

Review Form 1.6

Journal Name:	South Asian Journal of Social Studies and Economics
Manuscript Number:	Ms_SAJSSSE_94662
Title of the Manuscript:	Examining the Effect of Performance Evaluation on Employee Job Satisfaction in a Federal Government Agency in Nigeria
Type of the Article	Research

General guideline for Peer Review process:

This journal's peer review policy states that **NO** manuscript should be rejected only on the basis of '**lack of Novelty**', provided the manuscript is scientifically robust and technically sound. To know the complete guideline for Peer Review process, reviewers are requested to visit this link:

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PART 1: Review Comments

	Reviewer's comment	Author's comment (if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)
Compulsory REVISION comments		
Minor REVISION comments	<p>The study examined the extent to which Performance Evaluation affects employee job satisfaction in a federal government agency in Nigeria. This study adopt 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 R²=0.254; p=0.000, Q²=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.</p> <p>Corrected: The study examined the extent to which Performance Evaluation affects employee job satisfaction in a federal government agency in Nigeria. This study adopt a quantitative technique as primary data was gathered through a validated instrument. The quantitative approach relied on a total enumeration sampling technique, with a Population equal to the sample size (275). The inferential statistical tool which is the Partial Least Square-Structural Equation Modelling (SmartPLS-SEM) version was adopted to analyze the data. The results revealed that Adj R²=0.254; p=0.000, Q²=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 a higher level of performance.</p> <p>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]</p> <p>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.</p> <p>Corrected:Several 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</p>	

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	<p>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 are 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]</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Corrected: Passive voice misuse Word Choice Punctuation Wordy sentence</p> <p>Over all: The article has to undergo minimal revision.</p>	
Optional/General comments		

PART 2:

	Reviewer's comment	Author's comment (if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)
Are there ethical issues in this manuscript?	<i>(If yes, Kindly please write down the ethical issues here in details)</i>	

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