

Employees Perception of Performance Appraisal on Work Outcomes Among Non-Teaching Staff of Polytechnics in South West, Nigeria

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The aim of the study is to assess the perception of performance appraisal practice among Non-Teaching Staff of Polytechnic in South West, Nigeria and its effect on employees' work outcomes, in the form of work performance, affective commitment and turn over intention as well. In conducting this study, the required data was obtained through structured questionnaires and interview. The structured questionnaire was adopted from four prior related studies with reliability and validity of the adopted instruments the Cranach's coefficient alpha test and the construct and content validity test was carried out. The study made use of the sample of 1100 Non-Teaching employees across some selected Polytechnics in South West Nigeria questionnaires (i.e. representing 82% of response rate) were analyzed using statistical package for social science (SPSS version 16). In the analysis descriptive statistics, correlation analysis and simple regression analysis was performed. The descriptive finding of the study shows that Non-Teaching employees of Polytechnics had low level of perception towards the existing performance appraisal practice. They have high level of work performance, low level of affective organizational commitment and moderate level of turn over intention. The correlation analysis result also indicates employees' perception of performance appraisal practice had positive and significant relationship with work performance and affective organizational commitment; negative and significant relationship with employees' turnover intention. Whereas the finding of simple regression analysis indicates employees' perception of performance appraisal practice had positively and significantly influence work performance and affective organizational commitment whereas, negatively and significantly influence employees' turnover intention. Therefore, it is recommended that, Educational Institutions should have to implement performance appraisal practice in the best possible way; there is the need to develop a good feedback system, appropriate and adequately filing, discussing appraisal results, design ways to communicate appraisal results, review appraisal on due attention, participatory appraisal rating system and have to design procedure to make aware of every employee about the appeal process. In doing so, human resource department should play a vital role in the overall process of performance appraisal. Finally, it is forwarded that further research has to be done in more completed and comprehensive way.

Background to the Study

Sequel to the current global work challenges, organizations effort to remain in competitive and sustainable, human resources professionals and strategic planners need to collaborate strongly in designing strategies, which are more productive and useful. Based on many researches (Ahmed et al 2010), the most winning organizations in the 21st century will be those to focus on Human Resource processes and systems. So, the role of human resource becomes vital to the areas such as job design resource planning, performance appraisal system, recruitment, selection, compensation, employees' relations etc. (Ahmed et al 2011). Among these functions, one of the most critical one that brings global success is appraisal (Amin, 2005).

Organizations implement performance appraisal system to allocate rewards for their employees, provide some advice as well as to obtain their perspectives, and justify perception about their jobs, department, and organization (Aquino, 2007). Prior studies reveal that employee perception of fairness in performance appraisal is a significant employee acceptance and satisfaction of performance appraisal. A good perception will create a positive environment in the organization, while a negative perception will affect the Organization performance (Arbaly and Suradi, 2007). These depend on the manager or supervisor's actions and behaviours toward the employee. If performance appraisal perceived as unfair, therefore, the benefits can diminish rather than enhance employee's positive attention performance (Awosanya and Ademola, (2012).

Specifically, the perceptions of procedural unfairness can adversely affect employee's organizational commitment satisfaction; trust in management, performances well as their work-related stress, organization citizenship theft, and inclination to litigate against their employer. During the last ten years, the number of studies which the effect of performance appraisal system on employee had increased (Auerbach, 1996). In another study by Brown 2010, there was a direct relationship between performance appraisal satisfaction and employee outcomes, which is satisfaction among employees (Brown et al, 2010). Moreover, a number of studies have provided support for the argument that performance appraisal has remained problem which is vague and perhaps unsolvable in human resource management (Creswell, 2003).

Besides the study conduct (2004), very little is known about the relationship between performance appraisal quality and employee especially in identifying the effect of performance appraisal quality towards the job satisfaction. However, in countries the research in this field is very limited. In our country, Ethiopia, even though there are few studies on Awash International Bank (AIB) and private colleges, which deals about performance evaluation and satisfied employees, there is no empirical study conducted on public organizations about employees' perception of Performance Appraisal expected outcomes supported by formal and published research.

This study is set to explore the relationship that exists between employee's perception of Performance appraisal on their work outcomes, in the form of work performance affective

commitment and turn over intention, which is conducted to address the problems faced by working individuals in Tertiary Institutions because one of the factors that affect employees' work outcomes is their perception towards performance appraisal practice of the organization. Therefore, Non-Teaching of Polytechnics can realize state of the employee outcomes and create strategies to improve work performance and affective or commitment, thus reducing employees' turnover. Thus, the present study attempts to examine the perception of the employees of Polytechnics towards the various aspects of the current performance appraisal system and its impact on their work outcomes of employees could have important implications in the design and implementation of performance appraisal organizations.

Statement of problem (Justification of Study)

Performance appraisal helps the organization in realizing of strategic purpose and increasing working process through continuous improvement of individuals 'performance and process along with focusing improvable points Divandari (2008) (Danlami. Abdulkadir, 2012). The fact that performance appraisal is one of the most vital organizational life, it could consist of several organizational processes such as measuring of work performance establishing of purposes and reward management (Dargham. 2010). In comparison with the numerous benefits attained in implementing performance appraisal system, through research findings, many scholars indicated that, performance practice generally has problems as regards subjective nature of the performance appraisal and their relevance of the criteria used to appraise the performance of the employees. Some of these problems associated with PA are: shortage of skills and know the raters, favoritism and bias of the raters, lack of continuous documentation and inability to time feed backet .As a result, employees' perception towards this has adversely affected them as they express dissatisfaction about the implementation of assessment (Denisi & Pritchard, 2006).Such negative situation significantly brings about the overall job dissatisfaction of employees' thereby decrease the expected work outcomes. (Derven. 1990). Whereas ,if employees are satisfied on the implementation of Performance Appraisal ,they will perceive well and exert every possible effort to carry out their assigned responsibilities efficiently and effectively thus making the organizations which they belong to be more productive and successful (Fakharyan et al, 2012).For instance, in order to positively influence employee future development, It has been frequently argued that, employee must experience positive reactions in the performance appraisal; if not any appraisal system will be doomed to failure (Field, 2005).Currently, most employees of the organization are discussing about informally, but a cognizance attention is not often taken to examine the perception of employees toward the appraisal processes as appraisers ,and their reactions(positive or negative)to the appraisal; because due to this problem employees of the Organization will not be satisfied and their contribution throughout their employment will be reduced. This study is set to investigate the employee perception toward the existing Performance Appraisal practice and the resulting work outcomes by analyzing potential consequences will happen in the area of work performance, affective commitment and turnover as result of employees' different perception of performance appraisal practice among Non-Teaching of Polytechnic Staff in South West, Nigeria.

Objectives of the Study

The aim of this study is to investigate the employees' perception of performance appraisal on work outcomes.

