

Article

Management by Objectives and Employee Performance: Evidence from Zenith Bank Branches in Abuja Municipal, Nigeria

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Abstract

This study examined the effect of Management by Objectives (MBO) on employee performance at Zenith Bank branches in Abuja Municipal, Nigeria. A survey research design was adopted, and data were collected through a structured questionnaire administered to staff across 16 branches. The total population comprised 384 employees, and a census sampling technique was employed, ensuring every staff member was included in the study. The instrument's reliability was assessed using Cronbach's alpha coefficient. Data were analyzed using multiple regression analysis with SPSS version 20.0. The findings revealed a positive and statistically significant effect of Management by Objectives on employee performance. This indicates that MBO practices enhance employee productivity within the studied branches. The study recommends that Zenith Bank branches in Abuja Municipal sustain and strengthen their MBO practices, as they contribute meaningfully to improving employee performance outcomes.

Keywords: Management by Objectives, Employee performance, Employee productivity, Performance management, Zenith Bank, Abuja Municipal

Introduction

The corporate world of today is more unpredictable and volatile than ever. Environmental factors like globalization, technological advancements, and innovation, as well as changes in the market environment, have caused this trend to accelerate. Due to the shifting business environment, businesses must put more effort into fostering employee competence so they can outperform their rivals (Wanjala & Kimutai, 2015). It is commonly known that in the very competitive business environment of today, businesses can only compete with their rivals by inventing, and businesses can only innovate by effectively managing their human resources (Rasch, 2004). The effectiveness of the human resource system can be increased by using a reliable and accurate assessment policy to evaluate employee performance (Collings & Wood, 2009). As a result, the assessment system refers to a feature of human resource management (HRM) that enables businesses to create a skilled staff. When the assessment process is successful, it strengthens a person's sense of worth and helps them realize their objectives. Irfanullah and Zafrullah (2017). While discussing organizational success, the need for performance evaluation in any company setting has become vital (Denning, 2001). Any organization's ability to successfully monitor and evaluate each employee's performance is essential to its success. The performance appraisal is a distinct and crucial

component of career development that involves a recurring evaluation of employees' performance within the company (Wanjala & Kimutai, 2015).

For the evaluation of hiring, selecting, and training practices that promote performance, accurate assessments are essential (Cowandy, 2014). Evaluations might identify areas that require counseling or training. By encouraging the strong areas and modifying the weak ones, they can improve employee productivity. They can also increase employee motivation through the feedback process and provide an evaluation of working conditions (Gabris & Ihrke, 2000). Every firm needs qualified staff to increase production. The human resource department/division makes a concentrated effort to assess the strengths and shortcomings of its personnel; performance is linked to actions and also incorporates judgment and appraisal process (Mollel, Mulongo & Razia, 2017). It is possible to define performance appraisal as a structured and formal interaction between a subordinate and supervisor that typically takes the form of an annual or semiannual interview and examines and discusses the subordinate's work performance to identify areas for improvement and skill development (Paauwe & Boon, 2009). The outcomes of appraisals are utilized, either directly or indirectly, in many companies, such as the banking industry, to help determine rewards. In other words, the evaluation results are used to determine which employees perform better and should receive the bulk of merit pay raises, bonuses, and promotions.

The process through which a company assesses and measures the performance of its personnel is known as performance appraisal. A performance appraisal is a methodical assessment of an employee's performance and capabilities that promotes further development (Grote, 2002). If there are any performance gaps, it helps to identify them so that they can be filled through training and development. Establishing performance standards, communicating them to employees, carrying out actual performance, comparing actual performance results with established standards, discussing results with employees, and taking corrective action are all steps in the performance appraisal process. One Human Resource Management Practice (HRMP) that has received extensive research in both developed and developing nations and has also been recognized as a powerful motivator is performance appraisal. Because performance appraisal data are utilized for managerial decision-making and a number of other objectives, such as administrative choices, employee development, and personnel research, performance appraisal is regarded as an essential human resource function (Muhammad & Surayya, 2013). Performance evaluation, which can be viewed as a general term covering a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance, and distribute rewards, has reportedly increasingly become a part of a more strategic approach to integrating human resources activities and business policies, according to Fletcher (2001). Anso (2014) confirms that performance evaluation has developed into a tool for fostering organizational growth and professional development in a similar vein. Employee performance is identified, measured, and improved throughout the organization through a continual process called performance appraisal. This procedure entails several procedures like assessing employees' strengths and weaknesses, giving them regular feedback, and providing career development opportunities (Aguinis, 2007). According to Grubb (2007), the purpose of performance reviews is to evaluate each employee's performance and determine how it might be enhanced to help the organization as a whole. On the other side, organizational commitment is the identification and connection with the organization through belief in the organization's value systems and goals, making an effort on the organization's behalf, and desire to stay with the organization (Agyare, Yuhui, Mensah,

