

PERFORMANCE MANAGEMENT AND EMPLOYEES' COMMITMENT IN TERTIARY INSTITUTIONS IN AKWA IBOM STATE, NIGERIA

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ABSTRACT

This study investigated the relationship between performance management and employee commitment as moderated by organizational climate in tertiary institutions in Akwa Ibom state. To guide the study, three specific objectives, three research questions and one null hypothesis were formulated. The study adopted survey design in which "Performance Management Questionnaire (PMQ) and Employees' Commitment Questionnaire' (ECQ) were used in data collection. The PMQ and ECQ were validated by an expert while their reliability was established through Cronbach alpha coefficient which gave a reliability coefficient of 0.87 and 0.79 respectively. The population of this study is 2725 academic staff of the seven tertiary institutions in Akwa Ibom state, from where a total of 349 respondents were chosen. Data generated from the PMQ and ECQ were subjected to frequency, percentage, mean and standard deviation to provide answers to the research questions while moderator regression analysis was employed to test the only formulated hypothesis at 0.05 level of significance. Results revealed that performance management is perceived not to have served as a driving force and adequately productive in promoting employee commitment towards organizational work. The study also revealed that the impact of performance management on employees' commitment is significantly influenced by the nature of organizational climate prevalent in the institutions. The researchers concluded that performance management will impact positively on employee commitment if moderated by a positive organizational climate in tertiary institutions in Akwa Ibom state. Based on these findings, the researchers recommended that school administrators should collaborate with employees to develop the objectives and goals of performance management in other to enhance an understanding in the system and thus reduce confusion and conflict.

Keywords: Performance management, Organizational climate, Employee commitment.

**CHAPTER ONE
INTRODUCTION**

Background of the Study

The cardinal focus of any educational institution at all levels is to encourage learning and development of the students. Consequently, while the teaching staff are concerned with curriculum delivery and pedagogy, the non-teaching staff are concerned with school administration and management of the 'things' of the school. Therefore, all the activities of a school are initiated and determined by the joint effort of teaching and non-teaching staff in a school. Classrooms, libraries, computers, vehicles, books, offices, playgrounds, equipment, and other things that a modern school have are unproductive except for human effort and

direction. No wonder, Ejiofor (2012) perceived the human component as the central and the most important in organizational success because all other thing depends on how well they are managed.

Tertiary institutions are collection of post-secondary schools which include Universities, Polytechnics and Colleges of Education. Tertiary institutions are concerned with the development of skilled manpower, the training of the mind and facilitators to the acquisition of knowledge. It is a community of scholars and researchers, who are keen on improving the quality of existing knowledge or recreating as well as reinterpreting existing social, cultural, economic, scientific or technological findings. Tertiary institutions, like any other organization relies on its employees who work to stir up the activities/affairs of the organization in order to achieve its objectives and improve organizational performance. The human elements who work in tertiary institutions are properly described as the most important and tangible assets in the organization (Onyeizugbe & Orogbu, 2015). It is a popular knowledge that no university will grow beyond the quality of human resources that constitute the teaching and nonteaching staff.

Performance management is an organizational management imperative that is concerned with the appraisal and management of the functionality of the employees in an organization. The objective of performance management is to evaluate an employee's performance on a job in line with a thorough understanding of exactly what the employee is supposed to do, (Byars and Rue, 2015). Performance is result targeted, reflecting how well a person fulfill the requirements of a job. In view of this, the author of this paper will hasten to suggest that performance therefore is to be measured, else, it cannot be managed. Moreso, no matter how well articulated and carefully worded the visions and missions of an organization are, their realization revolves around the bulk of the human resources in the organization. In other words, employees are the most valuable asserts of all human organizations. Consequently, the productive capacity of employees in organizations must continue to dominate academic research, national discuss as well as concerns for organizational leaders and employers of labour. Performance management or appraisal is one indispensable paradigm for strengthening, monitoring and guaranteeing employee commitment and productivity.

