

Effects of Performance Appraisal Systems on Organizational Citizenship Behaviour in Benue State Civil Service

By

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Abstract

This study investigated the effects of performance appraisal system on organization citizenship behaviour (OCB), among civil servants of Benue State, Nigeria. The target populations in this study were thirty six thousand and eleven (36,011) civil servants of Benue State. The Sample of three hundred and eighty (380) respondents were selected using Krejcie and Morgan (1970) sample size table. The principal instrument used for data collection in the study was questionnaire, which was designed with 5-point Likert scale. Multiple regression analysis was employed to test the hypothesized model of the study. The findings of this study revealed that procedural justice and distributive justice have positive and significant effects on OCB of civil servants in Benue State, Nigeria. The findings also indicated significant positive effects of goal setting on OCB of civil servants in Benue State. The study suggested that employers in the sector should be encouraged to acquire as well as engage in what their employers value and change certain principles and practices can lead to lower attrition. And this increases civil servant engagement in activities that support their organizations' effectiveness.

Key words: Organizational Citizenship Behaviour, Performance Appraisal, Procedural Justice, Distributive Justice, Goal setting

Introduction

Human resource management (HRM) acts as a personnel unit which houses human resources or employees as a part of the assets owned by a company, private or public, to get a better understanding of the life of that organization (Fajar & Soeling, 2017). Organizational citizenship behaviour (OCB) plays an essential role for the success of an organization because it helps people work together, influences organizational performance and improves group performance (Sumarmi & Tjahjono, 2021; Prihatiningtias & Julianto, 2020; Bhatti, Ju & Akram, 2019). In today's

highly competitive environment, organizations are accentuating on areas that can help them achieved competitive edge and OCB is one of such areas (Sujono, Tunas & Sudiarditha, 2020; Khan & Ullah, 2019; Tabassum, 2016). Organizational citizenship behaviour (OCB) is considered to be a vital factor in increasing employee productivity and efficiency in organizational setting (Sheeraz, Ahmad, Ishaq & Nor, 2020; Bizri, 2018; Chelagat, Chepkwony & Kemboi, 2015; Rahman & Chowdhuri, 2018). OCB gains considerable importance in today's era of competition

with the emergence of many multinational companies as every organization's management desires that its employees display high OCB. These behaviour benefits the organization as a whole. In such scenario, citizenship characteristics in a person are welcome to Benue State Civil Service. The benefit of OCB is not to a single party but fosters an overall development of the organization (Sumarmi & Tjahjono, 2021; Rahim & Mohammed, 2018; Fasanmi, 2018).

Performance appraisal (PA), (Procedural Justice, Distributive Justice and Goal Setting) is among the most important human resource practices. It has increasingly become part of the more strategic approach to integrating HR activities and business policies and may now be seen as a generic term covering a variety of activities through which organizations seek to assess employees, develop their competence, enhance performance and distribute rewards (Guyo, 2015). Performance appraisal remains central to how employees are scrutinised, rewarded and sometimes penalized by managers. Moreover, employees are often castigated as ineffective, or even harmful, to both individuals and organizations (Evans & Tourish, 2017). In today's competitive business world, it is understood that organizations can only compete with their rivals with innovation which should

be achieved through managing their human resources well. Human resource system can become more effective by having a valid and accurate appraisal system used for rating performances of the employees (Gupta & Parmar, 2018; Panjiyar, 2015).

Worldover, public service plays a central role in any country's socio-economic development. However, it has been characterized by low work performance and poor service delivery. The problem indicators include: absenteeism from work, lateness, corruption, theft, a high rate of complaints, low quality work output and high turn-over of professional staff (Mwema & Gachunga, 2014).

Nigeria, like most countries in the sub-Saharan region and in contrast to many countries in the developed world, has not yet productively integrated organization citizenship behaviour (OCB) into its government agencies. The effective use of performance appraisal systems may provide an opportunity to build trust in organizations.

Literature Review

Concept of Organizational Citizen Behaviour

Organ (2012) defined OCB as voluntary behaviour, choice and individual initiatives that are not directly related to the formal reward system of the organization, but as a whole can improve the organizational effectiveness. OCB is set of discretionary workplace behaviours that exceed one's

basic job requirements; they are behaviours that go beyond the call of duty (Jahangir, Akbar & Haq, 2014). Bolino, Turnley and Bloodgood (2012) defined OCB as employee behaviour that influences interpersonal trust and facilitates organizational operation by going beyond official requirements which are not directly recognized by the formal reward system without expecting any rewards and appreciation. OCB involves some elements of behaviour such as helping others, volunteering for extra duties, and adhere to the rules and procedures in the workplace. These behaviours are constructive, meaningful and positive social behaviours (Agustiniingsih, Thoyib & Noermijati, 2016; Khan & Ullah, 2019; Prihatiningtias, & Julianto, 2020).

