CORPORATE GOALS AND EXCELLENCE IN A DEPRESSED ECONOMY THROUGH EFFECTIVE PERFORMANCE APPRAISAL: A CASE OF UNITED BANK FOR AFRICA PLC, ZARIA

(The wise choice in Banking)

BY

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DECEMBER, 1995

DECLARATION

I hereby declare that this thesis has been composed and written by myself and that it is a record of my own research work. It has not been previously presented in my applications for a higher degree.

Information were specifically acknowledged by means of references.

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DECEMBER, 1995

CERTIFICATION

This thesis titled "CORPORATE GOALS AND EXCELLENCE IN A DEPRESSED ECONOMY THROUGH EFFECTIVE PERFORMANCE APPRAISAL: A CASE STUDY OF UNITED BANK FOR AFRICA PLC, ZARIA," by Ugwu, Johnson Obunwa, meets the requirements of the regulations governing the award of the degree of Master of Business Administration of Ahmadu Bello University, Zaria, and is approved for its contribution to knowledge and literary presentation.

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Thanks and glory be to Almighty God who guides and sustains me in all my undertakings.

Perhaps what no author has successfully done is to acknowledge all those who directly or indirectly contributed to his work. Bearing this at the back of my mind and knowing very well that no research can successfully be carried out without the help of many other people, to these people I must express my profound gratitude, appreciation and thanks. In particular I wish to put on record my sincere regards to my supervisor, Dr. P.D. Bagobiri for sparing time to ensure that I successfully completed this project in good time.

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ABSTRACT

This work has carefully and critically assessed the impact of good managenent performance appraisal practice as a motivation factor towards attainment of corporate goals, excellence and as an effective tool for managing Managers in a depressed economy like Nigeria. This was done to test the hypothesis that good management performance appraisal practice is a motivational factor towards achieving corporate goals and excellence which was accepted finally. The survey sampled the opinion of fourty managers from the UBA branches in Zaria in respect of the company's policies on management performance appraisal, motivation and attainment of corporate goals and excellence for the past five years (1991 - 95).

The motivation for this work includes that, human resources are the most important resource in organization that needs motivation to attain corporate objectives. Organizations just like individuals will forever be in pursuit of excellence. Resources including human must be properly managed if an organization has to meaningfully develop. The developmental efforts of an organization could only he channelled to the right places, when the strength an weakness of (hat organization's management team is known with certainly and this could be done through management performance appraisal informed the study.

Other findings of this study is that improving workers performance has been a global management problem especially for the third world. The survey of UBA manager's opinion show that there has been a good management performance appraisal practice with few lapses. Also noted was that the workers performance for the year under review has improved reasonably. The author believes that all other management variables being equal. The motivation for this achievement is good management performance appraisal practice of UBA.

The study also show that the theoretical framework of the Hank's performance appraisal effort was sound for managers' motivation and control but the implementation needs fine tunning.

The details of other useful conclusions and recommendations of this work are contained in chapter five.

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CHAPTER ONE

1.0 INTRODUCTION

The challenges of business Management by the year 2000, considering the present trend will include general inefficiency in organizations, high mortality rate of banks, increasing rate of abandoned projects and other organizational ills. Cry of customers about organizational inefficiency in both private and public sectors have become the order of the day.

The need for organizations like banks, hospitals, Nitel, NEPA, Schools, Universities inclusive to mention but a few to be efficient cannot be over emphasized. Organizational efficiency is the major difference between the third and the developed countries of the world, and its contribution towards National Development is great.

Organization just like individuals will forever be in pursuit of excellence. Every good manager aims to make things happen, even if it means fine-tuning his judgements. Resources including human must be properly managed if an organization has to attain meaningful development, or organizational excellence which is a journey rather than a destination.

The recent development in the banking industry requires the appraising of the management staff not just the junior staff, with a view to identifying their training and developmental needs as was the case in the past. The hypothesis is that good management performance appraisal system is a motivational factor towards achieving corporate goals.

It is against this background that this case study is carried out to assess the impact of good management appraisal system as a motivation factor towards organizational excellence, and as an effective tool for managing managers.

1.1 Problems Statement and Assumptions

The performance of banking industry may be likened to unsatisfactory, as can be seen from high failure rate of banks. The researcher believes that with better

management practices like good management performance appraisal system of the management team, may promote organizational excellence in the banking sector.

Appraising managers in the banking industry has been faced with many problems as is the case in other industries.

The problem of resistance to appraisal both by those to administer the appraisal and the appraises tops the list. As a result an essential ingredients of the appraisal systems from the theoretical framework, the assessment interview is even left out. The feedback process is sometimes not followed not minding the requirement that the appraises has a right to feed back.

The company under study is assumed to have carefully well planned appraisal program, which I hope to verify and see how it serves as motivation towards attaining organizational goals. The assessment of the management appraisal methods impact as an effective tool for managing managers towards attaining corporate goals is a part of the study, assuming other managerial variables (functions) remain normal.

1.2 Statement of the Hypothesis

Human resources (managers) are motivated towards attaining corporate goals through good management performance appraisal systems.

1.3 The Objectives of the Study

The theoretical framework puts it that management appraisal systems have several objectives as can be seen from (1) that individuals get motivated by a properly designed work environment and by appraising their performances.

Performance appraisal may be carried out for the following reasons:-

i) To help management to decide what increases of pay to be given on merit grounds;

ii) To determine the future use of the employee and work distribution;

iii) To indicate training needs;

iv) To motivate the employee to do better in his/her present job; and

v) It gives a clue to the areas of manager's strengths and weaknesses.

However, the overall aim of this study is to assess the impact of good management performance appraisal system as a motivation factor for managers so appraised towards attainment of organizational goals and excellence, and as an effective tool for managing managers to see how far the bank under study has attained management appraisal objectives towards attainment of corporate goals.

1.4 The Purpose and Significance of the Study

The purpose of the study includes:-

i) It helps to know the strength and weakness of the management team with certainty, so as to channel the developmental efforts of the organization to the right places;

ii) It could also serve as a basis for further research;

iii) To see how the exercise can help the banks in its staff motivation and control efforts for attainment of organizational goal; and

iv) To identify lapses and problems in the implementation of the systems and make appropriate recommendations for a better result in the organization.

1.5 Anticipated imitations of the Study/Scope

Even though the case study employed by this research allows indepth study, it does not allow generalization because of environmental factor's considerations. The research is going to use questionnaire survey therefore the findings validity are limited to the sources of information or respondents. The findings may not be the whole truth but for the purposes of managerial guidance and further research may be acceptable.

The adherence to the Banks oath of secrecy may limit the response of some managers that may be interviewed. The general attitude of indifference from the public towards a research or anything that does not promise immediate gain may be a limitation on the general response. The reluctance of some top Bank executives to talk to the researcher is also envisaged. The researcher encountered all the anticipated problems recorded above in course of the project implementation.

Since the study was mainly empirical, it suffer from the usual limitations of study

that uses such method.

However, the major problem encountered was in the area of questionnaire administration. Most of the respondents were suspicious of the researcher's motive of conducting the study, and were therefore cautious in answering questions.

Also, since secondary data was used in this study, whatever limitations the secondary data have, the same limitations is assumed to have been inherited. Other limitations include the lack of adequate records from which correct and up to date information could be sourced.

1.6 Research Methodology

The data required in the study area will be collected using questionnaires and other reliable secondary sources. The case study method of research is adopted to allow an indebth research into the problem under study. The questionnaires will be designed in such a way that they will only be administered on the management and senior staff cadre only.

The questionnaires are going to elicit information from these selected groups of managers about their personal opinions on the Bank's appraisal process as a whole and management appraisals in particular. This is to seek the level of their understanding and acceptance or otherwise of the Bank's appraisal systems are as for improvements and any other observation(s) recommendation(s) that could not otherwise have been made directly to the Bank management.

All information to be supplied by the respondents will be cross-checked, examined and verified with other sources (informal discussions, secondary data) to ensure the authenticity of the data supplied as much as possible.

Due to unforseen constraints and for the constraints of resources available for this study, I may not be able to gather information from all the branches in the country but a lot of efforts will be put in place to gather useful data and information on the "Heart" of the problem to ensure a good representation of the target population.

1.7 Review of Nigerian Economic Environment

Nigeria has operated a mixed economy since her independence in 1960, where private individuals, corporate bodies and various levels of government have participated in the business and economic activities of the country.

Like in most developing countries, the Nigerian economy is largely dominated by public sector and Government activities. The large scale minerals and industrial sectors such as iron and steel, petrol, gas and electricity and other purely commercial activities like banking, insurance, transportation and some manufacturing concerns which are within the economic resources and managerial capability of private in addition to such social services as education and heath, are still dominated by Government.

1.8 Structure of the Nigerian Economy

The Nigerian economy's backbone has been agriculture until the advent of crude oil (petroleum) in 1970s. Agricultural products was a major source of foreign exchange and up to the mid 1960s constituted the engine of economic growth. Peasant farmers played a major role in sustenance of the economy. The advent of petroleum (crude oil) has discouraged the production of a number of export commodities which were the traditional sources of export earnings. Up to the end of 1960, non-oil exports sustained the economy and accounted for between 97 and 83 percent of foreign exchange earnings. The percentage dropped in the subsequent years as follows; 59 percent in 1969, 8.1 percent in 1977, 4.3 percent in 1980 and 1.2 percent in 1983(4).

The overall consequence is a depressed economy which are revealed in the current dismal economic situation such as:-

a) Domestic demand outpacing domestic supply and resulting in balance of payment and inflationary pressures;

b) A rapid increase in public expenditure counterbalancing the growth of pubic revenue;

c) A change in structure of domestic product demonstrated by expansion of the non-traded good sector and a relative, if not absolute decline in the traded goods sector;

d) A rapid decline (even virtual disappearance of) traditional exports such as cotton

and groundnuts; and

e) A declining rate of savings a sagging productivity, mounting unemployment and so on.

The Government in July, 1986 introduced the Structural Adjustment Programme (SAP) against this background of the national economic crisis.

