

# Effect of Performance Appraisal on Employees Productivity in Zenith Bank Abuja Nigeria

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**Abstract:** This study examined how a performance auditor affected employee productivity at Zenith Bank in Abuja, Nigeria. The target population of the study was the eighty-eight (88) employees of Zenith Bank in Abuja. The research used a census survey. The study used first-hand information. The main data collection instrument was a questionnaire. Regression and correlation analyses were used to analyze the data, and the Statistical Packages for Social Sciences (SPSS 21) were used to evaluate the developed hypotheses. Tables and simple percentages were used to present the raw data extracted from the primary source. According to the study, employee training has a large and positive impact on employee productivity, while performance comments and performance awards had no impact on the dependent variables. According to the beta coefficient, the performance feedback had the highest beta value with a value of 0.698. In summary, the study concludes that performance bonuses have a positive impact on the productivity of Zenith Banks in Abuja. The study also concludes that good performance rewards at Zenith Bank are critical to increasing employee productivity and organizational success. The finding of the study was that employee training significantly influences employee productivity at Zenith Bank Plc. in Abuja.

**Keywords:** Performance Appraisal, Employees Productivity, performance rewards, performance feedback and employees training

## I. Introduction

Globally, the corporate climate has become increasingly competitive due to the unpredictability of human behavior and the volatility of labor markets. Today, employers are more concerned than ever with recruiting and placing employees and maintaining performance standards within their companies. Performance appraisal is a crucial human resources management tool. It is a means of evaluating performance and also improving the performance of employees of an organization. Since performance appraisal is a management activity that increases the chances of achieving organizational goals, it is imperative for an organization's employees to know what is expected of them (Turk and Roolah, 2017).

The history of performance appraisal is quite young. Its foundations lie in Taylor's groundbreaking time and motion research from the first half of the 20th century. Supported by the performance appraisal system originally used to justify employee salaries in the 1940s, performance appraisal was first used in the years before World War II (Lillian & Sitati, 2011). Performance evaluation has become popular for many different reasons, such as program evaluation, feedback, and personnel selection (Cleveland, Murphy, & Williams, 2010).

Globally, for instance, the percentage of firms that do so increased from 15% in 2004 to 24% in 2011 in the UK (Chiponda, 2014). Performance reviews were first implemented in Kenya in 2006 to raise workers' output. Although programs are chosen, most organizations are implementing them to increase employee productivity, delegate tasks, reduce supervisors, and align employees' performance with organizational goals. This necessitates ongoing performance evaluation, proper communication, giving feedback, and setting and revising goals (Obongo, 2010).

According to a survey of several of these companies, poor attitudes at work are due to low employee motivation. Due to the lack of a defined performance appraisal system or human resource management strategy, there are concerns about inadequate job design, weak lines of authority, minimal training and development programs, and fewer opportunities for advancement (Ugoani, 2016). When employees are not given feedback, they are not encouraged to make changes that could increase production (Anseel, Beatty, Shen, Lievens, & Sacket, 2015).

Agarwal and Doko (2016) believe that performance appraisals are a technique for evaluating employees' behavior at work. It helps identify and solve employee problems. In addition, performance appraisal is a method used to assess an employee's job performance, typically with the assistance of an appraiser or supervisor, in terms of his or her behavior and attitudes; They affirmed that work performance helps institutions, industries and countries achieve sustainable competitive advantages.

Ijewereme (2013) claims that performance appraisal is a process through which an organization identifies the strengths and weaknesses of its employees so that they can be motivated and empowered for the progress of both the employees and the organization. Asadu, Chukwuekwu and Onah (2020) point out that although the use of evaluation information facilitates the identification of training and development needs, it does not ensure that employees receive the necessary training and development. Based on the successful performance evaluation can be defined as the relationship between career growth and training, development and development within an organization. This suggests that performance review processes uncover skill gaps among workers and highlights the fact that these workers may receive the training needed to fill these gaps, thereby enabling them to develop professionally and contribute significantly to company expansion.

Performance evaluation is a technique for evaluating and communicating how individuals carry out their obligations and developing a plan for enhancing how work responsibilities are carried out. According to Muchtar (2016), the procedure for analyzing employee performance is also known as a technique for doing so.

Performance appraisal factors such as goal and objective, performance reward, performance feedback, employee training, performance review and performance planning are taken into account in the efforts to achieve the goal/objective of the organization (Almohtaseb, Almahameed and Shaheen, 2017). . Performance reward, performance feedback and employee training are the aspects of performance appraisal used in this study. Since they are relevant to the banking sector and have been used by previous researchers, these performance appraisal dimensions are used in the study.

The entire monetary and non-monetary compensation or reward given to an employee in exchange for labor or services supplied at work is sometimes referred to as the reward. The phrase "reward," which has also been referred to as "reward" or "remuneration," may be the most important one in any contract for paid service (Samatha, Amewugah & Mawutor, 2018). A crucial component of any management of performance systems is performance feedback. When compared to the conventional manager-subordinate appraisals, this type of performance management may be considered as a potent developmental method and appear quite different. The tactic may be used as a stand-alone development tactic, but it does not substitute for the conventional approach. It incorporates feedback evaluation obtained from people whose viewpoints are deemed to be very pertinent and useful (Mello 2015).

Employee training is an organization's targeted efforts to help employees acquire information, skills, talents and attitudes relevant to their jobs with the intent of using them in the workplace. More specifically, training is the methodical behavior change through learning processes that allows people to improve their skills, experience and qualifications necessary to perform their jobs effectively (Noe & Hollenbeck, 2019).

Employee productivity measures the effectiveness of an employee or a group of employees. In fact, productivity is a factor that has a direct impact on the company's sales (Kehinde & Adeagbo, 2020). An employee's production during a specific period can be used to measure productivity. A worker's productivity is often assessed in comparison to the average performance of workers performing similar tasks. It can also be measured by how many units of a good or service an employee uses in a certain period of time (Samatha, Amewugah and Mawutor, 2018).