Mullins (2015) x-rayed what should guide performance management process to include an assessment of employees attitude to change, level of trust by employees on management, the believe employees have about the organization, prevalent atmosphere in the organization, and the frequency of reward and recognition for employees. The success of management through the available manpower resources in various their organizations revolves around a continuous evaluation of the behaviours and performance of employees. Through a system of performance management, employees should be meant to know exactly what are expected of them and the indicators upon which their performances will be measured. This process should be systematic to yield information that will result in identification of potentials, training and development needs. In line with this assertion, Wainwright (2023) averred that performance management reflects an organizational target to improve the performance of individual employees leading to organizational performance improvement in general. Managerial functions can only be successful if anchored on sound policies and implementation and that which enlists the support, cooperation and commitment of all organizational members.

A wide variety of definitions and measure of organizational commitment exist. Becker, Randal and Riegel (2005), defined commitment in a three dimensions: a strong desire to remain a member of a particular organization; a willingness to exert high levels of efforts on behalf of the organization; a define belief in and acceptability of the values and goals of the organization. Consequently, employee commitment can manifest in different forms. Commitment is an attitude reflecting an employee's loyalty to the organization. It reflects the way employees express their concern for the organization and its continued success and well-being. Wainwright (2023) maintained that the context, direction and development of commitment, as well as the extent to which commitment influences behaviour makes it a difficult a subject of confusion and debate as a human resource variable. This suffice the author of the paper to add that employee commitment is therefore a subject of interest in performance management.

Employee commitment is the psychological mechanism that directs and propels employee behavior. It is the bond that an employee have with an organization. Employees who are committed to their organization

generally feel a connection with their organization, feel that they fit in and, feel they understand the goals of the organization, (Wainwright, 2023). Employees who are committed tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support. Since employee commitment significantly determines individual as well as organizational performance, it becomes necessary that managers of the 21st century must be equip with good knowledge of human resource management.

Organizational climate reflects the physical and psychological aspects of an organization that are more susceptible to change and that provide the preconditions necessary for the work force to discharge their duties with maximum performance. It focuses on the feelings and attitudes about the organization expressed employees and others. It is based on patterns of organizational life experiences and reflects norms, goals, values, interpersonal relationships, teaching, learning and leadership practices and organizational structures. A sustainable, positive organizational climate fosters growth and development.

Peretomode (2001) defined organizational climate as a unique character of an organization experienced by its members and that which affects their actions based on the collective perceptions of behavior in the organization. Anderson (2002) conceived organizational climate as routine organizational practices which influences employees attitude in workplace. Some organizations have friendly, inviting and supportive characteristics or climate while others have exclusionary, unwelcoming, and unsafe climate. Drawing inference from the foregoing, an appropriate organizational climate can be effective in motivating employees, improving morale and the staff's participation in decision-making. Interestingly, it can be effective in increasing the staff's creativity and innovation as well as productivity and self-efficacy. According to Sharma and Ghosh (2006), self-efficacy is a personality trait that affects the personal and work life of individuals in many ways.

The triple concepts of performance management, organizational climate and employees' commitment in their interactions within a workplace, have overriding and profound influence on organizational productivity and performance. Management in all its facets entails the coordinating of resources, people, and processes to drive success. Effective management practices enhance productivity, promote collaboration, and adapt to changing environments. Performance management is a reflect of leading and controlling dimensions of management.. From the leading perspective, it is about understanding and supporting the needs and aspirations of employees to enhance their engagement and productivity. From the controlling dimension, it is about monitoring and evaluating the progress of an organization to ensure it is on-track toward reaching its goals. It includes establishing performance standards, measuring actual performance, comparing it against the standards, and taking corrective actions when necessary.

Our higher institutions require conscientious, motivated and highly committed lecturers. The success of any educational system revolves around the quality of teachers. Our higher institutions of learning are the sole producers of experts in all fields of learning and endeavors. Consequently, issues that revolves around staff performance in tertiary institutions must be a concern to researchers, educational and business managers.