Specific Objectives

The specific objectives are:

- i. To assess employees' perception about the existing performance appraisal practice of their organizations.
- ii. To assess the level of employees', work performance, affective organizational commitment and their leave
- iii. To examine the relationship between employees' perception of performance appraisal and work performance
- iv. To examine the relationship between employees' perception of performance appraisal
- v. To examine the relationship between employees' perception of performance appraisal and turn over intention.

Research Questions

1. What is the perception of employees on the existing performance appraisal system of their organizations?
2. Do employees work performance, affective Organization commitment and their leave have levels?
3. Is there relationship between employees' perception of performance appraisal and work performance?
4. Is there relationship between employees' performance appraisal and affective Organizational commitment?
5. Is the relationship between employees' perception of performance appraisal and their turnover intention?

Hypothesis of the Study

The following are the hypotheses to be tested based on data to achieve the objective of the study:

- i. **H1.** Employees are not significantly perceived well (dissatisfied) about the existing performance appraisal practice of their organizations.
- ii. **H2.** Employee's level of work performance and affective organizational commitment is significantly low whereas, their intention to leave is high.
- iii. **H3.** There is significant a positive relationship between employees' perception of performance appraisal and performance.
- iv. **H4.** There is no significant positive relationship between employees' perception of performance appraisal and the commitment.
- v. **H5.** There is significant negative relationship between employees' perception of performance appraisal and their turnover intention.

Review of Literature

Performance Appraisal

Performance appraisal has been defined as the process of identifying, evaluating and developing the work performance of employees in the organization, so that the organizational goals and objectives are more effectively achieved, while at the same time benefiting employees in terms of recognition, receiving feedback, catering for work needs and offering guidance (Yucel, 2012). There are various authors, leaders, managers and gurus who have defined PA based on their perspectives.

Erdogan (2002), performance appraisal is the formal process of observing and evaluating employee's performance. DeNisi and Pritchard (2006) performance appraisal "is a discrete, formal, organizationally event, usually not occurring more than once or twice a year. Lansbury (1998) PA has been defined as the process of identifying, evaluating, and developing work performance of employees in the organization. Arbaiy & Suradi (2007) performance appraisal is defined as "structured formal interaction subordinate and his/her superior. Nzuve (2007) defines performance appraisal as a means of evaluating employees work performance over a given period of time.

These various definitions given above can achieve the following objectives with an organization:

- i. To retain control over their employees
- ii. To involve the employee in setting goals for the organization.
- iii. To evaluate the extent to which each employee's day to day performance is linked to the goals established by the organization.
- iv. To improve the employees' performance by continuous communication and feedback between both the employee and the organization.
- v. To specify the behavior that employees must perform in accordance with the organizational objectives.

Perception of Performance Appraisal in Organization

This means show employee perceives their performance appraisal about their employers. Their positive perception will make them perform better. If they receive good feedback in form of reward or promotion. Though, employers know purposes and uses of PA in their Organizations. The perception understanding of Performance Appraisal is not taken into consideration by them in most cases. If the employees don't recognize this, then they would suffer unnecessarily in the organization being that an employee has a certain level of expectation from his company when he joins it; he expects so growth from it, also the organization expects a lot from him. But negative feedback of performance would hamper him mentally and make him lose his interest in his job. There would be change in his attitude, which is problematic for him as well as the organization. Thus, demotivating to achieve the organizational objectives employees have a kind of view that, their promotion or salary increments largely depends on their performance. Employees therefore are in a dilemma and consider this situation as 'survival of the fittest'. They know for a fact performance is only taken into consideration at the end of the day, and in order to grow in

the company they proactive towards their work. The feedback the employee receives from his superior, may simply describe the performance achieved (Evans,1986). Hence, it is important for the managers to conduct the appraisal process Employees can only accept criticism if it is useful and relevant to them. Managers should know how information regarding improvement in performance and how to present criticism as well. Managers feel that they have to provide negative feedback, the employee is most likely bed ejected and de-motivated. Common outcomes of an effective performance appraisal process are employees' learning about themselves, employees' knowledge about how they are doing, employees' learning about 'what management values' Beer (1981). A Stephan and Dorfman (1989) outcomes of effective performance appraisal are improvement in the accuracy of employee performance and establishing relationship between performance on tasks and a clear potentially fore ward. Thomas (1990) told five outcomes i.e. use of evaluations as feedback to improve performance, reduced employee turnover motivation, existence of feelings of equity among employees, linkage between performance and rewards. Teratanavat. Raitano and Kleiner (2006) found outcomes like reduced employee stress, review of overall progress, linkage current performance and employee's goals, and development of specification plans for future (poon,2004).

Outcome of Effective Performance Appraisal

Common outcomes of effective performance appraisal **process** are employees learning about themselves, their knowledge about how they are doing, learning about what management values Beer (1981). According to Stephan and Dorfman(1989) the outcomes of effective performance appraisal are improvement in the accuracy of employee performance and established relationship between performance task and a clear potential forward Thomas (1990) stated five outcomes, these include use of evaluations as feedback to improve performance, reduced employee turnover motivation, existence of feelings of equity among employees, linkage between performance and rewards, Teratanavat, Raitano and Kleiner (2006) found outcomes as reducing employee stress, reviewing overall progress, linkage current performance and employees goals and developing specific action plans for future (Poon,2004)

Methodology

Teaching Staff in selected tertiary institutions in southwestern region of Nigeria. Both primary and secondary sources of data was adopted for the study. A survey research design that incorporates cross-sectional study was also adopted. Standardized questionnaires which address employees' perception of performance appraisal and their work outcomes, the socio-economic conditions and other key assessment issues among the population, were administered to 1100 of the target population in the selected tertiary institutions in south west Nigeria using simple random sampling technique. The sampled population to be assessed for the study was derived from the strata of Non-Academic Staff in all the six (6) states that comprise the south west region of Nigeria. The selected schools include: The Federal Polytechnic, Ile- Oluji, Rufus Giwa Polytechnic, Owo, The Federal Polytechnic Ado-Ekiti, Crown Polytechnic, Ado-Ekiti, The Federal Polytechnic, Ede, Osun State Polytechnic, Iree, The Polytechnic, Ibadan, Saki Polytechnic, Saki, Federal

Polytechnic Ilaro, Ogun State Polytechnic Abeokuta, Yaba College of Technology and Lagos State Polytechnic, Ikorodun. Four research instruments shall be used for the study; these are Employees Perception of Performance Appraisal scale of measurement (EPPASM) developed by Vignaswaran (2005) and Gallato (2012); Work Performance Questionnaire (WPQ) developed by Gallato (2012); Affective Commitment Scale (ACS) developed by Allen and Meyer (1990) and Turnover Intention Scale of Measurement (TISM) developed by Yuceli (2012). Descriptive and inferential statistics such as percentage scores, frequency counts, chi-square, Pearson product moment correlation (r) statistics, Analysis of Variance and Multiple Regression analysis were used to analyze data. All these were tested at 0.05 level significance. They were divided into two sections. Section A dealt with the demographic information of respondents while section B dealt with measurement of variables of the study and significant influence of respondents' perception of performance appraisal on their work outcomes among employees in the selected schools using test of hypotheses. The data obtained through these processes were subjected to descriptive statistical analysis, using of SPSS software.

