Vol. 2, No. 1, 2026 - Kwararafa University Journal of Multidisciplinary Research and Innovation
Pub. Link: https://aa.unij.co.uk/index.php/kujmri/issue/view/6 - E- ISSN: 3156-5492 | P- ISSN: 3156-5514

Effects of Performance Appraisal on Employees' Productivity in Deposit Money Banks: Evidence from Zenith Bank PLC, Wukari Branch in Taraba State, Nigeria

Sunday Adiyoh Imanche[1]
Yusuf Wunuken[2] & Ngbede Williams Eluma[3]

[1]Department of Business Administration,
Faculty of Management Sciences, Federal University,
Wukari, Taraba State, Nigeria.
imanche@fuwukari.edu.ng | +2348102448311
ORCID: 0000-0002-1003-252x

[2]Department of Business Administration,
Faculty of Management and Social Sciences,
Kwararafa University Wukari Taraba State, PMB 1019.
wunukenyusuf@gmail.com. | +2347036792676

[3]Department of Social Studies,
Federal College of Education, Odugbo
PMB 102102, Makurdi, Benue State
willyeluma@gmail.com | +2348069096129

DOI : https://doi.org/10.5281/zenodo.22900360

Abstract:
Performance appraisal constitutes a critical human resource management practice that aligns individual employee performance with broader organisational objectives, thereby contributing to institutional effectiveness. Nevertheless, it frequently faces criticism for perceived subjectivity and lack of developmental focus, particularly within Nigerian deposit money banks. This study investigates the impact of performance appraisal on employee productivity within Zenith Bank Plc, located in Wukari Metropolis, Taraba State. Guided by Vroom's Expectancy Theory as the theoretical foundation, the research employed a survey design. A random sample of thirty (30) employees was drawn from an estimated workforce of two hundred (200), with twenty-eight (28) completed questionnaires returned, yielding a 93.3% response rate. Data collection involved both primary sources—structured questionnaires and oral interviews—and secondary sources derived from relevant management literature. Data were analysed using simple percentage calculations. Results revealed that 42.86% of respondents reported feeling demoralised following negative appraisal outcomes, while 64.29% indicated a decline in subsequent work performance due to such evaluations. A substantial majority (75%) perceived the appraisal process as subjective, and the same proportion stated that this subjectivity diminished their confidence in the system;

Vol. 2, No. 1, 2026 - Kwararafa University Journal of Multidisciplinary Research and Innovation
Pub. Link: https://aa.unij.co.uk/index.php/kujmri/issue/view/6 - E- ISSN: 3156-5492 | P- ISSN: 3156-5514

conversely, only 25% regarded the process as objective. Despite reservations, 60.71% of participants expressed support for performance appraisal, whereas 35.71% favoured management-by-objectives as an alternative. Furthermore, 71.43% of respondents advocated for regular on-the-job training to enhance productivity. The study concludes that a robust and well-implemented performance appraisal system is essential for improving employee performance at Zenith Bank Plc, Wukari. It recommends that negative appraisal outcomes be communicated with sensitivity, appraisers undergo periodic training to ensure fairness and developmental orientation, performance-linked reward mechanisms be transparently communicated, and structured on-the-job training be institutionalised.

Keywords: performance appraisal, employee productivity, deposit money banks, Taraba State, Zenith Bank, expectancy theory

1. Introduction

The banking sector is characterized by high dependence on human capital, with service quality and institutional sustainability closely tied to employee competence and engagement. Optimal productivity within this domain necessitates coordinated employee efforts aligned with organizational objectives. Given the variability in individual performance, institutions must define clear performance standards and implement systematic evaluations to measure adherence to established benchmarks. Consequently, performance appraisal functions as a structured mechanism through which management systematically evaluates employee output, identifies competencies and deficiencies, allocates performance-based rewards, and formulates strategies for professional development(Coetzee et al., 2014; Coetzee & Botha, 2012; M. Davidson, 2021; M. C. Davidson, 2003; Haliru et al., 2026; Wells et al., 2015; Wilson & Western, 2000).