## 1.2. Statement of the Problem

Managers must identify problems for effective appraisal, but also provide constructive criticism and take necessary remedial action to increase employee productivity. The evaluation system is confounded by things like a strict or lenient examiner, likes and dislikes, and a political agenda. This often leads to demotivation and low productivity among employees. Due to time lags and other irregularities, most companies conduct performance reviews only once a year and only a small number do so semi-annually or quarterly. In such situations, it is difficult to accurately assess employees' actual performance levels. In annual appraisals, decisions are almost often made based on the auditors' subjective judgment rather than on objective performance indicators. Many people now believe that these deficiencies make appraisals inaccurate and ineffective in hiring and promoting employees. However, the organized private sector (OPS) and the government are largely the focus of previous research on performance evaluation and employee productivity. For example, Hernandez (2002) looked at measuring the performance of local governments, while Mwema and Gachunga (2014) focused on performance assessment and staff productivity in the World Health Organization.

### 1.3. Objectives of the Study

The primary goal of the study would be to ascertain how performance reviews affect employees' performance in Zenith Bank Abuja. While the specific goals are as follows:

- i. Evaluate the effect of performance reward on employee productivity of Zenith Bank Abuja.
- ii. Determine the effect of performance feedback on employee productivity of Zenith Bank Abuja.
- iii. Ascertain the effect of employee training on employee productivity of Zenith Bank Abuja.

### 1.4. Research Question

- i. What impact do performance rewards have on employee productivity of Zenith Bank Abuja?
- ii. Does performance feedback have effect on employee productivity of Zenith Bank Abuja?
- iii. How much do employees training have effect on employee productivity of Zenith Bank Abuja?

### 1.5. Research Hypotheses

The following null hypotheses were formulated to achieve objectives of the study:

- H0<sub>1</sub>:** Performance rewards do not have significant effect on employee productivity of Zenith Bank Abuja.  
**H0<sub>2</sub>:** Performance feedbacks do not have significant effect on employee productivity of Zenith Bank Abuja.  
**H0<sub>3</sub>:** Employee training do not have significant effect on employee productivity of Zenith Bank Abuja.

## II. Review of Related Literature

### 2.1 Concept of Performance Appraiser

In public organizations in Nigeria, it has been extremely difficult to regularly monitor employees' performance through the use of a system of effective appraisal that focuses on the strengths, skills, weaknesses, potentials, and areas of necessary employee development for improved performance (Dyaji, Ibietan, & Abasilim, 2020).

Armstrong (2019) claims that "performance evaluation is a systematic and cyclical procedure that evaluates an employee's work performance and productivity in respect to specific pre-established criteria and organizational goals. The process of identifying, evaluating, and improving an employee's performance at work in order to better meet organizational goals and objectives while also providing benefits to the employee in the form of recognition, feedback, meeting work needs, and career guidance has been defined as performance appraisal. Performance evaluation is a technique for evaluating and communicating how individuals carry out their obligations and developing a plan for enhancing how work responsibilities are carried out. According to Muchtar (2016), the procedure for analyzing employee performance is also known as a technique for doing so.

Performance appraisal is a formal, structured interaction between a person and their supervisor that takes the form of routine (annual or less) interviews where the person's output is evaluated and rated with the goal of identifying their strengths and weaknesses as well as potential areas for improvement and subsequent skill development. The outcomes of appraisals are used by many organizations to decide whether to provide reinforcements. This means that the outcomes are utilized to identify candidates for positions that would justify larger compensation increases, bonuses, or promotions (Mollel-Eliphaz, Mulongo & Razia, 2017)

Asadu, Chukwujekwu and Onah (2020) explained that the use of assessment information makes it easier to identify training requirements, even while appraisal systems do not ensure that personnel are properly trained. Considering the aforementioned, an organization's training and growth may be connected through efficient performance assessment. This suggests that performance review procedures uncover skill gaps in workers and highlights the fact that these workers may be given the necessary training to fill those gaps, putting them in a position to develop professionally and significantly contribute to the expansion of the company. Additionally, it creates a way for the assessment process to reveal the strengths and flaws of personnel. During encounters with the employee for performance counseling, the employee is informed of their successes and flaws. According to Asadu, Chukwujekwu, and Onah (2020), employees' self-esteem and productivity are significantly impacted by the information they learn about the evaluation. When performance is up to par, it is much easier for both the appraiser and the employee to communicate the report. Self-consciousness, which is a process of providing insight into one's performance, is revealed and created via open assessment systems.

### 2.2 Performance Reward

Reward, or total compensation, is typically defined as the sum of all financial and non-financial benefits given to an employee in exchange for labor or other services supplied at work. The phrase "reward," which has also been referred to as "reward" or "remuneration," may be the most important one in any contract for paid service (Samatha, Amewugah & Mawutor, 2018).

Both internal and extrinsic rewards are possible. Job autonomy, recognition, training, and responsibility are a few examples of intrinsic benefits. Extrinsic rewards, on the other hand, include salaries, wages, promotions, allowances, and bonuses. Employees' timeliness, turnover, absenteeism, commitment, and contentment are all impacted by how well intrinsic and extrinsic rewards are administered, which in turn influences performance and productivity levels (Onodugo, 2021).

According to Armstrong (2019), "In order to guarantee that reward management is carried out efficiently for the benefit of the business and the individuals who work there, reward systems are made up of interconnected procedures and practices. The foundation of incentive systems is the reward strategy, which derives from business strategy such as the desire to obtain a competitive edge and human resource (HR) strategy, which is influenced by business strategy. The progress and operation of reward practices and processes are coordinated by the reward system, which also shapes reward policies, which have an impact on reward practices, processes, and procedures (Armstrong 2019).

Reward is the compensation an employee receives from a company in exchange for services rendered or as payment for labor performed. It also describes the group of brain regions that aim to regulate behavior by evoking pleasure. (Ajila and Abiola, 2016).

### **2.3 Employee Training**

Training is the process of inspiring, challenging, and motivating employees to carry out the responsibilities of their position to the best of their abilities and within the parameters established by local, state, federal, and licensing organization guidelines. Training may take the form of seminars, coaching, mentoring, or other learning opportunities. Employers make an attempt to give employees opportunity to pick up information, attitudes, and skills that are relevant to their jobs by offering formal training programs. Training and development of human resources are crucial for the efficiency of nearly all commercial organizations in emerging nations like Nigeria (Abomeh & Peace, 2015).