The motivational theory includes the study of what drives and inspires members of an organization to work toward their professional goals. Notable motivational theorists includes but not limited to Maslow Abraham, Etzioni, Hertzberg and McClelland. Theorists who support this approach argue that employees perform their job duties accurately and productively when management knows how to motivate them correctly. This may require business leaders to thoroughly understand their employees' behavioral patterns and preferences to recognize the most beneficial way to support them. The goal of this is to increase company productivity on the basis that appropriately encourages employees to perform more efficiently, thus increasing production and profit. Managers may consider intrinsic and extrinsic factors that can impact their employees' feelings and experiences in order to develop effective systems and managerial strategies.

Shoko and Zinyemba (2014) explored the impact of employee engagement on organizational commitment among workers at national higher education institutes (HEI) in Zimbabwe. The researcher adopted explanatory descriptive survey design. A total of 142 respondents were drawn from three Universities through a stratified random sample technique. The result from the study revealed that there is a positive correlation between employee engagement and organizational commitment.

Yıldız and Özcan (2014) carried out a study to examine the moderating role of organizational climate on the effect of transformational leadership on creativity. The sample size was 178 employees in Istanbul, Turkey. The result show that there is significant moderating effects of cohesion climate dimension on the relationship between transformational leadership and followers' creativity. In addition pressure factor of the organizational climate has a significant negative moderating effect on this relationship.

Maha (2015) conducted an exploratory study to identify the drivers of employee engagement within the Egyptian context and the impact of employee engagement on job performance and organizational commitment based on Social exchange theory (SET). The researcher used regression analysis to test the data generated for the study with a view to predict and explain the relationships between the variables under study. The result indicated that leadership and organizational justice were the most significant drivers of employee engagement.

Agbionu, Anyalor and Nwali, (2018) carried out a study on employee engagement and performance of lecturers in Nigerian Tertiary Institutions. The study employed descriptive and correlation research designs. Stratified random sampling was used to select three tertiary institutions in Nigeria and the sample size of 314 lecturers was obtained through Taro Yamane. The hypothesis formulated in the study was tested using Pearson Product Moment Coefficient. Result revealed that there is a positive relationship between employer reciprocity and lectures' research output with a coefficient of correlation (r) value of .710. The researchers recommended that management of tertiary institutions in Nigeria need to develop and nurture engagement by providing adequate training opportunities for academic staff to increase organizational visibility and ranking.

Aysen, (2018) conducted a study to evaluate healthcare employees' perceptions of organizational climate and test the hypothesized impact of organizational climate on organizational commitment and perceived organizational performance. The study adopted a quantitative approach, by collecting data from the healthcare workers employed in public hospitals in North Cyprus, utilizing a self-administered questionnaire .Data collected data to test the formulated hypothesis was analyzed using ANOVA and Linear Regression analyses at 0.05 level of significance. Results revealed that organizational climate is highly correlated with organizational commitment and perceived organizational performance. Simple linear regression outcomes indicated that organizational climate is significant in predicting organizational commitment and perceived organizational performance. The researcher concluded that organizational climate relate with organizational commitment and perceived organizational performance. Organizational climate has predicts organizational commitment and perceived organizational performance of the employees in public hospitals of North Cyprus.

Aziz and Jahan (2021) carried out a study aimed at exploring the moderating role of organizational climate in Pakistani banking environment. Qualitative technique involving nation-wide data was collected and analyzed. Findings of the study indicated that organizational climate does not play a significant moderating role between leaders' behaviors and employee innovative work behaviour. The results further indicated the need to develop organizational climate in the banking sector of Pakistan to encourage innovative work behaviour. The researchers concluded that organizational Climate plays the role of a moderating variable between leaders' behaviors and employee innovative work behaviour, especially in Western countries.

Najih (2021) carried out a study on performance appraisal in higher educational institutions in Kurdish using the University of Sulaimani as a focal point. The main aim of the study was to explore the perceptions of senior/middle managers and other stakeholders at different levels of the organizational hierarchy of performance appraisal management at the University of Sulaimani as well as to examine their experiences and aspirations for better performance appraisal. Semi-structured interviews were conducted to identify the key contextual and institutional factors affecting performance appraisal, supported by quantitative data collected through a questionnaire involving 654 teaching staff of the University. The study revealed that performance appraisal in Kurdistan higher educational institutions is strongly influenced by contextual factors: cultural dimensions; legal characteristics; political hegemony, which have eroded attention to human values. The researcher asserted from the findings that performance appraisal was challenged by low commitment, lack of support and enthusiasm from top management, little engagement between performance

appraisal and institutional strategy, unclear purpose and standards, poor communication, inadequate training, poor distribution of rewards, and lack of promptness in the process.