It intended benefits, the efficacy of performance appraisal in enhancing employee motivation remains contested, particularly due to concerns regarding the methodological validity and consistency of evaluation procedures (M. C. Davidson, 2003). A recurring challenge lies in employee skepticism toward appraisal outcomes, often rooted in perceived inequities, which compromises the legitimacy of the process. The effectiveness of appraisal systems is thus contingent upon employees' perceptions of their objectivity; when evaluations are viewed as biased or arbitrary, they are frequently rejected as unjust, thereby failing to stimulate improved performance (Wells et al., 2015). This raises critical questions about the extent to which performance appraisal meaningfully influences employee productivity. In light of these issues, this study investigates the impact of performance appraisal on employee productivity within deposit money banks, focusing specifically on Zenith Bank Plc in Wukari metropolis.

The research pursues three principal objectives: (a) to assess how positive and negative appraisal outcomes influence employee productivity; (b) to examine employee perceptions of appraisal objectivity and the subsequent effect on their acceptance of the process; and (c) to analyze the degree of institutional and employee support for sustaining appraisal practices, including the necessity for on-the-job training initiatives. To guide the investigation, the following research questions are addressed: How do employees react to unfavorable appraisal results, and to what extent does appraisal influence performance? Do employees perceive the appraisal process as

Vol. 2, No. 1, 2026 - Kwararafa University Journal of Multidisciplinary Research and Innovation
Pub. Link: https://aa.unij.co.uk/index.php/kujmri/issue/view/6 - E- ISSN: 3156-5492 | P- ISSN: 3156-5514

subjective, and does such perception affect their engagement with it? Is there institutional and employee-level endorsement for maintaining appraisal systems, and is there a demonstrated need for supplementary training?

These inquiries will be empirically examined through the testing of three null hypotheses: (1) negative appraisal outcomes exert no significant influence on employee productivity; (2) appraiser subjectivity does not significantly diminish employee regard for the appraisal process; and (3) perceived subjectivity does not significantly correlate with employee demand for on-the-job training.

This study holds several implications for theory and practice. Primarily, it offers actionable insights that can enable deposit money banks to refine their performance appraisal frameworks to enhance organizational efficiency. It further enriches scholarly discourse on strategic human resource management by elucidating practices that align workforce performance with institutional goals. The research also identifies motivational drivers that sustain employee productivity amid external environmental pressures. Moreover, findings may inform policy formulation by regulatory bodies and financial institutions in Taraba State, Nigeria, facilitating the design of more equitable and effective appraisal systems. Finally, the study contributes to the academic understanding of performance management in the Nigerian banking context, identifying gaps that warrant further empirical exploration.

2. Literature Review

2.1 Conceptual Review

Performance appraisal denotes a systematic procedure for gathering and assessing information regarding an employee's relative value and their prospective contributions to organisational effectiveness (Murphy et al., 2019a; Rudman, 2020). It is characterised as a structured evaluation of an individual's job performance (Donnelly et al., 1981), serving as a foundation for decisions related to retention, advancement, remuneration, and professional development (Murphy et al., 2019b; Schleicher et al., 2019). Furthermore, it encompasses the ongoing assessment of individual and group contributions toward organisational objectives, facilitating corrective actions, developmental interventions, and recognition mechanisms (Armstrong, 2022). At its core, performance appraisal functions as a feedback mechanism designed to enhance both organisational efficiency and employee growth.

The importance of performance appraisal arises from its dual evaluative and developmental functions. It supplies critical data for determining promotions and compensation adjustments, establishes a framework for managerial discussions on work-related behaviours, and serves as a motivational tool by encouraging behavioural modification (Latham & Wexley, 1977). When implemented effectively, appraisal systems enable organisations to elevate overall performance standards, ensure equity in human resource practices, pinpoint skill deficiencies requiring training, and support strategic career development initiatives. The attainment of these outcomes depends on the provision of constructive feedback in conjunction with clearly defined improvement goals, established through dialogue between managers and employees. Such an interactive process is essential for realising the aims of performance counselling and fostering employee development.

