

Examining the Effect of Performance Evaluation on Employee Job Satisfaction in a Federal Government Agency in Nigeria

Abstract

The study examined the extent to which Performance Evaluation affects employee job satisfaction in a federal government agency in Nigeria. This study adopted a quantitative technique as primary data was gathered through a validated instrument. The quantitative approach relied on a total enumeration sampling technique, Population equal the sample size (275). Inferential statistical tool which is Partial Least Square-Structural Equation Modelling (SmartPLS-SEM) version was adopted to analyze the data. The results revealed that $Adj R^2=0.254$; $p=0.000$, $Q^2=0.164$. Finding also showed that performance evaluation significantly influenced employee job satisfaction in the federal government agency. The study recommended that the agency's leadership should create a conducive work environment and integrate a system that will boost job satisfaction for higher level of performance.

Keywords: Performance Evaluation, hierarchy of needs, hygiene factor, Behavioural Anchored Rating Scale, Management by Objective, Employee job satisfaction,

Comment [H1]: Need to simplify the keyword

Introduction

A number of public servants are hired through networking, either through a high-ranking member of society or a powerful politician, which allows one to have a sort of immunity when he violates the organization's rules and regulations. On the other hand, some Chief Executive Officers are hardliners who refuse to compromise their laid-back attitude. In this case, any civil servant hired through a referral by a powerful politician may find the job unsatisfactory. Job satisfaction attitudes are of great interest to organizational behavior, researchers and practitioners of human resource management [1]. Job satisfaction is the degree to which people are satisfied or dissatisfied with their jobs. It is an attitude or emotional response to employees tasks as well as the physical and social conditions of the workplace. For instance, in Herzberg's two-factor theory, the job contents (i.e. achievement, responsibility, recognition, etc.) are the motivators that lead to positive employment relationships and a high level of job satisfaction. The drive and effort required to fulfill a desire or goal is defined as motivation. Satisfaction is a state of contentment that occurs when a desire is fulfilled. Motivation implies a desire for a result, whereas satisfaction is the already obtained result [2]. Job satisfaction is a broad attitude resulting from a variety of specific attitudes in three areas: job factors, individual or personal characteristics, and other social and group relationships outside of the workplace [3]. When people join an organization, they bring certain motivations and needs with them that influence their performance on the job. These are sometimes obvious, but they are frequently not only difficult to determine and satisfy, but they also vary greatly between people. Managers benefit from understanding how needs create tensions that stimulate effort to perform and how effective performance leads to reward satisfaction. [4]

The objective of this study is to examine the effect of Performance Evaluation on employee job satisfaction in a government agency in Nigeria. However, below is the hypothesis formulated for this study.

H₀: Performance Evaluation does not affect employee job satisfaction

Comment [H2]: Why the hypothesis has no effect

The results of research in Nigeria show a significant effect

Literature Review

Job Satisfaction

Issues of employee performance and employee behavioural outcome has recently attracted attention in the field of industrial and organizational psychology, scholars and professionals on this concept vary based on schools of thought. However, the most prevalent surveys define work satisfaction as either "the extent to which people like (satisfaction) or detest (dissatisfaction) their occupations" and "the pleasurable emotional state arising from the appraisal of one's job as attaining or aiding the attainment of one's job values." [5] According to Vroom, workers' feelings about their jobs reflect the importance they attach to their jobs. Improved productivity and morale stem directly from workers' ability to enjoy their work. The concept of "work satisfaction" has been differently described by individuals over the years. Employees are more likely to report feelings of contentment with their occupations when certain psychological, physiological, and environmental factors are present, as defined by Hoppok & Spielgler [5]. Job satisfaction refers to how delighted a person is with his job and workplace. Therefore, fulfilling one's obligations at work is key to achieving job delightfulness. Substances used at work such as age, sex, level of education, work environment, location, coworkers, income, and scheduling of work are all aspects that can affect one's degree of job satisfaction. Many hypotheses have been explored to explain what makes employees satisfy.

The need hypothesis developed by Maslow is the most important. Human needs are ranked in a hierarchical structure. Job satisfaction, on the other hand, is linked to major conventional beliefs developed by Mausner and Herzberg. Accomplishment, recognition, duty, compensation, structure, direction, supervision, and a pleasant work environment are all cornerstones of Maslow's theory [6]. Learning more about what makes workers happy on the job is valuable for any manager. This aided the company in making decisions and adjusting its policies and practices. Organizational happiness with its programs, procedures, etc. is reflected here. Second, it serves as a tool for determining where people are having difficulties so that improvements can be made with minimal disruption to productivity.

