

## **EFFECT OF PERFORMANCE MANAGEMENT ON STAFF PRODUCTIVITY IN THE HOSPITALITY INDUSTRIES IN EBONYI STATE**

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### **Abstract**

This paper focuses on the effects of performance management on staff productivity in the hospitality industries in Ebonyi. Despite the claims of regular performance management in the hospitality industries, these claims have not translated to higher performance and increased staff productivity. Thus the work aims at ascertaining whether there is any significant effect of performance management on staff productivity: to find out the factors affecting performance management in relation to staff productivity and finally to find out ways through which hospitality industries in Ebonyi state can improve performance management to enhance staff productivity. A descriptive survey design was adopted. The total population of staff from the five randomly selected and notable hospitality industries in the three senatorial zone of the state was 174, thus the researcher used Yaro Yameni in finding the sample size of 153. Tables, simple percentage and Pearson's correlation coefficient method was used in analyzing the data collected, as this enables the researcher to compare sub-groups of unequal size meaningfully. The major instruments used for data collection are structured questionnaire and interviews. Findings revealed among other things that personnel performance management enhances job performance, staff motivation and overall productivity of the hospitality industries in the study area. The implication of the findings is staff performance management has not been given adequate attention in the provision for staff training needs and motivating the personnel for higher productivity. The researcher therefore recommended that performance management should focus more on staff productivity, other than other considerations which do not add much to job performance.

**Key words:** Performance Management, Staff Productivity, Service Quality, Training Programme

## Introduction

Public organizations and institutions like hospitality industries, are established with goals and objectives. In order to achieve these set goals, certain resources must be provided which includes men, money and material. Bedeian (1987), pointed out that the availability of these factors of production cannot outrightly translate to goal achievement and higher productivity. Simply put, one major avenue of determining whether the employees and the organization under review, achieved the desired goals, is through performance management. An organization is not just a setup where people who get paid for their presence and attendance of a few hours but for work done. The amount of work completed reflects the workers' productivity, which in turn is determined by a series of factors besides qualification and experience.

Mike (2015) is of the opinion that the level of staff productivity in any establishment, is largely responsible for the profit making ability of the organization and its survival in the long run. However, staff productivity or performance is dependent on a series of factors many of which are determined by the employer and the environment provided for the workforce. It is the function of the manager to find the most effective way of bringing out the best from the workforce. The manager may feel his/her job is only to recruit the best and most qualified people for the task at hand but in reality, these employees could be turned into big asset that will transform the organization completely, if they are made to work happily and show their true potential. For instance, the hospitality industries like most businesses today are being forced to do more with limited human natural resources. Despite these limitations, managers must focus on increasing the performance and productivity of every employee, from catering services, bartenders and other front line personnel be it in hostels, restaurants and resorts, if it wants to maintain a competitive edge. Performance management has long been a preferred means of improving both individual and organizational effectiveness by monitoring and rating performance, planning work and identifying and developing critical capabilities, recognizing and rewarding exceptional performance. Performance management includes activities which ensure that goals are consistently being met in an effective and efficient manner. It can focus on the performance of an organization's product or service, as well as many other areas. It is also known as a process by which organizations, align their resources, systems, and employees to strategic objectives and priorities. This is used most often in the workplace, but can also be applied wherever people interact, like schools, health setting, governmental agencies, social, hospitality and even political settings, anywhere in the world people interact with their environments to produce desired effects.

Armstrong & Baron (1998), defined performance management as a strategic and integrated approach to increase the effectiveness of companies by improving the performance of the people who work in them and developing the capabilities of teams and to get all employees to reconcile personal goal with organization goal and increase productivity of an organization using this process. Despite of the numerous benefits associated with the employee performance management, it appears that not much has achieved from this exercise by the hospitality industries in Nigeria and Ebonyi state in particular considering the low level of staff productivity in the state. It is against this backdrop that the researcher seeks to examine performance management on staff productivity in the hospitality industries in Ebonyi state.

## Statement of the Problem

Performance management is a very essential managerial function. Hence, if objectively carried out, should guide management in taking critical decisions regarding compensation, motivation, placement, training and development needs among others.