Aidoo & Ansah, 2016). It often shows how much an employee enjoys being a part of the company and how much he or she thinks the goals of the company align with his or her own. Banks must consistently raise the bar on quality, draw in new clients, and reduce costs if they want to flourish or survive. In other words, banks must manage their system for performance reviews more effectively and foster greater employee commitment. Many procedures, methods, systems, tools, strategies, philosophies, and approaches have been developed over time in an effort to give firms a competitive edge through improved performance (Girma, Lodesso & Sorsa, 2016). According to Cowandy (2014), appraisals in banks are linked to employee productivity because they can be used to enhance current performance, provide feedback, boost motivation, identify training needs, identify potential, inform people of what is expected of them, put a focus on career development, give raises, and address work-related issues. Paul, Olumuyiwa & Esther (2015) and Sojuyigbe (2017) conducted different research in Nigeria and found that workers there are highly aware of performance reviews. Both studies that looked at the connection between performance reviews and employees' commitment to corporate goals and objectives concluded that the performance review system has a big impact on that commitment.

Statement of the Problem

The banking sector in any monetized economy acts as a stimulus for capital formation and economic growth by enabling transactions and properly channeling savings from surplus to deficit economic units. The lubrication for the economic growth engine is provided by banks. Nine (9) of the twenty-one (21) deposit money banks operating in Nigeria, which together make up 70% of the banking sector's assets, exhibited exceptional performance, according to a report by Fitch (2014), indicating that those banks appear to be "doing well." One factor determining an employee's performance in an organization is performance management.

The importance of performance management in connection to employee performance in the Nigerian banking sector, with a focus on Zenith Bank branches in Abuja Metropolis, is thus one of the factors that guided this study. The necessity to examine Zenith Bank's performance management practices as a motivational tool to improve employee performance arises from the fact that competent employees are essential for organizational performance. This is vital to determine the best way to keep competent workers and stop continual mobility, or brain drain, as it is known in the banking sector.

Via the establishment of a human resources department, Zenith Bank Nigeria branches in Abuja used management by objectives (MBO). Despite this, employees at Zenith Bank Nigeria branches in Abuja have not been more productive. This is understandable given the numerous performance management concerns and problems that many banks face. In fact, it has become nearly impossible for personnel to meet performance goals and minimum demand deposit requirements at current levels. Effective planning, organizing, and leadership techniques will aid management in directing its personnel to the intended outcomes. As a result, it implies that using performance management techniques ineffectively can lead to low and subpar performance. This means that performance management is essential for effective management and that, if handled poorly, it may have a negative impact on employee productivity. Most banks find it difficult to create and operate an efficient performance management system. The expense and administration of these methodical methods occasionally act as obstacles to the accomplishment of organizational objectives. However, as none of the other research works on assessment

strategies have studied Zenith Bank branches in Abuja metropolitan, this study will examine the appraisal processes in Zenith Bank and determine the methodology that is more effective. These factors are what made the present investigation necessary.

Objective of the Study

The objective of this study is to ascertain the influence of Management by Objectives (MBO) on employees' performance in Zenith Bank Nigeria branches in Abuja.

Hypothesis of the Study

H₀₁: There is no significant influence of Management by objectives (MBO) on employees' productivity in Zenith Bank Nigeria branches in Abuja.

Conceptual Review

Concept of Performance Appraisal

Cardy and Leonard (2011) defined performance appraisal as a formal and structured interaction between an employee and his supervisor that takes the form of periodic (annual or less) interviews where the employee's output is assessed and appraised to identify strengths and weaknesses as well as opportunities for potential improvement and subsequent skill development. Agyare, Yuhui, Mensah, Aidoo, and Ansah (2016) define performance assessment as a discrete, formal organizational event that happens only once or twice a year and has specific performance dimensions used for evaluation. Moreover, it is a formal method of employee monitoring that typically includes assessing performance based on the assessments and opinions of peers, superiors, managers, and even employees themselves. The purpose of performance reviews is to gauge how well employees are performing their duties (Mondy & Mondy, 2014). The goal of a performance evaluation is to learn everything about an employee's current performance at work. Based on the findings, efforts are then directed toward future performance level improvements (Dessler, 2013). A human resource management technique called a performance assessment is used to assess an employee's performance in light of their thorough job description (Wahjono, Marina, Peruma & Wardhana, 2016). Clarifying employee job requirements, supporting personal and workforce growth, and ensuring that performance is taken into account when creating compensation structures are all aspects of performance appraisal. After their performances are evaluated, it ensures that employees are aware of how organizations want them to contribute to organizational goals (Agyare, Yuhui, Mensah, Aidoo, & Ansah, 2016).

Performance Appraisal and Employee Performance

Maund (2001) asserts that a crucial part of managing employees' performance is assessment. When it works, the assessment process helps a person realize their aspirations and strengthens their feeling of self-worth. Performance evaluation and employee output have a good and significant link, according to Bekele et al. (2014). According to Cumming (1972), the overall goal of performance evaluation is to increase an organization's efficiency by striving to mobilize the best efforts from those who work there. These appraisals accomplish the following four goals: compensation reviews, personal growth and training, job rotation planning, and promotion support.