Saba and Aslam (2023) carried out a study to examine employees' perceptions of performance appraisal among universities of Pakistan and Australia. The study also investigated the hindering factors, associated issues and challenges associated with effective performance appraisal system in higher education institutions. Specifically, the study revealed that Australian universities staff perceives performance management not solely as a tool to manage individual performance but as an integral part of university-level strategies aimed at enhancing academic excellence. In other words performance management is a university approach to goal achievement. Pakistan's situation is opposite as past approaches to appraisal and performance management in higher education have had limited and confused purposes and their contribution to enhanced institutional performance and quality has been minimal. They concluded that appraisal and performance management, including those currently being introduced in Australian and Pakistan universities are unlikely to assist to achieve the quality outcomes.

The relationship between performance management and employee commitment has not yet been clarified, so it is not obvious which of the factors in an organization is dominant in determining employee commitment. Though ideally expected that performance management can influence behaviour and perception of employees, the question of whether in its entirety as a single factor or a combination with other factors to have a significant positive influence on employee commitment has to be addressed.

Most literature reviewed in this paper recognized the influence of performance management on employee commitment and that which has the potential for enhancing employee performance. However, their practical concentration on the relationship between performance management and employee commitment does not provide adequate understanding and answers to human resource management challenges. Explanation lies on the fact that, in all ramifications, performance management and employee commitment will have either positive or negative relationship. There is a lack of research on how performance management in combination with other factors influence different aspects of employee behaviours, attitudes, perception and commitment. This research gap limits our understanding of how managers can optimize their efforts in human resource management. Therefore, this study aims to explore how organizational climate can moderate the relationship between performance management and employee commitment.

Statement of problem

There are obvious behavioural challenges in every work organization occasioned by the complexity of the workforce, which directly or indirectly affect organizational performance and productivity. Many organization have been frustrated by the level of employee turnover, redundancy, absenteeism, low employee commitment to organizational goals, lack of confidence on management, distrust, lack of organizational citizenship behaviour and poor attitude to work.

The challenge of acquiring and retaining highly motivated, conscientious and productive workforce in Nigeria are enormous. Teaching incentives and motivational variables are grossly inadequate and a very great impediment on work satisfaction and job performance. There are constant cases of threats of industrial actions and strike by the various unions in the tertiary institutions. Of recent, the Academic Staff Union of Universities (ASUU) are threatening to go on strike for arrears of salaries and absence of governing councils for universities. The academic system has suffered a lot as a result of strike actions, with the students bearing the brunt of such actions. Fishers and Shaw (2013) noted that retaining great workforce is critical to success and that when an organization take valuable workers for granted, they end up losing them.

Most organizations do not take performance management very serious. When performance management are not timely and effective, they do not expose the need for training and development, leading to employee dissatisfaction, lack of commitment to work, redundancy and stagnated growth.

Consequent on the foregoing analysis, one may ask; does employees' perception of performance management and the nature of organizational climate influence their commitment to organizational goals? What organizational environmental climate supports the promotion and sustenance of employees' commitment to organizational goals? Bridging the gap in this questions is the task of this study.

Aim and objectives of the Study

The aim of this study is to determine the impact of performance management on employees' commitment with a focus on tertiary institutions in Akwa Ibom state, Nigeria. Specifically, the study will achieve the following objectives;

1. To determine how employees in tertiary institutions in Akwa Ibom State perceive performance management.
2. To review the efficacy of performance management as a determinant of employee commitment in tertiary institutions in Akwa Ibom State, Nigeria.
3. To investigate the moderation effect of organizational climate on the relationship between performance management and employees' commitment in tertiary institutions in Akwa Ibom State, Nigeria.