CHAPTER TWO

2.0 LITERATURE REVIEW

Introduction

The review of literature on the topic under discussion has revealed that there is a good theoretical framework for management appraisal systems, but so far the work on how far a particular organization has attained the ideals or the objectives of the system are scarce. As a result of this gap, the purpose of this work is to take a case study of bank and check the result or the impact of their management appraisal systems towards motivation of manager to attain corporate excellence or rather to give an assessment of the systems in selected Banks.

Literature reveals that there are basically two types of management appraisal systems; the tract appraisal which assesses the qualities and characteristics of individuals on the job and the performance appraisal which is greatly interested in current performances not necessarily potential or future performance.

As perceived by Koonts et al (1980) (2) Managerial appraisal is a process of evaluating the performance of managers in their positions i.e. as managers. Ideally, they see it as evaluating performance against set of verifiable objectives, D.S. Beach (1965) (3) sees it as a systematic evaluation of an individual with respect to his performance on the job and his potential for development which is the view point adopted in this study.

In our modern society appraisals are found throughout our modern society, not just in business, but also in the government, schools, social groups and even within family units. The basis reason for all appraisals is that Human beings are like an open system and as such they must receive feedback from their environment concerning the appropriateness of their performance, with a view to making corrections for continuity. Therefore, the system should be regarded as an essential element, in the whole management practices, and in the subsystem of managing managers the need for this assessment are as shown in the objectives of the study.

Literature (6) also reveals that in the initial stages of performance appraisal in the banking industry, it was only being undertaken in respect of junior employees, thus leaving the management staff to evaluate themselves. Such methods of assessment are

evaluative in nature rather than developmental, but recent developments in banking industry, the management team are being appraised to identify training needs, for the attainment of the overall corporate goal.

2.1 Review of Theoretical Background and Framework

To correctly assess the Banks performance appraisal impact towards attaining corporate goals and excellence, it may be important to review the fundamental principles and practice of management appraisal systems.

The developmental efforts of an organization could only be channeled to the right places when the strength and weakness of that organizations management team is known with certainty. Performance appraisal which to a large extent determines the individual contribution of managers to organization therefore plays an important role in management development scheme of any organization.

For an organization to effectively and efficiently reach its goals, it must devise means and ways of accurately measuring the performances of its managers. The system gives room for training, education and the overall development of the managers in the organization. But the development may not be functional or compete if the managers so developed are not systematically appraised and fed-back on their performance quality.

To give a theoretical framework to this study, this chapter attempts to define the purposes, approaches and processes of management performance appraisal and as well assess the merits and demerits of the different methods.

Managerial appraisal ideally means evaluating a manager's performance against set organizational goals and his achievement so far in same. Performance appraisal encompasses managerial appraisal and it is the systematic evaluation of an individual with respect to his performance on the job and his potential for development. Performance appraisal for the purpose of this study could be defined as the process of determining how effectively an employee is carrying out or executing his/her assigned responsibilities effectively with an emphasis on measurement of current performance and not necessarily potential or future performance.

2.2 Objectives and Purposes of Managerial Appraisals

The foremost objective is to increase the organizations' knowledge and awareness of the strength of managers and their weaknesses (liabilities) with a view to effectively and efficiently allocate its human and other material resources at its disposal. It provides the relevant information for an organization to know whether the set organizational objectives are achieved or not.

Managerial appraisal as an essential part of effective personnel management has many purposes depending on organizational policies, however these purposes could be broadly classified into developmental, evaluative or both. The purpose of performance appraisal could be discussed under the following headings:

Guide to job changes, wage and salary administration;

Effective supervision role;

Evaluation of employee performance;

Evaluation of personnel training effectiveness;

Employee development purposes.

2.3 Performance Appraisal Approaches

There are four major approaches, ways or systems of measuring the excellence of a manager's performances. These include:

i) Comparative standards methods;

ii) Absolute standards (qualitative and quantitative);

iii) Direct objective Indexes.

Comparative Standards Method

This method may involve:

i) Straight ranking

ii) Alternative ranking

iii) Paired comparison methods; and

iv) Forced Distribution methods.

The comparative standard approach is the most widely used.

In straight ranking, subordinates are ranked by the superior in the order of best to worst performance, on the basis of overall performance within a given period. The alternative ranking takes several steps. First is to put best subordinates at the top of the list and the worst at the bottom. While in the second step, best and worst are selected. And the best is placed second while the worst is placed next to the last position on the list of the employees. In this method, the middle position on the List is the last to be filled.

The paired comparison method compares every employee to every other subordinate, two at a time on a singe standard or criterion, e.g. overall performance.

Forced distribution method was designed to minimize the complains that no two subordinates perform exactly the same job; though it is true but many superiors say that subordinates performances are too close to be differentiated. The aspect of the forced distribution is used because the superior must assign only some portion of subordinates to each of several categories. A fixed percentage of all subordinates in the group fall within each of the three categories. The basic assumption for all these methods is that there are good and bad performances in all groups.

Absolute standards in contrast to the previous methods allows superiors to evaluate each subordinates performance independent of the other and often on several performance dimensions.

Another method that is widely used is the conventional rating. This method is used by developing forms drawn on the personality characteristics or traits rather than on actual behaviours as performance indicators.

Some of the traits used are aggreviances, independence, maturity and responsibility. Other conventional form the indicators of output such as quantity and quality of performance. However, generally, conventional forms vary in the number of traits and indicators of output they incorporate.

Objective Based Approaches

The two common types of output performance measuring system for managerial employees are:

i) Management by objectives (MBO);

ii) Responsibility centres.

The MBO is effective in regarding employees for what they have accomplished. It helps to focus management attention to the objectives of the organization. It involves:

i) Establishment of goals to be attained by subordinates, either by the superior or subordinate or both depending on the nature of work;

ii) Subordinate's performance in a previously arranged time period. The subordinate knows what there is to do, what has been done and what remains to be done;

iii) A comparison of actual level of goal attainment against the agreed on goals;

iv) Decide on new goals and possible new strategies for goals not previously attained.

Under the responsibility centre approach, profit, cost, or revenue centres are established and the performance of managers of these centres are evaluated in relation to one or a combination of these criteria.

Direct Index Approach

It measures subordinate's performance by objective impersonal criteria such as

productivity, absenteeism and turnover. For example, a manager's performance may be evaluated by the number of employees working for that manager who quit or by the absenteeism rate of the managers employees. Productivity measurements can be broken into quality and quantity: Quality measures may include scrap rates, customers' complaints and number of defective units or parts produced. And quantity measures includes units of output per hour, sales volume, and new customer orders, etc.

2.4 The Managerial Appraisal Process and Frequency

As time and attention is given in the selection and design of the appraisal system, certainly more time and attention must also be given to such questions as who is to rate, how he/she should be trained and also how to maintain the accuracy of the whole rating process. Therefore, the quality and dependability of the rater is as important as the appraisal system itself.

The appraisal process varies from an organization to an organization, for larger organizations, the appraisal process can be undertaken by a group of raters consisting of superiors, subordinates or peers. Where numbers of the group are all superiors such a group is seen as venturing a little towards classical management theories, but where the group is comprised of all subordinates shows that it has a considerable tilt towards behavioural theories of management.

In some organizations, beside group rating, subordinates rates themselves. This method forces the subordinates to be personally involved and also forces them to do some systematic thinking about themselves and their respective jobs. It allows for a better information flow between the subordinate and their superiors in that each is given more information by the other in cases of disagreement but relies heavily on development and motivation of employees. The fear of excessively high rating is the greatest setback of this method.

The frequency of appraisal process varies for organizations. In Nigeria and of course, in most developing nations, the most frequent appraisal schedules are semi annual and annual. In our case study, UBA for example requires three ratings of probationary

managers within the first twelve months of their assignment as follows, each manager will be rated two months after he has been assigned a new responsibility, after the eighth month and finally at the end of the year in the responsibility after which appraisals are subsequently at the end of every year.

2.5 Key Factors in Making Effective Performance Appraisal

There are at least five key factors that are crucial to the success of an effective performance appraisal. The first point to emphasise centres around basic philosophy. Managers should not use performance appraisal as a punitive weapon to penalise individual but as a tool to improve performance. This statement of purpose should be clearly articulated and understood by the reporting officer and the subordinates.

The second important point concerns job standards. There should be a concrete, measurable and known job standard to each employee. Some of the factors may include quality of supervision, meeting of production schedules and deadlines, cooperativeness, demonstrated leadership, coordination, communication ability and job knowledge.

The third important factor is that of objectivity, skill, accuracy and sound judgement of the appraiser. Effective performance appraisal calls for good communication and adequate training of the appraiser.

The fourth key factor concerns the rating criteria.These criteria include personal qualities such as honesty, integrity, reliability, truthfulness, ability to get along with people and other job performance factors. A good rating form is both helpful and valuable but it is not a substitute for objective sound judgement.

A sound rating scale is a fifth factor. Some authorities believe that a five point scale from 5 to 1 offers more latitude for judgement. The scale of A to E as currently in use in the public service would be quite adequate if carefully weighed and skillfully administered. (See figures 6 - 1 on the guidelines of performance rating).

Guidelines on Performance Ratings

RATING A: Outstanding performance in relation to the duties, objectives, responsibilities and targets of the job that in most, if not all instances,

substantially exceeded expectations and demonstrated an outstanding capability to perform his job.

RATING B: Superior Performance.

Performance in relation to the duties, objectives, responsibilities and targets of the job in most instances exceeded expectation and demonstrates a superior capability perform his job.

RATING C: Satisfactory Performance

Applicants must complete all assignments satisfactorily with agreed target dates.

RATINGS D+E: Unacceptable Performance

An applicant may be rated D or E if he consistently fails to carry out assignment within acceptable time limits and standards, and demonstrates an inadequate knowledge of the operational requirements of the job.

As an appraiser, you should keep in mind that people are not al cast in the same mould. Despite numerous similarities, they differ in many important ways. Similarly, the ratings for any one employee except in unusual cases will not be all "A" all "C" or all "E" on all traits. You may expect employees on a given job to vary less in quantity of work than in ability to judge initiative and acceptance of responsibility. Of course, differences in quality and quantity of work to exist and should be taken into account quality when appraising.