Results and Findings

Demographic Characteristics of Respondents

As it is shown in table 4.2 below, 83.6 percent (n= 92) of the respondents were male. The remaining 16.40percent (n = 18) of the respondents were female. Regarding to the age composition of the respondents, the largest number of the respondent 76 (69.10percent) was in the age group of 25 to 34 years; the second largest group 19 (17.30percent) those aged between 35 to 44 years, of the total respondents 13 (11.80percent) indicated that they were in the age group of under 25 years and a very small proportion of the respondents 2 (1.80percent) were between 45 to 54 years. Thus, the majority respondents of this study were male and their ages ranging between 25 to 34 years old.

The educational background of respondents as shown in table 4.2, the largest group of respondents 97(88.20percent) are bachelor's degree holders, the next largest group 6(5.5percent) are master's degree holders followed by those hold the College Diploma 5 (4.50percent) and the remaining 2 (1.80percent) had grade 12 completed. Therefore, the majority of the respondents had bachelor degree as their highest level of education.

Table 1: Sex, Age and Educational background of respondents

Demographic factors	Frequency	Percentage
Sex		
Male	92	83.6
Female	18	16.4
Total	110	100.0
Age		
<25	13	11.8
25-34	76	69.1
35-44	19	17.3
45-54	2	1.8
Total	110	100.0
Educational		
Master's Degree	6	5.5
Bachelor Degree	97	88.2
College Diploma	5	4.5
Grade 12 Completed	2	1.8
Total	110	100.0

Source: Own survey data (2023)

As it is shown in table 2 below, most of the respondents 61 (55.50 percent) indicated that they had been employed with Polytechnics as Non-Teaching Staff between 1 and 5 years. 21(19.1 percent) and 12(10.9 percent) of respondents indicated a tenure with the organization of between 6 and 9 years and less than one year respectively. 10 (9.1 percent) and 6 (5.5 percent) of the respondents indicated their stay in the organization between 10 and 14 years and longer than 15 years respectively as well. Thus, most of the employees had been employed between 1-5 years of service with their current organization.

Regarding to the employment position, the largest group of respondents 35 (31.8 percent) are senior auditor (those who have first degree with relevant experience of six years and above), followed by 32 (29.1 percent) Staff (those who have first degree with relevant experience of 2 to 4 years) and 22 (20 percent) other employees (those employee other than auditors) Whereas, the remaining 13 (11.8 percent), 5(4.5 percent) and 3(2.7 percent) are junior auditors (those who have first degree with zero year experience), audit managers and management members respectively as shown in table 2 below.

As shown in table 2 below, in relation to time worked in the current position, most of the respondent 75 (68.2 percent) are indicated job tenure of 1 to 5 years followed by 21 (19.1 percent) and 14(12.7 percent) below one year and longer than 5 years with their current position respectively. Thus, the majority (68.2 percent) of the current work positions are recently staffed.

Table 2: Respondents' position and experience in the organization and on the current job

Experience in current organization		
<1 year	12	10.9
1-5 year	61	55.5
6-9 year	21	19.1
10-14 year	10	9.1
>=15 year	6	5.5
Total	110	100.0
Position		
Management Member	3	2.7
Audit Manager	5	4.5
Senior Auditor	35	31.8
Auditor	32	29.1
Junior Auditor	13	11.8
Others	22	20.0
Total	110	100.0
Experience with current position		
<1 year	21	19.1
1-5 year	75	68.2
>5 year	14	12.7
Total	110	100.0

Source: Own survey data (2023)

Level of Employee Perception of Performance Appraisal and Work outcomes

Level of Employee Perception of Performance Appraisal

In this part the descriptive analysis is performed to assess the perceptions of the respondents with regard to the performance appraisal system. In doing so; the items for measurement of employee perception of performance appraisal practice are summarized to answer the first hypothesis of the study. In this analysis the response for each specific statement are compared using the mean and standard deviation score. The degree of agreement or disagreement of the respondent for each statement are also analyzed by summarizing the five-point likert scale response in to three by consolidating the strongly agree and agree response in to one positive response (i.e. Agree) and the strongly disagree and disagree response in to one negative response (i.e. disagree) and the neutral response is taken as it is.

Hypothesis 1: Employees are not perceived well (dissatisfied) about the existing performance appraisal practice of the organization.

To answer this hypothesis and to measure the level of employee perception of performance appraisal practice the twelve items of the instrument was analyzed with the help of descriptive statistics of SPSS version 16.0. Thus, the views of the respondents on twelve items of perception on performance appraisal practice are presented in Table 3 below.

According to Zaidatol and Bagheri (2009) mean score specification the respondents level of PA satisfaction (perception) for one items is high, that is, 'PA is valuable to me as well as to my organization' with a mean value of 4.1. Whereas, the respondent level of PA satisfaction is moderate for two items, that is, (a) 'Appraisal process help me to find out my level of performance' with mean score of 3.45 and (b) 'Organization is good at providing recognition' with a mean score of 3.41. However, the respondents level of PA satisfaction is low for the remaining nine statements, that is, the mean score ranged from a maximum of 3.32 to a minimum of 2.95 for 'Satisfaction with the appraisal system' and 'My organization providing positive feedback for good performance than criticizing poor ones' respectively.

The overall response for the twelve items indicates the mean= 3.30 and SD= 1.15. the higher the mean score, the more that respondent agreed with the statement and vice versa. The figures for standard deviation (SD) also indicate the degree to which responses varied from each other; the higher the figure for SD, the more variation in the responses. Therefore, this result based on Zaidatol and Bagheri (2009) mean score compression basis, the mean score= 3.30 indicates that there is low level of satisfaction towards the current performance appraisal practice, which implies, the respondents are 'dissatisfied' with the performance appraisal system of their various Institutions. Thus; from this finding it can be generalized that, the respondents are dissatisfied concerning with the current practice of the organization appraisal system, fairness and un biasness of a system, the seriousness of leaders to review performance appraisal, satisfaction with feedback, the relevant of performance feedback, the alignment of feedback with the actual achievement, the existence of appeal process , the implementation of PA and the provision of positive feedback for good performers than criticizing the poor ones. Therefore, such remarked areas of dissatisfaction are the good indicators and the root causes for employees' negative perception regarding to the performance appraisal practice of their organization. In turn, it might have its own impact on the employees' work outcomes; in the form of work performance, affective commitment& turn over intention too.