Organizational Citizenship Behaviours (OCBs) are a special type of work behaviour that are defined as individual behaviours that are beneficial to the organization and are discretionary, not directly or explicitly recognized by the formal reward system. These behaviours are rather a matter of personal choice, such that their omissions are not generally understood as punishable. OCBs are thought to have an important impact on the effectiveness and efficiency of work teams and organizations, therefore contributing to the overall productivity of the organization (Nuzula & Nurmaya, 2020; Rubel &

Rahman, 2018). Alfato and Bima (2018) argued that OCB is held to be vital to the survival of an organization. Organizational citizenship behaviour can maximize the efficiency and productivity of both the employee and the organization that ultimately contribute to the effective functioning of an organization. The extent to which employees go the extra mile for their organizations can be captured by organizational citizenship behaviours (OCBs) defined as those organizationally beneficial behaviours and gestures that can neither be enforced on the basis of formal role obligations nor elicited by contractual guarantees or recompense (Rahim & Mohammed, 2018).

Performance Appraisal System

Performance Appraisal (PA) as a technique of measuring employee competitiveness is not a modern phenomenon. In managing a large scale labour force, the first notable initiative in systematic performance appraisal was introduced by Robert Owen in his Lanark textile mills during the 1800s. As part of the Owen's appraisal, a piece of wood was placed before each employee's machine each day marked with a different colour, which conveyed the supervisor's opinion of that worker's performance the previous day. Thus, Owen's appraisal system could aggregate annual assessment of employee performance and recorded it in a 'book of character'. However, that

assessment process was subjective, which is one of the main criticisms that still haunt the performance appraisal systems today. Performance appraisal in the modern organization is a system by which employees are provided with feedback about their performance which help the organization to make decisions about rewards and sanctions (Umoh, 2011). Performance Appraisal systems need to be effective in improving or sustaining employee performance and development, otherwise, they are a tremendous waste of time and resources spent on development and implementation (Zingheim & Schuster, 2007; Ojo, Oyeniyi & Adeniji, 2007). Performance Appraisal is the most powerful instrument for mobilizing employees in organizations in order to achieve the strategic goals of the organizations. Formal appraisal has become a widespread instrument of human resource management (Rahman, 2016). Schuler, Farr and Smith (2008) opined that performance appraisal is a step where the management finds how effective it has been at hiring and placing employees.

Distributive Justice

Distributive justice refers to perceived fairness of the outcomes that an individual receives from organization. Outcome may be distributed on the basis of equality, need or contribution and individuals determine the fairness of distribution through

comparison with others. Distributive justice is conceptualized as the fairness associated with decision outcomes and distribution of resources. The outcomes or resources distributed may be tangible (e.g., pay) or intangible (e.g., praise). Perceptions of distributive justice can be fostered when outcomes are perceived to be equally applied (Ambrose & Schminke, 2007). Distributive justice relates to people's perceptions of the fairness of the outcomes they receive relative to their contributions and to the outcomes and contributions of others (Jameel, Ahmad & Karem, 2020; Silva & Madhumali, 2014).

H0₂: Distributive justices does not significantly affect organization citizenship behaviour (OCB) among civil servants in Benue State

Procedural Justice

Procedural justice is defined as the sense of justice received regarding the processes and procedures used to make distribution decisions. Procedural justice is also related to the process or procedure for distributing awards (Sujono, et al., 2020; Prihatiningtias & Julianto, 2020; Kreitner & Kinicki, 2014).

Procedural Justice refers to participant's perceptions about the fairness of the rules and procedures that regulate a process. Whereas distributive justice suggests that satisfaction is a function of outcomes, procedural justice suggests that satisfaction

is a functions of process. Among the traditional principles of procedural justice are impartiality, voice or opportunity to be heard, and grounds for decisions. If organizational processes and procedures are perceived to be fair, then participants become more satisfied, more willing to accept the resolution of that procedure and more likely to form positive attitudes about the organization (Rahim & Mohammed, 2018).

