

EFFECT OF PERFORMANCE MANAGEMENT SYSTEM ON ORGANIZATIONAL EFFECTIVENESS: (A STUDY OF LACASERA NIGERIA LIMITED)

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ABSTRACT

This study examined the effect of performance management system on organizational effectiveness. The study was guided by the following specific objectives: to ascertain the effect of training on organizational effectiveness; to understand the method of management by objective on organizational effectiveness and to ascertain the effect of feedback and reward system on organizational effectiveness. Survey research design was employed and questionnaire was used as the research instrument. Moreover, simple random sampling technique was used as sampling technique and one hundred and forty five (145) respondents was administered questionnaire among staff of Lacasera Company limited in Lagos state while they were fully completed and returned. Statistical Package for the Social Sciences (SPSS) Version 20 was employed to analyze the responses of the questionnaire. All statistical analysis was tested at 5% level of significance. The study revealed that there is significant relationship between feedback and compensation on organizational effectiveness. The study concluded that the main reason of an appraisal system should be to improve the employee and the organizational effectiveness. Among the recommendations that was conveyed in the study, the study recommended that manager should know what kind of performance appraisal method is being adopted in the company and should be able to interact with the subordinates and make them aware of the performance expectations.

Keywords: performance management, training and development, management by objective, reward system; organizational effectiveness

INTRODUCTION

Organizations were established with the aim of achieving their goals and objectives. This can be accomplished with the performance of their human resources channel toward organization's success. But performance management should be put in place to checkmate and control the performance of their staff. Performance management is one of the functions human resources manager must always carry out and to ensure that business activities are running effectively. DeNisi and Murphy, (2017) see employee performance management as one of the most important HR processes, that can help staff performance and create positive impact on the growth of an organization.

Performance management can be considered as continuous evaluating, reviewing and monitoring of worker performance in a workplace. This study made us to understand that performance management goes beyond

just appraising employee performance, also look to how performance of staff can be improved. In today's liberalized, privatized and globalized world competitive advantage give centre stage for the companies. According to Meenakshi, (2020) human value was missing in the traditional format of performance management system. But in the case new approach of performance management system, human resource takes central stage and gains its due respect in performance management system. In this system infinite potential are being realized. In this system, it has been felt that other resources are also equally important. Here role of HR in performance management can make a sizeable and measurable difference in terms of gaining competitive edge (Nduati, & Wanyoike, 2022).

At the very outset, it is worthwhile to point out that there is nothing new in the concept of PMS as its origin can be traced back as early as 221-265 AD (Chamberlin, 2011). According to Ezenwaka, & Okoro, (2020) performance management system is one of the most positive and crucial developments in the field of management. Performance management system encompasses all the activities carried out to ensure efficiency and effectiveness in the attainment of organizational objectives. Effective performance management is essential to ensure that a business is operating effectively and is on track to achieve strategic goals. It is necessary to have new way to understand management to manage performance of an organization. Meenakshi, (2020) posited that traditional views of performance Management have lost their ground. Traditional way of tackling Performance Management cannot be used in today's situation and circumstances because it lost their relevance.

Through continuous refinement and adaptation, organizations can leverage performance management as a strategic tool to drive employee engagement, improve performance outcomes, and achieve sustainable competitive advantage (DeNisi and Murphy 2017). Organizational effectiveness represents the extent to which an organization achieves its goals and objectives while maximizing efficiency and utilizing resources optimally. It encompasses various dimensions, including financial performance, operational efficiency, customer satisfaction, employee engagement, innovation, and social responsibility. Achieving organizational effectiveness is essential for sustaining competitiveness, driving growth, and creating value for stakeholders in today's dynamic business environment. The pursuit of organizational effectiveness is influenced by organizational structure, leadership style, culture, market dynamics, technological advancements, and regulatory requirements (Subhamitra, & Mousumi, 2024). Measuring organizational effectiveness is multifaceted and often requires a balanced scorecard approach, incorporating quantitative and qualitative indicators across different areas of organizational performance. Organizational effectiveness is a continuous journey of improvement and innovation. It requires strategic alignment, effective leadership, efficient processes, and a culture of accountability and continuous learning.