Vol. 2, No. 1, 2026 - Kwararafa University Journal of Multidisciplinary Research and Innovation
Pub. Link: https://aa.unij.co.uk/index.php/kujmri/issue/view/6 - E- ISSN: 3156-5492 | P- ISSN: 3156-5514

Appraisal methodologies are broadly classified into two categories: those grounded in objective criteria and those reliant on subjective judgment. Objective approaches include Management by Objectives (MBO), wherein performance targets are collaboratively set by employees and supervisors. Other techniques within this category encompass graphic rating scales, alternation ranking, paired comparison, the critical-incident method, and Behaviourally Anchored Rating Scales (BARS). Organisations may employ a combination of methods from both categories, provided they are consistent with the specific objectives outlined in their appraisal policies. Appraisal systems may also be categorised as open-loop, where feedback and counselling outcomes are communicated to employees, or closed-loop, where such information remains undisclosed. However, the fairness of performance appraisal is frequently compromised by various biases, including inconsistent interpretation of standards across raters, halo effects stemming from isolated negative traits, and cognitive distortions such as central tendency, leniency, or severity. Additionally, demographic prejudices related to age, gender, and ethnicity can skew appraisal results. These shortcomings often lead to employee skepticism toward the appraisal process, undermining morale and counteracting its intended motivational purpose.

To mitigate subjectivity and prevent misinterpretation, performance evaluation must be based on mutually agreed-upon performance criteria. Moreover, a robust appraisal system should explicitly identify areas for behavioural and professional development. Only through such an approach can the overarching objectives of enhancing employee productivity particularly within deposit money banks be effectively realised.

2.2 Theoretical Framework

This study is based on Vroom's Expectancy Theory. The theory suggests that people can alter their behaviour based on their expectations regarding a specific outcome(Vroom et al., 2015). Stoner, Freeman, and Gilbert (1995) explain that performance levels can be improved when individuals understand the relationship between their efforts and results, and when they find these results to be satisfactory. The theory is relevant to this study because it provides justification for the belief that set goals and expectations lead to improved self-regulation performance. Employees will meet the objectives of the firm if they believe that their efforts will result in rewards in the form of a reward and appreciation system.

2.3 Empirical Review

Oshode et al. (2014) assessed the role of performance appraisal on the productivity of employees in the Nigerian banking system. The study utilizes a sample of 195 bank workers in Ado-Ekiti who participated in a survey, and the results demonstrate that the performance-appraisal system significantly and positively predicted employees' productivity level (p R = 0.842; adjusted R^2 = 0.701). The authors concluded that the conscious improvement of performance appraisal is a necessity in contemporary Nigerian banks because such a system accounts for approximately seventy percent of employee productivity.

Onyije (2015) analyzed the relationship between the appraisal system and the level of worker performance in Niger Delta University. The study involved 104 respondents who completed a questionnaire, and the results demonstrated a significant correlation between the two variables. The author found that a proper performance-appraisal system boosted employee morale when

Vol. 2, No. 1, 2026 - Kwararafa University Journal of Multidisciplinary Research and Innovation
Pub. Link: https://aa.unij.co.uk/index.php/kujmri/issue/view/6 - E- ISSN: 3156-5492 | P- ISSN: 3156-5514

the workers' performance was considered adequate. In addition, the study revealed that appraisal should be based on relevant variables and that performance, not attitude, should be the key predictor of worker productivity.

Akinbowale, (2013) and Shonubi & Sodipo (2019) evaluated the effectiveness of the performance appraisal system in the context of the Guaranty Trust Bank, Nigeria. Both studies reported that employees who actively participated in the appraisal process were more satisfied with their work performance and expressed a higher level of organizational citizenship. In addition, the two researchers found that effective feedback enhanced performance, and the majority of employees appreciated the friendly attitude of their managers during the conversations about their performance. Finally, both studies found that the majority preferred to use appraisal for career navigation purposes.