Research Questions

The following research questions were raised and answered in this study;

1. How does employees in tertiary institutions in Akwa Ibom State perceive performance management?
2. To what extent has performance management promoted employee commitment in tertiary institutions in Akwa Ibom State, Nigeria?
3. Does the relationship between performance management and employees' commitment depends on organizational climate in tertiary institutions in Akwa Ibom State, Nigeria?

Statement of Hypothesis

The hypothesis formulated and tested in this study is;

1. The impact of performance management on employees' commitment does not depend on organizational climate in tertiary institutions in Akwa Ibom State, Nigeria.

METHODOLOGY

Research Design

In the context of this study, a combination of survey and descriptive methodologies was adopted to facilitate the systematic extraction of information from a specific subset of the broader population, thereby steering the course of the investigation. Survey research entails the collection of data from a select number of instances within a considerably larger pool. This research design strategically employs questionnaires as instruments for data collection and analysis, effectively drawing insights from the sampled population.

Population of Study

The population of this study is 2,725 comprising of all academic staff from the seven tertiary institutions in Akwa Ibom state. The seven (7) tertiary institutions are; University of Uyo, Federal University of Technology, Ikot Abasi, Maritime Academy of Nigeria, Oron, Federal Polytechnic, Ukana, Akwa Ibom state University, Obio Akpa, Akwa Ibom state Polytechnic, Ikot Osurua, and Akwa Ibom state College of Education. The reason for selecting only academic staff is because they are the main and most critical staff in all higher institutions with a peculiar process of promotion in their career. According to the 2023 staff personnel statistics, the population of academic staff in University of Uyo is 1,521, Federal University of Technology, Ikot Abasi is 205, Maritime Academy of Nigeria, Oron is 112, Federal Polytechnic, Ukana is 104, Akwa Ibom state University, Obio Akpa is 307, Akwa Ibom state Polytechnic, Ikot Osurua is 249, and Akwa Ibom state College of Education is 227.

Sample and Sampling Technique

Sample according to Englander (2016) refers to smaller units that can statistically relate to the population at large. The sample size of this study is 349 academic staff drawn from the 7 tertiary institutions in Akwa

Ibom state, using purposive sampling technique based on proportion to size of the population. Purposive sampling involves a researcher examining specific characteristics of a population and handpick respondents based on the judgment that the respondents possess the knowledge and experience on the subject matter of the research, (Ofo, 2001).

To determine the sample size, the Slovin's formula was deployed which gave a sample size of 349 respondents which is the lower number of responses from the population to maintain a 95% confident interval. The sample process and frame is presented:

The Slovin's formula is given as:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = sample size

N = population size

e = sampling error @ 5% level of significance

Hence to obtain sample size of the academic staff:

$$n = \frac{2725}{1 + 2725(0.05)^2} = 348.8 \cong 349 \text{ sample size}$$

Given the sample size of 349 produced by Slovin's formula, the chosen sample for each stratum of the sampling frame was drawn proportionately thus:

$$\text{University of Uyo, Uyo: } \frac{1512}{2725} \times 349 = 193.64 \cong 194$$

$$\text{Federal University of Technology, Ikot Abasi: } \frac{205}{2725} \times 349 = 26.25 \cong 27$$

$$\text{Maritime Academy of Nigeria, Oron: } \frac{112}{2725} \times 349 = 14.34 \cong 14$$

$$\text{Fed. Polytechnic, Ukana : } \frac{104}{2725} \times 349 = 13.31 \cong 13$$

$$\text{Akwa Ibom state University, Obio – Akpa: } \frac{307}{2725} \times 349 = 39.31 \cong 39$$

$$\text{Akwa Ibom state Polytechnic, Ikot Osurua: } \frac{249}{2725} \times 349 = 31.89 \cong 32$$

$$\text{Akwa Ibom state College of Education, Afaha Nsit: } \frac{227}{2725} \times 349 = 29.70 \cong 30$$

Instrumentation

Answering research questions and testing hypotheses, which are two aspects of qualitative research revolves around the collection of reliable data. To generate data for this study, two researcher developed instruments known as 'Performance Management Questionnaire (PMQ) and Employees' Commitment Questionnaire' (ECQ) were used in data collection. Kothari (2004) described questionnaire as consisting of a number of questions put together in a definite order to collect data. The PMQ is 6-item questionnaire structured on dichotomy response of Yes and No while the ECQ is a 9-item questionnaire structured on 4-point likert rating scale. The justification for the use of questionnaire in this study is that it attract low cost even when the population is large; it is a reliable source of data since it is free from the bias of the researcher.

