

Effect of Job Promotion on Employee Retention in Deposit Money Banks in Maiduguri Metropolis, Borno State

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Abstract: *This study examined the effect of Job Promotion on Employee Retention in Deposit Money Banks in Maiduguri Metropolis, Borno State. The population of the study was 198 respondents with a sample size of 132 respondents obtained using Yamane's formula. Data was collected using structured questionnaires administered to the respondents. The data collected was analysed using multiple regression analysis with the aid of statistical package for the social sciences (SPSS). The major findings of the study revealed that there is significant effect of promotion on employee retention in deposit money banks in Maiduguri Metropolis. The study concludes that monetary reward offered to employees' in banking sector leads to timely promotion and play a critical role in determination of their level of retention, where as inadequate monetary reward is percept as major setback to employees retention and this would brought about low performance and high employees' turnover. Therefore, study recommends that management should endeavour to shows the present of fairness in their monetary rewards as employees are agents who are affected by the promotion, management should also try as much as possible to adopt good and positive retention strategies to increase the morale of the employees toward performance.*

Keywords: *Job Promotion, Monetary reward, Employee retention, Deposit Money Banks*

Introduction

Job promotion play an important role in shaping the employee's behaviour, and they are the most powerful means of communicating the organisation's value, performance standards and expectations through the stimulation and direction of employees along the path of goal accomplishment. Employee is the most significant component in any organisation (Jeronimo, 2019). Ability to attract and retain skilled and experienced employees as well as keep them highly motivated has become very imperative in today's competitive environment. Organisations are setup to achieve specific goals and that employee's is the most vital resource in the achievement of the goals. Deposit money banks as institutions that mobilize funds from surplus to deficit, act as a tool for economic growth and development, particularly for developing economy like Nigeria. One effort that retain an employee in an organisation is promotion program (Chitescu & Xandru, 2016). To retain employee's require motivation and the factors that motivate employees to stay in their job are therefore vital as its affect the performance of the organization. However, skilled employees' enable the organization to gain competitive advantage.

Similarly, promotion has been identified as essential tool that banks can use to keep skilled and experienced human resource in a desired ways. Therefore, monetary reward plays a critical role

in motivating and retaining competent employees. In Nigerian banking sector, several rewards package are provided to committed and dedicated employees, such rewards are end of year bonus, sharing the portion of organisation 's profit to employees are proved to be effective in retaining key workforce. Armstrong (2019) indicates that a monetary reward system is part of the overall strategic plan of the organization. It is also pragmatic in nature in the sense that an organizations, from time to time consider the desirability of reviewing it or not. A monetary reward therefore, is a veritable means of attracting human resources and reducing labour turnover.

In the same light, Antomioni (1999) posits that, the amount of effort employees are willing to put in their job depend on the degree to which they feel their motivational needs will be satisfied. Furthermore, employees become de-motivated if they feel their needs are not taken care up in the organisation which prevents them from attaining a set target. Though, to prevent switching of employees from one bank to another, there is a need to design a well-planned reward programs that can stimulate employees to appreciate their job. Over the years, it has been asserted that the selected deposit money banks in Maiduguri Metropolis, have made efforts to improve the rewards of their employees at all levels so as to boost their morale.

Equally, efforts to improve employee retention is a difficult task, and therefore there is a need for employee motivation by career progression, one of the component is job promotion. This is evidenced by the previous research conducted by (Vianti & Netra, 2013) entitled "The Effect of Leadership Style, Job Promotion and Financial Compensation on Employee Performance at PT Grand Mega Bali Resort & Spa Kuta Bali "where the results of his research indicate that the promotion variable has a significant effect on employee performance and retention. However, such efforts have not yielded the desired results, as lack of motivation and rewards have been identified as the major causes of high employee turnover in those banks.