Pitfalls to Avoid

Since an appraiser in most cases has to appraise his personnel by the "judging" technique rather than by the measuring technique which can only be used for certain types of jobs and certainly not for appraising personality, there has been a number of complaints that personnel appraisals are subjective and impressionistic and therefore not

effective. The subjectivity can be greatly reduced if appraisers avoid some of the common pitfalls that result in poor state. Some of these errors are:-

a) The Halo Effect

People have a tendency to let one highly favourable unfavourable factor colour their judgement of all other traits. Rofus Orugbo amplified this point when he stated that:

> He may award an excellent rating to employee "A" when he appraised immediately after receiving the news that his (the appraiser's) son has just been offered a scholarship only to award a mediocre rating to employee "B" who achieves similar performance but who has the misfortune of being evaluated just after the boss has had a problem with his wife.

If you are not careful you may let the fact that your subordinate is rude to people interfere with your judgement of his initiative, dependability or ability to earn.

b) Bias or Prejudice

All of us have certain biases or prejudices that affect our dealing with people. Many of us do not realise that our appraisal of a person may be influenced by the fact that he belongs to a particular political party, religion, ethnic group or even the look on his face. Such likes and dislikes should not have any bearing on appraising the worth of an individual to the organization.

c) Not Knowing the Appraisee

Unless you know the appraisee well, an appraisal of him is not worth very much. You should not appraise an employee on any trait unless you know him well in relation to his job performance.

d) Over-Emphasis on Isolated Events

There is always the danger of letting some recent incident favourable or unfavourable to influence your overall assessment of the subordinate. There is

a natural human assumption that once an officer has done a good work in the recent past, his performance in the current reporting period will be presumed good. Such a presumption is bound to affect candid appraisal.

e) Leniency

There are some appraisers who tend to overrate their subordinates. They may do so for any of the following reasons:-

i) To avoid antagonizing their subordinates, particularly, those with strong personalities;

ii) because a subordinate is older and has greater length of service and experience or because he is a relative or a close friend of some powerful officials within the system;

iii) because low ratings would reflect on their efficiency in selecting and training their employees; and

iv) to make their appraisals support their previous recommendations.

f) The Perfectionist Boss

Appraisers are sometimes too severe and over-critical about their subordinates. They set the standards too high and expect their subordinates to be supermen. We agree with Drucker:

> Neither the private nor the public sector can depend on supermen or ion tamers for efficient performance. Our establishments must continue to be staffed by men of normal or even fairly low endowment provided that such men are prepared to learn and persevere. Many bosses find it difficult to give a high rating to any one.

Appraisals that are too unfavourable are just as unfair as those that are too favourable.

g) Appraisal of potential worth

When appraising subordinates, you should first take each employee on his actual job performance and on characteristics shown not on what he may do or become in the future. Appraisal of past performance are for more accounts that appraisal of future possibilities.

2.6 Review of Motivational Theories

To assess the extent of motivation of UBA managers, it is important to review various motivation theories to identify those that are applicable to UBA's motivation strategy for necessary recommendations and conclusions on how to further improve performance through motivation. This will also enable us to identify the gap between theories and practice of motivation in the Bank so as to be able to narrow the gap. The review will also enable us to introduce the motivation concepts thoroughly for a better understanding and practice.

A review of literature uncovers a limited number of articles and books on motivation. The wealth of theoretical and research evidences on human motivation would seem to afford the concerned manager an unlimited supply of information relevant to increasing the productivity and job performance of employees.

Motivation can be defined as inducing people to act in a desired manner(10> Motivation has also been said to apply to the entire class of drives, desires, needs and wishes. Vroom (11) well-known industrial psychologist, defined motivation as "a process governing choices made by persons or lower organisms among alternative forms of voluntary activity."

Most of the motivational theories include those that will be summarized here are intended to apply in all industries, regardless of size, and in project management. Behavioural Research, over the years, has had some fairly consistent implications on the ways in which people encounter; and how the encounter affects their accomplishments.

Some of the researchers seem to have conflicting views, but tend to agree that there is no one, normative theory, that can be used in all situations. This explains why, in practice, most managers pick and choose from among the various studies, and arrived

at a method that best fits their style.

Some of the leading motivational theories wi be highlighted very briefly and their implications to management in general also.

In the past when labour was cheap and plentiful and its bargaining power limited, when the standard of living and the standard of education available to the majority of the population was comparatively low, there was no need for employees or managers to concern themselves with the issues and the problems of human motivation. But in today's more enlightened, developed and developing societies, management of human resource is increasingly, being recognized as the limiting factor in organizational effectiveness. The motivation of people at work has become a life, and important issue. Motivation has been said to the entire class of drives, desires, needs and wishes and has been defined as inducing people to act in a desired manner.

Researchers, including philosophers, psychiatrists, psychologists, professors and practitioners, have developed various theories on human motivation; some with claims to scientific respectability and some without. Each theory has contributed in one way or another, to our understanding of human behaviour, and has provided conceptual framework, which we can apply, learn from and build on some.

Leading Motivational Theories

The following are summaries of the findings of several researchers in the field of motivation, whose work are germane to the performance of the management and staff of process and non-process industries of any scale, whether small, medium or large, and to the successful implementation of projects of any magnitude. Some specific techniques and approaches, that have their origins in the work of these authors will also be highlighted.

David McGregor

McGregor (12) postulated his theory X and theory Y in which X states that the average worker dislikes work, is naturally lazy, unambitious and likes to be led, whereas theory Y accepts the view that work is an essential part of man's life and that the desire

for work is just as strong as desire for play, while the average worker can be taught to seek and accept responsibility, and to make worthwhile contributions to problem-solving and decision making, if given the opportunity.

Abraham Maslow

Maslow (13) attempted to arrange human needs in an ascending order of needs. His theory postulates that a higher need will become active only if the lower needs are sufficiently satisfied. Maslow arranged the needs in this order: (i) physiological needs, (ii) safety and security needs, (ii) safety and security needs, (iii) love and affection, (iv) self-esteem needs, (v) self-actualization. Maslow's theory has been said to be difficult for the manager to use because it is extremely difficult to know what needs have or have not been satisfied.

What type of needs managers must appeal to will depend on the personality, wants and desires of individuals. However, it is pertinent to remember that workers have needs that spread over the entire spectrum of Maslow'shierarchy, no matter what their positions are.

Frederick Herzberg

Herzberg (14) puts forward his motivation-hygiene theory, in which two different sets of incentives were held responsible for workers behaviour, in modern industrial societies. The first set consist of the so-called "motivators," the rather intangible factor which are held responsible for job satisfaction while the second is "hygiene" which is the pleasure afforded by the accomplishment of a task. As Herzberg classified them, the motivators, also called satisfiers, include achievement, recognition, increasing responsibility, advancement and challenges.

The hygiene or maintenance factors that seem to have the ability to dissatisfy employees, relate to things that have to do with the work situation/environment, the fringe areas of the job itself. These include company policies and administration, the benefit plans, working conditions, supervision, salaries, status and job security. Herzberg concluded that while the "motivation seekers" are relatively insensitive to

unsavory factors in the environment, the "hygiene seekers" are pre-occupied with the non-job factors, and are normally dissatisfied and show only slight interest in the quality of their work.

Herzberg's fundamental message is that eliminating dissatisfaction is not sufficient for creating satisfaction.

David McClelland

According to McClelland (15), we perform because we have a need to achieve (the achievement motive). More recently, McClelland also paid a lot of attention to the power motive and affiliation motive. McCelland maintained that achievement-oriented people have certain characteristics in common. They prefer to establish their own goals and do not respond well unless they are involved in doing so. Personal achievement is more important than the reward of success. They are more interested in task-related feedback than behavioural feedback. In other words, they prefer to know their job is coming along than how they are being perceived by others.

Rensis Likert

Likert (16), has studied relationships within an organization, and has promoted and written about participative management. Generally, he fees that a manager should be, very strongly oriented towards his subordinates. The manager should communicate with them, and help them to work as a group. In his view, there is a relationship in which all feel a common concern for the goals of the organization. Corporations, companies and organizations that use committees, in various capacities, are utilizing some of the concepts advocated by Likert. By using group methods, it is possible to achieve results that would almost be impossible, through the use of individual efforts.

Litwin and Stringer

Litwin and Stringer (17) based their theory on the assumption that at times a climate may repress motives, while at other times, climate may arouse motives. Litwin and Stringer focussed their research on managers under three intrinsic motives: namely

McClelland's need for achievement, the need for power and the need for affiliation. Using these three broad categories of positive, intrinsic wants, that have been shown to be important determinants of work-related behaviour, as major types of motivation, they found that the strength of each of these motives was affected by organizational climate. The theory that there is a relationship between organizational climate and the arousal or reduction of motivating forces has been supported by some research results.

2.7 Implications of Motivational Theories for Management

Erwin Stanton (20) commented on the reaction of seasoned managers to motivational concepts in his book - Reality-Centered people management: "The concepts might, indeed sound very good in theory, but their (managers) own experiences have shown that in practice, the principles simply do not work at all." Managers are stuck by the dramatic inconsistency between the academic simplicity of behaviour and motivational theories, and the nuts and bolts reality of on the job project management.

From various publications, and practice, it is reported that many experienced managers prefer a shirtsleeve approach that is based on their backgrounds. Hence resistance to theories is understandable. Many of them believe in the axiom: If works don't fix it." Generally, it is reported that managers who have had little or no training in behaviour management techniques tend to reject what is not familiar to them.

Dougherty (22), organizations and jobs within the organizations, must be restructured to provide challenges and opportunities for growth. A supportive atmosphere must be maintained, in which goal-setting and independence of action is encouraged, and failure is viewed as learning tool, rather than a subject of censure. The setting must be one in which:

Earned recognition and reward, which is commensurate with contribution, are bestowed ungrudgingly.

High standards are maintained.

All useful information is provided.

Training is available.

Promotion and salary increases are on the basis of merits and administered

promptly when due.

These are the signs that a company is on the Herzberg highway to higher performance.

Demsey confirmed that the motivation-hygiene theory has become more acceptable to management than most other theories because it can be shown to work out in practice and confirms what many right thinking people in industry have long believed; namely, that monotony breeds boredom, frustration and dissatisfaction and sows the seeds of mental illness.

