be promoted to the next higher position when promotion is based on merit and seniority. An employee's performance in his current position, as well as his strengths and weaknesses, is revealed in a performance appraisal. Performance appraisals try to uncover an employee's strengths and shortcomings in his current role. This data can be used to create training and development programmes to assist people in overcoming their weaknesses. Employees receive comments on their performance as part of the performance appraisal process. When a person understands how he works, he works better. This happens in two ways: first, the person receives feedback on his performance, and second, when he receives feedback on his performance, he is able to link his job to the organization's goals. Employees are under pressure to perform better if they are aware that they are being evaluated on a lot of factors and that their future depends greatly on these evaluations.

Others

- Identifying the systemic aspects that obstruct or help with effective performance.
- Upon the completion of the probationary period, to confirm the employment of probationary workers.

Chikeleze (2018) noticed that, in addition to the aforementioned benefits of performance appraisal to the organisation and the employee, staff yearly appraisal activities are primarily aimed at improving work performance. Higher overall organisational performance and personnel upward mobility are expected as a result.

Promotion

Annual assessments are used to identify employees who meet the criteria for increased responsibility based on their performance; these personnel are promoted to higher positions and given more responsibilities after demonstrating their competence through the evaluation process. Where there are no immediate opportunities for upward mobility or where employees are not eligible for promotion, good performance may be recognised with rewards in recognition of their contributions to the organisation throughout the evaluation period.

Disengagement and reassignment

Over the course of several assessment seasons, a well-done staff evaluation provides the opportunity to determine whether or not a staff member is suited for his or her current job assignment. If the exercise reveals shortcomings in the personnel, but their services are still required in other parts of the company, the workers may be reallocated to other areas. If a staff member's performance is deemed unacceptable, he or she may be required to leave the company.

Examines the process of recruiting and selection

By providing a frequent and continuing evaluation of an employee's suitability, the yearly performance appraisal serves as a check on the recruitment and selection process. It also enables for re-evaluation of recruitment techniques if the results turn out to be inaccurate over time.

Personnel Training and Development

It's tough to identify staff performance issues that require training and growth without an evaluation. The annual appraisal output should be used to inform an organization's training requirements analysis, training methodology, and training programme for best results.

Transmission and reactivity

Appraisal meetings give people being appraised and their appraisers a chance to talk about work standards and objectives, as well as learn about the problems employees experience in fulfilling organisational goals. Communication and feedback are two processes that usually improve the chances of having pleasant working relationships.

Evaluation of work performance

Appraisal sessions enable employees' work successes to be compared to expected work standards, as well as the identification of difficulties employees face in the course of their jobs and viable solutions to those challenges.

Reward System

A reward system is made up of interconnected financial and non-financial reward procedures and practises that are combined into a complete rewards strategy to ensure that reward management is carried out to the benefit of the organisation and its personnel (Armstrong, 2014). A reward system is made up of interconnected systems and practises that provide successful incentive administration for the benefit of the organisation and its personnel. It is guided by the ideas of systems theory, which is "concerned with problems of interaction, structure, and interdependence," according to Katz and Kahn (1966). According to Miller and Rice, a reward system has both open and closed system characteristics (1967). A reward system, according to Herman (2005), is a set of mechanisms for distributing tangible and intangible returns in the context of an employment relationship. According to Milcovich and Newman (2002), cited in Herman (2005), not all types of returns are directly tied to performance management systems because not all types of returns are allocated based on performance.

Employee delivery on Workload or Output

In terms of workload, employee output is: This indicator is closely related to employee-specific work responsibilities that will be reviewed during the evaluation; however, in some public organisations, this area may vary depending on the employee's role and responsibility. The availability and accessibility of data for decision-making are referred to as timeliness. Data that is well-organized helps people make better judgments and understand what to expect in the future. It also refers to the effective use of cognitive resources to complete tasks with correctness and completeness. Employees that pay attention to detail are more productive, efficient, and effective in the job.

Creativity and innovation are two different things. Creativity refers to an employee's capacity to come up with fresh and unique ideas, whereas innovation refers to the employee's ability to put those ideas into action, such as introducing new ideas, solutions, or methods. Good time management: A time management skill relates to how an employee divides his or her time between different activities. Employees will be evaluated based on their assigned workload and how it aligns with the organization's strategic goals, according to Lisa (2018).

METHODOLOGY AND DATA PRESENTATION

Data Collection Techniques

Data was collected using a standardised questionnaire that was organised with research questions in accordance with the study's objectives. Respondents were given 100 copies of the questionnaire, and all of them were returned.

Extremely High (VH)=5

High (H)= 4

Not Knowing (NK) = 3

Low (L)= 2

Very Low (VL) = 1

Analytical Methodology

The gathered data were analysed using SPSS (Statistical Package for the Social Sciences). The coefficient of variation is used in this case. The coefficient of variation is a statistic that measures how dispersed a dataset's values are in relation to its mean.

Coefficient of variation equals /

Where:

σ = standard deviation of data set

μ = mean of data set

Presentation of data

The study's participants are 100 people drawn from the Enugu State Civil Service Commission, the Enugu State Office of the Head of Service, the Enugu State Ministry of Finance and Economic Development, and the Enugu State Ministry of Labour and Productivity.

Table 1 shows the distribution of participants.

Organizations	Sample Size
Enugu State Civil Service Commission	25
Ministry of Finance and Economic Planning for the State of Enugu	25
Enugu State Labor and Productivity Ministry	25
Office of the Head of Service, State of Enugu	25
Total	100

Source: Investigation on the ground (2022)

Investigation of the data

The responses of respondents to a questionnaire with a Likert scale are represented in a frequency table using Statistical Package for the Social Sciences (SPSS) software. The frequency table shows the proportions of all replies for each variable.

Table 2: To what extent does performance evaluation as a management tool effect employee workload delivery in your organisation?

Options	Frequency	Percent
Extremely High	43	43%
High	42	42%
Not Knowing	3	3%
Low	8	8%
Very low	4	4%

Source: Investigation on the ground (2022)

Performance assessment as a management technique has an exceptionally high positive impact on employee workload delivery because it provides the knowledge that the employee is being observed; as a result, the employee executes their task promptly by accessing accessible facts in making an informed decision for the good of the organisation, according to 43 percent of respondents.

Table 3: Does your company's compensation system have an impact on employee workload delivery as a management tool?

Options	Frequency	Percent
Extremely High	49	49%
High	28	28%
Not Knowing	6	6%
Low	12	12%
Very low	5	5%

Source: Investigation on the ground (2022)

49 percent of respondents feel that reward systems have a very high influence on employee workload delivery because they are motivated to execute their tasks as a result of the reward, 28 percent believe that reward, whether intrinsic or extrinsic, has a very high positive impact on their performance because these rewards position them to perform their obligations, and 6% do not know if reward systems have a negative impact.

Summary of the findings

1. Employee productivity is heavily influenced by performance review and reward (i.e. in the area of timely execution of the task, creating of consciousness on employees that they are being watched, paying attention to details)
2. Performance appraisal influences employee workload delivery as a management strategy since it raises awareness that the person is being observed.
3. Employee workload delivery is influenced by reward systems because employees are motivated to complete their jobs as a result of their benefits.

CONCLUSION

The importance of a performance appraisal and reward system as a management tool for improving employee performance and ensuring proper service delivery cannot be understated, since they are critical for any organisation to achieve its objectives because they drive people to complete their given obligations.

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