According to Meysen, Mohammad, and Ebrahim (2012), Maimona (2011), and Behery and Patron (2008), performance reviews have a big impact on how well employees perform.

Cokin (2004) acknowledges the value of performance appraisal systems for firms because they primarily focus on helping individuals enhance their skills. In a similar spirit, Malcolm and Jackson (2002) offer a succinct summary of the advantages of performance evaluation to the organization as the reliable foundation for decisions on employee retention, rewards, targeted training based on identified requirements, and future employee promotions. In a different study, Jonsson and Jeppesen (2012) link the advantages of performance reviews to employees' affective commitment. They believed that employees could affect the direction of the company through dedication, which was facilitated by strong interpersonal bonds, particularly those between superiors and subordinates.

Methods of Performance Appraisal

Various approaches to performance appraisal have been established by researchers. However, the study will further discuss a few of the approaches. Ranking Methods: According to Wayne (1992), under the performance appraisal method, top managers rank their subordinates in order of their value, starting from the best to the worst. Each employee's relative status is expressed in terms of his numerical rank. Individuals are graded from highest to lowest based on this evaluation. The difference between the first and second employees is assumed to be equal to the difference between the twenty-first and the twenty-second employee. Instead of using work standards, the management compares employees using the ranking approach.

Control by Goals Method: A performance appraisal system focused on the formulation of specific, measurable goals and using those goals to evaluate and review performance is known as MBO, according to management guru Peter Drucker. When properly implemented, MBO is regarded as the best and most equitable method of planning for and developing highly effective people (Drucker, 1954). The guiding premise of Management by Objectives (MBO) is to ensure that everyone in the organization participates in goal-setting, has a clear grasp of the organization's aims and objectives, and is aware of their individual contributions to fulfilling those aims and objectives. Managers and staff must take action to implement and realize their preferred plans, which will assist in achieving the organization's goals, as part of the MBO process.

MBO Approach: There are three fundamental components:

- i. Each employee in an organization is given a specific set of goals to work toward during the regular working period. These goals are mutually established and accepted by managers and their staff (subordinates).
- ii. Periodically, employees are given performance reviews to see how close they are to achieving their goals.
- iii. Employees receive rewards based on how close they are to achieving their objectives. Employees and management collaborate to define goals, according to McNamara (2000), in MBO, with the intention of assisting employees in achieving continuous development through an ongoing process of goal creation, feedback, and correction. Subordinates are more likely to be motivated to achieve the objectives as a result of their contribution and to react positively to criticism that results from following objective performance capacities.

Employee Productivity

Employee productivity in an organizational setting is characterized as the extent to which a worker helps the company achieve its objectives (Greenberg, 1996). Employee productivity, according to Mathias and John (2013), is a measurement of the amount and quality of work completed while taking into account the cost of the resources used. Also, according to McNamara (2003), outcomes are always the precise outputs that are expected from the worker. Frequently, outcomes are presented as products or services for internal or external clients. These could take the shape of contributions to the community, monetary gains, or outcomes that are expressed in terms of quality, quantity, time, or cost. Employee productivity comprises quantity, quality, presence at work, cooperation, and output timeliness (Bernardin, 2007). Employee productivity can be simply defined as the associated expectations for an employee's performance and how well those expectations are met.

According to popular definitions, productivity is the ratio of input volume to output volume. In other words, it assesses how effectively an economy uses labor and capital as production inputs to create a particular amount of output. Originally, an employee's productivity was determined by what they did or did not do. An employee's productivity may be measured by their output in terms of quantity, quality, timeliness, presence at work, and cooperation (Hanaysha, 2016). According to Mbiya, Egessa, and Musiega (2014), productivity refers to the standard to which someone completes a task, such as a job or an exam. Nevertheless, given the significant roles that employees play in the success of organizations, it is not surprising that literature has asserted that employees are the most valuable asset to an organization as a result. Perceived employee productivity also reflects the general belief that employees' behavior at work contributes to the success of organizations (Le Tran & Chiou-shu, 2015). In particular, it is argued in literature like Onyije (2015) that staff productivity is essential to the efficient operation of an organization. The timely, effective, and efficient performance of mutually agreed-upon responsibilities as specified by the employer constitutes an employee's productivity (Sauermann, 2016).

Performance Management

Popularly employed in the field of human resource management, performance management is the process of recognizing, evaluating, and improving an individual's performance while also coordinating it with the strategic objectives of a company (Woyessa, 2015). Performance management indicates that businesses work to improve, inspire, and raise employee performance across a range of human resources applications (Gerrish, 2016). The implementation of institutional strategy and the accomplishment of strategic goals depend on good individual performance management (Sattar, Khaliq & Butt, 2018). Performance management systems set goals for worker performance and encourage hard work from staff members. While it establishes work standards, evaluates actual performance, and provides employees with performance feedback, it also entails evaluating the strengths and shortcomings of employees' performance (Mbise, 2014).