According to Noe and Hollenbeck (2019), training refers to an organization's deliberate efforts to support staff in acquiring information, talents, and behaviors pertinent to their jobs. A person may improve their levels of knowledge, practice, and qualification via training, which is the systematic alteration of behavior through learning processes. This enables them to carry out their jobs effectively. Both employers and workers perform better as a result. Additionally, training, in accordance with Khan et al. (2016), enables the workforce to seamlessly adopt new technologies, boosting both individual and organizational productivity and efficiency.

According to Raza (2015), Training is referred to as a learning process in which workers gain the attitudes, knowledge, and abilities they need to execute their jobs more effectively in order to fulfill their organization's goals. It takes the form of educational exercises that get employees ready to handle new or expanded duties.

In order to increase an organization's capability and help it achieve its objectives, training is seen as a crucial instrument (Sasidaran, 2018). According to Afroz (2018), training is an organization's strategic tool for enhancing employee performance because it provides staff members with the most recent knowledge and skills as well as the proper organizational attitude and best practices to complete their tasks in accordance with the set goals and objectives.

### **2.4 Performance Feedback**

Employees get feedback, or information about their own performance, which, via a variety of techniques, might inspire them to do better. Feedback may let employees know where they are in the organization's incentive structure when they are paid based on performance, and they can utilize this knowledge to enhance their own performance. Feedback can therefore be used in conjunction with incentive compensation (Lourenço 2016).

According to Idoko (2018), the definition of feedback is "a management process for the acquisition of knowledge regarding the degree of efficiency and productivity it has brought to the employee's work-related activities and what kind of results these activities have produced." Idoko (2018) placed a strong emphasis on the motivating job element that "performance feedback will remove ambiguity" and said that in situations when feedback is not received, job satisfaction and motivation may suffer. Wanous, on the other hand, said that performance feedback has a profound impact on "internal motivation," which in turn fosters organizational and work dedication. In their research, Brief and Aldag came to the conclusion that one of the most significant variables affecting internal motivation and work / organizational commitment is performance feedback. As a result, it is clear from a performance feedback perspective that the degree of uncertainty, motivation, and work satisfaction are all connected to one another. Performance feedback, according to Palmer, Johnson & Johnson (2015), is the data offered for prior performance. Other definitions of feedback include information sent to the receiver after their activity and information about prior behavior that aids in improving or modifying current performance.

## **2.5 Employee Productivity**

Productivity among employees is crucial to the success of the company because it keeps it going forward, gives it the power to compete, and guarantees that earnings are sustained over the long haul. The term "productivity" refers to an employee's ability to do their work effectively and efficiently in order to meet the organization's goals. Every year, a performance evaluation is conducted to make certain that each employee possesses the degree of expertise needed to carry out their daily activities more successfully (Hussain, Soomro, Bhutto, Shah & Shaikh, 2019)

Productivity is seen as an evaluation of how organizations utilise resources like capital and labor in their output, according to Mandara, Ibrahim, Zailani Ali Manir, and Badiya (2019). Increased productivity is the result of using the same amount of labor and capital to produce greater output. It might be seen as carrying out tasks correctly and appropriately to achieve maximum effectiveness and value. It evaluates the link between output and inputs and can be interpreted as the production-to-required production ratio. It gauges the degree to which labor and capital are controlled to produce the desired level of production. Productivity is considered to be a crucial component of economic growth and competition, which is why it is regarded as a fundamental piece of information for international statistical comparisons and assessments of country performance.

Productivity is the ability of an employee to produce output from a set of inputs while carrying out some of their daily tasks using methods in measuring efficiency and effectiveness in the use of resources like effective employees, technology, organized work systems, and systematic work management, and convert inputs to output in order to produce high productivity for the organization. Higher work productivity demonstrated the efficacy and efficiency of the utilization of inputs that reduced expenses associated with carrying out everyday operations while also improving work standards and boosting competitiveness (Jabeen, Khan, Ellahi & Begum, 2021).

According to Jabeen, Khan, Ellahi, and Begum (2002), productivity is the equilibrium between all production elements that would yield the highest yield with the least amount of work. Armstrong (2019) restricts productivity to input/output in its most basic form. According to him, productivity strictly refers to the link between resources that enter an organizational system over a specific time period and the outputs produced using those resources over the same time period. The simplest definition is Output divided by Input. He adds that managers induce uncertainty regarding productivity because they do not make a distinction between the ideas, assessment, and improvement associated with performance and those associated with productivity.

## **2.6 Theoretical framework**

A network of linkages between variables judged pertinent to the specified issue scenario is logically established, documented, and elaborated for the theoretical review (Sekaran, 2010).

## **2.7 Expectancy Theory**

Vroom put up this idea in (1964), and it emphasizes and concentrates on results. Expectance theory is a group of choice theories of work of motivation and performance, according to Lucas and Diener (2007). Because it stresses the cognitive capacity to predict possible outcomes that emerge from behavioral activity (Krentner & Kinicki, 2011), perception is crucial to this theory. According to Vroom (1964), the expectancy theory is predicated on two main tenets: first, that people have perceptions of the worries that stem from their interactive interactions and casual relationships among the outcomes; second, that people have effective responses to specific outcomes that have both positive and negative value (Lucas & Diener, 2007). Individuals are driven to perform, according to this notion, by two expectations. Expectation is the likelihood that an effort will always result in the intended performance, and a second expectation is the likelihood that a specific performance will result in the expected results. Even if certain efforts won't be acknowledged, the worker won't feel inspired to complete a particular assignment. Expectancy theory depends on motivators to explain the factors that lead to behavior at a workstation; external rewards are seen as motivators that drive behavior rather than intrinsic motivators when behavior is motivated by internal forces. Understanding the relationship between employee motivation and job performance was made easier by the aforementioned idea.