Third, it improves the company's internal communication, and the top brass may use that knowledge to chart the company's future. In a fourth place, it helps employees feel more connected to the company as a whole and has a positive impact on their outlook on the workplace. As a result, employees feel more invested in the company as a whole and are more motivated to contribute to its success. As a result, unions are better able to represent their members' interests and understand the needs of the workforce and management. Because of this, it's easier for people to work out their differences and resolve conflict amicably. Finally, it aids in identifying internal training and development priorities. If we can boost employee enthusiasm and morale, we can boost productivity on the job, too. Workplace happiness is widely recognized as a significant contributor to the success of businesses. Companies and their leadership teams these days are increasingly concerned with their workers' happiness and the fulfillment of their individual needs and aspirations. Satisfied workers are productive workers because they enjoy their jobs. There are a lot of negative outcomes that can result from employee dissatisfaction

on the job, including decreased loyalty, greater absenteeism, an increase in accidents, and so on, all of which highlight the significance of job satisfaction.

To be successful and competitive, businesses need happy employees, who in turn will boost metrics like customer satisfaction and financial performance. Three viewpoints are presented by Spector to illustrate why measuring job satisfaction is crucial. From a moral and ethical stance, companies first need to realize how crucial it is to treat their people with dignity and respect. Second, from a practical standpoint, employees' levels of happiness or unhappiness with their jobs can have a major impact on the organization's operations. Employees will exhibit more positivity if they are content in their jobs, and vice versa if they are dissatisfied. Third, contentment with one's job could be a barometer of how things are going in the workplace. Increasing productivity could be achieved by assessing employee contentment across departments in a business. Many things can affect how happy you are at your job [7]. According to Spector, there are many factors that contribute to or detract from job satisfaction, including but not limited to the following: the nature of the work, salary, advancement opportunities, management, work-groups, and working conditions, as well as coworkers or supervisors, and the nature of the work itself and the organization. When asked about what makes a work satisfying, Armstrong listed three factors: First, job-specific elements that motivate workers from inside, such as the intrinsic value they place on skill diversity, task identity, task relevance, autonomy, and feedback, as described by the job characteristics model [8].

The second factor is the supervisor's effectiveness, which is the single most important factor in shaping employees' perspectives about the workplace. Third, the impact of success or failure: happiness in the former case, disappointment in the latter. A person's self-esteem and sense of accomplishment will increase when he puts out his best effort and utilizes all of his abilities to demonstrate his worth and potential. Alternatively, another person's persistent failure to perform duties satisfactorily will lead to growing levels of discontent [9]. There are four primary factors that influence employees' happiness at work: Individual considerations come first, followed by those of society and culture. Last but not least, we must consider external and internal elements from the organization and the surrounding community. A sense of autonomy at work is another factor that can influence happiness on the job. Incentives that encourage workers to take on responsibility and make choices without consulting superiors are key components of employee empowerment. The ability to work when and where one chooses is another factor that can influence occupational contentment. FWA refers to "the degree to which an employee can establish his or her own schedule, determine his or her own work schedule, and determine his or her own work location and workload"[10].

By enhancing the performance capabilities of both individuals and teams, performance management is a purposeful and integrated approach to achieving organizational success [17]. According to [18], a performance evaluation is a discrete, official, organizationally sanctioned event that typically only happens once or twice a year and contains clearly specified performance dimensions and/or criteria that are employed in the evaluation process. It is often referred to as a formal method of employee monitoring because it typically entails the assessment of performance based on the perceptions and

views of peers, superiors, managers, and even the employees themselves [19]. Clarifying job requirements for employees, supporting both personal and team growth, and ensuring that performance is taken into account when creating pay structures are all aspects of performance appraisal. After their performances are evaluated, it makes sure that employees are aware of how organizations want them to perform in connection to organizational goals [21].

This argument of awareness creation is consistent with a result by [21] that claims the primary goal of performance evaluations is to provide regular, formal feedback to specific employees. Performance evaluation is conducted as a formal organizational event for a number of reasons. Performance evaluations are performed for three major reasons, according to [21]. What they refer to as performance appraisals are one of the causes. They define performance evaluations as a chance for managers to have conversations with their staff about how things are going in their current roles, their strengths, and any areas that need improvement. The management communicates decisions on incentives such as compensation, benefits, or promotions and offers feedback during reward reviews, which are typically separate discussions but tied to the assessment system.