Finally, (Leulseged, 2023) assessed the effectiveness of the current performance-management system in Multi-Choice Nigeria. The researchers found that the majority of respondents were unfamiliar with the performance-management model utilized by the organization, and they felt that their efforts were not rewarded accordingly. The study concluded that there was a general discontent among employees regarding the appraisal system that fails to consider several aspects of their performance adequately. Thus, researchers suggested implementing a 360-degree performance appraisal system in Multi-Choice Nigeria. Overall, the discussed articles demonstrate that a proper and fair performance appraisal system is essential for maintaining positive employee productivity, while a faulty system significantly decreases workers' motivation and performance level.

3. Methodology

The study adopted a survey research design. The population of the study comprised all staff in Zenith Bank Plc in Wukari metropolis, Taraba State. There were approximately 200 workers chosen from Zenith Bank Plc, representing different cadres and departments. A sample size of 30 staff (15 males and 15 female) was selected from the target population through a simple random sampling procedure. This was done to limit the scope of the study due to time and cost constraints. The sample size was deemed adequate to generate relevant insights to address the research problem.

Both primary and secondary data were collected for this study. The primary data were gathered using self-administered structured questionnaires with open and close-ended questions. The questionnaires had sections for classification (gender, age bracket, years of experience) and questions addressing the research problem. Oral interviews were conducted to cross-examine the validity of the information gathered through the questionnaires. The secondary data were sourced from textbooks on management and personnel management, journals, and magazines. The instrument used for data collection was validated by the supervisors and colleagues before the actual survey commenced.

Vol. 2, No. 1, 2026 - Kwararafa University Journal of Multidisciplinary Research and Innovation
Pub. Link: https://aa.unij.co.uk/index.php/kujmri/issue/view/6 - E- ISSN: 3156-5492 | P- ISSN: 3156-5514

Out of the 30 questionnaires administered, 28 were returned and considered valid for analysis (response rate 93.3%). The data were analysed using simple percentages. The responses to each of the research question were tallied and expressed in percentages to generate insightful statistics that could help answer the research questions. This included employee responses to the appraisal system, subjective appraisal, support for the appraisal system, and training needs.

4. Presentation and Analysis of Data

The gender distribution for the 28 responses that were used for analysis is presented below in Table 1. The summary of the subsequent results is provided using tables and figures for better illustration and visualization.

Table 1: Questionnaire Response Rate and Gender Distribution

Distributed	Returned	Male	Female
30	28 (93.3 %)	13 (46.4 %)	15 (53.6 %)

Figure 1 below represents employees' emotions discovering that they were negatively evaluated. The emotions experienced include demoralisation which was expressed by 42.86 %, sadness recorded by 28.57 %, and motivation to improve was expressed by 17.86 %.

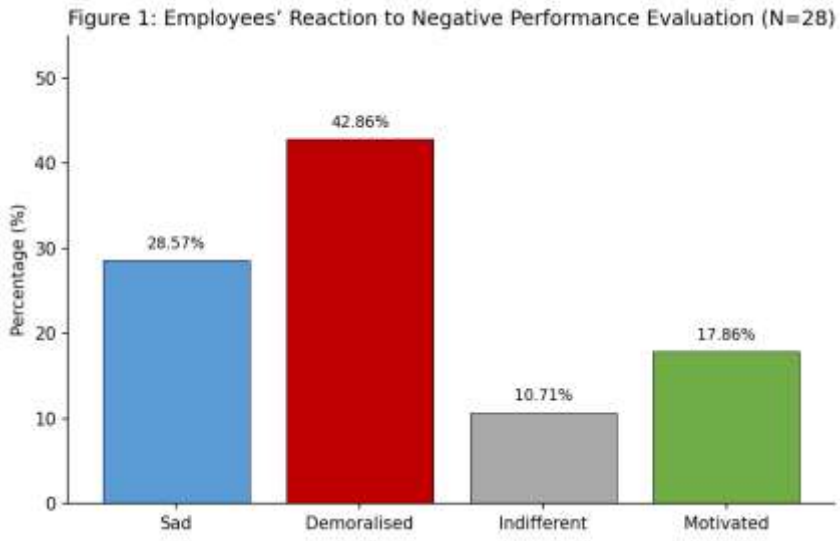

Figure 1. Employees' reaction to negative performance evaluation (N = 28)

Figure 2 presents two key findings. First, a majority of respondents 64.29% reported that receiving a negative evaluation had an adverse effect on their job performance. Second, 75% of participants perceived the appraisal process as subjective rather than objective, with an identical proportion indicating that this perceived lack of objectivity diminished their regard for the evaluation system.