According to McClelland, an expert on power, achievement and affiliation motives, managers of company must possess a high need for power, that is, a concern for influencing people.

However, this need must be disciplined and controlled, so that it is directed towards the benefit of the organization, as a whole, and not towards the manager's personal aggrandizement. Moreover, the manager's need for power ought to be greater than his need for being liked by people.

A good manager is not primarily motivated by the need for affiliation. The affiliation need refers to the desire to be linked and accepted by other people. People with a strong affiliation need do not, typically do well in management positions. To maintain a high morale and productive environment, policies must be applied, universally and consistently. A manager motivated by the affiliation need may create poor teamwork and low morale. This would be inadvertent, as such an individual would not purposefully do anything to upset the relationships in the work group. It would occur most likely because of the failure of the manager to focus on the task to be accomplished.

The need for achievement is not extreme among effective managers. The need for achievement means a desire to do things better, through his personal efforts. However, when he is promoted to a position, as a manager where his success depends not only on his own works, but on the activities of others, he may be less effective, and may be characterized by the inability to delegate authority. Instead of getting others to

do things through influence or through persuasion, he rather tries to better perform most aspects of the job alone. As a result, he sometimes lacks the human skills and patience necessary for being an effective manager of people.

According to Litwin and Stringer (17), managers must control and direct the behaviour of their subordinates, but such direction and control cannot be aimed only at behaviour. Managers cannot afford to operate solely at the behavioural level. They must concern themselves with the determinants of behaviour, that is with motivation. They called "gifted" managers, those who know what influences make men work harder, who know what factors create high morale, and who know how to get the best out of each workers. Experience has shown that such managers are rare. For most managers, systematic framework for managing motivation is needed, and is found in courses, seminars, books and several publications. All of these may provide the needed perspective for more effective handling of problems of managing human motivation.

The more matured and better educated and experienced one's subordinates are, the more people a manager could supervise. It is theoretically possible to supervise an infinite number of subordinates if every one is completely mature and abe to be responsible for his own job. This does not mean that there is less control, but these subordinates are self-controlled rather than externally controlled, by their supervisors. This also determines the type of supervision to be applied.

Rensis Likert (16) study which reveals that the ideal and most productive leader's behaviour for industry is employee-centered or democratic raises the question as to whether there can be an idea or single, normatively good style of leading, which can apply in all leadership situation.

Evidence suggesting that a single ideal or normative style of a leader's behaviour is unrealistic was provided, when a study was done in an industrial setting in Nigeria (23). The study shows that the tendency is for job-centered supervisors, who provide close supervision, to have high producing sections, while the low producing sections tend to have employee-centered supervisors, who provide general supervision. His study did not, however, specify the level of maturity of the samples. The importance of this is that the more matured the individual is, the less close supervision is necessary, as this will

bring stress. Thus, a single normative leadership style does not take into consideration cultural differences; particularly, customs and traditions as well as level of education and the standard of living. There are, therefore, some cultural differences in followers and situations, which are important factors in determining the appropriate leadership style to be used.

CHAPTER THREE

3.1 Historical Background of U.B.A. Plc

To get a clearer picture of this study, it may be important to give a highlight of the study area, UBA. Records show that the British and French Bank commenced operations in Nigeria in 1949 with an office in Lagos. In 1961, the British and French Bank changed its name to what is now known as UNITED BANK FOR AFRICA *LIMITED (UBA) in conformity with the Nigerian Companies Incorporation Act of 1960.* The Bank had an initial network of 10 branches, but now it boasts of over 180 branches nationwide with assets valued at over N9.2 million (as at 31st of March, 1989). The Bank is considered as one of the three greatest commercia banks in Nigeria today, the distressed syndrome of Banking in the country notwithstanding. The Bank is active in all aspects of commercial banking and provide international banking, trusteeship, share registration, corporate finance, computer and other services.

From its inception, the Bank has been supplied with capital supported by several major overseas Banks which also contributes to their technical expertise to the Banks operation. The Banks 100% share capital was initially divided among the following oversees Banks:

i) The former British and French Bank London
ii) Banca National des Lavoro, Italy
iii) Monte dei paschi di siena, Italy
iv) Bankers Trust Company, New York
v) The Amsterdam and Rotterdam Bank, Holland.

The first foreign Bank to sell shares to the Nigerian public in 1970 was UBA. The bank was also the first to have a Balance Sheet figure of one Billion Naira (N1 Billion) in 1976. Following Nigerian Indegenization policy in 1976, the bank's share holding pattern changed in the table below (6).

SHAREHOLDERS	PERCENTAGE OF ISSUED SHARES		
1. NIGERIAN	March, 1976	Sept. 1976	March, 1989
a) Fed. Government	37.89%	48.89	45.76
b) Nigerian Public	11.11	11.11	14.24
	49	60	60
2. OVERSEAS			
a) BNP Int. France	6.6	5.23	5.23
b) BNP Ltd. U.K.	32.5	25.47	25.47
c) Banker's Trust USA	5.7	4.5	4.5
d) Banca Naz. de/Lavoro	3.1	2.4	2.4
	51	40	40
	100	100	100

As a result of the changes in the shareholding participation, Nigerians were named to the Board of Directors and the Chairman of the Board is being appointed by the Federal Government of Nigeria.

As a good corporate citizen, the Bank is strongly committed to its social responsibilities and identifies with the communities in which it is represented. The Bank has an aggressive business promotion strategy coupled with willingness to innovate which has earned the Bank an enviable position in the Banking industry in the country. The Board comprises of 15 members with 6 appointed by the foreign partners and the rest 9 by the Federal Government.

3.2 The Management Structure

A good management structure should be able to clearly define areas of control, monitoring, coordination and implementation of guidelines as laid down by the board of directors. This has inspired UBA in evolving a workable structure for efficient and

effective management of its resources over the years.

SECTOR is the main organizational unit of the Bank. In a sector, there are sub-sectors, DIVISIONS, DEPARTMENTS, GROUPS, SECTIONS, TEAMS and UNITS. Each sector is headed by an executive Director, the sub-sectors by Deputy General Managers and Divisions are headed by Assistant General Managers. There is also a manpower development Division, whose main task is to supply the manpower needs of the Bank. This division is also responsible for recruitment, selection and placement of *selected employees.*

STAFF TRAINING AND DEVELOPMENT

The three training centres of the UBA, are evenly spread in the country (Lagos, Port Harcourt and Kano) to take care of the Bank's training needs. These schools are under the training department (a sub-unit of the manpower development division).

The Bank has it as a policy that each and every employee, irrespective of position, must undergo at least once a year, one of the courses offered by these centres. The courses are offered on quarterly basis and the course content ranges from simple day to day operational procedures of the bank to more complex and dynamic management development courses amongst which are performance appraisal seminar for managers, supervisory and management skills.

3.3 Overview of the Overall Objectives of the Bank

The Bank's management has over the years emphasized and insisted on the importance that all the members of staff study, understand and actively identify with all the objectives of the Bank which represents the goals and policies of the bank in the broadest sense. This the management believes would hopefully spur all the employees to improved performance and provide a common yardstick for evaluating individual contributions to the bank's ultimate goal.

The objectives may be classified under the following headings, namely:-

i) Marketing/Commercial

ii) Financial

iii) Social responsibility

iv) Human Resources

v) Organizational productivity, and

vi) Profitability objective.

i) Marketing/Commercia Objectives

The four segments that make this objective includes:-

a) Business Scope:

The Bank aspires to universal banking, i.e. offer to its corporate and individual customers the widest possible range of financial services and options, and also undertake on its own behalf, financial investments and financial business activities permissible by law and regulations in force for the time being.

b) Quality/Standard of Service:

i) To provide prompt, courteous, efficient and satisfying service to customers (large and small) in all aspects of the bank's business.

ii) To provide a quality of service of standard and reputation comparable with the best available elsewhere in the world.

c) Market Standard:

To be clearly the leading bank in Nigeria; and to maintain its ranking among the top banks in the world.

d) Geographical Coverage:

To be represented mostly in urban areas of Nigeria in the most important money centres of the world, in ECOWAS sub-region and elsewhere in Africa.

ii) Human Resources Objectives

To anticipate the human resource needs attract and retain in the bank's service the best available staff from all sections of the country and offer them good career prospects.

To provide opportunities for new and existing staff to acquire as rapidly and economically as possible the banking and other skills required to do their job efficiently and also prepare them for further responsibility.

To demand high standards of discipline, performance productivity, honesty, integrity, fairness and professionalism from staff at all levels.

To maintain the initiative in labour relations as regards to job assignments and employee productivity and ensuring that the bank's conditions of service are among the best in the industry and that labour relations are cordial.

iii) Organization Objectives

To ensure a clear definition of duties, and responsibilities through the bank.

To encourage staff at all levels to exercise responsibility commensurate with their experience and competence.

To have organizational structure that allows for timely and high quality managerial decisions and effective implementations of such decisions.

To encourage effective communication at all levels and promote dissemination of information on the bank's affairs throughout the bank.

To ensure that effective control and security measures are maintained to safeguard the bank's and customers' assets and minimize losses due to fraud, wastages, etc.

iv) Innovation Objectives

To anticipate the financial needs of customers and the expanding Nigerian economy, and to be the first to introduce services to meet these needs.

To be the first to introduce, in Nigeria, the most recent/advanced developments (technological, etc) in the banking industry world-wide.

v) Productivity Objectives

To set standards of productivity and efficiency against which the performance of staff, departments and branches would be assessed.

To improve efficiency and productivity of all resources continuously.

To be among the most efficient banks in the industry.

vi) Physical Resource Objectives

To anticipate the bank's resource needs and ensure their adequacy and conducive working environments for staff in all the bank's offices (and branches).

To reflect through standardized and functional commercial premises, the bank's aspiration to a leadership position in the Nigerian Banking Industry.

vii) Social Responsibility Objectives

To identify with the aspiration of the communities in which the bank is represented and to contribute to their welfare and development within the limits of available resources and the bank's overall socio-economic purpose.

To ensure that the bank enjoys the confidence of the Nigeria public and regulatory authorities.

viii) Financial Resources Objectives

To attract and maintain a widespread and varied capital deposit and liability base to enhance the bank's stability and ability to withstand crisis.