Finally, they discuss about prospective assessments, which reflect discussions about the chances for advancement of employees, the kind of work they will be suited for in the future, and how this might be accomplished. In a comparable argument,[22] identify the evaluative and developmental aims as two usual justifications for performance evaluations. The evaluative function, according to [23], includes using performance appraisal for typical human resource decisions like pay and salary administration, promotion, retention, termination, and layoffs as well as for providing employees with the necessary recognition and identifying underwhelming performance. Performance evaluations and compensation assessments, two of the functions of performance appraisal that [21] addressed, are combined in this because employees receive ratings based on their performance, it is also seen as an evaluation procedure. Following that, each employee is informed of his or her results.

Theoretical Framework

Maslow's Hierarchy of Needs

There are some theories that provides us insight on the existing relationship. One of such theory is Maslow's theory of "Hierarchy of Needs" (1943), the tale actually begins in the early decades of the twentieth century with the theory of "Scientific Management" by Frederick W. Taylor (1911), in which humans are treated as "Economic-men" and "Money" is considered the most motivator for job satisfaction. This viewpoint was then divided by Elton Mayo & Associates (1924-33) during the "Hawthorne Studies" about the nature of man. They discovered that personal morale, positive interrelationships, and management based on an understanding of individual and group behavior through interpersonal skills such as "motivating, counseling, leading, and communicating "[2] all contribute to worker motivation and satisfaction. Maslow's hierarchy of needs theory was the first motivation theory that laid the groundwork for job satisfaction theory. It is "the most widely mentioned theory of motivation and satisfaction [2]".

The assumptions of this theory are that (i) human behaviour is based on needs, such satisfaction influences behaviour, (ii) human needs form an hierarchy starting from basic needs to higher level needs, (iii) when the lower need is satisfied, a person moves to the next higher level of need. Abraham Maslow proposed that an individual's motivational needs could be organized in a hierarchy based on psychology and clinical experiences. It no longer helps to motivate once a certain level of needs has been met. As a result, the next higher level of need must be activated in order to motivate and thus satisfy the individual [1]. However, this theory has some merits which can not be overlooked. (i) Maslow's theory of motivation theory is very simple, common and easily understandable (ii) It accounts for both inter-personal and intra-personal variations in human behaviour (iii) Maslow's theory of motivation theory is dynamic because it presents motivation as a changing force; changing from one level of needs to the other. Notwithstanding, despite the appreciation for this theory, it has been criticised on the following grounds: Although every person has some ordering for satisfying their wants, research has shown that there is no hierarchy of structure of needs as proposed by Maslow. Some people may not have access to their basic requirements, yet they may still work toward self-actualization wants. One of the most crucial is Abraham Lincon as an example. There are certain people who always prioritize their self-worth over their societal needs.

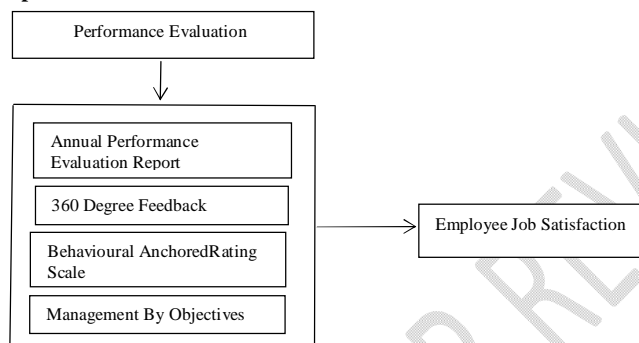
Furthermore, lack of a direct cause-and-effect connection between behavior and need is another issue. Various people may exhibit different behaviors in response to the same need. On the other hand, a specific individual's behavior might be the outcome of various requirements. Consequently, need hierarchy is not as simple as it appears to be. In the same vain, need and need satisfaction are psychological sensations. Even the person himself may occasionally be unaware of his own wants. How are these needs going to be known to the managers?. In addition, according to some, there is no hierarchy of needs at all. Needs are present at all levels at any given time. A person who is driven by the quest for self actualization cannot afford to forget to eat. Maslow, however, responds to this critique by stating that needs overlap and are interconnected. The operationalization of some of Maslow's concepts presents another issue with his theory of motivation, making it challenging for researchers to test it. For instance how does one gauge one's own actualization?. Maslow's theory gives managers a decent hold on comprehending the needs or reasons of individuals and how to inspire employees, despite its flaws.