Vol. 2, No. 1, 2026 - Kwararafa University Journal of Multidisciplinary Research and Innovation
Pub. Link: https://aa.unij.co.uk/index.php/kujmri/issue/view/6 - E- ISSN: 3156-5492 | P- ISSN: 3156-5514

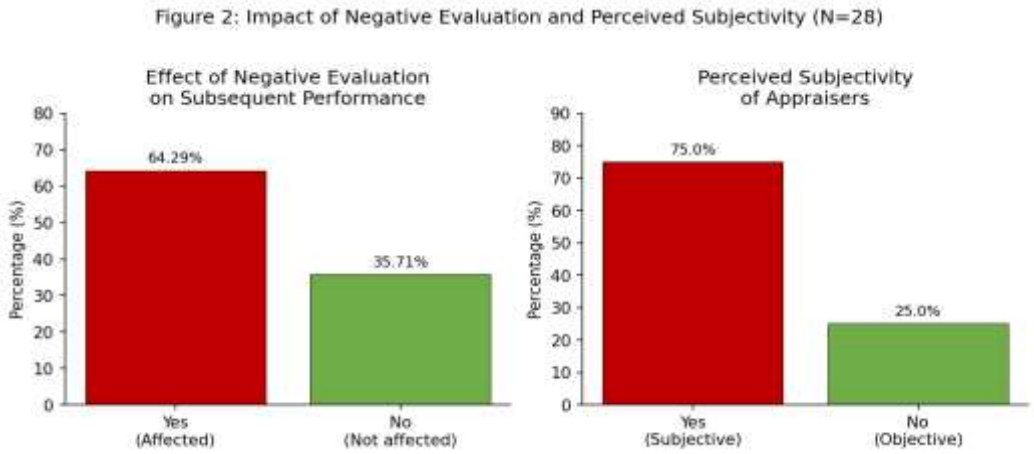

Figure 2.
Impact of negative evaluation on performance and perceived subjectivity of appraisers (N = 28)

Although concerns persist about the fairness and subjectivity of performance appraisal systems, a majority of respondents (60.71%) expressed support for their continued implementation (Figure 3, left). Among the various appraisal methods, result-oriented approaches specifically Management by Objectives were most preferred, cited by 35.71% of participants. Furthermore, 71.43% of respondents indicated a need for on-the-job training to enhance their job performance.

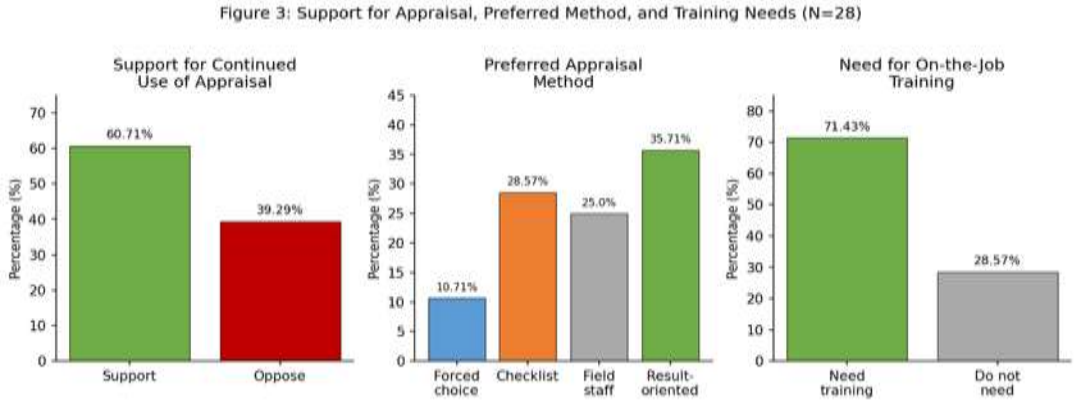

Figure 3.
Support for continued use of appraisal, preferred method, and need for on-the-job training (N = 28)

Consistent with the perception of subjectivity, Fig. 4 below demonstrates that three quarters of the respondents assessed appraisal judgments as far from being fair, very far from fair, or simply not fair. Meanwhile, only 25% of the respondents evaluated the findings as highly fair or fair and just.