To ensure that the bank gets best value for money in every area of use.

ix) Profitability Objectives

To achieve (within the Bank's socio-economic purpose) the level of profitability required to support:

i) payment of reasonable rate of dividend to shareholders;

ii) continued increase of the bank's capital base;

iii) new branches and new services required to keep pace with the expanding Nigerian economy.

CHAPTER FOUR

4.0 METHODOLOGY, DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter is aimed at the proper introduction of the research methodology employed and as well present the research findings and observations of the author both from primary and secondary sources. Also an attempt was made in this chapter to analyse and interpret the collected data for this study.

The major focus of the analysis include the following:-

a) To assess the impact of the bank's performance appraisal system on the appraised managers by companies with the theoretical objectives of performance appraisal;

b) To assess the impact as a motivation factor for the managers towards achieving corporate excellence and goals in a depressed economy;

c) The above analysis were done with the hope of testing the hypothesis that good management performance appraisal system is a motivational factor towards achieving corporate goals and excellence in a depressed economy, if other management variables (functions) remain normal;

d) The analysis started with the review of the depressed economy and the personnel management functions to see their correlation to management performance appraisal; and

e) The chapter concluded by examining how effective management performance appraisal serves as effective tool towards managing managers.

4.2 Methodology

The required data for this study were collected through various means that ensure an adequate treatment of the topic under study. Both primary and secondary data were used.

Secondary data

This research exercise was started with the collection of secondary data. Many relevant books, journals and official business management publications relating to

performance appraisal were consulted.

Also, earlier research works on similar topics by other scholars were consulted and such sources were duly and accordingly acknowledged.

Primary Data

In the collection of primary data for this project, the survey method was used. Personal contact and questionnaire guided interviews with the bank's managers and senior staff and those knowledgeable in the topic of study were conducted.

The sampling method involved the selection of the respondents to the questionnaire. Each respondent was interviewed using the questionnaire as a guide. It should be noted that the size of the sample was not taken scientifically since this may require the coverage of the whole country but was limited by the number of senior staff and number of managers of the branch.

Some scholars who have distinguished themselves on this topic were consulted to know their views on some issues of the research area. The sample unit covers UBA, Zaria branch. Out of fifty questionnaires administered, I had a meaningful respondent of forty apart from the oral interview and this corresponds to the sample size used in the study.

4.3 Analysis of the Economy and Performance Appraisal as a function of Personnel Administration

The analysis of data show clearly that the Nigerian economy inspite of all its economic measures, SAP inclusive from 1986 to date could be best described as a DEPRESSED ECONOMY. The present distressed bank syndrome and other economic indicators attest to this fact.

A critical analysis show that the Nigerian economy has moved a full cycle. It started with the so-called "Free Trade" era of the colonial days when private efforts dominate commerce. On independence, Government waited impatiently for investors to put money into the newly emergent nation in 1960. The lukewarm response then informed the feeling that the only way to rapid development in the people's interest was

right jobs are created to carry out the programmes of the organization and this process of carving out jobs or bringing jobs into existence is called JOB DESIGN.

4.4 The Impact of the Banks Appraisal Program on the Managers

Since this study among other things is aimed at examining the impact of good management appraisal system practice on the growth and development of UBA towards attainment of organizational goals and excellence, it is important to discuss the impact on the appraised managers and on the organization as a whole.

The responses from the interview and questionnaire show that the impact could be discussed under the following headings:

i) Employee performance
ii) Development of employee
iii) Wage and salary administration
iv) Effective and efficient supervision
v) Evaluation of personnel training programs
vi) Guide to job changes.

IMPACT ON EMPLOYEE (MANAGERS') PERFORMANCE

The basic objective of managerial appraisal is to increase the organization's knowledge and awareness of its managers strength (talents and assets) and their weaknesses (liabilities) with a view to effectively and efficiently allocate resources at its disposal. Questions like how effective are managers carrying out their responsibilities and whether the set organizational objectives are being attained are best answered by the performance appraisal.

The satisfactory levels of performance by the managers revealed by this study could be attributed to good management appraisal practice other things being equal.

Development of Employee (MANAGERS)

Data reveal that the appraisal practice of UBA is both developmental and evaluative. Theoretically, one of the most important roles of any good appraisal system

through government's active participation in the commanding heights of the economy. This was the rallying cry of the seventies. It took that entire decade of profligacy to learn that government was a "bad manager of business." Several failed projects and tens of billions of dollar debt later, there emerged a strong and persuasive advocacy for a withdrawing role for government and a return of private capital to the ascendancy in running an efficient economy(7).

Performance Appraisal as a variable of personnel administration function

The management of people performing jobs is the central focus of personnel administration. A philosophical impetus to personnel administration rest in the general belief that people are the most important resource of any organization.

In ensuring that people performing job perform efficiently and effectively, a number of specialized function emerged over the years to constitute the subject matter of personnel administration. These among others include principally the following(s):

i) Job design and job analysis
ii) Man hour planning
iii) Employee acquisition (staffing)
iv) Employee compensation (wages and salary) administration (Remuneration)
v) Job evaluation
vi) Performance appraisal
vii) Manpower training and development
viii) Exit compensation package

The above clearly shows that performance appraisal is only a variable of a good personnel management, and its impact could be effectively evaluated when other variables above are held constant that is normal in this case. That is why this was the original assumption of this study to show that the performance appraisal alone without the proper manipulation of the other management variables cannot lead any organization, banks inclusive to attainment of corporate goals and excellence. From the above analysis it can be sure that the starting point of good personnel administration is to ensure that the

is the development of its managers for future challenges. The current development practice of UBA revealed by the appraisal system is playing its role satisfactorily, otherwise managers of the Bank would not have been able to perform their jobs very well as studies show.

WAGE AND SALARY ADMINISTRATION:

The importance which the management of UBA attaches to performance based pay based on the ratings of the performance appraisal exercise motivates the managers who sees a better pay package as a function of good performance on the job.

EFFECTIVE AND EFFICIENT SUPERVISION:

The mutual understanding between the managers and their subordinates as observed by this work may be an impact of good management appraisal practice. The contribution of this to attainment of organizational objective is much. Management attitude towards managers and subordinates served as a motivating factor and resulted in managers having more interest in their jobs.

EVALUATION OF PERSONNEL TRAINING PROGRAM:

The performance appraisal practice in UBA has served to determine the worth of the training program enjoyed by the managers. This was determined by an analysis of employee performance on completion of a course through performance appraisal tests.

GUIDE TO JOB CHANGES:

A well documented and systematic assessment of individual managers by different raters, made over a reasonable time, makes the appraisal process more sound and reliable because it gives due considerations to the needs of both the organization and the individuals. Records show that this principle guides UBA appraisals. This is why appraisal in UBA has served as an input in decision making for promotions, transfers, lay-off and discharges for below average performances. Therefore, it determines job option for managers.

4.5 Appraisal of UBA's Appraisal Practice

A critical examination of the senior staff performance appraisal form of the bank reveals some lapses; which the author feels that if corrected could make the Bank's performance appraisal more effective and efficient.

The form does not seem to be specific in measurement of such factors that are specific to the manager's responsibilities and functions like planning, organizing, staffing, directing and controlling.

Other drawbacks of performance appraisal practice of UBA includes:

i) Lack of objectivity
ii) Conflicts with automatic annual increment of salary policy
iii) Does not appraise actual performance of the year under review
iv) Lack of appraisal feedback
v) No appraisal interview

Lack of Objectivity

Our findings and observations show that the basic responsibility for the appraisal of subordinates in the Bank resides principally with immediate superiors. For this purpose, the bank's personnel department has designed and implemented appraisal forms that is different from the earlier ones that lacked objectivity, since it measured traits which was found to be less objective. the standard and the objectivity sort by this form still falls short of the objective. Managers performance appraisal should be a function of his overall performance coupled with performance in other areas and his contribution towards attainment of organizational goals. The present practice lacks this philosophy there less objective. The system of rewarding past performance through the appraisal is subjective and will definitely be less effective.

Conflict with the Automatic Annual Increment of Salary Policy

Most of the respondents commented bitterly for basing their automatic annual increment which they looked forward for every year on the comment of the supervisor who completes the appraisal form. If the supervisors comment becomes unfavourable,

then no increment for you which is contrary to the bank's condition of services that makes the increment automatic even if it comes later in the year. This again makes the evaluation process evaluative, thereby neglecting the developmental aspect.

Lack of Actual Appraisal of Performance for the year under review

The performance appraisal form has the wrong bases of rewarding past performance, but for effective and efficient managerial appraisal practice requires the appraisal of actual performance for the year under review.

Absence of the Appraisal Feedback

In principle, it is found that the bank's appraisal policy requires effective communication of the outcome of the performance appraisal to the officers appraised but in practice it is only the annual increment letter that informs the ones who get it that their performance was satisfactory, and those who don't get are assumed to have performed badly. Managers no matter how badly the performance should be entitled to effective communication of their performance for developmental purposes of performance appraisal. The respondents felt cheated for lack of feedback and you can imagine the impact of such attitude on productivity output especially for the fact that the individual and his behaviour are the basic building block in any organization.

Lack of Appraisal Interview

Also observed was that the issue of formal appraisal interview was non-existent or rather minimal in the bank. The reporting officer only asks for the comment of the appraised managers after compilation of the results, and the manager may not even see the final report on him by the reporting officer to the appraisal committee, and in case of complaints from the appraised manager, the appraisal committee pretends to be too busy to look into such complaints.

4. Analysis of Performance Appraisal as a Motivation factor towards Attainment of Corporate goals and excellence

This analysis was done using the set objectives of UBA Plc and assessing how far it has been achieved as a result of good performance appraisal practice as a motivation, other management variables being equal, and using responses from interviews and questionnaires.

This study is informed by the fact that human resources is the most important in any organization. It takes a motivated manager to attain corporate goal and excellence which is a journey rather than a destination. This means that the attainment of the objectives has to be on a continuous basis.

From the study, it can be seen that the performance appraisal of UBA Plc is guided by the fact that the unsatisfied need is the starting point of all motivation processes.