## **2.8 Maslow's Hierarchy of needs theory**

Employee needs are divided into five categories according to Maslow's Hierarchy of Needs theory, which includes needs for basic physical requirements, needs for personal growth, and needs for professional development. According to Maslow, in order for employees to completely commit to organizational goals, managers need to address each level of their workers' needs. Employers who don't provide for their employees' needs at any level of the hierarchy can easily lead to a lack of professional fulfillment, which makes them eventually try to fill these needs on their own, possibly by looking for a new employer who can offer them better opportunities to satisfy their needs. (Juan, 2010). Maslow's Hierarchy of Needs Theory, which was incorporated into the model framework for development purposes, does not presuppose logical decision-making but rather includes both spontaneous and

deliberate action. According to Folan and Browne (2015), human behavior is expected to follow a predictable, logical, and frequently automatic course that may be skewed, unreasonable, and erroneous. Different behavioral criteria, such as incidence, extent, and contradiction, are the foundation of human conduct. The underlying theory was used in this study's interest behavior to establish and control the dynamics. This notion is relevant to the research since personal development is the primary engine for organizational success. Managers should make an effort to pinpoint each employee's specific requirements and promote contentment. Employees will move closer to self-actualization if managers take this action, allowing the company to reach its full potential.

## 2.9 Empirical Review

According to Moraa, and Datche, (2019) regarding employee performance in Kenya, it was looked at how goal-setting, performance planning, performance reviews, and feedback affected performance. The study was founded on social cognitive theory, control theory, and goal setting theory. The 306 employees at the NHIF Head Office in Nairobi County made up the study's target population. Structured questionnaires based on the research hypotheses were used to gather the data for this investigation. The Statistical Package for Social Science (SPSS) version 23 was used for data analysis. While inferential statistical analysis employed correlations and regression, descriptive statistics contained frequency distribution, percentages, and mean. According to the study, there is a strong correlation between employee performance and performance reviews. Setting goals had a big impact on how well employees performed. The results further demonstrated a favorable correlation between all the factors and worker performance.

Barkha and Swarna, (2018) analyzed the impact of performance reviews on staff productivity at a Greater Noida, India-based provider of automation solutions. This thesis's research methodology is descriptive in nature. The study employed a survey approach and a self-administered questionnaire to collect information from the workforce. 60 employees were randomly selected as a sample from 170 populations. Data analysis methods included multiple regression and correlation. The study discovered that the three independent factors of performance appraisal, setting goals and objectives, rewarding employees for their achievement, and receiving feedback, all affected the dependent variable of employee productivity. According to the study, setting goals and rewarding employees for achieving them, as well as receiving feedback, all assist to determine an employee's strengths and shortcomings.

Mandara, Ibrahim, Zailani, Ali and Badiya, (2019) evaluated the impact of performance reviews on staff productivity at the Abuja headquarters of the Federal Ministry of Education. The research design for the study was survey. 1797 workers of the Federal Ministry of Education's Abuja headquarters make up the study's population. The Taro Yamane method was used to establish the study's sample size, which were 400 respondents. Data for the study was gathered using a standardized questionnaire, and descriptive and OLS analyses were used to examine the results. According to the findings, employee productivity throughout the research period was positively and significantly impacted by the coefficients of appraisal performance and employee feedback. Employee productivity for the study period was positively impacted but not significantly by the employee training and pays factors. The performance evaluation system, employee feedback, employee training, and employee remuneration together accounted for 68 percent of the overall variance in employee productivity, according to the coefficient of multiple determinations R<sup>2</sup> value of 0.687 percent.

Mohammed, Zainab and Mu<sup>u</sup>Awiyya (2018) studied how academic employees at Kano State Polytechnic in Nigeria regarded the impact of training and development on employee productivity. This study is quantitative in nature and employed a causal research approach. Out of the 600 academic staff members that make up the study's population, 233 responders were chosen at random to represent the sample size. Statistical Package for Social Science (SPSS) software version 21 was used to conduct multiple regression analysis to evaluate the research hypothesis. Data were collected using a closed-ended questionnaire with the Likert Scale option. The study's main hypothesis was that training and development had a favorable and substantial impact on workers' productivity. The study's findings showed that among the academic staff at Kano State Polytechnic in Nigeria, training technique, training design, and training delivery style have a substantial and favorable impact on employee productivity.

Idoko (2018) studied how feedback affected workers' performance at the Benue Brewery in Makurdi, Benue State. The study included both primary and secondary sources of data and information. Information from the main source was gathered via a questionnaire, while the secondary sources of information included journals and the internet. The sample size for this study is 217 respondents, including 207 from the study region. The probability value of the estimate was used to examine all of the study's hypotheses, and the Ordinary Least Square Regression Analysis (OLS) statistical technique was used. According to the study's findings, there is a substantial ( $p < 0.05$ ) positive association between individual contribution (INDC) and employee performance (EMP) at Benue Brewery Limited in Makurdi. Employee Performance (EMP) at Benue Brewery Limited Makurdi is positively impacted by Quality of Work (QULW) as a stand-in for feedback, and the link is statistically significant ( $p < 0.05$ ). Employee

Performance (EMP) at Benue Brewery Limited Makurdi is inversely correlated with cost saved via feedback, however the association is not statistically significant ( $p > 0.05$ ).

Bokhori (2022) evaluated the connection between employee productivity and performance evaluations, including work knowledge, communication skills, creativity, and innovation, in Penang, Malaysia. A total of 222 respondents were chosen from 28 different electrical manufacturing industries, representing 6322 populations and 361 samples, in order to assess the association. A survey was created to gather information on performance appraisal, which took into account job knowledge, communication abilities, creativity, and innovation in workers' productivity. Smart PLS 3.7.8 was used to analyze the data using a stratified sampling technique. The study's findings demonstrated a substantial association between employees' productivity and their understanding of their jobs, communication skills, creativity, and innovation.

Istivani (2022) examined how Lebanese workers performed after receiving performance reviews. The study concentrated on using quantitative methods to gather and assess data. In order to provide a thorough picture of the link between 360-degree performance assessments and employee motivation, data from primary and secondary sources will be gathered and combined. Google Forms was used to disseminate the survey to a sample of 100 employees in Lebanese companies. SPSS was used to analyze the data, and the findings were presented as descriptive and inferential statistics. According to the findings, management by objectives, 360-degree feedback, performance evaluation, and organizational performance are all directly related.

Nurul, Sabiroh and Eliy, (2021) figured out how a reward system affects workers' performance in a company. Salary, bonuses, appreciation, and medical benefits are among the variables that this research investigated. The participants in this study were chosen through convenience sampling, and 132 sets of questionnaires were delivered to them. Then, using SPSS software, a number of studies including correlations analysis and regression analysis were performed on the data. The findings indicate that all factors significantly affect employees' performance.