Management by Objectives (MBO)

By directing each employee's behavior toward the organization's mission, the management approach known as management by objectives (MBO) aims to increase organizational effectiveness. MBO is frequently utilized in place of conventional performance reviews. Setting goals, planning, and evaluating progress are all parts of the MBO process. The formulation of the organization's mission statement and strategic goals marks the beginning

of goal setting. The process of creating goals then cascades down the organizational hierarchical structure to the level of each employee. The outcomes that should be represented in a person's goals are those that, if attained, would best help the organization achieve its strategic objectives. Employees and their supervisors typically agree to jointly create individual goals, and during this time, they also establish precise performance requirements and decide how goals are achieved (Islami et al., 2018).

Employees and managers collaborate as they plan to identify potential roadblocks to achieving objectives and come up with solutions. The two parties meet on a regular basis to go over the employee's progress to date and identify any targets that need to be changed due to organizational conditions. The employee's achievement of goals is measured during the evaluation phase against the predetermined performance standards. The final review, which typically takes place once a year, measures how well the person is performing (Daoanis, 2012).

Employees' Performance

The key factor influencing an organization's expansion and profitability is employee performance. Employee productivity is the correlation between an organization's workers' output of products and services and the input of resources – both human and nonhuman – used in the production process. Performance, then, is the ratio of input to output. The productivity increases as the ratio's numerical value increases (Onyije, 2015). Employee productivity is a measurement of how effectively resources are pooled together in businesses and used to achieve a specific goal. It is maximizing productivity while using the fewest resources possible (Taiwo, 2010). Employee productivity, according to Onyije (2015), is the correlation between the production process's input of both human and non-human resources and the output of goods and services. The ratio of output to input is another way to define productivity.

Performance evaluation is one of the variables that management in a company typically develops to measure employee productivity. This is due to the fact that employee performance reviews encourage workers in an organization to consistently go above and beyond the call of duty. Employee dedication, client satisfaction, quality and quantity of service, and minimal labor turnover are just a few ways that employee productivity can be measured (Mollet et al., 2017). These elements are the essential component that drives an employee to deliver the required performance and output standards.

Theoretical Framework

The study is anchored on Edwin Locke's goal-setting theory.

In the 1960s, Edwin Locke developed the theory. The notion suggests that the intent to work toward the goals is the main source of motivation at work. Objectives are important because they let employees know what is expected of them at work. Goal-setting theory affirms the importance of objectives since a specified goal boosts performance within an organization (Robbins, Judge, & Campbell, 2010). When complicated and difficult goals are accepted, an organization performs better than when simple goals are accepted.

Also, when feedback is readily available at work, performance improves as opposed to when it is not. Goals should be highly clear, fairly challenging, and staff should be dedicated to accomplishing them, according to Pride, Hughes, and Kapoor (2010). Incentives should be linked to the objectives in order to improve performance at work. In

contrast to general goals, focused goals provide high levels of output. This is so because particular objectives serve as an internal catalyst for organizational activities.

It can be said that the level of performance at work increases with goal complexity, holding other criteria like goal acceptance unchanged. Setting attainable goals helps businesses advance their missions. Setting goals makes it easier to formalize corporate statements and carry out missions and visions. Goal-sharing, therefore, offers major motivators at the workplace by giving people easily achievable, practical, and tangible goals (Kopaneva & Sias, 2015). The notion contends that because employees concentrate on their goals, they have a vital role in inspiring them to work more productively. If the objectives are not met, companies either enhance their performance or change the objectives to make them more feasible (Locke, 1968). The theory has demonstrated the connection between employee performance and performance management. So, a sound system of performance management must be supported by appropriate goal-setting and organizational design. People must understand what is expected of them and the important performance areas for each position. It is necessary to take action to guarantee that team or individual goals cascade from strategic objectives. Goal-setting must also support a bottom-up process in which people are permitted to design their own goals within the overall performance management framework and to agree on the goals through open discussions (Locke & Latham, 2015). Employees who work hard to attain organizational goals will undoubtedly produce more work, especially if those goals are met. Moderators like ability and self-efficacy may have an impact on the motivational impact of objectives. Setting goals is frequently regarded by managers as a way to enhance and maintain performance (DuBrin, 2012). Many studies have shown that people who are given clear, challenging, but attainable goals do better than those who are given vague, easy goals or no goals at all. Yet, the individuals also need to be capable enough, embrace the objectives, and get performance-related feedback (Latham, 2003).

Empirical Review

Evans et al. (2021) assessed the Ghana Education Service's performance rating system and its impact on employee productivity (performance) (GES). The population for the study was 153, and a sample size of 108 respondents was chosen using the probability and non-probability sampling methods. The research design used was a descriptive study. Tables and bar charts were used to analyze the data. The primary conclusion of the study was that the GES only conducted performance evaluations when teachers were up for promotion. The results showed a conflict between teachers' output and their performance reviews.