H01: Procedural justices does not significantly affect organization citizenship behaviour (OCB) among civil servants in Benue State.

Goal Setting

Goals have a pervasive influence on employee behaviour and performance in organizations and management practice (Locke & Latham, 2002). Nearly every modern organization has some form of goal setting in operation. Programmes such as management by objectives, high performance work practices, management information systems, benchmarking, stretch targets, as well as systems thinking and strategic planning, include development of specific goals. Goal setting is one of the popular therapies in organizational psychology. The theory of goal setting was introduced by Locke in 1968 and has enjoyed a substantial review in the psychological arena over the past three decades (Tubbs, 2014).

Goal setting involves the development of an action plan designed to motivate and guide a person or group toward a goal (Grant, 2012). It is a motivational technique used by both individuals and organizations to improve performance (Hinsz, 2015). Goal setting is in fact the underlying explanation for all major theories of work motivation. Managers widely accept goal setting as a means to improve and sustain employee performance. Based on hundreds of studies, the major finding of goal setting is that individuals who are provided with specific, difficult but attainable goals perform better than those given easy, non-specific, or no goals at all (DuBrin, 2012).

Theoretical Framework

Social Exchange Theory

Greenberg and Scott (1996) asserted that the social exchange theory is the most commonly used in studies on predicting work behaviours in the field of organizational behaviour. The theory proposes that employees exhibit positive or negative behaviour as a response to the treatment they receive from their employers. According to Greenberg and Scott (1996), the central aspect of this theory is the norm of reciprocity. A strong social exchange relationship between the employer and employee helps maintain positive working relationships and elicits positive sentiments such as satisfaction

commitment and trust in employees which in turn move employees to engage themselves in OCB. Thus, employers need to treat their employees fairly such that they can reciprocate the good gesture in their behaviour such as organizational citizenship behaviour which contributes to organizational influence Effectiveness (Guyo, 2015).

Goal Setting Theory

According to Locke and Latham (1968), goal setting theory formed the foundation for the conceptual framework. This theory was developed by Locke in 1968 in order to explain human actions in specific work situations. The theory argues that goals and intentions are cognitive and wilful, and that

they serve as mediators of human actions and that our needs and our goals are mediated by our values, which determine what is beneficial for us. The two most important findings of this theory are that setting specific goals (example, I want to earn \$500 or more a month) generates higher levels of performance than setting general goals (example, I want to earn more money), and that goals that are hard to achieve are linearly and positively connected to performance: The harder the goal, the more a person works to reach it.

H0₃ Goal setting does not significantly affect organization citizenship behaviour (OCB) among civil servants in Benue State

Research Framework

Dimensions of Performance Appraisal

Independent Variable (IV)

Dependent Variable (DV)