B.F. Skinner (1953) (9) that individuals get motivated by a properly designed work environment and by appraising their performances is a motivation for this work. Motivation is a complex challenge that managers must deal with everyday, because motivated climate is the key to improved performance. Motivated people do make a difference. It is in realisation of these facts that several theories on motivation has been put forward by many scholars. Unsatisfied need is the starting point in the motivational process forms the basis for most of the theories.

People join and work in organizations to satisfy their needs. They are attracted to organizations that have the means of satisfying their needs. These means are called incentives or rewards; organization use them to induce people to contribute their efforts towards achieving organizational goals. The continued existence of an organization depends on its ability to attract and motivate people to achieve these personal organizational goal.

This study wants to see the extent of motivation towards achieving corporate goals and excellence in the UBA managers. This, the treatise hopes to achieve by assessment of the achievement of the corporate objectives for the past five years using various information sources, records, annual reports, (secondary), questionnaires and interviews.

4.6.1 Assessment of the Achievement of UBA's Corporate Objectives for the Review Period

The undisputed leading and dominant full service Bank in Nigeria is the new vision of the bank. Also to provide first class service to our customers, delivered by well trained and highly motivated people, aided by the best technology, generating superior returns to shareholders while positively impacting the communities served is the mission of UBA. A critical examination of the vision and the mission statements term by term to assess the achievements, reveals the following based on reports and responses from the questionnaire. The achievements the bank could be summarized as in the excerpts from the Chairman's statement, 1995. He summarized the operating results as below:

> In spite of the harsh economic climate, the regulated interest regime, the unsettling political and labour crisis for the year under review which directly affected our operations, our Bank was able to come out with a good result at the end of the year.
>
> Gross earnings significantly increased by 28% from 3.6 billion in 1994 to N4.7 billion.
>
> Profit before tax stood at N488.18 million as against the N212.507 million in 1994. The group's after tax profit rose to N352.94 million compared to N132.78 million last year. It would be recalled that in 1994, the Directors, on grounds of prudence, made an extraordinary provision of N661 million in respect of the Federal Government sovereign debt instrument maturing on 15th November, 2020 arising from diminition in their value. As no further permanent diminition in value was observed in 1995, that amount of provision has been maintained in the accounts.

The Chairman, Alhaji (Engineer) ABDULLAHI, NUHU BAMALLI, further reported that the total assets of the company rose from N24.245 billion to N414.132

billion and that of the Group from N24.282 billion to N44.200 billion partly as a result of the translation of the foreign assets at the exchange rate ruling at 31st March, 1995. On the other hand, the shareholders funds moved from N1.563 billion to N3.596 billion.

Following the reorganization of the debt recovery drive during the year produced a very outstanding result of N580.029 million as against N270.147 million achieved in 1994 - a 115% increase. This is an impressive performance. He even confirmed that the tempo is being maintained and further stated that in view of the satisfactory result of the year, the Board is proposing for your approval the distribution of N110 million as dividend for the year under review. This works out at 17 per 50k share as against 8k per 50k share (adjusted) paid in 1994.

Other findings from this research show that UBA is one of Nigeria's top three commercial banks that has recorded an impressive growth rate. UBA is active in all aspects of commercial banking and provides international banking trusteeship, share registration, corporate finance and computer services through specialized divisions and subsidiaries. Also its aggressive business promotion strategy coupled with willingness to innovate has earned the Bank an enviable position in the banking industry. UBA Plc is strongly committed to its social responsibilities and identifies with communities in which it is represented. Four of the founding international banks, namely, Banque Nationale de Paris, Bankers International Corporation, New York, Banca Nzional del Lavoro and Monte dei Paschi di Siena, who altogether own 40 percent of the share holding (Nigerian interest 60%) are represented on the board of Directors and continue to make their expertise and resources throughout the world available to assist the Bank and its customers (9).

To say the least is that while other banks are failing, UBA Plc is waxing stronger and stronger. The focus of this work is to see if management performance appraisal is the secret of the bank's success or is the motivation factor towards the attainment of the corporate goals and excellence. This chapter could be concluded as follows.

The findings show that the company's goals and objectives were outstandingly achieved and sufficient plans to keep the tempo is well founded. Also even though the respondents reveal that management appraisal policies of the bank is suspect for one or

two reasons that recommendations are made for correction, the good performance appraisal practice and efforts of UBA could be proved to be the motivation factor for the attained corporate goals and excellence.

Training is recognised by the management of the bank as a powerful motivational factor. Peter Druker points out that the Japanese mechanism for making the worker take responsibility for job and tools "continuous training of all employees at every level, until they retire with regular weekly training sessions, scheduled as parts of their work, and usually conducted by their employees and supervisors themselves rather than by a trainer. UBA imbibes this principle and this training needs are usually revealed by performance appraisal, so since training is motivational factor so is performance appraisal. Moreso having recognized all these achievements of UBA, it is logical to ask what is the motivation, and since we are holding other management variables normal to study whether performance appraisal motivates the appraised managers, having established also that there is a good management appraisal efforts and practice few faults notwithstanding, the motivation to this achievement is therefore the good management performance appraisal system.

Based on respondents and oral interview, the performance appraisal policy of the Bank is good but the implementation needs some fine tuning for it to be effective motivation factor for the managers in attaining the new vision and mission for the company.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings from the Study

This is an attempt of summarising the research findings with a view to offering some constructive recommendations that may be of help to the bank and to any other organization that show similar symptoms towards making its performance appraisal exercise a motivation factor towards attainment of corporate goals and objective.

For the best performance appraisal practice most scholars recommend that the purpose should be evaluative and developmental but senior staff appraisal form of UBA in the appendix and respondents reveals that the performance appraisal practice is more evaluative in nature in that the reporting officer or the appraisal officer is expected to say whether the appraisee should be promoted or given a salary increment in his final recommendations. The appraised managers condemn this approach meaning that this style can never motivate them to a better performance.

From their responses other lapses of the performance appraisal practice of the bank includes, absence of formal appraisal interview, inadequate fedback system of the performance appraisal, lack of standard and trained appraisal team, resulting in lack of objectivity.

A good performance appraisal practice requires that managers be trained based on the outcome of their performance appraisal, but in the bank the regular training of the managers is because it is part and parcel of the bank's policy. The analysis of the senior staff performance appraisal of the organization, and areas for review were pointed out.

In spite of all these shortcomings, the management performance appraisal practice of the bank can be said to be sound because it serves the various purposes ranging from motivation and staff control, and it is well founded on good theoretical background and the company policy in this regard is good also.

The various theories of motivation informs the motivation policy of the bank. Also that people are interested in knowing what they are doing and how well they are doing it and that questions like am I progressing? am I retrogressing? or stagnating are

universal and fundamental to subjects of motivation and high morale, and that these are the major things measured in all appraisal are well founded in the appraisal practice of the Bank. The achievements recorded by the bank is as a result of the performance appraisal motivation, other things being equal.

Our findings show that the bank's policy for effective staff motivation could be summarized as follows:

a) The Bank must make it possible for employees to see and believe that their efforts can result in the desired performance which in turn will give them their desired rewards;

b) Branches must train and develop employees as well as maintain a climate of expectancies that will support motivation (job enrichment);

c) A manager's major preoccupation in the bank must be a constant research on achievement, affiliation and the power needs of his subordinates. He should be a psychoanalyst and must constantly carry out diagnosis on his subordinates and apply the most effective antidotes;

d) The bank must provide constant performance feedback for the managers and all other employees alike, to use as a yardstick for measuring their own performances and expectations.

The basis for the above policy is the Bank's perception of what actually motivates bank workers. The above clearly shows that the accepted theory of motivation in the bank ranges from the constant theories to process theories of motivation, and that no one theory was good enough but needed to be combined with others for a better result. It could also be seen that the few lapses of the performance appraisal efforts is as a result of poor implementation of the above policies.

5.2 Concluding Remarks

In the past when labour was cheap and plentiful, and its bargaining power limited, when the standard of living and the standard of education available to the majority of the population was comparatively low, there was no need for employers or managers to

concern themselves with the issues and the problems of human motivation. But in today's more enlightened, developed and developing societies, management of human resource is increasingly being recognized as the limiting factor in organizational effectiveness.

Literature and practical experience have shown that in order for an organization to have the capacity to perform effectively over a period of time, it must be able to plan, to recruit, manage, motivate, develop, measure, dispose of, and replace human resources, as warranted by the tasks to be done. From the strategic planning process and practice, it is seen that organizational growth takes place through successful coping with the internal and external environment. But since organization is a complex system of human, material, financial and informational resources, one must consider how each of these areas can be properly managed towards organizational effectiveness. Improving workings' performance has been a global management problem especially for the third world countries like ours where skilled laborers are scarce, hence the motivation for this work is that human resources are the most important in organizations that need motivation to attain corporate goals and excellence in the successful running of any organization. The focus of this work is to see how these could be achieved through good management performance appraisal practice using UBA Zaria as a case study.

From our findings, the survey of UBA managers' opinion show that there has been a good management performance appraisal practice with few lapses. Also observed was that the workers' performance for the year under review has improved reasonably. The author believes that all other management variables being equal, the motivation for this achievement is good management performance appraisal practice of UBA.

Other conclusions from our findings include the theoretical framework of the Bank's performance appraisal effort is sound for manager's motivation and control but only needs little fine-tuning in its implementation strategy. The practice also needs some fine-tuning in the area of who does the appraisal because the manager's responses show apathy to the present system of being appraised by immediate supervisors with its attendant subjectivity and other shortcomings. The Bank may want to use trained appraisal team instead so as to reduce the negative appraisal effects.

Majority of the Bank's managers interviewed approve that the company has a well planned and carefully structured appraisal program and may be willing to embrace any effort by the organization to review the implementation strategy for a better result, hence the work concludes finally with some recommendations.

Also, the respondents show that the management of UBA takes the training of their managers very serious and important, this the author observes as a good management practice because performance is a function of ability and motivation, since the motivational efforts would have been meaningless without the training that gives the ability. Performance appraisal and motivation are means to an end. It was also observed that no one appraisal method or motivation theory was applicable to the bank but a combination of the principles of the various methods reviewed in the literature.