Herzberg' Two Factor Theory

Herzberg developed a distinct theory of work motivation. He conducted a motivational study on approximately 200 accountants and engineers employed by Pittsburgh, Pennsylvania-based firms. He collected data using the critical incident method with two questions: a. When did you feel especially good about your job - what piqued your interest? And b. When have you felt particularly bad about your job, and what turned you off? [1]. After compiling these reported positive and negative feelings, Herzberg concluded that job satisfiers (motivators) are related to job content and job dissatisfiers (hygiene factors) are related to job context. Motivators are related to job contents such as Achievement, Recognition, Work, Responsibility, and Advancement). These hygiene factors relate to the context of the job such as Company policy, Administration, Supervision, Salary, Interpersonal relations, Supervisor, and Working conditions [11]. Herzberg made the assumption that while hygienic components, like salary and working conditions, are necessary, they are insufficient to produce

contentment, and that we must instead rely on motivators like accomplishment, recognition, and personal development. The theory has been lauded as the most practical model for studying job satisfaction [12], for example, the theory has been found to be supported in educational settings [13] and it has been used as a theoretical framework for scientifically assessing police officers job satisfaction [14], but a review of literature revealed criticisms of the motivator-hygiene theory[13]. Researchers, for example, have not been able to empirically prove the model. Similarly, the theory ignores individual differences and assumes that all employees respond in the same way to changes in motivators and hygiene factors. The model is also chastised for proposing no specific method for measuring job satisfaction and dissatisfaction.

Conceptual Model



Source: Authors Abstraction (2022)
Chart : 1 Conceptual Model

Materials and Methods

The required information needed for the study was collected through the use of questionnaire. The copies of questionnaire administered to 275 employees who based at the three divisional offices located in separate geopolitical zones in Nigeria (Abuja: 97, Jos: 80, Lagos: 98). (Citizenship and Leadership Training Centre).The total copies of questionnaire completed stood at 243 representing 88.36 percent that returned while 32 copies of the questionnaire representing 11.64 percent were unreturned. Therefore from the target population which consisted of all employees in the organisation, the sample size of 275 was used having adopted “total enumeration sampling method”. This is explained in detail in table 1.

Table 1. Response Rate

Responses	Frequency	Percent
Completed usable copies of questionnaire	243	88.36%
Unusable, unreturned and disqualified questionnaires	32	11.63%
Total	275	100%

Source: Field Survey Result (2022)

Table 2. Descriptive Analysis of Responses on Employee Job Satisfaction

Employee Job Satisfaction	SA	A	D	SD	MEAN
I always imagine working at a different place	47 (19.3%)	84 (34.6%)	83 (34.2%)	29 (11.9%)	2.61
I often think of giving up the present job	13 (5.3%)	64 (26.3%)	112 (46.1%)	54 (22.2%)	2.15
I feel I am overworked most of the time	12 (4.9%)	82 (33.7%)	103 (42.4%)	88 (36.2%)	2.25
I am motivated to go to work most of the time	26 (10.7%)	103 (42.4%)	88 (36.2%)	26 (10.7%)	2.53
I always speak positive about the organization to people	61 (25.1%)	112 (46.1%)	62 (25.5%)	8 (3.3%)	2.93
Weighted Mean					2.49

Source: Field Survey (2022)