Unfortunately, the claims of regular performance management in the hospitality industries in Ebonyi state have not translated to higher performance on staff productivity. This has resulted to low performance and productivity in most hospitality industries in the state with the attendant

poor services rendered to the public.

Performance management in the hospitality industries appears to be characterized by biases against employees on grounds of sex, race, religion, position, supervisors lack of interest, lack of follow-up action, unclear standards, employee unsatisfactory in all traits etc.

Nwizu (2002), maintained that public institutions have difficulties in accurately measuring the performance of their employees thereby resulting in unsatisfactory performance in key positions and loss of unrealized potentials in any employee. Despite of the availability of employee performance management, it appears that the outcome of the exercises has not guided the personnel department in making good organization decision.

In the light of the above problems, one wonders if the goals of annual performance management in these hospitality industries in Ebonyi state have been achieved.

### **Objectives of the Study**

The objectives of this research work is itemized as follows:

First, to ascertain the impact of performance management on staff productivity in the hospitality industry in Ebonyi State.

Secondly, to find out the factor affecting performance management in relation to staff productivity in the hospitality industries in Ebonyi state.

Thirdly, to determine the various ways of improving performance management to enhance staff productivity.

### **Research Questions**

The research questions adopted for this work includes:

1. Is there any significant impact of performance management on staff productivity in the hospitality industries in Ebonyi state
2. Is there any positive relation between performance management in relation to staff productivity in hospitality industries in Ebonyi state.
3. Is there any way of improving performance staff management to enhance staff productivity.

### **Hypotheses**

The following hypotheses were formulated for the study:

1. HO: performance management has not significantly impacted staff productivity in the hospitality industries in Ebonyi state.  
HI: performance management has significantly enhanced staff productivity in the hospitality industries in Ebonyi state.
2. HO: There is no significant positive relationship between performance management and staff productivity of hospitality industries in Ebonyi state.  
HI: there is a significant positive relationship between performance management and staff productivity of hospitality industries in Ebonyi state.
3. HO: staff productivity in hospitality industries in Ebonyi state cannot be improved using performance management as a tool for applying functional management system.  
HI: staff productivity in hospitality industries in Ebonyi state can be improved using performance management as a tool for applying functional management system.

### **Significance of the Study**

An academic endeavor of this nature is expected to add to the whole body of knowledge and

provide practical solutions to the societal problems. Therefore, the study has both empirical and theoretical significance.

Theoretically, the work has added to the already existing literature especially in the area of performance management and staff productivity. Expectedly, both scholars and student alike shall find this work a veritable instrument for further related studies.

Empirically, this work will be of immense importance to the human resource managers, especially in the hospitality industries who will through this work understand and appreciate the need to regulate performance management objectively. The study has discovered some key challenges of performance management and staff productivity and the recommendation will subsequently improve the quality of the exercise in the state. This study shall benefit the entire public as performance management exposes the staff training and development needs in Ebonyi state and by extension improve the quality of staff, for better service provision as well as staff productivity.

## **Review of Related Literature**

### **Conceptual framework of performance management**

Armstrong & Baron (1998) defined performance management as a strategic and integrated approach to increase the effectiveness of companies by improving the performance of the people who work in them and developing the capabilities of teams and individual contributors. It may be possible to get an employee to reconcile personal goals with organizational goals and increase productivity and profitability of an organization using this process.

Performance management has long been a preferred means of improving both individual and organization's effectiveness by monitoring and rating performance, planning work and setting expectations, identifying and developing critical capabilities, recognizing and rewarding exceptional performance.

Performance management began around 60 years ago as a source of income, justification and was used to determine an employees wage based on performance. Organizations used performance management to drive behaviors from employees to get specific outcomes. In practice, this worked well for certain employees who were solely driven by financial reward. However, where employees were driven by learning and development of their skill, it failed miserably. The gap between justification of pay and the development of skills became a huge problem in the use of performance management. This became evidence in the late 1980's. In recent decades, the process of managing people has become more formalized and specialized. Many of the old performance appraisal methods have been absorbed into the concept of performance management which aim to be a more extensive and comprehensive process of management. Performance management was accelerated by the introduction of human resource management as a strategic driver and integrated approach to the management and the development of the employees and the understanding of performance management is something that is completed by Line-Managers throughout the year. It is not a once annual event coordinated by the personnel department.

