

PERFORMANCE APPRAISAL PRACTICES IN COMMERCIAL BANKS

BY

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[MONTH, YEAR]

CERTIFICATION

This is to certify that this research project titled "Performance Appraisal Practices in Commercial Banks" 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 performance appraisal practices in commercial banks, 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 performance; to determine the influence of these attributes on the outcomes under investigation; and to identify the challenges associated with performance and appraisal. 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 384 respondents was determined using the Taro Yamane formula and selected through stratified and simple random sampling techniques, out of which 352 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 = 3.07). The study also found a statistically significant, moderate, positive relationship between the independent and dependent variables ($r = 0.594$, $p < 0.05$) and a significant dependent association on the chi-square test (chi-square = 7.21, $p < 0.05$). No statistically significant difference was found between male and female respondents ($t = 1.28$, $p > 0.05$). 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 performance.

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CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

The study of performance appraisal practices in commercial banks 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.

Debates on national transformation repeatedly return to the role of performance and its attendant dynamics. The colonial and post-colonial legacies of the Nigerian state continue to influence contemporary patterns of performance. Longitudinal research by Famuyide and Musa (2016) revealed that sustained attention to performance yields appreciable dividends over time. Such findings reinforce the argument that performance deserves a place of priority on the development agenda. A notable study by Aderemi and Alade (2017) argued that the impact of performance is substantially mediated by the quality of institutions. Such findings reinforce the argument that performance deserves a place of priority on the development agenda. The reviewed studies, while valuable, are frequently dated, small in scale, or confined to a single locality.

A growing corpus of literature draws attention to the pivotal role of performance in shaping developmental trajectories. Federal and state governments have initiated several reforms, yet implementation gaps continue to constrain progress in matters of performance. Comparative work by Bamgbose and Eze (2022) across several states uncovered a consistent pattern linking performance with appraisal. These observations collectively invite a reconsideration of standard assumptions regarding appraisal. Oyelaran and Umeh (2020), in a survey of relevant stakeholders, concluded that the benefits of performance are unevenly distributed across groups. The cumulative effect of these dynamics is a situation that demands urgent and coordinated intervention. Nevertheless, the existing literature is not without its limitations, and several questions remain unresolved.

Scholars have long recognised performance as a critical determinant of outcomes in business administration. Nigeria's federal structure and its diverse cultural geography ensure that the experience of performance varies considerably from one region to another. Oyelaran and Umeh (2020), in a survey of relevant stakeholders, concluded that the benefits of performance are unevenly distributed across groups. Left unaddressed, the identified patterns are likely to intensify, with adverse consequences for all stakeholders. Evidence assembled by Kalu and Aderemi (2015) across twelve states underscored the heterogeneity of outcomes linked to performance. These developments carry important implications for policy and practice in business administration. Despite these advances, notable gaps persist, particularly with respect to context-specific evidence from Nigeria.

performance occupies a prominent position in contemporary debates about appraisal and national development. In Nigeria, the intersection of performance and appraisal is conditioned by unique socio-economic, cultural, and institutional factors that differ markedly from Western settings. Findings reported by Chukwu and Chukwu (2018) observed that respondents with greater exposure to performance recorded markedly different results. The practical import of these findings extends well beyond the academic