According to results in Table above, 19.3% of respondents strongly agree that they always imagine working at a different place, 34.6% agree, 34.2% disagree, and 11.9% strongly disagree. On average, the respondents indicated that they always imagine working at a different place has a mean of 2.61. Results also indicated that 5.3% of respondents strongly agree that they often think of giving up the present job, 26.3% agree, 46.1% disagree, and 22.2% strongly disagree. On average, the respondents indicated that they often think of giving up the present job has a mean of 2.15. Results also indicated that 4.9% of the respondents strongly agree that they feel they are overworked most of the time, 33.7% agree, 42.4% disagree, and 36.2% strongly disagree. On average, the respondents indicated that they feel they are overworked most of the time has a mean of 2.25. Results also indicated that 10.7% of the respondents strongly agree that they are motivated to go to work most of the time, 42.4% agree, 36.2% disagree, and 10.7% strongly disagree. On average, the respondents indicated that they are motivated to go to work most of the time has a mean of 2.53. Results also indicated that 25.1% of the respondents strongly agree that they always speak positive about the organization to people, 46.1% agree, 25.5% disagree, and 3.3% strongly disagree. On average, the respondents indicated that they always speak positive about the organization to people has a mean of 2.93. The grand mean for employee job satisfaction is 2.49 which, indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how employee job satisfaction is an appropriate measure of employee behavioural outcomes. Relating results together, the performance evaluation component (APER Method, Management by Objective, 360-Degree Feedback Method, and Behavioural Anchored Rating Scale) have varying patterns of increase with employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria. The findings reveal that the federal government agency studied are found to adopt the APER Method, Management By Objective, 360-Degree Feedback Method, and Behavioural Anchored Rating Scale. Likewise, there is evidence to substantiate employee job satisfaction for the federal government agency investigated. The descriptive analysis for each of the performance evaluation component and employee job satisfaction in the agency was at a moderately high level. Nonetheless, reasonable efforts in strategies can be put in place to improve these results.

Consequent on these findings mentioned above, it suggests that performance evaluation components may influence employee job satisfaction in the agency. This provided response to research question one and create the basis for the achievement of first objective of this study.

Measurement of Instrument

The decision rule for making sense of a four-point Likert scale is The mean of responses between 1.00 and 1.49 is strongly disagree, 1.50 and 2.49 is disagree, 2.50 and 3.49 is agree, and 3.50 and 4.00 is strongly agree.

ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS

Test of hypothesis:

H₀: Performance Evaluation does not have effect on job satisfaction

To test the null hypothesis, Partial Least Square-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version. The study used the PLS algorithm’s command which is appropriate for predicting effect, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to confirm the predictive relevance of the model. The choice of PLS-SEM (via SmartPLS) is because it is a more advanced multivariate analytical technique which offers more strict and robust analysis compared with the outcomes of SPSS¹. The independent variable performance evaluation includes sub-measures such as annual performance evaluation report, management by objective, 360-degree feedback method, and behavioural anchored rating scale while employee job satisfaction constitutes the dependent variable. Data from two hundred and forty-three (243) respondents were collated for the analysis. The result of the PLS-SEM is presented in three models .

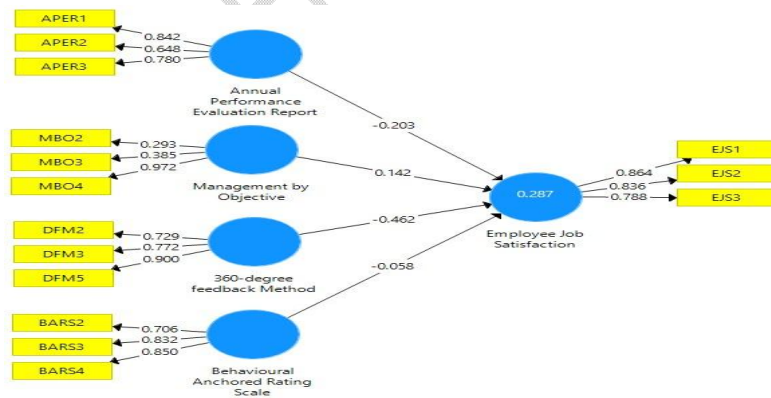


Figure 1. Path Analysis for Hypothesis
Source: Researcher’s Computation via SmartPLS V3.3.9