### **Staff Productivity**

Staff/employee productivity sometimes refers to as workforce. Productivity is the assessment of the efficiency of a worker or group of workers. Productivity maybe evaluated in terms of the output of an employee in a specific period of time. Productivity is an important terms to individuals, groups, organizations and nations. Despite its importance, there is lack of universal definition of productivity. Comparative analysis of productivity is sometime difficult for example, comparing productivity of a work using manual system of operation with another using automatic system of operation may be difficult.

However, Bedeian (1987) has defined productivity as the unit of output produced divided by the number of unit of resources applied. Productivity of an organization will produce more unit of output when given unit of input.

## **Measuring Productivity**

### **Productivity can be measured in two ways:**

**Total Productivity:** is defined as quantity of output produced divided by the units of the input applied. This method appears to be more accurate but may eventually become meaningless because of the variety of inputs used by organization. Hence, one may measure productivity by means of partial productivity index.

**Partial Productivity:** this measures the productivity of each component inputs e.g: employee's productivity index i.e total number of goods and services produced divided by the number of hours expended.

- Equipment productivity index: this is the output of asset, sometimes the overall turnover ratio is used to measure this productivity.
- Raw material productivity which can be defined as the quantity of output divided by the unit of energy consumed. This is the most common used index to measure productivity.

However the concept of performance of a business firm is based upon the idea of organization is the voluntary association of productive assets including human, physical, and capital resources for the purpose of achieving a shared purpose (Alchian & Demset 1972; Barney 1995; Carton 2004). It is said that the essence of performance is the creation of value. Therefore, value creation has defined by the resource provider is the essential overall criteria of any organization. A business organization could measure its performance using the financial and non-financial measures. The financial measures include profits, return on assets, return on investments and sales while the non-financial measures focus on issues pertaining to customers satisfaction and referral rates, delivery time, waiting time, and employees turn over.

Bucklin & Sengupta (1993) claimed that financial measures of performance such as sales and profit may not clearly reflect the quality of the firms' performance. Financial measures objectives are simple and easy to understand and compute, but in most cases they suffer from being historical and are sometimes not readily available in the public domain. Geringer & Hebert (1991) suggest that financial data are often not published and when that type of data is made public, it will be merely incorporated in calculations of financial performance.

## **Importance of Performance Management**

Many organization are guilty of treating performance management as a yearly event. However research shows that organizations with an on-going focus on performance management have better business result. Companies where employees reverse or review their goal quarterly or more frequently are:

- 45% more likely to have above average financial performance and ;
- 64% more likely to be effective at holding cost or below level of competitors.

### **Benefits**

They include:

**Increased focused on driving business results:** since goals are aligned, an employee day-to-day work supports the company's mission. This promotes year round focus on key business result and driving profitability.

**An empowered and engaged workforce:** companies can deepen employee's engagement by having a culture of shared responsibility for carrier growth and development.

**Foundational knowledge of talent:** with insight, into the workforce skills and abilities

one can ensure all employees are getting the direction, feedback and development they need to succeed. You can identify high and low performance, track and evaluate the effectiveness of employee development activities.

The importance of performance management to measure and improve employee capabilities cannot be understated.

### **Barriers to Effective Performance Management**

Mike Beer (2015), identified six silent barriers to performance management, they are:

- a) Unclear strategy values and conflicting priorities.
- b) An ineffective senior team
- c) Leadership style is too-top-down or too laizzer faire
- d) Poor horizontal coordination and communication
- e) Inadequate leadership management skills and development in the organization
- f) Poor or closed vertical communication.

Other barriers includes;

- a) When line managers are not held accountable for conduct inadequate evaluations, inconsistent apply of development process.
- b) When an organization's value and reward is short term. The manager tends to overlook investment on his staff.
- c) When line managers often don't have the skills to perform essential evaluations and development tasks.