Table 3: Employees Perception of the Performance Appraisal Practice

No.	Items used for measurement of employees' Perception of Performance Appraisal	Mean	Std. Deviation
1	I am satisfied with the way the performance appraisal system is used to evaluate and rate my performance	3.32	1.149
2	Current performance appraisal is fair and unbiased	3.28	1.150
3	My leader takes my performance appraisal review discussion seriously	3.05	1.192
4	Performance appraisal process help me to find out about my level of performance	3.45	1.186
5	I am satisfied with the way my organization provides me with feedback	3.19	1.161
6	The feedback I receive on how I do my job is highly relevant	3.30	1.170
7	The feedback I receive agrees with what I have actually achieved	3.20	1.187
8	If don't agree with performance appraisal score, there is appeal process	3.10	1.100
9	My organization is good at providing recognition for good performers	3.41	1.168
10	I think that my organization attempts to conduct performance appraisal the best possible way	3.25	1.110
11	My organization seems more engaged in providing positive feedback for good performers than criticizing the poor ones	2.95	1.222
12	Performance appraisal is valuable to me as well as to my organization	4.10	.957
	Total	3.30	1.15

Source: Own survey data, 2023

Among the empirical findings on employees perception towards performance appraisal practice reviewed in chapter two are summarized as :- Saeed&Shahbaz(2011) found that employees perception of performance appraisal is high with mean value of 4.02 and SD=.515, Sreedhara (2010) found moderate level of perception with mean = 3.50 and SD= 1.141, Vignaswaran (2005) found low level of perception with mean= 3.35 and SD= 0.69, Alwadael (2010) found is low level of perception with mean= 2.66 and SD= 1.14, and Warokka et al.,(2012) found moderate level of perception with mean= 3.49 and SD= 0.76.

Thus, from the above empirical result, this study finding is supported by the studies of Vignaswaran (2005), who found employees' satisfaction with performance appraisal is low with mean= 3.35 and SD= 0.69 and Alwaael (2010), who found employees' performance appraisal satisfaction is low with mean= 2.66 and SD= 1.14. Therefore, the first hypothesis of the study is **accepted**, meaning that, non-Teaching employees of Polytechnics had **low level** of perception towards the current performance appraisal practice.

Level of Employee Work Outcomes

Hypothesis 2: Employee's level of work performance and affective organizational commitment is low whereas, their intention to leave is high.

Level of Work Performance

Hypothesis 2a- Employees level of work performance is low.

In order to understand the current working capacity of working non-Teaching staff of Polytechnics, ten items concerning with the overall work performance of employees were included in the questionnaire. As it is shown in table 4.5 below, out of the ten item, the respondents level of work performance on eight items are strong, which ranged with mean from a maximum of 4.15, i.e. 'I try to work as hard as possible' to minimum of 3.81 'I always reach my performance target.

However, the respondent's level of work performance also moderates on the remaining two items i.e. 'I consider my performance is better than the average employee in this organization' with mean value of 3.79 and on 'The quality of my work is superior' with mean value of 3.55.

The overall response indicates that employee level of work performance has mean= 3.87 and SD= .89 to the ten items of work performance. Based on Zaidatol and Bagheri (2009) mean score specification, the mean score= 3.87 indicate that the work performance of Non-teaching employees' o Polytechnics is high.

Table 4: Level Employee Work Performance

No.	Items used for measurement of employees' level of work performance	Mean	Std. Deviation
1	I almost always perform better than what can be characterized as acceptable performance	3.92	.869
2	I often perform better than what can be expected.	3.84	.873
3	I always reach my performance target	3.81	.963
4	I consider my performance is better than the average employee in this organization.	3.79	.791
5	Overall, I am a very good performance	3.92	.791
6	I feel that my performance is reflective of my abilities	3.95	.971
7	I often expend extra effort in carrying out my job.	3.88	.926
8	I try to work as hard as possible	4.15	.866
9	The quality of my work is superior.	3.55	.982
10	I intentionally expend a great deal of effort in carrying my job.	3.88	.854
	Total	3.87	.89

Source: Own survey data, 2023

Among the empirical findings on employees' level of work performance reviewed in chapter two are summarized as: Saeed & Shahbaz (2011) found the level of work performance is high with mean= 4.12 and SD= 0.846, Vignaswarn (2005) found the level of work performance is high with mean= 3.85 and SD=0.49 and Warokka et al., (2011) also found moderate level of work performance with mean=3.70 and SD=0.46 Thus, from the above empirical result, this study finding is supported by the studies of Saeed&Shahbaz (2011) with mean= 4.12 and SD=0.846, Vignaswarn (2005) with mean= 3.85 and SD=0.49. Whereas, the proposed hypothesis of this study state that there is low level of work performance. Thus, 'hypothesis 2c' is rejected, which implies, Non-Teaching employees of Polytechnics are performing well.

Level of Organizational Affective Commitment

Hypothesis 2b-Employees level of organizational affective commitment is low.

In order to assess the current affective commitment of working individuals among non-Teaching employees of Polytechnics, eight items dealing with the overall affective commitment of employees were included in the questionnaire. As shown in table. 5 below, out of the eight items, the respondents had moderate level of affective commitment on three items i.e., 'I really feel as if this organization's problems are my own, 'I think that I could easily become as attached to another organization as I am told this one' and 'this organization has a great deal of personal meaning for me'. However, the respondent's level of affective commitment is low for the remaining five items, which ranged with mean from a maximum 3.39, i.e. 'I do not feel 'emotionally attached' to this organization' to minimum of 2.86 i.e. 'I would be very happy to spend the rest of my career with this organization'. The overall response indicates that employee affective commitment has mean= 3.32 and SD= 1.14 to the eight aspects of affective commitment. Based on Zaidatol and Bagheri (2009) mean score specification, the mean score= 3.32 indicate that the affective commitment of Non-Teaching employees of Polytechnics is low.

Table 5: Level of Employee Affective Commitment

No.	Items used for measurement of employees' level of Affective commitment	Mean	Std. Deviation
1	I would be very happy to spend the rest of my career with this organization	2.86	1.303
2	I enjoy discussing about my organization with people outside	3.39	1.235
3	I really feel as if this organization's problems are my own	3.77	1.122
4	I think that I could easily become as attached to another organization as I am to this one	3.71	.999
5	I do not feel like 'part of the family' at my organization	3.04	1.188
6	I do not feel 'emotionally attached' to this organization	3.39	1.024
7	This organization has a great deal of personal meaning for me	3.46	1.098
8	I do not feel a 'strong' sense of belonging to my organization	2.91	1.162
	Total	3.32	1.14

Source: Own survey data, 2023

Among the empirical findings on employees' level of Affective organizational commitment reviewed in chapter two are summarized as: -Saeed&shahbaz (2011) found the level of affective commitment is high with mean= 4.36 and SD= 0.791 and Vignaswarn (2005) found the level of affective commitment is low with mean= 3.11 and SD= 0.61. Thus, from the above two empirical result, this study finding is supported by the studies of Vignaswarn (2005) with mean= 3.11 and SD= 0.61. Therefore, 'hypothesis 2b' is accepted; meaning that, on-Teaching Staff of Polytechnics had low level of affective commitment.

Level of Turnover Intention

Hypothesis 2c-Employees level of turnover intention is high.

