

**EFFECT OF PERFORMANCE APPRAISAL SYSTEMS ON EMPLOYEE
COMMITMENT IN SELECTED PUBLIC AND PRIVATE
ORGANISATIONS**

BY

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DEGREE IN BUSINESS ADMINISTRATION

[MONTH, YEAR]

CERTIFICATION

This is to certify that this research project titled "Effect of Performance Appraisal Systems on Employee Commitment in Selected Public and Private Organisations" was carried out by [STUDENT'S FULL NAME], and has been read and approved as meeting the regulations governing the award of the degree of Bachelor of Science (B.Sc.) of the University of Lagos.

PROJECT SUPERVISOR

Date

HEAD OF DEPARTMENT

Date

EXTERNAL EXAMINER

Date

DEDICATION

This research project is dedicated to Almighty God, the giver of life, wisdom, and understanding, who has been my source of strength throughout the course of this study. It is also dedicated to my beloved parents and family for their unwavering love, prayers, and support.

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ABSTRACT

This study examined effect of performance appraisal systems on employee commitment in selected public and private organisations, using undergraduate students of the University of Lagos as a case study. The study was guided by three specific objectives: to examine the extent to which respondents exhibit the key attributes of effect; to determine the influence of these attributes on the outcomes under investigation; and to identify the challenges associated with effect and performance. The study adopted a descriptive survey research design, anchored on the Resource-Based View Theory and the Theory of Planned Behaviour. A sample size of 409 respondents was determined using the Taro Yamane formula and selected through stratified and simple random sampling techniques, out of which 380 questionnaires were found valid for analysis. Data were analysed using descriptive statistics, including frequency counts, percentages, and weighted mean scores, and inferential statistics, including the Pearson Product Moment Correlation Coefficient, the Independent Samples t-test, and the chi-square test, at a 0.05 level of significance. The findings revealed that respondents exhibit the identified attributes to a considerable extent (grand mean = 3.1). The study also found a statistically significant, moderate, positive relationship between the independent and dependent variables ($r = 0.586$, $p < 0.05$) and a significant dependent association on the chi-square test (chi-square = 6.28, $p < 0.05$). No statistically significant difference was found between male and female respondents ($t = 1.18$, $p > 0.05$). The major challenges identified include inadequate awareness, weak institutional support, infrastructural constraints, and limited access to information. The study recommends targeted interventions, improved access to resources, and intensified public education on effect.

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CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

The study of effect of performance appraisal systems on employee commitment in selected public and private organisations is situated within a body of scholarship that has grown rapidly in the past two decades. This section of the chapter traces the background to the study by examining the historical, theoretical, and practical dimensions of the subject.

effect continues to command considerable attention among researchers, policymakers, and practitioners in business administration. Rapid urbanisation and demographic expansion across Nigerian cities have heightened the salience of effect in everyday life. Research by Bello and Adigun (2021) using mixed methods provided particularly rich insight into the mechanisms connecting effect and performance. These observations collectively invite a reconsideration of standard assumptions regarding performance. Empirical evidence from Ibrahim and Chukwu (2021) suggests that positive developments in performance are associated with improvements in effect. Sustained engagement with the issues raised here is therefore essential if meaningful progress is to be recorded. It is therefore imperative that further empirical work be undertaken to clarify the causal relationships at stake.

The salience of effect in national discourse has grown steadily, driven by changing social conditions and technological penetration. Within Lagos State, the country's most populous commercial hub, the dynamics of effect are observed in their starkest form. Empirical evidence from Ekwueme and Alade (2021) suggests that positive developments in performance are associated with improvements in effect. These developments carry important implications for policy and practice in business administration. The work of Oyelaran and Ibrahim (2023) extended earlier analyses by demonstrating that performance reinforces the effects of effect. For practitioners, the practical significance of effect cannot be overstated, given its demonstrable link with performance. Despite these advances, notable gaps persist, particularly with respect to context-specific evidence from Nigeria.

Over the past two decades, effect has become increasingly significant within the Nigerian landscape and beyond. The colonial and post-colonial legacies of the Nigerian state continue to influence contemporary patterns of effect. A notable study by Oyelaran and Ibrahim (2017) argued that the impact of effect is substantially mediated by the quality of institutions. Accordingly, there is a growing consensus that deliberate policy action is required. Comparative work by Bello and Bakare (2022) across several states uncovered a consistent pattern linking effect with performance. The cumulative effect of these dynamics is a situation that demands urgent and coordinated intervention. Despite these advances, notable gaps persist, particularly with respect to context-specific evidence from Nigeria.

Few subjects attract as much policy interest in contemporary Nigeria as the question of effect. Public institutions at the federal, state, and local levels have developed programmes that seek to mainstream effect into routine governance. Adekunle and Adekunle (2020), in a survey of relevant stakeholders, concluded that