In Tigray, Ethiopia, Siyum (2020) looked at how performance reviews affected worker productivity in both private and public hospitals. From January to March 2019, a cross-sectional easy survey with 379 human resource workers from public and private hospitals in the Tigray area was conducted. Simple random sampling (SRS) was used to choose the respondents, and a structured questionnaire was also included in the survey. Descriptive analyses of variance, binary logistic regression, and cross-tabulation with Chi-Square were used to examine the obtained data. The study's conclusions demonstrated that employee productivity in Tigray, Ethiopia's commercial and governmental hospitals, is impacted by performance reviews.

The impact of performance reviews on the effectiveness of the Nigerian civil service was also evaluated by Oluwayemisi and Taiwo in 2021. 265 respondents who were chosen using

a straightforward random sampling procedure made up the study's sample. The test of the hypotheses was conducted using the multiple regression technique. The study indicated that the performance of the civil service is significantly influenced by the feedback mechanism, but that objective assessment has little impact on that performance. Also, Dixit and Sharma's (2021) critical analysis of several performance management techniques and their impact on worker productivity in Bhilwara textile companies. The study made use of original information gathered through a structured questionnaire from a sample of 100 respondents who held managerial positions at various levels in textile companies. To achieve the research goal of determining the impact of independent variables, performance appraisal, training & development, reward system, and feedback on employee productivity, a descriptive research design is used for the analysis of data. Mean, standard deviation, and regression analysis are used along with other statistical techniques. Regression analysis is used to analyze the data, which encourages the adoption of sustainable HR practices and compels decision-makers to reevaluate employee productivity-related issues. Expectancy theory and Maslow's Hierarchy of Needs theory served as the foundation for Kagotho's (2018) study on staff productivity and performance evaluation in the health sector. The research design chosen was a descriptive research design with a sample population of 100 employees and a population of 250 staff members of Gertrude's Children's Hospital. As the primary tool for gathering data for the study, questionnaires were employed. Descriptive statistics were used to analyze the data that was collected. According to the study's findings, performance reviews and feedback are very important since they give firms the chance to evaluate how each employee compares to previously defined standards and expectations.

In addition, Butali and Njoroge (2018) investigated the moderating role of organizational commitment in the relationship between performance appraisal and organizational performance, as well as the effects of performance appraisal on organizational performance. Using a descriptive survey design, the study was conducted on three stock exchange-listed companies. The 5866 employees from the three companies made up the study's population. It was discovered that performance reviews had a big impact on how well an organization performed. The study also showed that the association between performance evaluation and organizational performance was modified by affective commitment, continuance commitment, and normative commitment.

Francis et al. (2021) examined the connection between employee productivity and performance reviews. The research approach used in the study was a descriptive survey. Senior and junior employees of ten (10) commercial banks in Port Harcourt, Rivers State, make up the study's population. One hundred twenty-one respondents (121) were chosen randomly from among this group. With the aid of a standardized questionnaire, the data for this study were gathered. The data were analyzed using the chi-square analytical tool in SPSS version 20.00. According to the investigation, the study discovers that employee productivity in the chosen banks is considerably influenced and improved by the performance appraisal characteristics.

Man and Yeen (2021) also looked into how performance reviews affected workers' output and effectiveness. To gather the necessary information, research questionnaires were sent to personnel of a few private hospitals. To determine the outcomes, additional data were evaluated using Pearson correlation and regression analysis. The findings indicate that only the performance appraisal procedure and perceived fairness have a major impact on how well it works.

For Omani public and commercial businesses, Al-habsi and Madbouly (2021) investigated the effects of employee appraisal systems on both individuals and institutions. Employees from both governmental and private organisations in Oman were surveyed using the quantitative research methodology. Using frequencies, descriptive statistics, and ANOVA, data were gathered and examined. According to the investigation, Omani employees have above-average levels of satisfaction with the "used appraisal techniques" and the "duration of the appraisal process," but have lower levels of satisfaction with the "Methods of appraisal reports" and "The person responsible for the preparation of performance reports". The analysis discovered that the institutions' adopted assessment systems were very effective at fostering employee career growth and achieving organizational goals.