### **Suggested Solutions in Over-Coming Barriers in Effective Performance Management**

Peggy Hazard (2016), suggested the following solutions:

- a) First, build and communicate the business rationale for superior talent management. Gain buy-in and active support from leaders to hold both themselves and line managers accountable for effective performance management.
- b) Make the system relevant by involving line managers in its design. This ensures that competencies cover the criteria on which they really make decisions. Work with them until evaluation criteria are observable and measurable; directly related to productivity, objectives and organizational values and polices.
- c) Management skills training should include induction, giving feedback, coaching and employee development. Make sure training on valuing and managing differences is included.
- d) Invite employees to give feedback on their experience of the system. Specifically teach employees what to expect from their managers in a performance review and a development discussion and give them pointers on their roles in the process.

### **Theoretical Framework**

Abraham Maslow (1943) in his work on human needs, is of the view that when a worker is adequately motivated, in terms of his salaries and other allowances, such as free medical service, in-service training etc, the worker is likely to put in sufficient effort to improve his productivity. It has also been pointed out that efficiency with which an institution or a company can perform will depend to a large extent upon how its human resources can be managed and utilized. Every institution therefore must be able to work effectively with their staff and also be able to solve the varied challenges that management of the staff may entail. If the government or organization will be able to pay their staff their salaries on time, give them hospital allowances, provide good working environment, electricity, canteen services, insurance schemes and performance appraisals, these will increase efficiency. Adebayo (2007) said that "staff that are well motivated either by financial rewards or non-financial rewards feels a sense of belonging and as such puts in their best, ability and skills to improve productivity, performance and efficiency". This helps

to arouse their morals towards work efficiency and improvement of the organizational goal. Motivation goes a long way to specify a grading point of improvement. Every staff in an establishment that works hard wants to be motivated so as to feel recognized and appraised. With this it will help us to definitely access whether motivation can effectively improve workers performance and whether provision of good working environment, performance management, financial incentives, and other means can positively arouse staff moral towards improving work performance in the hospitality industries in Ebonyi state

### **Empirical Review**

There are many studies that deal with performance management in different business sectors and industries and also researches devoted to the hospitality sector, but in Ebonyi State such data is still not thoroughly documented. In conducting this research the empirical review was through the following methodological procedures; defining and calculation of data, research work and information revision and analysis of literature, field research and interpretation of gained result and secondary data, content analysis, identifying possibilities for future development and conclusions.

A research on the retrench of performance management is needed at all levels of management for better understanding of the nature of hotels operation and business. The awareness of performance management in hotels in Ebonyi State is not on satisfactory level. The situation must change. It becomes more important that organization should have skilled and trained employee which is definitely a key to service quality.

A lot of research findings have made plausible contributions in the field of performance measurement and performance appraisal, but none has captured the true state of things under present economic realities, like this work.

### **Summary of Literature Review**

Adeboye, O. (2007), opined that a talented and skilled workforce is the life blood of every organization. As the quest for talent escalates, companies are quickly learning the importance of having the right people. Performance management doesn't end once a performance appraisal is delivered. Managers should take an integrated approach to employee learning. This means creating development plan that supports an employee's goal, career interests and potentials as well as the organization's business and talent needs. Evaluation is only effective when used as a tool for growth and success.

Peggy (2016), argued that in the era of cut-throat competition and globalization, organizations have realized the importance of strategic competitors. A well designed performance management system can play a crucial role in streamlining the activities of employees in an organization for realizing the ultimate cooperate mission and vision. Performance management is a useful tool for aligning all major organizational functions and sub-functions, so that the focus is directed towards attainment of organizational goals. Performance management is a much broader system as it is linked with the process of planning, implementing, reviewing and evaluating, for augmenting growth and productivity at both the individual and organizational level.

### **Methodology**

The study adopted a descriptive survey design which enables the researcher to ascertain the procedure, nature and effects of performance management on staff productivity.