Performance management systems are integral to organizational success, serving as mechanisms to monitor, assess, and enhance employee performance in alignment with strategic objectives. However, traditional approaches to performance management often face challenges in adequately capturing the complexity and subjectivity inherent in human performance evaluation [7,8,9]. In response to these challenges, organizations are increasingly turning to fuzzy logic as a promising approach to

enhance the effectiveness of performance management systems. Many organizations were after getting work done i.e. getting result but fail to manage the performance of their employees. To achieve their goals, a lot must be carried out in the area of communication of organizational goals, measuring of performance with stated goals and how to improve performance. In the past, performance management was only used to evaluate employee performance for managers and professionals, but today it is a continuous matter to monitor and review performance of all workers at any level. Today many organizations were guilty, because they failed to carry out performance management continuously. The gap in this study is many firms fail to do things that will improve the performance of staff, some failed in the area of methods they are using to measure performance. If one method is not producing needed result another technique can be used. But in the case of some workplace they keep on using or repeating the same method to measure performance and they are expecting different result.

Profile of the La Casera Company (TLCC)



Incorporated in Nigeria in the year 2000, **The La Casera Company** (TLCC) is a member of JOTNA Group of Companies. TLCC is a leading beverage company and the pioneer of PET bottled Carbonated Soft Drinks (CSD) in Nigeria. The company manufactures, markets, and presently distributes nine products, including La Casera Apple drink across the nation and other parts of West Africa. Its flagship product, La Casera Apple was launched in Nov. 2001. The phrase “La Casera” is derived from Spanish, and it means ‘A drink from the home’. La Casera Apple is the first-ever soft drink to be offered in a PET bottle in Nigeria. It is also the only CSD with 5% real apple juice.

Other products from TLCC include, Nirvana Tonic Water and Nirvana Soda Water which launched in August 2012, Smoov Chapman which launched in September 2014, Bold Bitter Lemon Extra (formerly Nirvana Bitter Lemon) which re- launched in 2015, and Nirvana Table Water. TLCC has added 3 new flavours to its impressive CSD portfolio – Bold Ginger, Bold Orange, and Bold Tropical. Bold Ginger is the first ginger CSD drink to be launched in Nigeria. Over the years, The La Casera Company has grown its presence and awareness continuously, driven by high investments into Marketing and Distribution. It is the pioneer of producing carbonated soft drinks in PET packaging in Nigeria. Its operations began in September 2001 with a modest 100 BPM (bottles per minute) line. This production capacity has increased tremendously in the last 18 years to 2000 BPM (bottles per minute) which translates into an installed capacity of more than 1 billion bottles of 50cl per year in line with the growth in sales.

The bottling lines are all supplied by the Krones company in Germany, the world's leading supplier of beverage equipment. They are built to the most stringent quality standards and supported with 24/7 service. Production standards have consistently been maintained at the highest levels, as attested by the successful certification from the Standards Organization of Nigeria (SON) and by annual technical and quality systems audits from Zenith International, a U.K. based consultancy checking adherence to international beverage production standards. The La Casera Company PLC received its ISO 22000 certification in 2012, and has also been awarded the "Best Kept Industrial Premises in Lagos" in the SME category by the Manufacturers Association of Nigeria (MAN), every year, between 2011 and 2015.

- i. Does training have effect on organizational effectiveness?
- ii. Does the method of management by objective have effect on organizational effectiveness?
- iii. Does reward system have effect on organizational effectiveness?

The main broad objective of the study is to examine the effect of performance management system on organizational effectiveness. Other specific objectives are as follows:

- i. To investigate the effect of training on organizational effectiveness.
- ii. To understand the method of management by objective on organizational effectiveness.
- iii. To ascertain the effect of reward system on organizational effectiveness.

These statements are to test the importance of the study.