Odhiambo (2015) looked into how performance management procedures affected workers' output. The research used a quantitative method to investigate how performance management approaches affect workers' productivity. 206 bank employees in Ghana's Accra Metropolitan Area make up the study's population. The stratified sampling method was employed to choose the 102-person sample size from the population. The data was analyzed using both descriptive and inferential statistical techniques. The study's conclusions demonstrate a relationship between performance management and worker productivity. Hence, performance evaluation, training, and pay were employed in the study as stand-ins for performance management. According to the study's findings, successful performance management procedures allow employees a chance to share their thoughts and expectations for achieving the company's strategic goals. According to the study, performance management procedures should be improved to increase worker productivity. Gichuki (2014) investigated how performance management affected labor productivity in Kenya's Immigration Department. The study's research design was a descriptive survey. There are 820 workers in the study's population, and 300 workers were selected for the sample. A structured questionnaire was used to gather the information. Using descriptive statistics, it was determined that performance management affects employees' productivity. Hence, the Immigration Department must continually maximize the use of performance management tools in order to grow and maximize employee productivity. In a similar vein, Mwema and Gachunga (2014) focused on the Kenya Country Office, Garissa Sub-Office, Somalia, and Sudan offices based in Kenya to explore the effects of performance appraisal on staff productivity in the World Health Organization. For this study, a descriptive approach was chosen, and regression analysis was conducted to determine the impact of performance reviews on worker productivity. The study draws the conclusion that, in order to boost employee productivity, organizations should frequently evaluate their staff members using targets, accomplishments, organizational goals, time management, and efficiency.

Similar to this, Ofobruku and Nwakoby (2015) carried out research to find out how mentorship affected employee performance. 317 employees from 9 legally registered indigenous family construction enterprises operating in Abuja participated in the study, which used a survey research methodology with both quantitative and qualitative methods to collect data. The statistical method of the Pearson correlation coefficient was used to analyze the acquired data. The results demonstrate that mentorship had a favorable impact on the workers' productivity. Employee productivity was specifically impacted more favorably by mentoring via career support than by mentoring through psychosocial support, suggesting that employees perform better in a mentoring environment based on career support than in one based on psychological support.

In addition, Cherono, Towett, and Njeje (2016) used a cross-sectional survey design with 350 respondents from two small manufacturing firms in the United States to establish how leadership mentorship affects employee performance, assess how innovative mentorship affects employee performance, determine how knowledge-transfer mentorship affects employee performance, and examine how talent development mentorship affects employee performance. The model of interest was built using multiple regression analysis, and the results of the study demonstrate a substantial relationship between leadership mentoring, creative mentoring, knowledge transfer mentoring, talent development mentoring, and employee productivity.

Using data from two worldwide field studies, Pousa and Mathieu (2014) conducted an empirical analysis with a focus on the impact of coaching on employee performance. In one of the investigations, a sample of 200 workers from one of Australia's central nations was employed. Sales personnel at one of the largest regional banks in the United Kingdom make up the other sample of 150 workers (UK). Regression analysis was used to analyze the data from the 176 employees who participated in the survey. When experience and tenure were controlled for, the results from the first sample of Latin American business-to-business salespeople revealed that coaching could account for 6.2% of the variation in performance. In contrast, the results from the second sample of Canadian business-to-consumer front-line employees with sales responsibilities revealed that coaching could account for 2.9% of the variation in performance. The results imply that managers can improve their role performance through coaching, which will aid in their subordinates' productivity growth.

Research Design

The study adopts a survey research design. By the use of a survey, the researcher was able to gather accurate and reliable information by reviewing and comprehending corporate information. This is due to the design's value and suitability for determining the strength of a relationship between two or more variables.

Population and Sample of the Study

The employees of Zenith Bank branches in Abuja Municipal make up the study's population. According to the Human Resource Department Report for 2022, Zenith Bank has a total of 384 employees spread throughout its 12 branches. The study's population is below 400, which, according to Taro Yamane (1967), prevents the use of the Yamane T. formula when the population is below 400. Census sampling, which uses the population as the sample size, is what the researcher should do. Data for the entire population is sought during a census, hence the planned sample size is equal to the population. Also, the sample size for a census is the entire population. A census is desirable for small populations (i.e., 400 or fewer), even while financial reasons prevent it for big populations (Glenn, 2012). Census sampling is used to distribute the questionnaire to the respondents because it ensures that all respondents have an equal chance of being chosen. While dismissing the remaining employees from the population who were chosen or administered solely by random, the study chose the 350 employees of the Zenith Bank branches in Abuja Municipal.

The information is gathered through a self-administered questionnaire. To ensure that they comprehend the questions and react appropriately, the respondents are given instructions. In order to give quantifiable data according to the researchers' response category, survey questions are generally phrased in an open-ended manner. The degree to which the various

responses agreed or disagreed with the topics stated was gauged using a 5-point Likert scale. The primary application of a Likert scale in questionnaires is to measure participants' preferences or level of agreement with a statement or group of statements or elements (Cooper & Schindler, 2006). The workforce at the Zenith Bank branches in Abuja Municipal is given the questionnaire. Three sections make up the questionnaire. Section A addresses inquiries regarding personal data (respondent's data). The topics of staff productivity and performance evaluation are also covered in Part B and Part 3, respectively.

Data Collection

The primary source of the data used in this study was a questionnaire that was used to collect information from respondents.