The researcher used fifteen randomly selected hospitality industries all located in Ebonyi state and from the three senatorial zones in the state. Namely: (i) Ebonyi North: Danfodio Hotels and Suit (21), Osborn La Pan (12), De Pablo (13), Blossom Hight Hotel (10), Franklyin Hotel (12), Planet O (12), Monabliss Hotel (9), Klevero Hotel (10), Salt Spring Hotel (8) a(ii) Ebonyi Central: Kings Hotel (7), Hossanah Suit (10) (iii) Ebonyi South: P-Noble Hotel (9), D-Base Hotel (23), Ndibe Beach Resort (8), Ebonyi Hotel (10). The

population of this study was 174. Using Yaro Yameni statistical formula, the researcher arrived at a sample size of 153.

The study combines multi-stage and stratified random sampling techniques. The choice of stratified sampling techniques enables the researcher observes the different strata in the hospitality industries; divergence in educational qualification and other major categories of organizations. The primary sources of data were used and were collected through the instrument of questionnaire. The questionnaire was given to all staff and many responded. Personal interviews with the stakeholders in the hospitality industries were also done. The primary data were combined with secondary documents from textbooks, journals, newspapers, magazines and among others. The questionnaire was structured in a five point Likert scale. Tables, simple percentage and Pearson correlation coefficient method were used in presenting and analyzing the data collected.

The main instrument for data collection was a structured questionnaire to elicit information concerning performance management and staff productivity in Hospitality industries in Ebonyi state. Likert five point scale was adopted. The scales are: strongly agreed (5); agree (4); strongly disagree (3); disagree (2) and undecided (1). The researcher visited the study areas and distributed the questionnaire personally.

## DATA ANALYSIS

**Table 4.1**

<b>GENDER DISTRIBUTION</b>	<b>NO. OF QUESTIONNAIRE RETURNED</b>	<b>PERCENTAGE %</b>
MALE	61	39.9
FEMALE	92	60.1
TOTAL	153	100

**Source:** Field Survey 2022

The table above reflects the number of questionnaires sent out and all were returned. It also reveals that the no of females in the hospitality industry is more compare to men thus 60.1% and 39,9% respectively.

### **Educational Qualification**

**Table**

<b>QUALIFICATION</b>	<b>NUMBER</b>	<b>PERCENTAGE %</b>
Master/ Above	8	5.2
Degree/ FIND	10	6.5
OND/TCII	50	32.7
SSCE	30	19.6
F.S.L.C	45	29.4
Others	Nil	Nil
Total	153	100

**Source:** Field Survey 2022

The table above shows the educational qualification of the staff of the hospitality industries studied. The table clearly shows that employees of these Hotels are above average and are literate.



**Table 4.3****RESEARCH QUESTIONS**

QUESTIONS	RESPONSE		%	
	YES	NO	YES	NO
Is there any significant impact of performance management on staff productivity in the hospitality industries in Ebonyi State.	145	8	94.8	5.2
Is there any positive relationship between performance management in relation to staff productivity in hospitality industries in Ebonyi State.	149	4	97.4	2.6
Is there ways of improving performance management system to enhance staff productivity	132	21	86.3	13.7

Source: Field Survey 2022

The above table analyzes the research questions;

**Question 1:** Respondents agree that performance management has a significant impact on the productivity of staff hence 94.8% affirmed while 8% only said otherwise.

**Question 2:** 97.4% of the respondents agree that a relationship which is significant exist between performance management and staff productivity, while 2.6% had a negative opinion.

**Question 3** 86% of the respondents are of the opinion that there exist an array of methods of improving performance management system to enhance staff productivity. But 13.7% of the respondents agreed in the negative.

### Test of Hypothesis

Ho: Performance Management has not significantly enhanced staff productivity in the hospitality industry in Ebonyi State.

Hi: Performance Management has significantly enhanced staff productivity in hospitality industries in Ebonyi State.

### Interpreting Pearson Correlation Result

A positive correlation means that as one variable increases in value, the second variable also increases in value. Similarly, as one variable decreases in value the second variable also decreases in value. Likewise, a negative correlation means that as one variable increases in value, the second variable decreases in value.