Other useful conclusions of this work can be seen in the summary of findings. It could be further remarked that this work demonstrates the importance of the application of good performance appraisal methods and motivational principle towards attainment of corporate objectives. That appraisal are supposed to serve as positive reinforces B.F. Skinner (1953) (3) that individuals get motivated by a properly designed work environment and appraising their performances are supported by this work.

This work has carefully and critically assessed the impact of good management performance appraisal practice as a motivation factor towards attainment of corporate goals, excellence, and as an effective tool for managing managers.

In our case, UBA, the wise choice in Banking in a depressed economy like ours Nigeria, by this study has relatively achieved sustained corporate goals and excellence through good management performance appraisal practice.

However, the limitations of the study includes, assumption of objective responses and comments from the respondents, and that the indepth study not withstanding, a case study of this nature does not allow generalization of conclusions.

5.3 Recommendations

The obvious recommendations from our data analysis and interpretations include: That the company's vision, mission, appraisal and motivation policies, should not

just be a statement of ideal hung on a wall but operational guidelines that is always implemented to the letter. In other words, the company should embark on aggressive implementation strategy of their policies by creating awareness and education.

Also, there is need for objective performance criteria for effective performance evaluation.

A task force of managers should be constituted as an appraisal team rather than the use of immediate supervisors, even though they should have an input in assessment of their subordinates.

The company should recognize that the journey to corporate goals and excellence is an unending one, therefore appraisal and motivation that are means to an end should be on a continuous basis.

For fair employment practices in any organization, the task of managerial appraisals must be implemented to the later especially in a depressed economy like ours where there is high cost and scarcity of labour where performance improvement through appraisal is almost the only way to survival, there it is hereby recommended that the UBA management should not tie the annual increment of their managers to their performance appraisal outcome. This is not only contrary to the workers' conditions of service but does not promote industrial harmony for optimum performance.

All the issues raised in the appraisal of UBA's appraisal practice like lack of appraisal feedback, lack of appraisal of actual performance, no appraisal interview, and lack of objectivity, should be properly addressed if the practice is to restore its desired objectives. The bank may conduct research or seek opinion of experts on how best to handle these issues raised. This is very important as

it is a sure means to industrial harmony in a motivated work environment and provides high selection ratio for recruitment as well as reduce labour turnover.

If the above recommendations are carefully followed and implemented, a lot will be achieved, in serving as strategies for efficient and effective management in an increasingly dynamic, competitive, and turbulent environment (depressed economy) as Nigeria.

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APPENDIX 1.

UNITED BANK FOR AFRICA LIMITED

SENIOR STAFF APPRAISAL

YEAR OF APPRAISAL.....
DIVISION/AREA.....
BRANCH/DEPT/SECTION.....
MALE/FEMALE.....

SECTION 1 PERSONAL PARTICULARS
(to be completed by the individual)

SURNAME	FORENAMES	EMPLOYMENT NO

DATE OF BIRTH	DATE OF JOINING THE BANK	MARITAL STATUS	N.P.F. NUMBER

RESIDENTIAL ADDRESS AT PLACE OF WORK.....

.....

STATE OF ORIGIN .....LOCAL GOVERNMENT AREA.....

PERMANENT HOME ADDRESS (IN STATE OF ORIGIN).....

.....

CHILDREN

NO	NAME	SEX	DATE OF BIRTH
1			
2			
3			
4			

NAME AND ADDRESS OF NEXT-OF- KIN

.....

.....

.....

.....

RELATIONSHIP

BANKING QUALIFICATIONS WITH DATES

.....

.....

.....

.....

OTHER QUALIFICATIONS (DEGREES, DIPLOMAS, ETC WITH DATES)

.....

.....

.....

....

PRESENT GRADE..... DATE PLACED ON GRADE..... PRESENT JOB TITLE.....

REFERENCES - INDICATE TYPE OF WORK AND GEOGRAPHICAL AREA .....

.....

COURSES ATTENDED WITHIN THE LAST 5 YEARS .....

.....

.....

.....

DETAILS OF CAREER WITH THE BANK WITHIN THE
LAST 5 YEARS: BASIC SALARY N.....

FROM	TO	DIVISION/BRANCH	JOB TITLES	SALARY INCREASES IN LAST 3 YEARS DATE	AMOUNT
			1.		N.....
			2.		N.....
			3.		N.....

INTERESTS/HOBBIES.....

.....

NATURE OF MEMBER OF STAFF..... DATE.....

SECTION II - PERFORMANCE APPRAISAL (To be completed by Reporting Officer and discussed with the Appraisee)

NOTES:

(i) In assessing the individual, compare him with others AT THIS STAGE OF THEIR CAREER IN THE BANK

(ii) The definitions under each factor should be carefully considered before making your assessment

(iii) Each factor should be considered on its own. Do not let performance in one factor bias your assessment in the others

(iv) Put a tick in the box against the most applicable phrase

(v) The assessment should reflect the performance actually achieved during the year under review.

1. ATTENDANCE AND PUNCTUALITY

(Consider his attendance and punctuality at work)

E. Often absent without good reasons and/or frequently reports late to work [ ]

D. Lax in attendance and/or reporting for work on time [ ]

C. Usually present and on time. [ ]

B. Regular in attendance very prompt. [ ]

A. Always regular and prompt volunteers for extra time when required. [ ]

---

2. JOB KNOWLEDGE
(Consider knowledge of the job gained through experience, general education and specialised training).

E. Has poor knowledge of the job and depend largely on others. [ ]

D. Knowledge of the job is below average. Requires considerable assistance. [ ]

C. Has satisfactory knowledge of the job. [ ]

B. Has better than average knowledge of the job. [ ]

A. Has excellent knowledge of the job. [ ]

---

3. PLANNING
(Consider effectiveness in planning the use of time and other resources to ensure that tasks are accomplished)

E. Lacks planning ability: very disorganised. [ ]

D. Planning ability is below average. [ ]

C. Planning ability is satisfactory. [ ]

B. Planning ability is above average; establishes work objectives and standards reasonably well. [ ]

A. Plans, establishes work objectives and standards excellently. [ ]

---

4. ABILITY TO ORGANISE AND SUPERVISE STAFF
(Consider ability to organise and supervise subordinates effectively)

E. Lacks ability to organise and direct staff to achieve set objectives. [ ]

D. Not very efficient in the use of staff. Ability to supervise is below average. [ ]

C. Organises and controls subordinates satisfactorily. [ ]

B. Organises and controls staff sufficiently well. A good supervisor. [ ]

A. Organises and controls staff excellently. [ ]

---

5. QUANTITY AND QUALITY OF WORK
(Consider the volume of work produced, the neatness, accuracy and dependability of results).

E. Very slow worker; quantity and quality of work are poor. [ ]

D. Quantity and quality of work are below average.]]

C. Quantity and quality of are satisfactory. [ ]

B. Industrious; quantity and quality of work are very good. [ ]

A. Fast and accurate worker, quantity and quality of work are exceptionally high.[ ]

---

6. JUDGEMENT ON TECHNICAL MATTERS
(consider the correctness of decision taken on technical matters).

E. Rarely takes decision and when taken, decisions are usually very poor and unreliable.[]

D. Inclined to be illogical in his decision-making. [ ]

C. Takes fairly reliable decision. [ ]

B. Judgement is usually logical and dependable. [ ]

A. Thinks quickly, exercises practical judgment and takes sound and effective decisions[ ]

---

7. INITIATIVE
(Consider the tenency to contribute, develop and/or carry out new ideas or method).

E. Needs constant prodding; has no initiative. [ ]

D. Barely shows any initiative. [ ]

C. Shows satisfactorily initiative. [ ]

B. Very resourceful; displays a reasonable amount of initiative at all times. [ ]
A. High imaginative, displays a high degree of initiative at all times. [ ]

---

8. COMMUNICATION SKILLS
(Consider his ability to express himself logically, clearly , concisely and effectively both orally and in writing)

E. Finds difficulty in expressing himself orally and in writing; ambiguous, clumsy and obscure. [ ]

D. Power of expression orally and in writing is below average. [ ]

C. Expresses self fairly well orally and in writing. [ ]

B. Expresses self clearly and reasonably well orally and in writing. [ ]

A. Expresses self exceptionally well orally and in writing, always cogent and well set out. [ ]

---

9. HUMAN/PUBLIC RELATIONS
(Consider the friendliness and warmth with which he deals with customers, other employees his superiors, subordinates and others).

C. Maintains satisfactory work and customer relationship with most people. [ ]

B. Maintain effective work and customer relationships with most people; sociable and out-going. [ ]

A. Highly effective in dealing with most people even in difficult situations; very sociable; excellent at establishing goodwill. [ ]

---

10. TRAINING OF SUBORDINATES
(Consider enthusiasm displays in training and developing subordinates and results achieved).

E. Makes no effort whatsoever in training and developing subordinates. [ ]

D. Makes some effort in training and developing subordinates. [ ]

C. Makes satisfactory effort in training and developing subordinates. [ ]

B. Makes good effort in training and developing subordinates and has achieved good results.[

A. Makes remarkable effort in training and developing subordinates; has achieved considerable success in this area. [ ]

---

11. CARE OF BANK'S ASSET
(Consider his ability in good house-keeping, care of office materials and equipment).

E. Disorderly and untidy; frequently does exercise proper care of materials and equipment. [ ]

D. Displays tendency to be careless and untidy; requires occasional advice and/or reprimand. [ ]

C. Keeps work area fairly neat and clean; exercises satisfactory care of materials and equipment [ ]

B. Conscientious about neatness and cleanliness; exercises above average care of materials

and equipment. [ ]

A. Usually very neat, clean and orderly; exercises exceptional care of materials and equipment and practises good preventive maintenance. [ ]

---

12. KNOWLEDGE AND APPLICATION OF BANK'S INSTRUCTIONS, RULES AND REGULATIONS.
(Consider his knowledge of Bank's Instructions, rules and regulations and how this has contributed to his performance on-the-job.