Adaora, Chukwuebuka, & Okwuchukwu, (2023) studied how incentive systems affected workers' productivity in the hotel and restaurant sector in Nigeria. Descriptive survey research was the method used for the study. Enugu State served as the research area. Using the Taro Yamane sampling method, a sample of 378 respondents was taken from the study's 503 total participants. Simple percentage, mean, and deviation were used to respond to the research question, while tables and simple percentage were used to illustrate the findings. With regression analysis using student-t statistics, the hypotheses were examined. The study's main results are as follows: The study found that retirement benefits reward systems have a significant impact on employee commitment in the hospitality industry ( $t$ -statistics (9.491)  $>$   $P$ -value (0.000)), and that large wage and salary reward systems have a significant impact on employee quality of service delivery in the industry.

Barkha and Swarna (2018) analyzed the impact of performance reviews on staff productivity at a Greater Noida, India-based provider of automation solutions. This thesis's research methodology is descriptive in nature. The study employed a self-administered questionnaire to collect information from the employees and adopted a survey methodology. 60 employees were randomly selected as a sample from 170 populations. Data analysis methods included multiple regression and correlation. The study discovered that the three independent factors of performance appraisal setting goals and objectives, rewarding employees for their achievement, and receiving feedback—all affected the dependent variable of employee productivity. According to a study, setting goals and rewarding employees for meeting them help them achieve their objectives and discover their areas of strength and weakness.

Wright, George and John (2021) studied the Ghana Education Service's (GES) performance rating system and its impact on worker productivity. The descriptive research design was chosen for the study because it was suitable for achieving the study's goals. Using a combination of probability and non-probability selection techniques, 108 respondents were chosen from a total population of 153 for the study. Both interviews and questionnaires were employed as the study's tools, and two respondents each had an interview done after receiving one of the 106 questionnaires that were issued. Tables and bar charts were used to examine the data. One of the study's key conclusions was that the GES only conducted performance reviews when instructors were up for promotion. The results showed a conflict between teacher productivity and performance evaluation.

Mohammed (2022) In the academic institution with an emphasis on technology, it was looked into how training affected workers' performance. The cross-sectional survey was utilized in this study's quantitative methodology to gather information from a sample population of administrative staff members of Bahir Dar University in Ethiopia who participated in training in 2019. Participants were selected by simple random selection. For the study, 316 questionnaires were issued and collected. Both descriptive and inferential statistics were used to analyze the data. Findings: Data demonstrate that training design, needs assessment, delivery method, and evaluation have a substantial beneficial impact on workers' performance.

### III. Methodology

#### 3.1 Research Design

The complete plan that directs a study toward its goals is called a research design. For this study, a cross-sectional survey approach was chosen. Because it was utilized to get pertinent information from the respondents on the study variables, this design is thought to be suitable. Data analysis was done using the collected data. It is the general strategy for linking the relevant (and doable) empirical research to the conceptual research concerns. In other words, the study design determines how the data will be collected, how it will be analyzed, and how it will be used to answer the research question (Grey, 2014).

#### 3.2 Population of the Study

The 88 workers of Zenith Bank Plc in Abuja who are the subject of this study are the population. The banking business is utilized as a sector since it is one that places a lot of demands and pressure on staff because they are dealing with people's money. For ease of assessment, the study population is presented in the table below.

Table 3.1: Breakdown of Study Population

Bank:	Branches	Number of staff
Zenith Bank	1. Wuse	48
	2. Zone four	40
<b>Total</b>		<b>88</b>

Source: Field Survey, 2023

#### 3.3 Sample Size Determination

A sample is a subset or segment of the relevant population. According to Sekaran and Bougie (2010), the goal of sampling is to learn more about certain qualities or traits of the entire population. Because the study's population is too small to employ a sample survey, the researcher used the census technique to avoid the problem of response biasness and to enhance the response rate for the study. The census method is a statistical enumeration technique that involves studying the whole population. By employing the census approach to poll staff at two Zenith Bank branches in Abuja, the researcher gathers this data.

#### 3.4 Technique of Data Analysis

Descriptive and inferential statistics were used to present the data obtained. The study issues were addressed through descriptive statistics. The direction (positive or negative) and intensity of the association between the variables were evaluated using Pearson Moment Product Correlation ( $r$ ), which was used to investigate correlations between the variables. Before being analyzed with SPSS version 21, the data was cleaned, verified for correctness, updated, and properly coded. The magnitude of PA's impact on staff productivity was assessed using a multiple regression analysis. At 5% (0.05) level of significance, this was done. Any hypothesis that has a significance value of less than 0.05 should be rejected, and if not, it should be accepted.

### IV. Data Presentation, Analysis and Discussion of Findings

#### 4.1 Presentation of Data

The researcher gathered information from Zenith Bank Plc Abuja personnel, and the frequency of replies is shown in the table below;

Table 4.1: Response Rate from Respondents

Response Rate of Questionnaire	Frequency
Number of Distributed Questionnaire	88
Returned Questionnaire	82
Unreturned Questionnaire	6
Response Rate	93.2%
Non-Response Rate	6.8%

Source: Field Survey, 2023



According to Table 4.1, 88 questionnaires were sent to Zenith Bank Plc personnel in Abuja, and 82 of them were returned, while 6 weren't. The workers had to be convinced to complete the questionnaire and return it within a week for the response rate of 93.2% to be reached. The researcher determined that the rate was sufficient for further analysis based on the quantity and percentage of returned surveys. The following table lists the characteristics of the responders.