Validity of Instrument

The instruments used for this study was presented to the supervisor for perusal, correction and necessary adjustment. Particularly, efforts were made by the researcher to incorporate related variables to the concepts of study in the instrument.

Reliability of Instrument

The reliability of the instrument was assessed through a pilot study. Ten (10) copies of the questionnaire were administered to ten respondents who were not part of the main study. The resulting data was subjected to Cronbach alpha reliability analysis and a reliability coefficient of 0.87. Based on this coefficient, the instrument was then judged to be reliable.

Methods of Data Analysis

Frequency, percentage, mean and standard deviation were used to answer the research questions while moderator regression analysis was employed to test the only formulated hypothesis at 0.05 level of significance.

Results and findings

Research question 1

How does employees in tertiary institutions in Akwa Ibom State perceive performance management? Data generated to answer this research question was analyzed using frequency and percentage as shown in table 1.

Table 1: Summary data on employees’ perception of performance management in tertiary institutions in Akwa Ibom State

S/N	Performance management	Frequency and percentage of response		Remark
		F	%	
1.	Performance management has been the driving force in our enthusiasm to work for our school.	79	22.6	NP
2.	Performance management has made us committed to our school.	101	28.9	NP
3.	Performance management has made us decide to stay in our school without wanting to leave.	267	76.5	PP
4.	Performance management has been the basis for staff training and development in my school.	94	26.9	NP
5.	Performance management has been the basis for promotion in my school.	312	89.4	PP
6.	Performance management has led to a review of motivational policy in my school.	303	86.8	PP

Source: Researcher’s field report (2024). Positive Perception (PP), Negative Perception (NP)

To provide answer to research question 1, the respondents were presented with indicators of performance management and they were asked to indicate their perception accordingly. Data generated are shown in table 1. The result revealed that items 1, 2, and 4 were negatively perceived while items 3, 5 and 6 are the areas where performance management were positively perceived by staff. Thus, performance management has not served as a driving force to boost employees’ enthusiasm to work, commitment to their schools and as a basis for staff training and development. However, performance management has induced staff retention, the basis for promotion and for review of motivational policy.

Research question 2

To what extent has performance management promoted employee commitment in tertiary institutions in Akwa Ibom State, Nigeria? Data generated to provide answer to research question 2 was analyzed using mean and standard deviation as shown in table 2.

Table 2: Summary data on employees’ commitment according to performance management in tertiary institutions in Akwa Ibom State

Variables	N	\bar{X}	SD
Low Commitment	261	10.4	2.7
High Commitment	88	26.4	6.8

Source: Researcher’s field report (2023)

To provide answer to research question 2, the respondents were classified into those with low commitment and those with high commitment. Thereafter, their mean rating and standard deviation on the indicators of commitment were computed as shown in table 2. The result show that 88 respondents had a mean score of 26.4 for indicators of commitment to their organization while their counterpart 261 had a mean score of 10.4 for indicators of commitment to their organization. Since the number of respondents with low mean score for indicators of commitment to organization is higher than those with higher mean score, it implies that performance management has not been adequately productive in promoting employee commitment towards organizational work.

Hypothesis Testing

The hypothesis, stated in its null form (H_0) goes thus:

The impact of performance management on employees’ commitment does not depend on organizational climate in tertiary institutions in Akwa Ibom State, Nigeria.