- i. **H₀:** There is no significant relationship between training and organizational effectiveness
- ii. **H₀:** There is no significant relationship between the method of management by objective and organizational effectiveness.
- iii. **H₀:** There is no significant relationship between reward system on organizational effectiveness

REVIEW OF RELATED LITERATURE

Conceptual Framework

Concept of Performance Management System

Performance management shows and measures individual employee and team of workers performance, also ensure comparing of staff performance with defined objectives of the organization (Aguinis, 2019). Rao, (2016) defined performance management as doing everything possible to ensure continuous improvement on the performance of every worker regarding his or her position. According to Assish, (2018) the concepts of performance management system have contributed to the enhancement of performance both at the individual and organizational levels. Studies have revealed that these systems have been discredited in the public and private sectors throughout the world as a result of which much emphasis and attention is being directed towards performance management system.

According to Robbins & Coulter, (2012) "Performance management" is a discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process. Furthermore, it is an

evaluation process, in that quantitative scores are often assigned based on the judged level of the employee's job performance on the dimensions or criteria used, and the scores are shared with the employee being evaluated. In addition, Fletcher (2011) opined performance management as a means by which organizations develop competency, improve employee motivation and achieve equitable allocation of resources. In essence, performance appraisal achieves multiple purposes from measurement to motivation and resource allocation.

Training

Any organizations that wanted to achieve organizational effectiveness should take training and development of their staff serious. Elisha, (2015) defined training as acquiring of knowledge and abilities by employees of a firm for the performance of their tasks. Enipta & Upadhyay (2012) stated that training and development in very important to performance management because performance management is an important factor in organizational performance. However, managers and employees should constantly be trained in order to meet up with organizational goals and objectives.

Reward System

Rewarding of workers either directly or indirectly is an essential factor in any organization to achieve its goals and objectives. Rewarding performance of staff takes place at the end of performance period. Any organization that wanted to improve its performance management system without rewarding the performance of its employees will end up by affecting the goals and its objectives.

Promotion

One of the ways to improve performance of employee in any organizations is through promotion. This gives employees motivation to work when they are receiving promotions often and when due after appraisal system in their work place. According to Salau et al (2014) explained that if workers are receiving promotions often and when due after evaluating their performance, it gives them motivation. This promotion really affects performance positively because, it increases the salary of the workers, it increases his/her authority or autonomy at work, which also affects his status in a positive way.

Feedback

Feedback method of measuring performance helps in organizational effectiveness. This helps and gives privilege to workers to receive feedback on their past performance in order to compare or match with the organizational objective if there is a shortcoming. According to Jackson & Schuler, (2012) receiving feedback helps workers to know their performance and contend with their work. This helps employees to see the areas of his strength and weakness, where he will need to improve and also to know if there is need for training.

Methods of Performance appraisal

Under this, different methods can be used to measure performance of staff. They are:

360-Degree feedback

This is one of the methods used to measure the performance of employee getting feedback that is information about employee behaviour or performance from people around him or working with him. This people could be employee's manager, supervisors, colleagues, peers, friends, even from customer's supplier etc. This helps a lot to know about the performance of the worker.

Management by Objective

This is an evaluator of employee performance, which its very effective to measure or appraise the performance of staff based on set objective of the organization joined with its employee. Then, after the performance of the employee, it will be compared with the objective of the organization that was agreed together by the management and the worker.

Multiperson Comparison

Under this, employee performance can be measured by comparing individual employee performance with the performance of others.

Written Essay

This is the simplest way that employee performance can be rated by working essay in paragraph on the performance of worker on his strength, weakness and past performance. This cannot be done by the worker, but by his manager or supervisor.

Concept of Organizational Effectiveness

This can be defined as state at which organization achieve its stated goals and objectives with available resources without pressurizing its employees. According to Holbeche, (2016) organizational effectiveness look at what makes organization to achieve its expected results. Judge (2014) described organizational effectiveness as including the financial performance measures of profitability, sales growth, and/or stock returns but also the "operating performance" measures of market share, productivity, and product quality. Other terms that Koys, (2016) used interchangeably with organizational effectiveness included organizational outcomes, organizational performance, and business outcomes. The study involved employee attitudes and behaviors (using satisfaction, occupational citizenship behaviors, and turnover) and whether or not they influence business outcomes or vice versa in a restaurant chain. Organizational effectiveness (OE) is a commonly used phrase in both research and practice (Robbins & Coulter, 2012).