Similarly, it has also been observed that job promotion is the effective motivator in those banks, as it leads to the attraction and retention of employees in the banks Employees are the most significant component in an organisation. This resulted in the relative stability of their operation. As a result, this trend has taken another dimension because system of rewards employed in the past to retaining employees may no longer persuade bank workforce of today. This is the major reasons instability of labour is looming in Nigeria's banking industry. Therefore, the selected deposit money banks have embarked on strategic measures and policies to reverse the trend. The measures include employee promotion which goes pay to all cadres of staff whenever they are due. Despite the measures and policies taken by the banks, employees' turnover is still unabated and retention of competent employees has been a major challenge. Despite these studies, there appears to be paucity of empirical evidence on the effect of job promotion on employee retention in selected deposit money banks in war ravaged communities like Maiduguri Metropolis. Borno State, Nigeria.

Literature Review

Concept of Monetary Reward

Monetary Reward is Financial Incentives that an employee earns as a result of good performance. These rewards are aligned with organization goals when an employee helps an organization in the achievement of the goals. According to Merchant (2007) monetary reward generally awarded for a job well done and is often something that the employee can strive for. He also asserts that monetary rewards tend to be more effective when the employee is actually motivated by cold, hard cash or additional form of payment that therefore money is an important form of reward. He further stated that a basic condition of organisation to satisfy and fulfil

employee's needs at work is through monetary rewards. In a nutshell monetary reward is effectively used to attract and retain competent employees. Employees are highly driven when the means of financial incentives is in place. It boost the morale of the employees to become more efficient, effective, result oriented and passionate to deliver expectation and perhaps beyond expectations in every given task. Similarly, in Nigerian banking sector, employees want to be motivated by the organizations they work for, while the organizations on the other hand need motivated workforce. In the same vein, Armstrong (2007), suggests that monetary reward is a motivator because it fulfils needs. It is a factor which needed to satisfy the basic needs of survival and security. This is further supplement from the views of Agarwal (2010), who stated that money is still the most vital motivating factors for employees. Agarwal agrees that non-monetary rewards motivate individuals but, after a certain point in a career, money seem to have greater importance. Most banks, in their deliberate efforts to influence the performance of their employees however initiates a system of monetary rewards such as pay for performance bonus, timely promotion, profit sharing, employee stock option and other types of financial rewards that increases an employee's compensation. Therefore, monetary reward are the most effective reward system used in Nigerian Banking Industry to attract and retained competent employees.

Concept of Employee Retention

Employee retention involves taking measures to encourage employees to remain in the organization for maximum period of time (Griffeth and Hom, 2001). In Nigeria, organisations are facing a lot of problem on employee retention these days, having knowledgeable people for the job is essential for an organization. Similarly, there is no dearth of opportunities for a talented employee. There are many organisations that are looking for such employees. If an employee is not contented by the work he's doing, he may switch over to some other more suitable work. However, in today's competitive environment it becomes very essential for bank to retain their employees. The reason may be personal or professional (Fombrum & Shanley, 1990).

Furthermore, Zineldin (2000), defined retention as an obligation to continue to do business or exchange with a particular organization on an ongoing basis. He also asserts that organizations today take great care in retaining its good and valuable employees as they are increasingly becoming more difficult to find. In the same vein, Walker (2001), opined that managing and retaining promising employees is an important means of achieving competitive advantages among organisations. He further stated that most important demand of management today in any organization is to keep the most crucial and dynamic human resource, it is not important to see who the organisation hires but what counts, is that who are kept in the bank. According to Acton (2001), opined that human resource department plays an active role in retaining its employees. He asserts that it is a responsibility of human resource department to motivate and retain competent employees.

Concept of Job Promotion

Promotion is used as reward and an inducement to better work performance and other organizationally approved forms of behaviour. Promotion is an increase in rank which goes along with appraisal and accompanied with recognition and increment in pay. Similarly, Mathis (2013) argued that, promotion occurs when an employee is transferred from one position to another in a higher. Employees will work harder if they feel this will lead to promotion, because majority of employees worked towards the aims of getting promoted at work. Promotion can serve as an important mechanism for banks to keep their workers happy and reduce turnover. For any organization to succeed, human resource must be rewarded because they are the precious assets of any effective organizations.

In addition, Robbins and Judge (2013) state that job promotion will provide opportunities for personal growth, more responsibility, and increased social status. If job promotion is good, it provides satisfaction to employees. Job promotion is an increase in workforce or employees in better jobs, compared to previously greater responsibilities, achievements, facilities, higher status, higher proficiency demands, and additional wages or salaries and other benefits (Neck et al., 2018).