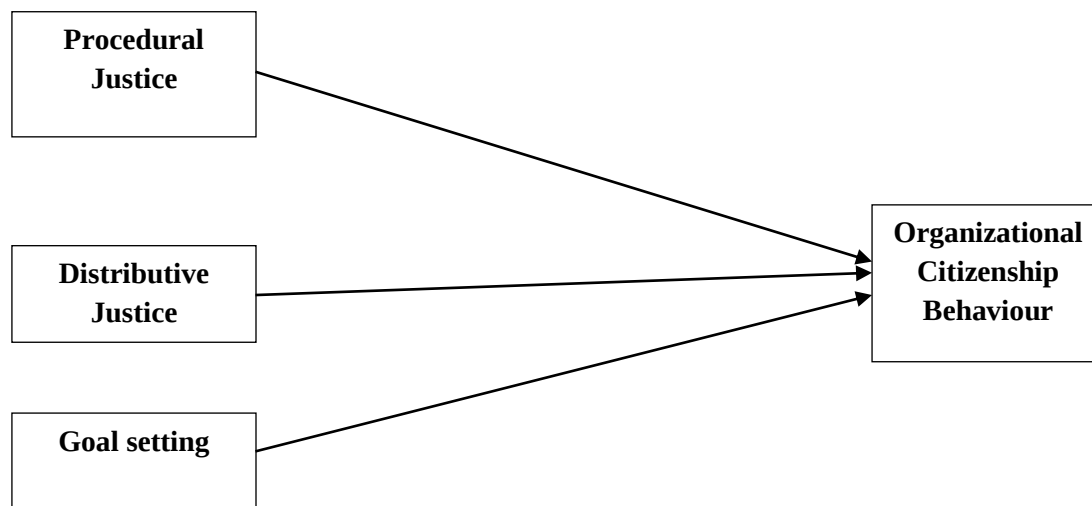


Figure 1: Proposed Research Framework

Table 1: Population and Sample Size

S/N	Ministries	Number of Staff	Proportionate Sample
1	Animal and Forestry Resources	1500	16
2	Commerce and Industry	1000	11
3	Culture and Tourism	700	7
4	Education	11,818	125
5	Health	1500	16
6	Information	900	9
7	Justice	2497	26
8	Land and Survey	3788	41
9	Local Government & Chieftaincy	836	9
10	Ministry of Agriculture	4372	46
11	Ministry of Finance	1500	16
12	Ministry of Works	900	9
13	Solid Mineral	900	9
14	Special Duties	900	9
15	Water Resources & Environment	1000	11
16	Women Affairs	700	7
17	Youth and Sport	1200	13
Total		36011	380

Source: Field Survey (2019)

Results and Discussions

Results

Multiple Regression Results and Hypothesis Testing

Table 2

Results of Regression Analysis

Hypotheses	Variables	Unstandardized Coefficients		t-value	p-value	Decision
		B	Std. Error			
H0 ₁	Procedural Justice	0.135	0.054	2.174	0.030	Rejected
H0 ₂	Distributive Justice	0.194	0.100	2.745	0.006	Rejected
H0 ₃	Goal Setting	0.573	0.074	3.074	0.002	Rejected
F value	6.756					
F Sig.	0.000					
R ²	0.600					

Source: Field Survey, (2019)

Dependent Variable: Organization Citizenship Behaviour

Note: *: $p < 0.05$; **: $p < 0.01$; ***: $p < 0.001$

Table 2 showed that all the three predicting variables were found to have significant relationship with OCB; procedural justice ($t = 2.174$, $p < 0.030$); distributive justice ($t = 2.745$, $p < 0.006$); goal settings ($t = 3.074$,

$p < 0.002$). Therefore, to reject the null hypothesis, the P value has to be lower than 0.05 i.e. $p < 0.05$ at 95%. Consequently, the three null hypotheses were rejected (H0₁, H0₂ and H0₃). Below are three hypotheses

that have been formulated for this research study and how each was discussed as follows:

Hypothesis One

H01: Procedural justices does not significantly affect organization citizenship behaviour (OCB) among civil servants in Benue State. To test this hypothesis, the result from coefficients in the Table 2 was used as presented below.

Multiple regression: $\beta = 0.135$, $t = 2.174$, $p < 0.030$

Based on the multiple regression results, the Beta value contribution of procedural justices is positive with 0.135. The p-value is less than 0.05 hence, we reject the null hypothesis. The research therefore, concludes that procedural justices has influence on organizational citizenship behaviour.

Hypothesis Two

H02: Distributive justices does not significantly affect organization citizenship behaviour (OCB) among civil servants in Benue State. To test this hypothesis, the result from coefficients in the Table 2 was used as presented below.

Multiple regression: $\beta = 0.194$, $t = 3.074$, $p < 0.002$

Based on the multiple regression results, the Beta value contribution of distributive justices is positive with 0.194. The p-value is less than 0.05. Hence, we reject the null hypothesis. The research therefore

concludes that distributive justices has influence on organizational citizenship behaviour.

Hypothesis Three

H03: Goal setting does not significantly affect organization citizenship behaviour (OCB) among civil servants in Benue State. To test this hypothesis, the result from coefficients in the Table 2 was used as presented below:

Multiple regression: $\beta = 0.573$, $t = 3.074$, $p < 0.002$

Based on the multiple regression results, the Beta value contribution of goal setting is positive with 0.573. The p-value is less than 0.05. Hence, we reject the null hypothesis. The research therefore concludes that goal setting has influence on organizational citizenship behaviour.

Discussion of Findings

Procedural Justice and Organization Citizenship Behavior (H01)

The result showed that the effect between procedural justice and OCB is statistically significant ($p < 0.01$). This signifies that procedural justice (PJ) is positively and significantly influencing the OCB of civil servants in Benue State Nigeria. According to the results, employees not only engage in citizenship behaviours when they perceive the rewards and outcomes to be sufficiently fair but also laid importance to the procedures that led to the allocation and

distributions of the outcomes. This also confirmed that most of the civil servants take time to advise or mentor a co-worker', 'shared knowledge with co-workers' and obey informal rules that are developed to maintain order within their organization. Much literature support the contention (Prihatiningtias & Julianto, 2020; Salam, 2020; Sheeraz et al., 2020; Sujono, Tunas & Sudiarditha, 2020; Sumarmi & Tjahjono, 2021; Sulaya, 2019; Alfato & Bima, 2018; Yilmaz & Bokeoglu, 2018) that procedural justice have positive effect on OCB.