Questionnaire

Ten people who had been trained by the researcher for data collection in the field administered questionnaires to collect the primary data needed for this investigation. Surveys are the finest candidates for questionnaires (Yusoff et al., 2016). The type of data to be collected, the amount of time available, and the goals of the study all had a role in its choice. Surveys offer the benefit of maintaining confidentiality, saving time, reducing interviewer bias, providing more extensive coverage, and being simpler to analyze (Tang and Zhang, 2013). Strongly Agreed (SA) = 5, Agreed (A) = 4, Undecided (U) = 3, Disagreed (D) = 2, and Strongly Disagreed (SD) = 1 were used in the research to rate the respondents' responses. The respondents had to read, comprehend, and select the correct answer. In order to gather more information from the respondents and to ensure that it was clear, the questionnaires were given out by trained individuals.

Table 1: Scale reliability of variables

Variables	Number of Items	Cronbach's Alpha
Graphic rating scales	3	0.88
Behaviorally Anchored rating scales	3	0.77
Management by Objectives	3	0.84
Employees Productivity	3	0.79

Source: researcher's computation (2022)

The above table indicates that the variables are reliable.

Data Analysis

The completed questionnaires were reviewed for accuracy and coherence before processing the responses. The responses might subsequently be divided into several categories thanks to the data's subsequent coding. For the data analysis in this study, quantitative methodologies were used. Statistical tools used for data analysis were employed to show the data that were collected. In order to characterize and compare variables numerically, such as mode, mean, and median, the study used descriptive statistics.

The analysis of several regressions was done. The variables' relationships, whether positive or negative, were revealed through the use of multiple regression approaches. To demonstrate how performance management affects employee performance, as explained by the independent variables through the coefficient of determination R^2 , multiple regression techniques combining ANOVA were used. If the estimated significant value is less than the 0.05 level of significance, the null hypothesis of no significant effect is rejected. If the

estimated significant value is greater than the 0.05 level of significance, the hypothesis of no significant effect is accepted. Statistical Package for Social Sciences (SPSS) was the statistical software program used for the investigation (SPSS).

Model Specification

This study uses a primary model, and regression analysis is used to examine the direction of the variables' effects. Employee productivity is the dependent variable, and performance evaluation, as represented by visual rating scales, behaviorally anchored rating scales, and management by objectives, is the independent variable. Here is how the model is presented:

$$EP = \alpha + \beta_1GRS + \beta_2BARS + \beta_3MBO + \beta_4TR + \beta_5COM + \mu \dots\dots\dots 1$$

Where EP = employees' productivity, which is the dependent variable, and α is the intercept, β_1 , β_2 and β_3 are the parameters to be estimated as the independent variable and as such graphic rating scales (GRS), Behaviorally Anchored rating scales (BARS), and Management by Objectives (MBO). The control variables include training (TR) and compensation (COM).

β_0 = Constant

ϵ = Standard Error terms

Data Analysis

Table 2: Management by Objectives

Items	5	4	3	2	1
This method helps the organization to jointly set goals with the employees	129(36.85)	110(31.43)	11(3.14)	66(18.85)	34(9.71)
Zenith Bank Branches in Abuja Municipal frequently used to jointly plan employees' benefits and promotion	118(33.71)	111(31.71)	32(9.14)	49(14.00)	40(11.43)
Zenith Bank Branches in Abuja Municipal frequently apply this method in analyzing and evaluating employees' work	121(34.57)	110(31.42)	33(9.42)	63(18.00)	23(6.57)

Source: Field Survey, 2022

Table 2 indicates that 36.85% of the respondents strongly agreed that this method helps the organization to jointly set goals with the employees. 31.43% of the respondents agreed that this method helps the organization to jointly set goals with the employees, and 3.14% of the respondents were undecided. 18.85% of the respondents strongly disagreed that this method helps the organization to jointly set goals with the employees, and 9.71% of the respondents disagreed that this method helps the organization to jointly set goals with the employees.

Table 2 indicates that 33.71% of the respondents strongly agreed that Zenith Bank Branches in Abuja Municipal frequently used to jointly plan employees' benefits and promotion.

31.71% of the respondents agreed that Zenith Bank Branches in Abuja Municipal frequently used to jointly plan employees' benefits and promotion, and 9.14% of the respondents were undecided. 14.00% of the respondents strongly disagreed that Zenith Bank Branches in Abuja Municipal frequently used to jointly plan employees benefits and promotion, and 11.43% of the respondents disagreed that Zenith Bank Branches in Abuja Municipal frequently used to jointly plan employees benefits and promotion.

Table 2 indicates that 34.57% of the respondents strongly agreed that Zenith Bank Branches in Abuja Municipal frequently apply this method in analyzing and evaluating employees' work. 31.42% of the respondents agreed that Zenith Bank Branches in Abuja Municipal frequently apply this method in analyzing and evaluating employees' work, and 9.42% of the respondents were undecided. 18.00% of the respondents strongly disagreed that Zenith Bank Branches in Abuja Municipal frequently apply this method in analyzing and evaluating employees' work, and 6.57% of the respondents disagreed that Zenith Bank Branches in Abuja Municipal frequently apply this method in analyzing and evaluating employees' work.