In order to measure the level of the current turnover intention of working Non-Academic staff of Polytechnic, eight items concerning with the overall turnover intention of employees was included in the questionnaire. As shown in table 6 below, out of the eight items, the respondents level of turn over intention is high on three items i.e., 'I intent to make a genuine effort to find another job over the next few months', 'I will probably look for a new job in the next year' and 'I will likely actively look for a new job within the next three years' with the mean value of 3.88, 3.84 & 3.84 respectively. The respondent's level of turn over intention also moderate on four items, which ranged with mean from a maximum of 3.63, i.e. 'I intend to leave the organization' to minimum of 3.44 'I may quit my present job next year'.

However, the respondents level of turnover intention is low on one aspect of the item with i.e. 'I have a promising future in this organization' with mean value of 2.70. The overall

response indicates that employee level of turnover intention has mean= 3.56 and SD= 1.11 to the eight items of turnover intention. Based on Zaidatol and Bagheri (2009) mean score specification, the mean score= 3.56 indicate that the turnover intention of employees of Polytechnic is moderate.

Table 6 Level of employee turnover intention

No.	Items used for measurement of employees' level of turnover Intention	Mean	Std. Deviation
1	I intent to make a genuine effort to find another job over the next few months	3.84	1.027
2	I intend to leave the organization	3.63	1.099
3	I will probably look for a new job in the next year	3.84	.991
4	I may quit my present job next year.	3.44	1.162
5	I will likely actively look for a new job within the next three years.	3.88	1.155
6	I often think about quitting my present job.	3.54	1.163
7	I do not see much prospects for the future in this organization	3.59	1.144
8	I have a promising future in this organization	2.70	1.170
	Total	3.56	1.11

Source: Own survey data, 2023

Among the empirical findings on employee's level of turnover intention reviewed in chapter two are summarized as: Saeed&shahbaz (2011) who found the level of turnover intention is low with mean= 3.15 and SD= 1.205 and Vignaswarn (2005) who found the level of turnover intention is low with mean= 3.16 and SD= 0.96. Thus, the above two empirical finding is not support the finding of this study. Whereas, this study finding implies that there is moderate level of turnover intention and it is approximate to high, thus, 'hypothesis 2c' is accepted, which implies, employee of Polytechnic of the had nearly high level of turnover intention.

Correlation Analysis

Correlation refers to synonym for association or the relationship between variables and it measures the degree to which two sets of data are related. Higher correlation value indicates stronger relationship between both sets of data. When the correlation is 1 or -1, a perfectly linear positive or negative relationship exists; when the correlation is 0, there is no relationship between the two sets of data (Vignaswaran, 2005).

Hypothesis - 3,4 & 5

There is positive and significant relation between employees' perception of performance appraisal and their work performance.

There is positive and significant relation between employees' perception of performance appraisal and their affective commitment.

There is negative and significant relation between employees' perception of performance

appraisal and their turnover intention.

As shown in the conceptual framework of this study, to test the relationship between employees' perception of performance appraisal and their work outcomes, the following correlation analysis is performed.

The Relationship of Employees' Perception of Performance Appraisal and Work Performance

Hypothesis 3: there Is Positive and Significant Relation Between Employees' Perception of Performance Appraisal and Their Work Performance.

To test this research hypothesis, the result of the correlation is analyzed to show the strength of the association between the variables involved and to indicate the direction and the significance level of the relationship between these two variables.

Table 7 present the inter-correlations among the variables being explored. From this analysis, it is noted that employees' perception of performance appraisal is positively and significantly correlated ($r = .411$, $p < 0.01$) with employees' work performance. The positive value of the correlation coefficient indicates the higher the level of employees' perception of PA will result to the higher the level of work performance and vice versa. The significance level of .000 also shows the relationship between employees' perception of PA and work performance is significant at $p < .01$, 2-tailed. For correlations purposes, the descriptors developed by Davis (1971) as cited in Alwadael (2010) were used to interpret the magnitude of findings presented as correlation coefficients. Therefore, the correlation coefficient $r = .411$ is within the moderate association range of Alwadael, from this analysis, it is noted that employees' perception of PA was positively and had moderate association with work performance ($r = .411$, $p < 0.01$).

Table 7: Correlation matrix of PPA and WP

Variables		Employee's of Perception performance Appraisal	Work Performance
Employee's of Perception performance Appraisal	Pearson Correlation	1	.411 **
Work Performance	Pearson Correlation	.411**	1
	Significance	.000	.000
**. Correlation is significant at the 0.01 level (2-tailed).			

Source - Own survey data, 2023

Among the empirical findings of previous related studies reviewed on the relationship of employees perception of performance appraisal and work performance; studies like: the study conducted by Fakharyaan et al., (2012) found that there is positive and significant relationship between performance appraisal satisfaction and work performance of employee ($r = .15$, and $sig = .001$). The finding of Vignaswaran (2005) shows that

performance appraisal satisfaction is positive yet weakly correlated ($r=.162, p<.01$) with work performance. This study finding shows that employees' perception of performance appraisal had moderate association with work performance, whereas, the above two previous studies found significant and weakly correlation between the two variables. Even though, there is difference in strength of relationship, this study finding is supported by the above two previous studies in the context of positive and significant relation between employees' perception of performance appraisal and work performance. Therefore, the third hypothesis of the study is accepted.

The Relationship of Employees' Perception of Performance Appraisal and Affective Commitment

Hypothesis 4: There is significant and positive relation between employees' perception of performance appraisal and their Affective commitment.

As it is indicated in table 8 below, the result of Pearson's correlation coefficient $r= .329$ and $p=.000$. From this analysis it is noted that, employees' perception of PA had significant and positive relationship with their affective organizational commitment. This positive value of the correlation coefficient shows that the higher the level of employees' perception of PA result to the higher the level of their affective commitment and vice versa. The significance level of .000 shows the relationship is significant at $p<.01$, 2-tailed. Thus, the correlation coefficient $r= .329$ is within the moderate association range of Alwadael, from the analysis, it is noted that employees' perception of PA was positively and had **moderate association** with affective organizational commitment ($r=.329, p<0.01$).

Table 8: Correlation matrix of PPA and AC

Variables		Employee's of Perception performance Appraisal	Affective Commitment
Employee's of Perception performance Appraisal	Pearson Correlation	1	.329 **
Affective Commitment	Pearson Correlation	.329**	1
	Significance	.000	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Source-Own survey data, 2023

Among the empirical finding of previous related studies reviewed on the relationship of employees perception of performance appraisal and affective commitment, the finding of Abdulkadir (2012) indicates that there is a significant and positive relationship between performance appraisal system and affective organizational commitment with a low correlation coefficient of ($r= 0.57$, and $sig<.01$). The finding of Fakharyaan et al., (2012) indicates there is positive and meaningful relationship between perception of

performance evaluation and affective organizational commitment ($r=.85$, and $\text{sig}=.001$), the study by Vignaswaran (2005) also found that employees perception of PA is highly correlated with affective organizational commitment($r=.580$, $p<0.01$). Although, there is difference in strength of relationship, this study finding is supported by the above three previous studies in the context of positive and significant relationship between employees' perception of performance appraisal and affective commitment. Therefore, the fourth hypothesis of the study is accepted.