Distributive Justice and Organization Citizenship Behavior (H0₂)

The result of the current study indicated that distributive justice is positively and significantly related with OCB. And this gain the support of many recent literature (Nuzula & Nurmaya, 2020; Sumarmi & Tjahjono, 2021; Yilmaz, 2020; Salam, 2020; Sujono, et al., 2020; Prihatiningtias & Julianto, 2020; Khan & Ullah, 2019; Sulaya, 2019) which confirmed that distributive justice has positive effect on OCB and distributive justice becomes one of the crucial variables to affect the OCB.

Goal Setting and Organization

Citizenship Behavior (H0₃)

The finding of this study also showed that the goal setting significantly affects OCB of civil servant in Benue State Nigeria. The findings of this study is consistent with result of Taylor (2013) which indicated that

goal specificity influenced OCB indirectly through psychological empowerment and goal difficulty raised OCB directly and through the partial mediating effect of psychological empowerment. Olusoga's, Fasanmi's and Olubunmi's (2018) results revealed that there was a significant contribution of corporate ethical values to work attitudes and significant mediating roles of both corporate goal setting and goal orientation in the contribution of corporate ethical values to work attitudes.

In this perspective, several studies confirmed the practical utility of goal setting as a method changing of behaviour and performance (Taylor, 2013; Grant, 2012; Latham & kinne, 2011). A study on utilizing feedback and goal setting has demonstrated that feedback and goal setting can be used to improve the performance appraisal skills (Wayne & Nemeroff, 2009).

Conclusion

As stated earlier, this research examined the significant effect of performance appraisal system on OCB of civil servants in Benue State, Nigeria. In addressing this, relevant data were collected and analysed and from the analysis, results were obtained and discussed. From the discussion of the results, the following conclusions were drawn:

1. The finding revealed that procedural justice have significant positive effect on the OCB of civil servants in Benue State, Nigeria. Therefore, this study concluded that the civil servants' perceptions about the fairness of the rules and procedures that regulate a process enhance employee to voluntarily engage in activities that promote the effectiveness of the organization but such motivations are not explicitly rewarded by the organizations.
2. Distributive justices also have significant positive effect on the OCB of civil servants in Benue State, Nigeria. Therefore, this study concluded that distributive justices generally lead to OCB of civil servants in Benue State, Nigeria.
3. The finding indicated a positive and significant effect between goal setting and OCB of civil servants in Benue State. This implies that the process of setting goals for the evaluation and measurement of individual performance for a given period influences civil servants. Therefore, this study concluded that the goal setting as evaluation and measurement of individual performance lead to an improvement in OCB of civil servants in Benue State, Nigeria.

Recommendations

In line with the findings and conclusion of the study, the following recommendations were made:

Based on the finding which confirmed that procedural justice have significant positive effect on OCB of civil servants in Benue State. This study understands how the role of the supervisors and the organization can inspire citizenship behaviours among civil servant of Benue State Nigeria. It is therefore, recommended that employers should be encouraged to acquire as well as engage and enlighten what their employee's value and how modifying certain principles and procedures could lead to lowering attrition and increasing satisfaction and eventually going beyond from what their job description requires.

Based on the results of the present study, it is recommended that organizations should review their existing strategies or formulate new ones especially regarding human resources practices to enhance employees' perceptions of fair treatment. In this context, organizations may pay special attention to provide equal financial benefits to equal job positions, review their promotion criteria and develop policies considering fairness issues.

The findings suggested that public managers can promote OCB from goal-setting plans to ensure that goal-setting plans are well designed and implemented. In particular, challenging goals that are accepted by employees can motivate higher levels of performance. Another goal-setting plan to improve employees' views of their

work environment and their individual capacity so that they feel psychologically empowered at work.

Suggestions for Further Studies

An overall of three components performance appraisal system (procedural justice, distributive justice and goal setting) were adapted as independent variables and

OCB was used as dependent variable. Therefore, further study should endeavour to measure the effects performance appraisal system (procedural justice, distributive justice and goal setting) on the employee performance in other industry in order to determine their resultant effects in such sector.

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