Table 4.4

		PM	SP
P.M	Pearson Correlation	1	.232
	Sig (2-tailed)	153	.001
	N		153
SP	Pearson Correlation	.232	1
	Sig (2-tailed)	.001	153

Source: Field Survey 2022

Correlation is significant at the 0.001 level (2-tailed)

### Result Summary

Pearson correlation was computed to determine this relationship between performance management and staff productivity from the above table, the pearson correlation coefficient was .232 (positive) and the significant level of .001, thus we reject the null hypothesis and accept the alternative, "performance Management has significantly enhanced staff productivity in hospitality industries in Ebony State.

### Findings

The Findings reveals that staff performance management has not been used

1. To provide for the training needs of employees.
2. To motivate the personnel for higher productivity and self actualization. It also found out that feedback and coaching employees helps in the development of the staff thereby bringing out the full potential hidden in them. It further reveals that performance management has not been taken seriously in the hospitality industry leading to low productivity of staff, poor customer's service, employee dissatisfaction etc, thus performance management should be given its bridal place to help detect deviations early and make necessary adjustment to achieve set objectives.

### Discussion of Findings

The research having confirmed the positive significant impact of performance management on staff productivity, staff training in hospitality sector is very important for continuous training of currently employed staff and new employees as well. Due to high competition they need to upgrade their skills according to the job position.

In the area of adequate motivation, it is pertinent to note that the structure of the service in the hospitality industry consists of professionalism, job responsibility, the ways how they welcome guests, how they handle their demands, needs and wishes, the attitude towards guest while serving them and the activities and services that leads to complete satisfaction. Thus, the human factors i.e. the employee need to be properly induced in the right direction.

Hospitality industries in Ebony State as well as other states in Nigeria is faced with challenges due

to current socioeconomic environment, thus employees need to be trained for better orientation and performance. Staff training contributes to increase productivity of the organization, improved services delivery and developed professional knowledge.

Despite the increased growth of hotel sector in Ebony State with the last decade, yet most managers don't keep up with the evolving changes with this sector. Identification of needs for improved business performance becomes more evident as an issue. As a result performance management system should be implemented by hotels.

## **Conclusion**

Performance management is a crucial management function. Its essence is to evaluate or appraise the staff performance and if objectively carried out should be able to reveal the present state of staff productivity expose performance lapses. The outcome of the performance management should therefore guide management in making critical decisions regarding promotion, motivation, manpower training and development, pay packages, among others, The public outcry that hospitality industries have performed below the expectations of the masses calls for concern. Hence, the need to regularly carry out performance management to ensure optimal performance of staff productivity as regards to their assigned functions.

A lot of scholars have made plausible contributions in the field of performance measurement and performance appraisal. Traditionally, performance management is a strategic and integrated approach to increase the effectiveness of companies by improving the performance of the people who work in them and developing the capabilities of teams and individual contributors. It may be possible to get all employees to reconcile personal goals with organizational goals and increase productivity and profitability of an organization using this process. Staff productivity and development in Ebony state and other places is closely linked to the quality and quantity of staff possessed by various hospitality industries. The business of performance management in this connection is to make sure that personnel/staff are regularly appraised in line with their job requirements and their assigned responsibilities. The researcher believes that this exercise will re-position personnel towards increased productivity and performance.

## **Recommendations**

In view of the findings of the study, the researcher recommended as follows:

- a) Performance management should focus more on staff productivity, job performance other than other considerations which do not add much to job performance. Performance management should be based on job content, description of a job and predetermined set standards for measurement of performance.
- b) In order to improve the productivity of hospitality industries in Ebony state, performance management should be regularly carried out. The study has revealed that one critical factor of performance and productivity is performance management and low productivity of the hospitality industries has been as a result of the quality of its staff. Personnel should endeavor to have a follow up action based on the outcome of the performance management. For instance, decisions regarding promotion motivation, manpower training and development should relate to the organizational needs.
- c) Personnel managers should provide motivation arising from the staff performance management. A strong link has been established between motivation and performance/productivity of workers. A de-motivated worker will not be committed

towards the attainment of goals and objectives of the organization. The low level of development of hospitality industries in Ebonyi state is as a result of lack of commitment on the side of personnel managers who fail to use the instrument of appraisal to provide the necessary motivation to boost the morale of workers.

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