The data generated to test the hypothesis was subjected to moderator regression analysis and processed with the SPSS software, with the output results given in table 3 as follows:

Table 3: SPSS results generated to test the hypothesis with moderator regression analysis

Model Summary									
Table 3. Result of Moderator Regression analysis of performance management and employee commitment as a product of organizational climate in tertiary institutions in Akwa Ibom state									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.998 ^a	.995	.995	.31568	.995	14712.838	2	145	.000
2	.998 ^b	.995	.995	.31675	.000	.018	1	144	.894
a. Predictors: (Constant), Performance Mgt, Friendly Organizational Climate									
b. Predictors: (Constant), Performance Mgt., Friendly Organizational Climate, Tensed Organizational Climate									
c. Dependent Variable: Employee Commitment									

Source: SPSS generated results for the tested hypothesis, author’s study (2024)

Table 3 shows R² change reported as .000, which is a proportion. This implies that there is no significant percentage increase in the variation of employee commitment by the addition of the interaction term, performance management. Since a statistical significant value of .000 in SPSS does not mean zero, but p less than 0.05 level of significant, thus, performance management does not have a significant impact on employees’ commitment. Again, the ‘Sig. F Change’ column shows a statistical value of .894 indicating a

statistically significant moderation effect of organizational climate on the relationship between performance management and employees' commitment. Therefore, the extent of impact of performance management on employees' commitment is influenced by the nature of organizational climate prevalent in the institutions.

Discussion of Findings

The finding that performance management has not served as a driving force to boost employees' enthusiasm to work, commitment to their schools, and as a basis for staff training and development is an indication that employees in tertiary institution perceives performance management as inadequate, lacking in vision and unproductive. This does not speak well for our schools because employees' perception shapes their attachment and loyalty to their organizations. Performance management is indeed one of the most critical and important task of management because critical decisions on promotion, retention and salary increase are all dependent on feedback from performance management. Although managers have the primary responsibility of evaluating employee performance however, the way they do that significantly influence employees' perception of the process. Sometimes, employees do not know what is expected of them in performance evaluation. They are often not coached or counseled and that may lead to confusion and wrong perception

The result of the second research question which revealed that performance management has not been adequately productive in promoting employee commitment towards organizational work is worrisome. Explanation lies on the fact that we need committed workers in our educational institutions to achieve educational goals. This finding is at variance with the reality expressed by Gichuhi, Abaja, & Ochieng, (2015) that when staff are timely appraised and promoted when due, their morale drives towards higher productivity. It suffice the claim that any human resource activity that does not promote employee commitment is at variance with organizational success.

When performance management is proactive, timely and rewarding, it acts as a catalyst for bolstering employee morale, fostering a sense of upward mobility, and positively influencing their overall performance. In essence, the provision of promotional opportunities represents a tangible means through which a substantial portion of the workforce perceives their efforts as being recognized and rewarded, ultimately culminating in an elevation of their performance levels.

The result of the test of the hypothesis in his study revealed that the extent of impact of performance management on employees' commitment was influenced by the nature of organizational climate prevalent in the institutions. The result from this study corroborate and lend credence to Yıldız and Özcan (2014) who found that there is significant moderating effects of cohesion climate dimension on the relationship between transformational leadership and followers' creativity. However, this study findings is at variance with Aziz and Jahan (2021) who found that organizational climate does not play a significant moderating role between leaders' behaviors and employee innovative work behaviour. As a moderator, organizational climate can influences employee perceptions and attitudes towards organizational policies, culture and practices. A positive organizational climate is that which can strengthen the relationship between performance management and employee commitment and job satisfaction. On the other hand, a negative organizational climate might weaken the relationship between feedback and employee commitment and motivation. Consequently, managers of the 21st century must continuously strive to ensure that their organization encourages a positive climate which amplifies a positive effect on employees' commitment and performance as well as that which influences the effectiveness of every initiatives and strategies in an organization.

Conclusions

From the finding of the study, the following conclusions were reached:

1. Performance management is perceived negatively by academic staff of tertiary institutions in Akwa Ibom state.
2. Performance management has not impacted positively on employees' commitment to their institutions.
3. Positive organizational climate amplifies the impact of performance management on employees' commitments to their institutions.

Recommendations

In the light of the conclusions drawn in this study, the following recommendations are offered.

1. School administrators should collaborate with employees to develop the objectives and goals of performance management. This will enhance an understanding in the system and thus reduce confusion and conflict.
2. Employees should be properly communicated with the expectations of performance evaluation and feedbacks related to the employees.
3. There is need for regular review of the reward system in all organizations to boost employee morale and commitment.

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