Organizational effectiveness refers the extent to which a firm achieves its specified goals with the resources and means available without putting undue burden on its members. Effectiveness is primarily concerned with the values and activities of the human side of the company. It is an individual's ability to achieve a specific goal within the timeframe allocated for the task (Sule- Dan & Ilesanmi 2015). Organizational Effectiveness measures the prevalent ideas about what enables an organization to accomplish its required results, both the means and the ends (Holbeche, 2016). (Cameron, 2015), the theory of organizational effectiveness is based on the importance and preferences of evaluators and several definitions have emerged that include; achievement of goals and objectives, acquisition of the

needed resources, meeting the stakeholders expectations, high-quality processes, the existence of simultaneous opposites, fostering flourishing and conforming to moral and ethical principles.

Theoretical Framework

This study underpinned on the following theories;

Resource Based View Theory

Resource Based-View (RBV) was introduced by Penrose (1959) and states that a firm is a combination of both physical and human assets that are joined within an organizational system. According to Gottschalk & Solli-Sæther, (2005) RBV theory is concerned with two points; one, that a resource must now be limited, hard to replicate or imitate, nonreplaceable, and inaccessible in component markets in order to create a competitive edge (McIvor, 2008) and two; the performance of a company is determined by its resources (Gottschalk & Solli-Sæther, 2005). The RBV structure is often used in describing how businesses or group members can gain and maintain a distinct competitive benefit by utilizing a diverse resource base. The RBV concept was used, with a particular emphasis on how expertise and resources of a company can be developed to influence performance (Kamyabi & Devi, 2012) and focuses on the effective utilization and assigning of assets, as well as the establishment of resource-based essential skills and the resulting in an edge in the industry (Prior, 2003). Resources and capabilities are emphasized by RBV as the source of competitive advantage. The RBV theory proved extremely useful in assessing an organization's ability to absorb, integrate, and use resources that are both useful and effective in order to compete in today's dynamic world.

Expectancy Theory

According to Victor Vroom's (1964) Expectancy Theory, an employee performs or is motivated to do so according to the expected result of the work done. Vroom concluded that people will be motivated to the extent that they can perceive links between effort, performance and rewards available. He further argued that performance is a vital component of the expectancy theory. Specifically, he was concerned with the linkage between effort and performance. That employees need to know what to expect after a given task, however it is critical for management to communicate what is expected of the employees. Furthermore, he argued that they must feel confident that if they exert an effort within their capabilities, it will result in a satisfactory performance as defined by the criteria by which they are being measured.

However Vroom under-estimated the fact that employees should feel confident in the process of evaluation in that, if they perform as they are being asked, they will achieve the rewards they value. People alter their behavior in ways that are most likely to lead them to these objectives. Expectancy theory asserts the thought of managing performance, as it is considered that prospects about upcoming occurrences influence performance (Salaman 2015). Employees may lower their expectations regarding the link between their performance and the desired outcomes if they fulfil specific commitments to an organization but do not achieve promised consequences (such as promotions or pay hikes) and as a result may opt to behave differently. Employees may also change their judgments about the worth of such results and

engage in different behaviours if the outcomes are not as gratifying as expected. Expectancy hypothesis explains the extent to which an endeavour is tied directly to performance, and that performance leads to benefits and the rewards provided are worthwhile (Purvis, 2015).

Herzberg's Two-Factor Theory

In 1959, Herzberg and his colleagues introduced the „Two Factor Theory“ which is one of the most well-known theories in the management field. His study was conducted based on semi-structured interviews of a sample of 203 accountants and engineers from a business enterprise in Pittsburgh. The aim of the study was to identify the moments when the participant felt good or bad about his/her job. Participants were asked two questions; the first was to describe in detail the times that they felt good about their job and the second was to describe in detailing the times when they felt bad about their job. On the basis of the answers of these questions, Herzberg classified the job factors into two main categories. He called the first “Hygiene” and the second „motivators“. He argued that hygiene factors resulted largely from extrinsic factors (e.g. company policy, interpersonal relations, working conditions, pay, status, and job security) and were mainly found in employees’ descriptions of the bad events (negative events). These factors are related with work environment and can hardly provide a real feeling of job satisfaction. However, when these factors fall below the acceptable level for the employee, job dissatisfaction emerges as a result. He also argued that all a person can expect when satisfying the hygiene factors is to prevent the feeling of dissatisfaction and the poor levels of job performance, as its existence will help remove the barriers to achieve job satisfaction. Therefore, the hygiene factors offer little chance for self-actualization because they don’t offer the employees the chances for responsibility or achievement (Carrel et al., 2000).