Table 3: Employees' productivity

Items	5	4	3	2	1
Employees of Nigerian Tulip International Colleges are effective in carrying out their assigned tasks	129(36.85)	132(37.71)	22(6.29)	60(17.14)	7(2.00)
There is an effective increase in output in Nigerian Tulip International Colleges	134(38.29)	110(31.43)	34(9.71)	52(14.86)	20(5.71)
Nigerian Tulip International Colleges effectively utilized the output	144(41.14)	123(35.14)	33(9.42)	33(9.42)	17(4.86)

Source: Field Survey, 2022

Table 3 indicates that 36.85% of the respondents strongly agreed that employees of Zenith Bank Branches in Abuja Municipal are effective in carrying out their assigned tasks. 37.71% of the respondents agreed that employees of Zenith Bank Branches in Abuja Municipal are effective in carrying out their assigned tasks, and 6.29% of the respondents were undecided. 17.14% of the respondents strongly disagreed that employees of Zenith Bank Branches in Abuja Municipal are effective in carrying out their assigned tasks, and 2.00% of the respondents disagreed that employees of Zenith Bank Branches in Abuja Municipal are effective in carrying out their assigned task.

Table 3 indicates that 38.29% of the respondents strongly agreed that there is an effective increase in output in Zenith Bank Branches in Abuja Municipal. 31.43% of the respondents agreed that there is an effective increase in output in Zenith Bank Branches in Abuja Municipal, and 9.71% of the respondents were undecided. 14.86% of the respondents strongly disagreed that there is an effective increase in output in Zenith Bank Branches in Abuja Municipal, and 5.71% of the respondents disagreed that there is an effective increase in output in Zenith Bank Branches in Abuja Municipal.

Table 3 indicates that 41.14% of the respondents strongly agreed that Zenith Bank Branches in Abuja Municipal effectively utilized the output. 35.14% of the respondents agreed that Zenith Bank Branches in Abuja Municipal effectively utilized the output, and 9.42% of the respondents were undecided. 9.42% of the respondents strongly disagreed that Zenith Bank Branches in Abuja Municipal effectively utilized the output, and 4.86% of the respondents disagreed that Zenith Bank Branches in Abuja Municipal effectively utilized the output.

Regression Result for Hypothesis:

Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.973 ^a	.947	.946	.34785

a. Predictors: (Constant), MBO

The $R^2 = 0.94$ indicates that only 94% of the variation in performance appraisal can be used to explain the employees' productivity in Zenith Bank Branches in Abuja Municipal, but 6% can be explained by other factors not noted in the regression model, which is referred to as the error term.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	746.730	5	149.346	1234.272	.000 ^b
Residual	41.624	344	.121		
Total	788.354	349			

a. Dependent Variable: EP

b. Predictors: (Constant), MBO

The regression result shows that the model is fit for the study since the F-statistic is significant at 5% level of significance. This implies that all the variables used in the study are fit in the model and can be used to explain their effect on each other.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.213	.056		-3.788	.000
MBO	.183	.050	.183	3.620	.000

a. Dependent Variable: EP

Source: econometric output, 2022

Test of Hypothesis

H₀₁: There is no significant influence of Management by objectives (MBO) on employees' productivity in Zenith Bank Nigeria branches in Abuja.

Result from table 7 revealed that Management by objectives had a significant value of 0.000 which is less than 5% level of significance, therefore, the null hypothesis which states that there is no significant effect of Management by objectives (MBO) on employees' productivity in Zenith Bank Nigeria branches in Abuja is rejected.

Discussion of Findings

The analysis results indicated a positive and significant effect of management by objective on employees' performance in Zenith Bank Branches in Abuja Municipal. This implies that performance management has a positive effect on employees' performance in Zenith Bank Branches in Abuja Municipal. The study is in line with the findings of Otieno (2016) and Okeke et al. (2019), who found that there is a statistically significant effect of the variables and a positive effect of the variables. However, the study also disagreed with the findings of Mollel et al. (2017), who found unclear findings on the effect of performance appraisal on employees' productivity. The study is also in line with goal-setting theory, which implies that the major sources of motivation at the workplace are the intentions to work towards the goals. Goals play a significant role by informing employees of their expectations at the workplace. As a specific goal enhances performance within an organization, goal-setting theory supports the value of goals (Robbins et al., 2010).

Conclusion

The study concluded that performance management is a unique method used in Zenith Bank Branches in Abuja Municipal since it contributes positively to employees' performance in terms of productivity. The performance appraisal methods, such as graphic rating scale, behaviorally rating scale, and management by objective, contribute positively to employees' productivity. The methods used in the organization to appraise the employees are unique since it contributes to employees' productivity. The methods are clear and reduce biases in appraising employees and contribute significantly to an increase in employees' productivity, which in total adds to organizational productivity.

Recommendation

Zenith Bank branches in Abuja Municipal should enhance the use of the Management by objectives method since it has a positive effect on employees' productivity in the organisation.

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