Table 4.2: Presentation and Analysis of Respondents Demographic Variables

	Frequencies	Percentage (%)
<b>GENDER</b>		
Female	33	40.2
Male	49	59.8
<b>Total</b>	<b>82</b>	<b>100.0</b>
<b>AGE</b>		
20-25 years	16	19.5
26-30 years	30	36.6
31-35 years	15	18.3
Above 35 years	21	25.6
<b>Total</b>	<b>82</b>	<b>100.0</b>
<b>EDUCATION</b>		
HND/B.Sc	22	26.8
Master	49	59.8
PhD	11	13.4
<b>Total</b>	<b>82</b>	<b>100.0</b>
<b>WORKING EXPERIENCE</b>		
0-9 years	45	54.9
10-19 years	14	17.1
20-29 years	16	19.5
Above 29 years	7	8.5
<b>Total</b>	<b>82</b>	<b>100</b>
<b>WORK SECTION</b>		
Customer Service	20	24.4
Teller/Cashier	18	22.0
Mobile banking	15	18.3
Bulk Room	22	26.8
Management	7	8.5
<b>Total</b>	<b>82</b>	<b>100.0</b>

Source: Field Survey, 2023

Table 4.2, which explains the gender disparities, showed that 49 respondents (59.8%) were male and 33 respondents (40.2%) were female. Since the majority of the survey participants were men, it follows that the opinions expressed in this study mostly represent the perspectives of men towards the staff at Zenith Bank Plc. in Abuja.

Table 4.2 also showed that 16 (19.5%) of the respondents were between the ages of 20 and 29, 30 (36.6%) were between the ages of 30-39, 15 (18.3%) were between the ages of 40 and 49, and 21 (25.6%) were either precisely 50 years old or older. This indicates that the bulk of the respondents to the survey are between the ages of 30 and 39. The respondents are therefore mature enough to comprehend and make a significant contribution to this study.

Table 4.2 further explains that 0 (0.0%) respondents possess a National Certificate of Education or National Diploma, 22 (26.8%) have a Bachelor's degree or Higher National Diploma, 49 (59.8%) have a master's degree, and 11 (13.4%) have a doctorate in philosophy. According to the inference, the majority of respondents had master's degrees, and because of their sheer numbers, their opinions could be more influential than those of others. They were deemed educated enough by the researcher to comprehend and make a substantial contribution to the study.

More specifically, the table showed that 45 (54.9%) respondents had worked for at least 0–9 years, 14 (17.1%) had worked in banks for 10–19 years, 16 (19.5%) had worked in banks for 20–29 years, and 7 (8.5%) had worked in banks for over 29 years, indicating that the majority of respondents had at least 9 years of experience in their jobs. As a result, they are qualified and may make a substantial contribution to the research.

Finally, according to data in table 4.2, 20 (24.4%) of respondents worked in the customer service department, 18 (22.0%) worked as tellers or cashiers, 15 (18.3%) as mobile banking desk officers, 22 (26.8%) in the bulk room, and 7 (8.5%) as management staff in the bank.

#### 4.2 Data Presentation on Constructs/Variables

The researcher gave the frequencies of replies on the dependent and independent variables as acquired from the survey used in this study to conduct analysis.

Table 4.3: Frequency of Responses on Performance Reward

	<b>Items</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
	<b>Frequency and percentage</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>
1	Does reward techniques increases an organizational overall productivity by making employee to be committed to the office tasks	9(11.0)	6(7.3)	18(22.0)	16(19.5)	33(40.2)
2	Performance reward encourages employee to take customers' feedback serious	7(8.5)	9(11.0)	17(20.7)	17(20.7)	32(39.0)
3	Does performance reward promotes the willingness of employee to use their creativity in workplace	10(12.2)	7(8.5)	16(19.5)	18(22.0)	31(37.8)
4	Performance reward encourages employee to build commitment and convince customers to patronize the Zenith bank	8(9.8)	6(7.3)	19(23.2)	16(19.5)	33(40.2)
5	The bank should increase their employee reward in other to increase employee productivity	9(11.0)	8(9.8)	17(20.7)	16(19.5)	32(39.0)
	<b>Total</b>	<b>82(100)</b>	<b>82(100)</b>	<b>82(100)</b>	<b>82(100)</b>	<b>82(100)</b>

Source: Field Survey, 2023

Table 4.3 showed that 33 (40.2%) respondents strongly agreed with the statement, while 9 (11.0%) respondents disagreed, 6 (7.3%) disagreed, 18 (22.0%) respondents were indifferent, 16 (19.5%) respondents agreed, and 9 (11.0%) respondents strongly disagreed that reward techniques increase organisational overall productivity by making employees committed to office tasks.

Table 4.3 also showed 7 respondents (8.5%) disagreed vehemently that performance incentives motivate staff to take customer feedback seriously. 9 (11.0%) people disagreed, 17 (20.7%) were neutral, 17 (20.7%) agreed, and 32 (39.0%) strongly agreed. Again, table 4.3 showed that 31 (37.8%) respondents strongly agreed to the statement, compared to 10 (12.2%) respondents who strongly disagreed, 7 (8.5%) respondents who disagreed, 16 (19.5%) respondents who were indifferent, 18 (22.0%) respondents who agreed, and 10 (12.2%) respondents who strongly disagreed.

Table 4.3 also showed that 6 respondents disagreed, 19 respondents were indifferent, 16 respondents agreed, and 33 respondents strongly agreed that performance rewards encourage employees to develop loyalty and persuade customers to use the Zenith bank.

Finally, the table showed that 32 (39.0%) respondents strongly agreed with the statement, while 9 (11.0%) respondents disagreed. Eight respondents disagreed, seventeen (20.7%) were indifferent, sixteen (19.5%) agreed, and nine (9.8%) strongly disagreed.

Table 4.4: Frequency of Responses on Performance Feedback

	<b>Items</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
	<b>Frequency and percentage</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>
1	Does performance appraisal feedback have impact on employee performance in your organisation	9(11.0)	7(8.5)	18(22.0)	15(18.3)	33(40.2)
2	Performance appraisal feedback is implemented in your organization	10(12.2)	6(7.3)	17(20.7)	16(19.5)	33(40.2)
3	Performance appraisal feedback is used for improving staff performance in Zenith Bank compare to other banks	8(9.8)	10(12.2)	15(18.3)	17(20.7)	32(39.0)
4	Performance appraisal feedback is used for improving next section appraisal	8(9.8)	9(11.0)	16(19.5)	16(19.5)	33(40.2)
5	Are staff in your organization look forward to performance appraisal feedback	10(12.2)	7(8.5)	16(19.5)	17(20.7)	32(39.0)
	<b>Total</b>	<b>82(100)</b>	<b>82(100)</b>	<b>82(100)</b>	<b>82(100)</b>	<b>82(100)</b>

Source: Field Survey, 2023

According to Table 4.4, 7 (8.5%) respondents disagreed, 9 (11.0%) respondents strongly disagreed, 18 (22.0%) respondents were indifferent, 15 (18.3%) respondents agreed, and 33 (40.2%) respondents strongly agreed with the statement that performance appraisal feedback affects employee productivity in your organisation.