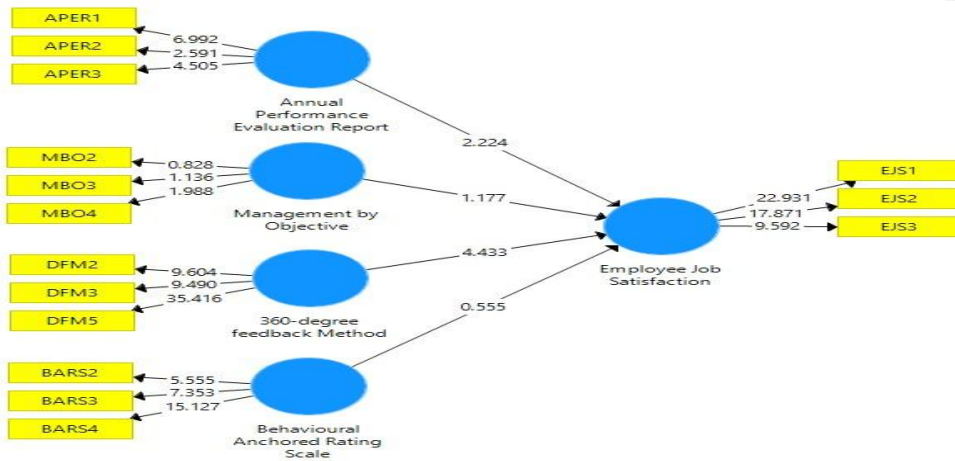


Figure 2. T-Statistics for Hypothesis
 Source: Researcher's Computation via SmartPLS V3.3.9

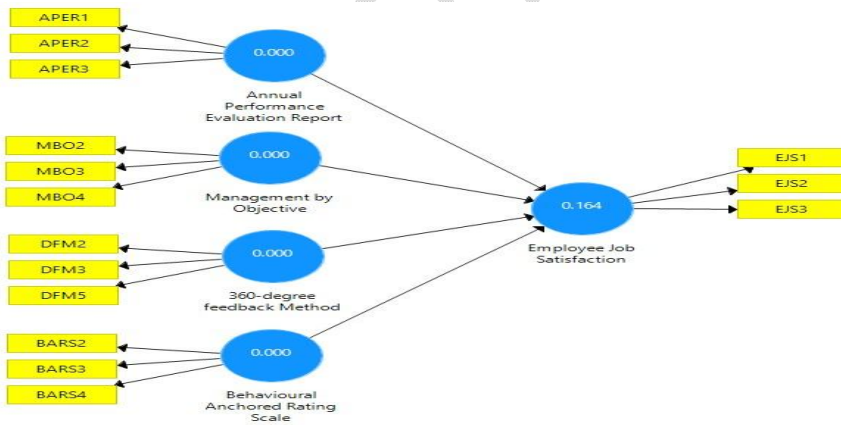


Figure 3. Q² Statistics for Hypothesis
 Source: Researcher's Computation via SmartPLS V3.3.9

Table 3 : Summary of multiple regression analysis for the effect of performance evaluation components on employee job satisfaction in Citizenship and Leadership Training Centre in Nigeria using PLS-SEM

	Original (o) Unstandardized Beta	Sample t	Sig.	R ²	Adj. R ²	Sig.	Q ²
				0.287	0.254	0.000	0.164
360-DFM → Employee job satisfaction	-0.462	4.433	0.000				
APER → Employee job satisfaction	-0.203	2.224	0.027				
BAR → Employee job satisfaction	0.058	0.555	0.579				
MBO → Employee job satisfaction	0.142	1.177	0.622				

Dependent Variable: Employee job satisfaction, Predictors: Performance Evaluation: 360-DFM, APER, BAR, and MBO.

Source: Researcher's Result via SmartPLS version 3.3.9 (2022)

Figure 1, 2, and 3 presents the results of PLS-SEM analysis for the effect of performance evaluation components on employee job satisfaction in the federal government agency studied in Nigeria. The Adjusted R² was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination (*Adj R²*) of 0.254 showed that performance evaluation components explained 25.4% of the variation in employee job satisfaction of agency under study while the remaining 74.6% variation in employee job satisfaction is explained by other exogenous variable different from performance evaluation components considered in this study and the effect is statistically significant at 95% confidence interval.

The path coefficient of each performance evaluation components (annual performance evaluation report, management by objective, 360-degree feedback method, and behavioural anchored rating scale) represents the coefficient of determination (β) which shows the relative effect of each performance evaluation components on employee job satisfaction in the federal government agency studied in Nigeria. The PLS-SEM results in fig. 1, 2, and 3 revealed that at 95% confidence level, 360-degree feedback method ($\beta = -0.462$, $t = 4.433$) and annual performance evaluation report ($\beta = -0.203$, $t = 2.224$) are significant however, management by objective ($\beta = 0.142$, $t = 1.177$), and behavioural anchored rating scale ($\beta = 0.058$, $t = 0.555$) are statistically insignificant. This result shows that; while the relative effect of 360-degree feedback method and annual performance evaluation report and their corresponding t-value greater than the threshold of 1.96 suggesting a statistically significant relative effect. However, the relative effect of management by objective and behavioural anchored rating scale has a t-value below the acceptable threshold of 1.96 to suggest that the relative effect is statistically insignificant.