E. Disregards Bank's Instructions, rules and regulations frequently. [ ]

D. Occasionally fails to comply with Bank's Instructions, rules and regulations and must be reminded. [ ]

C. Complies with Bank's Instructions, rules and regulations satisfactorily. [ ]

B. Complies with Bank's Instructions, rules and regulations and also makes an effort to follow their intent. [ ]

A. Ardently applies the Bank's Instructions, rules and regulations and Inspires others to do so. [ ]

SECTION III - SPECIFIC COMMENTS

(i) Is the Officer well suited for the type of work he is now doing..... [ ]

(ii) If not, Indicate the type of work for which he is better suited.....

.....

(iii) What specific training does he need to develop his capability and potentials.....

.....

.....

.....

SECTION IV - COMMENTS OF THE APPRAISEE

I certify that I have seen this report and that my Superior Officer has discussed its contents with me. The following are my comments:

.....

.....

.....

.....

.....

SIGNATURE OF APPRAISEE.....

SECTION V - OVERALL EVALUATION OF PERFORMANCE

(Indicate the overall evaluation of this Officer by ticking the appropriate box below. The assessment should reflect the performance actually achieved during the year under review).

Poor	i	Definitely unsatisfactory and far below average.	[ ]
Below Average	ii	Substandard. Making little progress.	[ ]
Satisfactory	iii	Doing an Average job; satisfactory performance.	[ ]
Good	iv	Definitely above average.	[ ]
Excellent	v	Outstanding performance	[ ]

GENERALCOMMENTS:.....

.....

SECTION VI - RANKING OF APPRAISEE

(Indicate the ranking order of the staff in relation to others within the same grade to which he belongs, taking into consideration the totality of this Performance Appraisal).

Total number appraised within the same grade.....

Ranking order of Staff.....

SECTION VII - FINAL RECOMMENDATION

RECOMMENDATIONS FOR PROMOTION/ACTING APPOINTMENT/AWARD OF INCREMENT
(Please tick clearly whichever is applicable).

He is recommended for promotion now.

He is recommended for Acting Appointment (for OC, 3 and above. Indicate position and vacancy)

.....

He is recommended for award of maximum/minimum increment.....

He is recommended for no increment. (State reasons).....

.....

.....

NAME OF REPORTING OFFICER DESIGNATION

SIGNATURE..... DATE.....

SECTION VIII - COMMENTS/RECOMMENDATIONS OF THE AREA MANAGER

.....

.....

.....

SIGNATURE .....

NAME..... DATE.....

SECTION IX - COMMENTS/RECOMMENDATIONS OF THE HEAD OF DIVISION/AGM

.....

.....

.....

SIGNATURE .....
NAME..... DATE.....

SECTION X - COMMENTS/RECOMMENDATIONS OF THE DGM

.....

.....

.....

SIGNATURE .....

NAME..... DATE.....

SECTION XI - COMMENTS/RECOMMENDATIONS OF THE HEAD OF SECTOR

.....

.....

.....

SIGNATURE .....

NAME..... DATE.....

SECTION XII FOR OFFICIAL USE ONLY

PRESENT GRADE..... OLD SALARY.....

NEW GRADE ON PROMOTION..... NOTCH INCREMENT(S) AWARDED.....

OLD SALARY..... NEW SALARY AS A RESULT OF

NEW SALARY ON PROMOTION..... INCREMENT AWARDED.....

EFFECTIVE DATE OF CHANGE.....

ENTERED BY..... DATE.....

CHECKED BY..... DATE.....

APPENDIX II

PART II - TERMS AND CONDITIONS OF SERVICE (SECTION 2)

Article 1 - SALARY SCALES AND INCREMENT

The following conditions shall apply to the salary scales as set out in the separate schedules attached hereto:

i) (a) Each year the Employee's work and conduct will be reviewed and where conduct and performance through the year have been satisfactory. Increment(s) within the appropriate grades will be awarded according to the scales from the 1st January next following the report (or the 1st day of the first month in the new accounting year as the case may be).

(b) Where at the time of submitting the annual report the Employee's work and conduct have not been such as is expected from him, he will be notified in writing and be invited to comment in writing on the shortcomings listed against him in the notification letter. If his written comments are considered unsatisfactory his increments would be withheld.

ii) In those cases where an Employee's increment is withheld for unsatisfactory work or conduct, the management concerned shall review the position within three months from the annual incremental date and if the Employee's work and conduct is found to have improved sufficiently, his increment shall be granted as from the date of such review.

iii) Normal increments shall be granted on the basis of one full notch in the respective scales.

iv) Where in the opinion of the Employer an Employee's performance has been consistently meritorious during the year merit increment(s) of additional one or more notch's can be awarded over and above the normal annual increment.

v) On confirmation as permanent staff, an Employee shall receive an advancement of one notch increment in the appropriate salary scale. However, such a confirmed Employee shall be entitled to an award of annual increment in the year of confirmation if the confirmation occurs before 1st July or is not less than six months prior to the next incremental date.

vi) Where the work and conduct of an over-scale Employee continue to be satisfactory he shall continue to earn his increment(s) but the size of the increment(s) shall be at the discretion of the Employer.

vii) In the event of a general review, conversion from existing salary scales to the new scales shalleb by straight transfer to the equivalent notches on the new scales.

APPENDIX III

Dept. of Business Administration
Ahmadu Bello University,
Zaria.
10th November, 1995.

Dear Sir/Madam,

RESEARCH QUESTIONNAIRE

The aim of this study is to test the hypothesis that the good management performance appraisal system is a motivation factor towards achieving corporate goals and excellence other management variables being equal, using United Bank for Africa PLC as a case study.

The study is being undertaken as part of the requirement for the award of MBA degree. I am by this introductory letter soliciting for your help to objectively respond to the questionnaire and comment where necessary to the best of your knowledge and ability. I assure you that all information given in the questionnaire will be treated in strict confidence and will be used for academic purposes only.

A copy of this research finding can be made available to you or to your Branch/Department if you so wish by indicating your desire to same via your response to the questionnaire.

Your co-operation in completing this questionnaire will be a step forward in achieving this much desired objective.

Thank you for co-operation.

Yours faithfully,

Ugwu Johnson, O.

SECTION 1:PERSONAL PARTICULARS

Please, fill or tick in the required information into the blanks appropriately.

1. AGE.....
2. MARITAL STATUS.....
3. Number of Years in Service.....
4. Initial Rank on Appointment.....
5. PRESENT STATUS IN THE BANK
   - Senior Manager.....
   - Manager.....
   - Asst. Manager.....
   - Sub-Manager.....
   - Accountant.....
   - Officer.....
6. DEPARTMENT/BRANCH.....
   .....
   .....
7. EDUCATIONAL BACKGROUND
   - Primary.....
   - Secondary.....
   - Diploma.....
   - Degree.....
   - Others.....
8. LOCAL GOVERNMENT AREA.....
9. STATE OF ORIGIN .....

SECTION II

1. Do you want to be appraised?
   a) Yes
   b) No
2. Does it motivate you to a better performance?
   a) Yes

b) No

3. HOW?

4. How do you classify the Bank's approach to performance appraisal of its management staff?

   a) Casual and unsystematic

   b) Traditional and Systematic

   c) Management by objective approach

   d) Others (could you specify)

5. How best would you describe the system?

   a) Evaluative

   b) Developmental

   c) All of the above

   d) None of the above (comments)

6. How often is the exercise in the bank?

   a) Monthly

   b) Quarterly

   c) Bi-annually

   d) Annually

7. Is the frequency acceptable to you?

   a) Yes

   b) No

8. If no, how frequent would you recommend?

   a) Monthly

   b) Quarterly

   c) Bi-annually

   d) Annually

9. How best would the following rate as purposes of the UBA's appraisal exercise (score a maximum of 12 marks)

   a) Promotion

   b) Wage and Salary Administration

   c) Staff Training and Development

   d) Others

10. Does the appraisal measure all the following quality/capacity, if not indicate those that are not applicable.

a) Knowledge of work

b) Quantity and quality of work

c) Ability to learn new ideas

d) Initiative

e) Personal Acceptability

f) Others

11. How would you rate the necessity for performance appraisal in your bank?

a) Above 70%

b) 50% importance

c) Less than 50%

12. The following factors influence bank's appraisal efforts; indicate factors not applicable

a) Promotion

b) Salary

c) Stimulating employee Improvement

d) Decision for discharge and lay offs

e) Others

13. How would you rate those factors as possible reasons for your appraisals (total maximum score 40%)

a) .....

b) .....

c) .....

d) .....

e) .....

14. Which of the following variable is the most measured in the bank's performance appraisal?

a) Individual characteristics

b) Individual contribution

c) Others

15. Which of the following would you consider as the problem of performance appraisal system of UBA and why?

a) Reliability

b) Validity

c) Bias

d) Others

Comments.....

.....

.....

.....

16. What other qualities or variables would you want performance appraisal system of your bank to measure?

a) .....

b) .....

c) .....

17. How acceptable is the current appraisal form to you?

a) Excellent

b) Satisfactory

c) Below expectation

d) Incomplete

18. The incidents measured by any organization, in its appraisal forms, to a large extent determines its acceptability.

a) True

b) False

19. Comment briefly on the attributes measured by the current appraisal form of the bank.

.....

.....

.....

.....

20. Have you ever attended any course since joining the Bank?

a) Yes

b) No

21. If yes, give details for last three years

.....

.....

.....

22. Describe briefly the nomination/selection process for the course

.....

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23. How is the relevance of the course to your bank job?

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24. Explain briefly the relevance of the courses to your own personal development.

a) .....

b) .....

25. How would you relate the bank's performance appraisal to,your promotions/salary increments and other entitlements?

a) Dependent

b) Independent

26. How do you want the above to be?

a) Dependent

b) Independent

c) Others

27. If independent, describe briefly how you want the promotions to be carried out in the bank as a proposal to the management.

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28. Is appraisal interview other than the completion of the appraisal form observed in the bank?

a) Yes

b) No

29. How would you asses UBA's performance for the last five years in terms of attaining corporate goals and excellence.

a) Excellent

b) Satisfactory

c) Below Average

30. If excellent, how would you rate the contribution of performance appraisal towards achieving this success.

a) Outstanding

b) Below expectation

c) Others

31. Do you think good performance appraisal system can serve as a motivation towards attaining corporate goals and excellence, other management variables being equal.

a) Yes

b) No

Comments.....

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