Vol. 2, No. 1, 2026 - Kwararafa University Journal of Multidisciplinary Research and Innovation
Pub. Link: https://aa.unij.co.uk/index.php/kujmri/issue/view/6 - E- ISSN: 3156-5492 | P- ISSN: 3156-5514

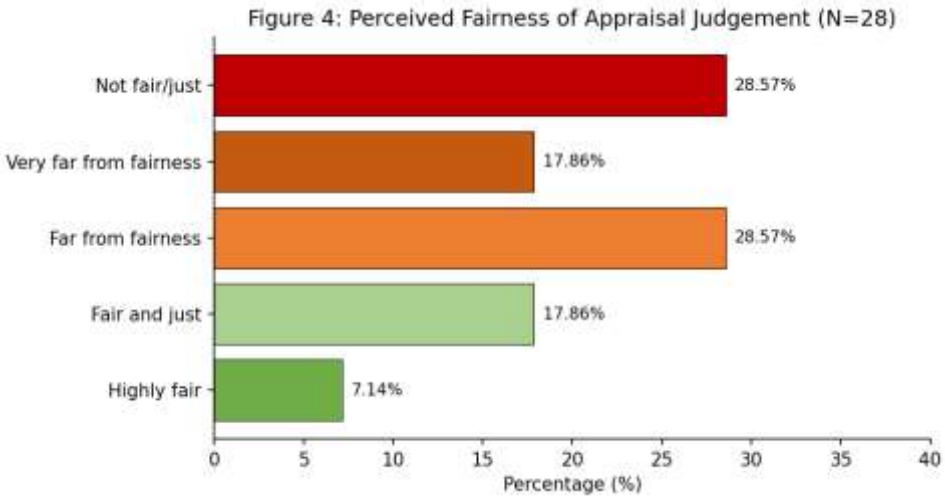

Figure 4. Perceived fairness of appraisal judgement (N = 28)

All 28 respondents reported that performance appraisal is conducted annually in the bank (Table 2).

Table 2: Frequency of Performance Appraisal

Frequency	Number of Respondents	Percentage (%)
Annually	28	100.0
Bi-annual / Quarterly	0	0.0

5. Discussion of Findings

The study results reveal that negative performance-appraisal outcomes demoralize most of the respondents, indirectly influencing their performance. This resonates with Vroom's Expectancy Theory, which contends that an individual's motivation emanates from his or her expectations about rewards and the belief in the probability of effort resulting in desired rewards. In this case, poor performers do not receive rewards, while high achievers are punished, lowering the motivation of the latter group.

The high percentage of workers who identified appraisers' subjectivity (75%) and the respondents' decreased respect for the performance appraisal process justify the observation of Joseph (2014) that inter-relationship factors such as friendship and tribalism often influence the rating process. Indeed, when the appraisal procedure is perceived as unfair, its motivational role is compromised.

Nevertheless, the majority of respondents are in favor of conducting the appraisal process, as long as it is objective, to reward performance, and provide incentives for future results. Consistent with the findings of Oshode et al. (2014) and Onyije (2015), who found a positive connection between effective performance appraisal and increased organizational productivity, the results also indicate that most respondents would benefit from the implementation of an

Vol. 2, No. 1, 2026 - Kwararafa University Journal of Multidisciplinary Research and Innovation
Pub. Link: https://aa.unij.co.uk/index.php/kujmri/issue/view/6 - E- ISSN: 3156-5492 | P- ISSN: 3156-5514

effective appraisal system. Furthermore, it was found that a significant proportion of respondents would prefer to set goals using the MBO approach, as they entail specific targets, which, in turn, facilitate performance evaluation.