The result also indicates that taking all other independent variables at zero, a unit change in 360degree feedback method will lead to 0.462 decrease in employee job satisfaction in the agency given that all

other factors are held constant. Also, taking all other independent variables at zero, a unit change in annual performance evaluation report will lead to a 0.203 decrease in employee job satisfaction in the agency given that all other factors are held constant. Overall, from the results, annual performance evaluation report had the least negative relative effect on employee job satisfaction, followed by 360-degree feedback method with a coefficient of 0.462 and 0.203 respectively. Given these PLS-SEM predictive results ($Adj R^2=0.254$; $p=0.000$, $Q^2=0.164$).

This study can conclude that performance evaluation significantly affects employee job satisfaction in the federal government agency studied in Nigeria hence, the study rejects the null hypothesis one (H_0) which states that performance evaluation components have no significant effect on employee job satisfaction in the agency. The results of this study are pertinent to and consistent with the earlier findings of a study by [15] as performance evaluation has a considerable and favorable impact on employee satisfaction. This study is based on the Vroom expectation theory (1964), which states that employees will be more motivated and happy with the performance appraisal and, as a result, will exert more effort to perform better if they believe the system is fair, accurate, and purposeful. Such a motivating drive maintains employee satisfaction, which has a favorable impact on both individual employee performance and organizational performance in general. Such a theory is appropriate for this study in that it assumes that organizations fulfill employees' expectations for fair or good performance evaluations, which encourages them to work more and increases their satisfaction with performance evaluations. In the same vein, the results also tally with [16]. According to the research, employees at Best Point Savings and Loans, Beige Capital Microfinance, Global Access Savings and Loans, Cottage Microfinance, and Dalex Finance are affected by performance evaluations in terms of their commitment to the firm and job satisfaction. The following are the study's primary conclusions: It was discovered that there is a favorable correlation between employees' job satisfaction and the following variables: compensation, a fair appraisal system, roles that are clear, and the provision of performance feedback. Additionally, it was discovered that the following factors all have an impact on employees' job satisfaction: fairness in the appraisal system, rewards in the form of opportunities for promotion, clarity of duties, and performance feedback. However, among the four criteria, role clarity had the least of an effect. Employee work satisfaction increases when the company's assessment system is fair, perhaps as a result of employees' expectations that the company will conduct fair appraisals. Therefore, the appraisal's fairness should not be compromised. Employees are more content if their efforts are recognized with promotions because they likely believe that one good deed justifies another.

Thus, it follows that staff members of these financial organizations are not very worried about having their positions defined during performance reviews. This is presumably a result of the fact that the majority of workers have a clear understanding of their job responsibilities. If there is any role uncertainty, clarifying roles may be pertinent and have an impact on employees' job happiness. Fairness must be ensured via the appraisal system in order to maintain employee satisfaction with their work. In order to avoid job unhappiness, which could prove damaging to the companies in their missions to achieve their goals, firms must stick to awarding employees with the deserved promotions if their performances warrant it.

Conclusion

The study's objective was to examine the effect of performance evaluation on employee job satisfaction. Both qualitative and quantitative methods were employed in the investigation. The analysis of the questionnaire-based data used for the study showed a relationship between the performance evaluation variables and the job satisfaction of the employees. It also showed a connection between the factors in performance reviews and employees' dedication.

The result of this research is in line with earlier studies and conclusions that examined the effects of performance evaluations on employees' attitudes and productivity. These other research' findings supported the idea that performance evaluations have an impact on employees' attitudes, despite the fact that they were conducted in various nations and continents with diverse cultures. This suggests that there might not be much of a cultural influence on how performance reviews affect workers.

The study makes the recommendation that businesses follow reward systems that are linked to performance levels since rewards, including pay and possibilities for advancement, have an impact on employees' attitudes toward their jobs. The attitudes of employees toward their jobs will improve as a result, which will inevitably aid businesses in achieving their aims.

The research also suggests that following employees evaluations, training should be given to staff who are identified to need it. This will improve the significance of performance evaluations for staff even more. Therefore, this study can conclude that performance evaluation significantly affects employee job satisfaction in the federal government agency studied in Nigeria, thus rejecting the null hypothesis (H₀) that performance evaluation components have no significant effect on employee job satisfaction in the agency.

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