The Relationship of Employees' Perception of Performance Appraisal and Turnover Intension

Hypothesis 5: there is significant and negative relation between employees' perception of performance appraisal and their turnover intention.

As it is indicated in table 9 below, the result of Pearson's correlation coefficient $r = -.206$ and $p=.031$, it shows that employees' perception of PA had significant and negative relationship with their turnover intention ($r=-.206$, $P<0.05$), that is, the higher the level of employees' perception of PA result to the lower the level of their turnover intention and vice versa. The significance level of .031 also shows the relationship between employees' perception of PA and turnover intention is significant at $p<.05$, 2-tailed. Whereas, in terms of strength of relationship the correlation coefficient $r = -.206$ is within the low association range of Alwadael. So far, it can be generalized that even though there is significant relationship between the two variables at $P = .031$ but the strength of relationship is low.

Table 9: Correlation matrix of PPA and TOI

Variables		Employee's of Perception performance Appraisal	Turnover Intention
Employee's of Perception performance Appraisal	Pearson Correlation	1	-.206 *
Turnover Intention	Pearson Correlation	-.206*	1
	Significance	.031	.031
*Correlation is significant at the 0.05 level (2-tailed).			

Source - Own survey data, 2023

Among the empirical findings of previous related studies reviewed on the relationship of employee perception of performance appraisal and turnover intention, a study conducted by, Ahmed (2010) found that negative and significant relationship ($r=-.811$) indicating a clear correlation between the respondents' perception of performance appraisal satisfaction and employee turnover intention. Fakharyaan et al., (2012) found that performance appraisal satisfaction and turn over intention had negative and significant relationship ($r=-.77$, $\text{sig}=.001$) and the finding by Vignaswaran (2005) also indicates performance appraisal satisfaction had negative and significant correlation ($r=-.504$, $p<.01$) with turnover intention. In the same manner, even though there is difference in

strength of relationship, this study finding is supported by the above three previous studies in the perspective of negative and significant relationship between employees' perception of performance appraisal and turn over intention. Therefore, the fifth hypothesis of the study is also accepted.

Simple Regression Analysis

Hypothesis 6: Employees' work performance, affective commitment and turnover intention are significantly influenced by their perception of the performance appraisal system.

Basically, regression analysis was carried out in order to test the extent of impact of independent variables on dependent variable. Thus, this (simple regression) analysis is performed to address hypothesis two of this study, that is, to find out whether the employees perception of performance appraisal has a significant impact on employees work outcomes (work performance, affective commitment & turnover intention) or not.

Employees' Perception of Performance Appraisal and Work Performance

Hypothesis- 6a Employees' work performance is significantly influenced by their perception of performance appraisal practice. To assess the extent of impact of employee perception of performance appraisal on their work outcome (in the form of work performance), simple regression analysis was carried out. The result of the regression model shown in table 4.11 indicates the value of the regression coefficient $R = .411$, $R\text{-square} = .169$ and adjusted $R\text{-square} = .162$ and the model $F = 22.013$ and significance level of $P = .000$ indicates that the model is significant at $p < .001$, 2-tailed. Thus, the aggregated effect of employees' perception of performance appraisal on work performance is explained by the value of the R square, which indicates that 16.9% of employee work performance among Non-Teaching Staff of Polytechnics is accounted specifically by their perception of performance appraisal.

The beta coefficient of the model in table 4.5 indicates the beta value of the constant is 2.863 whereas; the beta value for the predictor variable (employees' perception of performance appraisal) is .305. The t-value of 4.692 and the p-value of .000 indicates the model is significant at $p < .001$. Therefore, the beta coefficient (Beta = .305) implies the level of employee work performance is increase by 30.5% if their perception of performance appraisal (satisfaction with PA) increases by one.

Table 10: Simple Regression Result of Employees Perception of PA and Work Performance

1. Model summary					
Model	R	R ²	Adjusted R ²	F	Sig.
1	.411 ^a	.169	.162	22.013	.000 ^a
2. Beta coefficients					
Model	Un-standardized		Standardized	T	Sig.
	Beta	Std. Err	Beta		
(Constant)	2.863	.221		12.958	.000
Employees perception of PA	.305	.065	.411	4.692	.000

a. Predictors: (Constant), employees' perception of PA Source: own survey data, 2023

Among the empirical findings on the regression analysis between work performance and employee perception towards performance appraisal reviewed in chapter two includes: The study conducted by Fakharyaan et al., (2012) regression result show that performance appraisal satisfaction has a direct(positive) but little (beta=0.08 p<.001) impact on work performance. The study by Vignaswaran (2005) also found that performance appraisal is positively influenced work performance (beta= .116, p<.001). The finding of this study (Beta=.305at p<.001) also supported by the finding of the above two previous studies of Vignaswaran (2005), and Fakharyaan et al., (2012). Therefore, the first part of second hypothesis (hypothesis-6a) of the study is accepted, which implies, the work performance of Non-Teaching Staff of Polytechnics significantly (positively) influenced by their perception of performance appraisal practice.

Employees' Perception of Performance Appraisal and Affective Commitment

Hypothesis- 6b Employees' affective commitment is significantly influenced by their perception of performance appraisal practice.

To assess the level of impact of employee perception of performance appraisal on their work outcome (in the form of affective commitment), simple regression analysis was carried out. The result of the regression model in table 11, shows the value of the regression coefficient R= .329, R- square = .108 and adjusted R- square = .100. From this result the extent of effect of employees' perception of performance appraisal on their affective commitment is clarified by the value of the R square. The R- square value denotes 10.80 % of employee affective commitment is accounted definitely by their perception of performance appraisal practice. The beta coefficient in table 5 indicates the beta value of the constant is 2.636 whereas, the beta value for the employees' perception of performance appraisal is. 206. The t- value of 3.625 and the significance level of .000 shows the model is significant at p<.001 and infers that employees' perception of performance appraisal as predictor variables had significantly explained the 10.80 % of the variance in affective commitment. Thus, the Beta= .206, characterizes the level of employees' affective commitment increase by 20.6 % if their perception of performance appraisal (satisfaction with PA) increases by one.