Table 4.4 also showed that 33 (40.2%) respondents strongly agreed with the statement, whereas 10 (12.2%) respondents disagreed, 6 (7.3%) disagreed, 17 (20.7%) were indifferent, 16 (19.5%) respondents agreed, and 10 (12.2%) severely disagreed.

In the same vein, the table revealed that 32 (39.0%) respondents strongly agreed to the statement that performance appraisal feedback is used for improving staff performance in Zenith Bank compare to other banks, while 8 (9.8%) respondents strongly disagreed, 10 (12.2%) respondents disagreed, 15 (18.3%) respondents were indifferent, and 17 (20.7%) respondents agreed.

Table 4.4 also showed that while 33 (40.2%) respondents strongly agreed that performance appraisal feedback is used to improve next section appraisal, 8 (9.8%) respondents strongly disagreed, 9 (11.0%) disagreed, 16 (19.5%) were indifferent, and 16 (19.5%) respondents agreed, the remaining 8 (9.8%) respondents strongly disagreed. Finally, table 4.4 showed that 32 (39.0%) respondents strongly agreed with the statement that personnel in your organisation look forward to input from performance reviews, whereas 10 (12.2%) respondents strongly disagreed, 7 (8.5%) disagreed, 16 (19.5%) were neutral, and 17 (20.7%) respondents agreed.

Table 4.5: Frequency of Responses on Employee Training

	<b>Items</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
	<b>Frequency and percentage</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>
1	This training programme has helped me reach my own goals.	8(9.8)	8(9.8)	18(22.0)	16(19.5)	32(39.0)
2	I'll perform better at work as a result of taking this training course.	9(11.0)	8(9.8)	17(20.7)	24(29.3)	24(29.3)

3	The facilities for the training course were of the greatest calibre.	10(12.2)	7(8.5)	15(18.3)	24(29.3)	26(31.7)
4	Opportunities for workplace training inspire me to work more effectively, in my opinion.	9(11.0)	7(8.5)	16(19.5)	23(28.0)	27(32.9)
<b>Total</b>		<b>82(100)</b>	<b>82(100)</b>	<b>82(100)</b>	<b>82(100)</b>	<b>82(100)</b>

Source: Field Survey, 2023

Table 4.5 showed that of the respondents, 8 (9.8%) strongly disagreed, 8 (9.8%) disagreed, 18 (22.0%) were indifferent, 16 (19.5%) agreed, and 32 (39.0%) strongly agreed with the statement that the Training Course has achieved my individual objectives.

Table 4.5 also showed that 24 (29.3%) respondents agreed while 24 (29.3%) respondents strongly agreed that job performance level will rise as a result of my attendance to this training course. Of the respondents, 9 (11.0%) strongly disagreed, 8 (9.8%) disagreed, 17 (20.7%) were indifferent, and 24 (29.3%) agreed.

In a similar vein, the table revealed that 26 (31.7%) respondents strongly agreed with the statement that training course facilities met the highest standards of quality, while 10 (12.2%) strongly disagreed, 7 (8.5%) disagreed, 15 (18.3%) were indifferent, and 24 (29.3%) agreed.

Finally, table 4.5 showed that 27 (32.9%) respondents strongly agreed to the statement, compared to 9 (11.0%) respondents who strongly disagreed, 7 (8.5%) disagreed, 16 (19.5%) were indifferent, 23 (28.0%) and 27 (32.9%) respondents who agreed.

Table 4.6: Frequency of Responses on employee productivity

	<b>Items</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
	<b>Frequency and percentage</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>
1	I can always service consumers easily, which boosts productivity.	8(9.8)	8(9.8)	17(20.7)	16(19.5)	33(40.2)
2	The Bank now has a significant increase in clients.	9(11.0)	8(9.8)	17(20.7)	15(18.3)	33(40.2)
3	This bank consistently produces a regular profit.	10(12.2)	7(8.5)	16(19.5)	16(19.5)	33(40.2)
4	My job performance has significantly improved	8(9.8)	8(9.8)	18(22.0)	22(26.8)	26(31.7)
5	My performance evaluation was above average.	10(12.2)	8(9.8)	15(18.3)	23(28.0)	26(31.7)
<b>Total</b>		<b>82(100)</b>	<b>82(100)</b>	<b>82(100)</b>	<b>82(100)</b>	<b>82(100)</b>

Source: Field Survey, 2023

Table 4.6 showed that 33 (40.2%) of the respondents strongly agreed with the statement that I am always able to serve customers with ease, which leads to productivity, while 8 (9.8%) of respondents disagreed, 17 (20.7%) of the respondents were indifferent, 16 (19.5%) of the respondents agreed, and 8 (9.8%) of the respondents strongly disagreed.

Again, table 4.6 showed that 33 (40.2%) respondents strongly agreed with the statement, whereas 9 (11.0%) strongly disagreed, 8 (9.8%) disagreed, 17 (20.7%) were indifferent, 15 (18.3%) agreed, and 9 (11.0%) highly agreed.

Table 4.6 also showed that 33 (40.2%) respondents strongly agreed that the bank produces a typical profit year in and year out, compared to 10 (12.2%) respondents who strongly disagreed, 7 (8.5%) who disagreed, 16 (19.5%) who were neutral, and 16 (19.5%) who concurred.

Table 4.6 also showed that 26 (31.7%) respondents strongly agreed and that 8 (9.8%) respondents disagreed that their performance at work has improved. In addition, 18 (22.0%) respondents were indifferent, 22 (26.8%) respondents agreed, and 8 (9.8%) respondents disagreed that performance is always adequately rewarded in the bank.

Finally, table 4.6 revealed that 26 (31.7%) respondents strongly agreed with the statement that My performance appraisal has been above average, while 10 (12.2%) respondents disagreed and 8 (9.8%) respondents disagreed, while 15 (18.3%) respondents were indifferent.