Empirical Review

Meenakshi (2020) examined the effect of performance management system: a tactical tools for human resource management and organizational effectiveness. The study reviewed that in today’s cut and throat business environment, organizational survival, growth and retain play very important role. External Environment is very turmoil. Even Internal environment now days cannot be predicted. In this aspect, Organization put all its effort to attract right set of people, appropriate and potential candidates for right position and retain the key performer employees to execute excellent performance. Present paper focus the importance of performance management system (PMS) and it is used as tools for HRM as well as organizational effectiveness.

Ezenwaka and Okoro, (2020) carried out study on the effect of performance management on employee productivity in Chukwuemeka Odumegwu Ojukwu University. Unlike prior studies, our study focuses on a public academic institution and applied the ordinary least square (OLS) as a tool of data analysis. The survey design which involves the use of personal observation, interview and questionnaires to obtain primary data from respondents was adopted in this study. Using the Borg & Gall (1973) formula, a sample size of 573 was established for the study. The data analysis method used is the ordinary least square (OLS) linear regression analysis. The results show that performance appraisal, training and compensation

have significant effect on employee productivity while feedback has no significant effect on employee productivity in Chukwuemeka Odumegwu Ojukwu University.

Nduati and Wanyoike, (2022) examined the impact of role clarity and performance review on organizational effectiveness. It is clear from the literature reviewed that there are gaps in explaining the relationship between the two variables. There is need to examine the interrelation between performance management practices and organizational effectiveness. Managers and supervisors should ensure that deliverables, processes/methods as well as goals and objectives are clear to employees. Role content and scope should be clearly defined to avoid role ambiguity and role conflict. Employees' performance should also be reviewed from time to time to ensure that goals and objectives are continuously being met towards the achievement of organizational effectiveness.

METHODOLOGY

The type of research design adopted for this study is survey research design in order to gain insight into phenomenon of the questionnaire for data collection. Thus, survey research design was adopted in explaining the effect of performance management system on organizational effectiveness. The sample size of this study was 147 staff designed from the total population of 234 staff of the La Casera Company (TLCC) which was determined through the use of a formula derived by Taro Yamane. Sampling is a key component of any investigation and involves several considerations. A stratified sampling method was adopted so as to ensure that the selected Senior Management Staff (32), Supervisors (87), and Contract Staff (115). The aim of most investigations is to obtain information about a population. A census or sample of the population is taken for analysis. This was used because of the large population of the study. It is stated thus;

$$n = \left[\frac{N}{1+N(e)^2} \right]$$

Where;

n = Corrected sample size

N = Population size

e = Margin of error, e = 0.05 based on research conditions.

$$n = \left[\frac{234}{1+234(0.05)^2} \right] = 1.585$$

$$n = \left[\frac{234}{1.585} \right] = 147$$

Where: Q = the number of questionnaires to be allocated to each segment.

A = the population of each segment

N = the total population of the entire segment.

n = the estimated sample size used in the study.

Therefore, the sample size for the study is One hundred and forty Seven (147) respondents of the selected to each segment.

The total of one hundred and fifty (150) copies of questionnaires was administered to staff of the La Casera Company (TLCC) while one hundred and forty five (145) were fully completed and returned. The analysis was carried out using Statistical Packages for Social Science (SPSS). Descriptive statistics of frequency

count and percentage; and Pearson moment correlation were used to analyze the data collected in order to answer the hypotheses raised in this study. All statistical analysis was tested at 5% level of significance. The twenty-fifth Edition (version 25) of Statistical Analysis for Social Sciences (SPSS) was used for the analysis. The data was analyzed using a statistical tool of Regression Analysis with the aid of the Statistical Package for Social Sciences (SPSS version 22.0) at 5% (0.05) level of significance. The data were analyzed using a quantitative method of statistical analysis via Statistical Analysis for Social Sciences (SPSS, version 25). The aim of the statistical analysis was to evaluate the items of the questionnaires using factor analysis of the forms of managers and guests individually.