Table 11: Simple Regression Result of Employees Perception of PA and Affective Commitment

1. Model summary					
Model	R	R ²	Adjusted R ²	F	Sig.
1	.329 ^a	.108	.100	13.139	.000 ^a
2. Beta coefficients					
Model	Un-standardized		Standardized	t	Sig.
	Beta	Std. Err	Beta		
(Constant)	2.636	.194 .		13.618	.000
Employees perception of PA	.206	.057	.329	3.625	.000

a. Predictors: (Constant), employees' perception of PA Source: Own survey data, 2013

Regarding to the above analysis the empirical findings of previous study include, the study by Fakharyaan et al., (2012) found that the regression result of the study shows that performance appraisal satisfaction has a positive (beta=.73,at p=.001) 0.73 impact on affective organizational commitment and the finding of Vignaswaran (2005) also indicates that performance appraisal is positively influenced affective organizational commitment (beta=.518, p<.001) .Thus, the finding of this study (Beta=.206,at p<.001) is supported by the finding of the above two previous studies of Vignaswaran (2005) and Fakharyaan et al., (2012).

Therefore, the second part of second hypothesis (hypothesis-6b) of the study is accepted, which implies, the affective organizational commitment of employee of ANRS office of the auditor general is significantly influenced by their perception of performance appraisal practice.

Employees' Perception of performance appraisal and turnover intention

Hypothesis- 2c Employees' Turnover intention is significantly influenced by their perception of performance appraisal practice.

To assess the extent of impact of employee perception of performance appraisal on their work outcome (in the form of turn over intention), simple regression analysis was also carried out. As shown in table 12, regression model summery, the value of the regression coefficient R= .206, R- square = .042 and Adjusted R- square = .033; from this result the value of the R square, that is, 4.2% of employee turnover intention is accounted exactly by their perception of performance appraisal. The p-value of .031 shows employees' perception of performance appraisal significantly explains the 4.2% variation in turnover intention. As it is shown in table 4.13 below, the beta value of the constant is 4.087 and the beta value for employees' perception of PA is -.161. The t- value of -2.183 and the significance level of .031 specifies the model is significant at p<.05. Therefore; the Beta value of -.161, denotes the level of employee turnover intention increase by 16.1% if their perception towards performance appraisal practice is reduced (dissatisfied with PA) by one and vice versa.

Table 12: Simple Regression Result of Employees Perception of PA and Turn over Intention

1. Model summary					
Model	R	R ²	Adjusted R ²	F	Sig.
1	.206 ^a	.042	.033	4.764	.031 ^a
2. Beta coefficients					
Model	Un-standardized		Standardized	t	Sig.
	Beta	Std. Err	Beta		
(Constant)	4.087	.251		16.299	.000
Employees perception of PA	-.161	.074	-.206	-2.183	.031

a. Predictors: (Constant), employees' perception of PA Source: Own survey data, 2023

In relation to the above analysis the empirical findings of previous study include, the study finding by Fakharyaan et al., (2012) show that performance appraisal satisfaction has a significant and negative impact on turn over intentions (Beta= -0.66, at p=.001) and the finding of Vignaswaran (2005) also indicates that performance appraisal is significantly and negatively influence turn over intention (beta=-.703, p<.001). The result of this study (Beta=-.161 at p<.05) is also supported by empirical result of previous related study.

Therefore, the third part of second hypothesis (hypothesis-6c) of the study is also **accepted**, because, turnover intention of Non-Teaching Staff of Polytechnics is significantly and negatively influenced by their perception of performance appraisal practice.

Interview Finding and Discussion

The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses (Kothari, 2004). This method can be used through personal interviews and if possible, through telephone interviews. Therefore, an interview is used as a primary data collection technique like that of questionnaire, observation and the like regardless of advantages and disadvantages it has. Thus, in this study personal interview is carried out with four randomly selected personnel of human resource department and five other employees. The following questions were also addressed to the interviewee:

1. Is there a formal performance appraisal in your organization?
Regarding the existence of a formal performance appraisal practice of the organization, according to the interview with five members of management and four human resource personnel of the concerned Staff, all nine of the interviewee replay that there exists a formal appraisal system in the organization.
2. How often is the appraisal conducted in the concerned institutions?
In relation to the frequency of performance appraisal practice all nine interviewees are requested. Based on the result of the interview, all respondents are replay that performance appraisal is conducted in the frequency of every six months.

3. Are you satisfied with the performance appraisal practice of your organization?
All nine interviewees are also asked about their level of satisfaction on the overall performance appraisal practice of the concerned institutions. Of which, three of the interviewees are satisfied with the current performance appraisal practice of the organization. The remaining six respondents are also dissatisfied with the performance appraisal practice. Therefore, based on the result of the interview, most employees of the organization are not satisfied as such with the current performance appraisal practice of the organization.
4. Do you think that performance appraisal practice among Non-Teaching Staff of Polytechnics is being implemented well? A question was also raised regarding to the overall implementation of performance appraisal practice among Non-Teaching Staff of Polytechnics among the total nine, interviewees, three of them are agreed on the proper implementation of performance appraisal and the remaining are not. Thus, there is no the same understanding in common among employees, as a result it is better to noted that even if in some extent performance appraisal is implemented well, there is a problem in the overall implementation of performance appraisal.
5. Would you suggest if there is anything to be considered with regard to the current performance evaluation system being used in your organization?
Questions were raised to interviewee if there is any adjustment to be considered in the practice of performance appraisal among the Non-Teaching Staff of Polytechnics. All nine interviewees, providing their own suggestions as per their felling, but overall their opinion contains the following points in common. Continuously record the performance of subordinates.
Making the appraisal system more participatory& communicate the result between raters and ratee to make it more transparent. The feedback should be targeted on job other than other relationships. Providing feedback based career development to initiate the best performers.
6. Do you think that employee different perception of performance appraisal has its own impact on their work performance, affective commitment and intention to leave?

Interviewees are also asked about the impact of employee different perception of performance appraisal on their work outcomes in the form of work performance, affective commitment and their intention to leave. There was the same understanding in common among the nine respondents and they revealed that even if the degree of influence of perception of employees are different on work performance, affective commitment and their intention to leave, absolutely employees perception of performance appraisal has its own impact on employees' work outcomes. Based on the result of the interview it can generalize that employees' different perception of performance appraisal is a factor that affects employee work outcomes.

Summary

Among Non-Teaching Staff of Polytechnics, there exists a formal performance appraisal system and it is conducted in the frequency of every six months. But there is a problem in the implementation of performance appraisal as a result, employees are not satisfied as such (not perceived well) in the existing performance appraisal practice. In turn it has its own impact on their work outcomes. To avert the problems in the practice of PA the following recommendations are also providing from the interview: Continuously record the performance of subordinates. Making the appraisal system more participatory & communicate the result between raters and ratee to make it more transparent. The feedback should be targeted on job other than other relationships. Providing feedback-based career development to initiate the best performers.

Summary, Conclusion & Recommendation

Based on the results of the study obtained through the questionnaire distributed to employees of Non-Teaching Staff of Polytechnics and the interview conducted with four randomly selected personnel of human resource department and five other employees, the following summary, conclusions and recommendations were made:

Summary

The aim of the study is to assess the perception of performance appraisal practice of Non-Teaching Staff of Polytechnics and its effect on employees' work outcomes, in the form of work performance, affective commitment and turnover intention as well. On the review of theoretical, conceptual and empirical related literature of the study, perception of employees on performance appraisal practice had a significant relationship with their work outcomes.