### 4.3 Test of Hypotheses

In testing the hypotheses of the study, models summary and coefficient are used to investigate the performance appraiser on employee productivity in zenith bank in Abuja.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.987 <sup>a</sup>	.973	.972	1.089	.973	947.830	3	78	.000	2.559
a. Predictors: (Constant), Reward, Performance Feedback, Employee training										
b. Dependent Variable: Employee Productivity										

Source: SPSS Output from Field Survey, 2023

From the model summary table above, the following statistics are discussed. Table 4.9 above revealed the model summary result between the dependent variable, Employee Productivity, and the independent variables, Performance Reward, Performance Feedback, and Employee Training. The independent variables, performance incentive, performance feedback, and employee training, have a substantial and positive association with employee productivity, as indicated by the R-value of 0.987. The proportion of the overall variance in employee productivity that can be attributable to the independent or explanatory factors was described by the coefficient of determination (R<sup>2</sup>= 0.973). Additionally, R<sup>2</sup> showed that the variance in employee productivity at Zenith Bank Abuja was 97.3%. Just 2.8% (100-R<sup>2</sup>) of the results could be attributed to additional variables or factors not taken into account in this model, whereas the results were mostly explained by changes in the independent variables. This suggested that the predictor factors had a significant impact on the dependent variable.

The adjusted R<sup>2</sup> of 0.972 showed that this result would not substantially differ from the current result if the full population had been taken into account in this investigation. This outcome demonstrated how highly responsive bank understudy employee productivity is to performance appraiser.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.452	.370		1.221	.226	-.285	1.190
	Performance reward	-.138	.083	-.139	-1.663	.100	-.303	.027
	Performance feedback	.698	.137	.718	5.100	.000	.425	.970
	Employee training	.518	.138	.407	3.761	.000	.244	.792
a. Dependent Variable: Employee Productivity								

Source: SPSS Output from Field Survey Data, 2023

The researcher was able to ascertain the impact of performance appraiser on staff productivity at Zenith Bank Abuja thanks to the regression result shown in table 4.10 above. The table also showed that, when the independent factors were held constant, employee productivity varied by 0.452. This indicates that other factors, independent of the performance appraiser, may be responsible for the 0.452 unit's improvement in employee productivity.

Performance incentive, performance feedback, and employee training all had beta values of -0.139, 0.718, and 0.407, respectively, according to the regression coefficient table. This suggested that a change in performance incentive of one unit would result in a small and negative drop in employee productivity, or -0.139. Similar to this, a unit change in performance feedback would result in a positive and substantial gain of 0.718 units in worker productivity. Additionally, a unit increase in employee training would result in a significant 0.407 unit improvement in worker productivity.

According to the analysis, performance rewards had a weak negative impact on employee productivity ( $P=0.100 > 0.05$ ), hence Hypothesis (1) was accepted. The validity of hypothesis four (2) was rejected since performance feedback has a substantial and favourable impact ( $P=0.0000.05$ ) on employee productivity. The effect of employee training is both positive and significant ( $P=0.0000.05$ ), hence hypothesis three (3) was rejected.

#### **4.4 Discussion of Findings**

In Zenith Bank Abuja, Nigeria, the study looked into the impact of performance appraisals on employee productivity. Staff productivity was compared to predictive factors including performance feedback, performance rewards, and staff training. The study's hypotheses were put to the test using regression analysis. The sentences that follow address the findings and their consequences.

The p-values of the standardised beta coefficients at the 5% level of significance were utilised to examine the impact of performance rewards on worker productivity in the test of hypothesis one. According to the study's findings (See table 4.10), performance rewards had no impact on the dependent variables. The first hypothesis was verified. As a result, the study came to the conclusion that performance rewards at Zenith Bank Plc Abuja have no discernible impact on worker productivity. This result is consistent with the findings of Adaora, Chukwuebuka, and Okwuchukwu, 2023, who used regression analysis to examine the impact of reward systems on employee productivity in Nigeria's hospitality industry and found that retirement benefit systems and sizeable wage and salary reward systems have a significant impact on employees' quality of service delivery in the sector.

However, in the test of hypotheses two, the influence of performance feedback on staff productivity in Zenith Bank Plc Abuja was examined using the p-values of the standardised beta coefficients at the 5% level of significance. The dependent variables had no significant influence, according to the research. However, a considerable impact on employee productivity was shown through performance feedback (See table 4.10). As a result, the researcher disproved theory two. Therefore, the study came to the conclusion that staff productivity at Zenith Bank Plc Abuja is not significantly impacted by performance feedback.

The p-values of the standardized beta coefficients at the 5% level of significance were also employed in the test of hypothesis three to examine if employee training had a significant impact on staff productivity at Zenith Bank Abuja. Therefore, it was determined from the study that employee training significantly affects workers' productivity at Zenith Bank Plc Abuja. This result is consistent with Mohammed's (2022) findings, who looked at how training affected workers' performance in an Ethiopian academic institution with a technological focus. The findings demonstrate that training design, needs assessment, delivery method, and evaluation have a considerable beneficial impact on workers' performance.

#### **CONCLUSION**

With an emphasis on Zenith Bank in Abuja, this study investigated the impact of performance appraisals on staff productivity. The study's conclusions showed that performance appraisers had a big impact on Zenith Bank's productivity in Abuja. The study comes to the conclusion that performance rewards have a beneficial impact on Zenith Bank's productivity in Abuja. The study also comes to the conclusion that Zenith Bank's good performance rewards are essential for boosting staff productivity and organisational success. Therefore, it was determined from the study that employee training significantly affects workers' productivity at Zenith Bank Plc Abuja. In Zenith Bank Plc Abuja, staff training has a substantial impact on worker productivity.

#### **RECOMMENDATIONS**

These suggestions are given in light of the data and conclusion:

- i. The management of Zenith Bank in Nigeria should make sure that incentives for excellent performance are accessible to boost both employee and bank productivity.
- ii. The management of Zenith Bank in Nigeria should make sure that expert counsellors and competent leaders teach people for higher accomplishment. This will assist to lessen job-related stress, which has a detrimental impact on employees' ability to perform effectively.
- iii. The functioning of the company depends on employees receiving performance reviews from Zenith Bank in Nigeria

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