DATA ANALYSIS AND DISCUSSION OF FINDING

Test of Hypotheses

Hypothesis One

- i. **H₀:** There is no significant relationship between training and organizational effectiveness

Correlation

		Training	Organizational Effectiveness
Training	Pearson Correlation	1	.515**
	Sig. (2-tailed)		.001
	N	145	145
Organizational Effectiveness	Pearson Correlation	.515**	1
	Sig. (2-tailed)	.001	
	N	145	145

** . Correlation is significant at the 0.05 level (2-tailed).

Interpretation

The above hypotheses tested revealed that there is significant relationship between training and organizational effectiveness. This was observed at (.515) Pearson correlation value and significant value (.001) Hence, the null hypothesis was rejected while the alternate was accepted. This implies that there is significant relationship between training and organizational effectiveness. Rumaizah, Norlina, Sueb, Hannah, & Muhammad, (2021) examined on the impact of organizational commitment and satisfaction on training effectiveness, The findings indicate the existence of a significant relationship between employee satisfaction and training effectiveness but there was no significant relationship between training and organizational effectiveness

Hypothesis Two

- ii. **H₀:** There is no significant relationship between the method of management by objective and organizational effectiveness.

Correlation

		Method of management by objective	Organizational effectiveness
Method of management by objective	Pearson Correlation	1	.720**
	Sig. (2-tailed)		.002
	N	145	145
Organizational effectiveness	Pearson Correlation	.720**	1
	Sig. (2-tailed)	.002	
	N	145	145

** . Correlation is significant at the 0.05 level (2-tailed).

Interpretation

The above hypotheses tested revealed that there is significant relationship between the methods of management by objective on organizational effectiveness. This was observed at (.720) Pearson correlation value and significant value (.002) Hence, the null hypothesis was rejected while the alternate was accepted. This implies that there is significant relationship between the methods of management by objective on organizational effectiveness. Enemu, Odo, & Onyejiaku, (2021) the study investigated the impact of MBO on organizational performance using deposit money banks (DMBs) as the case study. Two hypotheses were formulated and tested through regression and correlation at 0.05 level of significance. The finding revealed that there was a significant relationship between MBO and employees commitment.

Hypothesis Three

iii. H₀: There is no significant relationship between reward system on organizational effectiveness

Correlation

		Reward system	Organizational Effectiveness
Reward system	Pearson Correlation	1	.515**
	Sig. (2-tailed)		.001
	N	145	145
Organizational Effectiveness	Pearson Correlation	.515**	1
	Sig. (2-tailed)	.001	
	N	145	145

N	145	145
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** . Correlation is significant at the 0.05 level (2-tailed).

Interpretation

The above hypotheses tested revealed that there is significant relationship between reward system and organizational effectiveness. This was observed at (.515) Pearson correlation value and significant value (.001) Hence, the null hypothesis was rejected while the alternate was accepted. This implies that there is significant relationship between reward system and organizational effectiveness. Ibojo and Asabi (2014) examined the effects of reward system and organizational effectiveness of a Reputable Organization in the Manufacturing Sector of the Food and Beverage Industry in Nigeria. The results indicate a strong positive relationship between reward system and organizational effectiveness.

Discussion of Findings

The finding reveals that there is significant relationship between feedback and reward system on organizational effectiveness. Also finding shows that there is significant relationship between training and development on organizational effectiveness. Further finding reveals that there is relationship between method of management by objective and organizational effectiveness.

Conclusion and Recommendations

The study concluded that the main reason of an appraisal system should be to improve the employee and the organizational performance.

- i. It is a must and very important for an organizations to understand ways that performance of their staff can be improved in order to achieve its stated goals and objectives at when due without delay.
- ii. Organizations should take their performance management as a continuous activity either quarterly or biannual within a year.
- iii. The manager should know what kind of performance appraisal method is being adopted in the company and should be able to interact with the subordinates and make them aware of the performance expectation.

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