The descriptive finding of the study shows that Non-Teaching employees of Polytechnics had low level of perception of performance appraisal satisfaction. The current level of employees work performance is high, affective organizational commitment is low and their intention to leave is also moderate. The finding of the correlation analysis result also indicates employees' perception of performance appraisal practice had positive and significant relationship with work performance and affective organizational commitment and negative and significant relationship with employees' turnover intention. On the other hand, simple regression analysis indicates employees' perception of performance appraisal practice had positively and significantly influence work performance and affective organizational commitment whereas, negatively and significantly influence employees' turnover intention.

Conclusion

The primary objective of this study was to assess the influence of perception of performance appraisal on employee work outcomes, because performance appraisal has been an issue of major concern with its long lasting impacts on the employees' work outcomes, in the form of work performance, affective commitment and turnover intention, which in turn, leads to the organizational performance. The study has been successful in

accomplishing its six research objectives and it makes contributions to the literature. Thus, based on the finding of the study the following conclusions are drawn: - **First**, in this part of the descriptive finding the researcher have been able to present the perceptions of the Non-Teaching Staff of Polytechnics with regard to the performance appraisal system wherein the employees express that they had low level of satisfaction with the performance appraisal system being practiced by the organization with a mean value of 3.30 and standard deviation of 1.15. The result of interview also supports this fact, but it does not mean that they are completely dissatisfied with the overall appraisal practice, that is, somewhat they are satisfied with the performance appraisal system of the organization. Out of the twelve items being used in the assessment of employee perception of performance appraisal practice, as per their fairness perception, the respondents had high level of satisfaction for one items, and are also slightly satisfied on two of the items; whereas, the respondents had low level of satisfaction on the following statements:

1. The overall practice of appraisal system,
2. Fairness and un biasedness of appraisal system,
3. The seriousness of leaders to review performance appraisal,
4. The feedback system (satisfaction with feedback, the relevant of performance feedback, the alignment of feedback with the actual achievement, the provision of positive feedback for good performers than criticizing the poor ones) The existence of appeal process, and
5. The implementation of PA Therefore, the above commented areas are the core causes for employees' negative perception on the operation of performance appraisal practice of the organization.

In turn, as an interview finding indicates, this negative perception of employees towards performance appraisal system has its own impact on the employees' work outcomes. From the interview finding it can be denoted that employees' perception towards PA can be enhanced through; Continuously record the performance of subordinates, making the appraisal system more participatory communicate the result between raters and rate, job targeted feedback system and Providing feedback-based career development. The other descriptive finding in relation to the three component of employee work outcome shows that, Non-Teaching Staff of Polytechnics have high level of work performance, low level of affective organizational commitment and moderate level of turn over intention. From this finding it can be concluded that employees of the organization are good in work performance, but employee emotional attachment, personal attachment, sense of belonging, confidence on their organization, intent to stay are the major factors influencing employee affective organizational commitment. Whereas from the eight items of turn over intention; employee promising future on their organization are the major factor; while future prospects on their organization, intend to leave and quitting their present job are also factors that moderately influencing employee intention to leave.

Second, the researcher tried to present the relationship between employees' perception of performance appraisal and their expected work outcomes, in the form of work

performance, affective commitment and turn over intention. Thus, based on the correlation analysis result employees' perception of performance appraisal has significant and positive relation with work performance and affective organizational commitment and significant but negative relation with intention to stay in the assessment of performance appraisal system.

Thirdly, the researchers have been able to study and analyze the variable (employees' perception of performance appraisal) influencing on the employees work outcomes, in the form of work performance, affective organizational commitment & turnover intention. Thus, from the simple regressions analysis it can be concluding that: - Among the three dependent variables there exist, relatively strong relationship between employees' perception of performance appraisal with work performance followed by affective organizational commitment, and turnover intentions respectively. However, employees' satisfaction (well perception) with performance appraisal process positively influences employees work performance and affective organizational commitment where else negatively influences employees turn over intention.

Recommendation

For employees of an organization a sound performance appraisal system must be put in practice, to exert their maximum efforts towards realization of organizational objectives and goals. In situations where employees are not aware of what they are expected to perform and the consequences that their performance would bring to them, it is difficult to expect better work performance, organization commitments & reducing turn over intention. Therefore, On the basis of the findings and conclusions reached, the following recommendations are made in order to change the perception of employees by improve the performance appraisal practices among Non-Teaching Staff of Polytechnics in order to increase their work outcomes. The finding on the descriptive analysis indicates that, employees are not much satisfied with the current performance appraisal practice of the organization and the following areas are also identified as a principal causes for employees low level of perception (dissatisfaction) about the existing performance appraisal practice ,that is, the overall practice of performance appraisal, fairness & un biasedness of the system, feedback system, the existence of appeal process, due care of appraisers and implementation of performance appraisal. Therefore, the findings have serious managerial implications in order to create a good perception on the mind of the employee. In doing so; the organization should have to implement performance appraisal practice in the best possible way so as to change the perception of employees by realizing the following activities.

Appropriately and adequately file and document the performance of the subordinates on a continuous basis. Making the appraisal system participatory in the sense that employees should be allowed to see their appraisal comment on it. Discussing on the appraisal result among the appraisers and appraisees clearly. Design ways to communicate the results of the employees as glowing as the criteria against which they are going to appraise the subordinates. Reviewing the performance of the subordinates with a due attention.

Providing job related feedback other than reflecting personal bias. Providing positive feedback for those who are good performers other than criticizing the poor ones, Make aware of employees about appeal procedure, at the time when they are dissatisfied with the performance rating as indicated in the descriptive part of the finding, Non-Teaching Staff of Polytechnics had low level of affective organizational commitment as a result of emotional attachment, personal attachment, sense of belonging, confidence on their organization, intent to stay on their organization. Therefore, the organization should have to give due attention to continually improve and maintain employee affective organizational commitment and should make conscious efforts by creating different mechanisms such as Creating trust on the mind of employee about performance appraisal Establishing organizational plans for the career and development of employee Providing opportunity to employee to suggest improvement in the ways things are done (employee participation). In the descriptive part of the finding, the concerned employees had also moderate level of turnover intention as the whole. But, there is low level of mean in one item, i.e. in their promising future and had moderate level of mean in three items i.e. future prospects in their organization, intent to leave& quitting their present job. Therefore, the management and HR personal should introduce better incentive, opportunity for internal growth and development, smooth and transparent work communication system. The finding on the simple regression analysis indicates relationship between employees' perception of performance appraisal and work outcomes indicates that employee who are satisfied (perceived well) with how performance appraisal conducted are in the position of higher work performance, affective commitment among concerned employees should be surveyed. Further researcher recommends that further research investigate more thoroughly the relative influence of demographic variables on the perception of employees towards performance appraisal. To make generalization, it should be conducted in different public sectors, since this study is limited only Polytechnics being educational institutions.

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