Finally, the discovery that 71.43% of respondents would benefit from on-the-job training reflects their recognition of the need for skill development to meet the organization's performance needs. This accords with the views of Armstrong (2022) and Akinbowale et al. (2013 regarding the developmental aspect of performance appraisal.

6. Conclusion

Performance appraisal constitutes a critical component of the management and development framework, as it systematically identifies individual employee competencies and deficiencies. For meaningful professional growth to occur, employees must receive accurate and timely feedback concerning their performance outcomes. Personnel exhibiting substandard performance should be enrolled in structured development programs incorporating focused, on-the-job training initiatives. To ensure credibility and effectiveness, the appraisal mechanism must be grounded in objective criteria rather than subjective judgment and explicitly linked to the organisation's reward structure. This alignment facilitates the recognition of high performance, thereby functioning as a potent motivational lever. Conversely, when employees perceive feedback as inequitable or are confronted with adverse evaluations without access to developmental support, demotivation may ensue, leading to diminished performance.

Given that employees are inherently concerned with their performance standing, ambiguity regarding evaluation standards and unanticipated negative assessments can result in dissatisfaction and reduced engagement. Therefore, appraisal systems must be designed to be transparent, impartial, and oriented toward continuous development particularly within deposit money banks, where sustained high performance is essential to organisational efficacy.

7. Recommendations

1. Managers should respond to negative appraisal results empathetically and discreetly in order to avoid discouragement and demotivation of employees to perform to the best of their ability.

2. Training and development sessions should be conducted for appraisers to reduce subjectivity and encourage objectivity in performance appraisal, besides developing verifiable performance evaluation standards.

3. Goals and objectives attained by employees should be tied to rewards and punishments as a way of increasing organizational performance levels. In other words, exemplary performance should be rewarded while low performance should be punished or corrected.

4. Organizations should invest in providing appropriate training and development programs on a regular basis to address skill gaps identified in the performance appraisal process and to raise general performance levels of employees.

Vol. 2, No. 1, 2026 - Kwararafa University Journal of Multidisciplinary Research and Innovation
Pub. Link: https://aa.unij.co.uk/index.php/kujmri/issue/view/6 - E- ISSN: 3156-5492 | P- ISSN: 3156-5514

5. Consider developing a more results-focused or Management by Objectives (MBO) appraisal system, as preferred by most of the respondents, while still including developmental aspects in performance appraisal.

References

Akinbowale, M. A. (2013). *Performance appraisal policy and its impact on employee performance: A case study of Guaranty Trust Bank in Nigeria*. https://www.academia.edu/download/124064394/AKINBOWALE_2013.pdf

Armstrong, M. (2022). *Armstrong's handbook of performance management: An evidence-based guide to performance leadership*. Kogan Page Publishers. https://books.google.com/books?hl=en&lr=&id=ADpUEAAAQBAJ&oi=fnd&pg=PP1&dq=Armstrong,+M.+(2022).+Armstrong%E2%80%99s+handbook+of+performance+management:+An+evidence-based+guide+to+performance+leadership+(7th+ed.).+Kogan+Page.&ots=uFMt5oE4Ay&sig=pTnRkpyrzTQwYJV0dxJZM_wtpkI

Coetzee, M., & Botha, J.-A. (2012). The languishment of employee commitment in the light of perceptions of fair treatment in the workplace. *SA Journal of Human Resource Management*, *10*(2), 1–11.

Coetzee, M., Mitonga-Monga, J., & Swart, B. (2014). Human resource practices as predictors of engineering staff's organisational commitment. *SA Journal of Human Resource Management*, *14*(1). https://doi.org/10.4102/sajhrm.v12i1.604

Davidson, M. (2021, April 3). *Reward Management: Best Practice Guide |*. https://www.davidsonmorris.com/reward-management/

Davidson, M. C. (2003). Does organizational climate add to service quality in hotels? *International Journal of Contemporary Hospitality Management*, *15*(4), 206–213.

Donnelly, J. H., Gibson, J. L., & Ivancevich, J. M. (1981). Fundamentals of management: Selected readings. *(No Title)*. https://cir.nii.ac.jp/crid/1130282269730550656

Haliru, M. H., Aderibigbe, E. O., & Ohida, Y. I. (2026). Effect of Human Resource Management Practices On Employee's Productivity in Selected Deposit Money Bank in Abuja Metropolis, Nigeria. *FULafia International Journal of Business and Allied Studies*, *4*(2), 49–67.

Joseph, O. B. (2014). Effectiveness of performance appraisal as a tool to measure employee productivity in organizations. *Journal of Public Administration and Governance*, *4*(4), 135–148.

Latham, G. P., & Wexley, K. N. (1977). BEHAVIORAL OBSERVATION SCALES FOR PERFORMANCE APPRAISAL PURPOSES. *Personnel Psychology*, *30*(2), 255–268. https://doi.org/10.1111/j.1744-6570.1977.tb02092.x

Vol. 2, No. 1, 2026 - Kwararafa University Journal of Multidisciplinary Research and Innovation
Pub. Link: https://aa.unij.co.uk/index.php/kujmri/issue/view/6 - E- ISSN: 3156-5492 | P- ISSN: 3156-5514

Leulseged, H. (2023). *THE PRACTICES AND CHALLENGES OF PERFORMANCE APPRAISAL IN THE CASE OF DIGITAL SATELLITE TELEVISION* [PhD Thesis, ST. MARY'S UNIVERSITY]. http://repository.smuc.edu.et/handle/123456789/7554

Murphy, K. R., Cleveland, J. N., & Hanscom, M. E. (2019a). *Performance appraisal and management*. SAGE Publications, Inc. https://sk.sagepub.com/book/mono/performance-appraisal-and-management/toc

Murphy, K. R., Cleveland, J. N., & Hanscom, M. E. (2019b). *Performance appraisal and management*. SAGE Publications, Inc. https://sk.sagepub.com/book/mono/performance-appraisal-and-management/toc

Onyije, O. C. (2015). Effect of performance appraisal on employee productivity in a Nigerian University. *Journal of Economics and Business Research*, *21*(2), 65–81.

Oshode, A. A., Alade, O. S., & Arogundade, K. K. (2014). Performance appraisal in the Nigerian banking sector: The individual and joint variables analyses. *European Journal of Business and Management*, *6*(5), 140–147.

Rudman, R. (2020). *Performance planning and review: Making employee appraisals work*. Routledge. https://books.google.com/books?hl=en&lr=&id=Cw_2DwAAQBAJ&oi=fnd&pg=PA3&dq=Performance+appraisal+denotes+a+systematic+procedure+for+gathering+and+assessing+information+regarding+an+employee%E2%80%99s+relative+value+and+their+prospective+contributions+to+organisational+effectiveness&ots=rsMlQjXO-U&sig=3rDGIGBliOpUx7vsdGf8bhnEibE

Schleicher, D. J., Baumann, H. M., Sullivan, D. W., & Yim, J. (2019). Evaluating the effectiveness of performance management: A 30-year integrative conceptual review. *Journal of Applied Psychology*, *104*(7), 851.

Shonubi, A. O., & Sodipo, O. O. (2019). Management by objective as a tool for organizational performance in Guaranty Trust Bank Plc. *Nigerian Journal of Management Sciences*, *7*(1), 70–79.

Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. (1995). *Management*. Prentice Hall.

Vroom, V., Porter, L., & Lawler, E. (2015). Expectancy theories. *Organizational Behavior*, *1*(3), 94–113.

Wells, H., Dalcher, D., & Smyth, H. (2015). The adoption of agile management practices in a traditional project environment: An IT/IS Case Study. *2015 48th Hawaii International Conference on System Sciences*, 4446–4453. https://ieeexplore.ieee.org/abstract/document/7070352/

Wilson, J. P., & Western, S. (2000). Performance appraisal: An obstacle to training and development? *Journal of European Industrial Training*, *24*(7), 384–391. https://doi.org/10.1108/03090590010377754