In the same vein, most banks employees prefer job promotion which goes with monetary reward as a result of economic situation of the country and it would help to alleviate some economic challenges. However, timely promotion to every deserving staff would motivate and make them more loyal to the organization. Employees on the other hand have an important role to play as far as retention is concerned. Therefore, employees make the decision on whether to remain in their current organization or move to other organizations depend on way and manner organizations promote their employees. However, there are number of factors that influence these decision, these factors may either be from the employee's current organization or the next potential employee and these range from terms and conditions of service, the work environment, the reward scheme, the individuals career goals, the benefits of the employee's and any other factor perceived by the employee enough to influence the decision to leave or not.

In the same light, Kinicki and Fugate (2017), job promotion occurs when an employee moves from one job to another, which is higher in payment, responsibility and level. Job promotion is one way to motivate employees to work. Work motivation is generally as awards, prizes for past efforts and achievements. Work motivation includes unique feelings, thoughts and past experiences that are part of the company's internal and external relations. Work motivation can also be interpreted as individual encouragement to take action because they want to do it. If individuals are motivated to work, they will make positive choices to do something, because it can satisfy their desires. Scandura (2017) argues that work motivation consists of the need for achievement, the need for strength and the need for affiliation.

Similarly, Brown (2006) argued that bank employees are motivated by nominal or special promotion as a result of optimum performance which serves as compensation. He opined that promotion provide monetary incentives to initiate and continues with their jobs, increase an ambition, minimize discontent, attract capable employees, necessitates logical training and development and forms an effective reward for loyalty, cooperation and long service.

In the same light, Heathfield (2005) viewed promotion as desirable by employees because of the impact it has on pay, authority, responsibility, and the ability to influence broader organization decision making. He stated that advancement of an employee from one job position that has salary range, a higher level job title and often, more and higher level job responsibilities. Furthermore, promotion raises the status of the employee who receives a promotion which is a visible sign of esteem from the employer.

Also, Zingheim and Schuster (2008) while carried out a study on workforce retention, pay and talent, found that developing and implementing retention pay and rewards strategies, programmes and action to retain the talent, senior leadership viewed the same as a business necessity for the organization to continue to achieve the mission by way of employees' promotion through jobs skill, experience or length of services.

Therefore, evidences have deduced that promotion has a positive impact on employees' retention in Nigerian Banking Sector. This is because, timely promotion motivate workers' effort who exhibit exceptional performance which is commensurate with pay increases.

The Expectancy Theory

This theory was developed by Victor Vroom in 1964. The theory states that behaviour is a result from conscious choices among alternative. The purpose of choice is to maximise pleasure and

minimize pain. Therefore, he realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. Similarly valence is an emotional orientation which employee holds with respect to outcome (rewards). The depth of the want of an employees for extrinsic (money, promotion, free time benefit) or intrinsic (satisfaction) rewards management must discover what employee appreciate. Instrumentality states that perception of employees whether they will actually receive what they desire, even if it has been promised by a manger. Management must ensure that promised of rewards are fulfilled and that an employees are aware of that. However, expectancy theory belief that, employees are motivated to perform at a high level if they think that high performance will lead to or instrumental for attaining outcomes such as pay, job security, interesting job assignments, bonuses or a feeling of accomplishment. For many employees, pay is the most important outcome for working. For others, a feeling of accomplishment or enjoying one's work is more important than pay.

Furthermore, high motivation results from high levels of expectancy, instrumentality and valence. If any one of these factors is low, motivation is likely to be low. No matter how tightly desire outcomes are linked to performance, if a worker think it is practically impossible to perform at a high level, then motivation to perform at a high level is exceedingly low. Similarly, if a worker does not think that outcomes are linked to high performance, then motivation to perform at a high level is low. In addition, managers promote high level of instrumentality when they clearly link performance to desired outcomes. Therefore, managers must clearly communicate this linkage to subordinate by making sure that the outcomes available in an organisation are distributed to organizational members (employees) on the basis of their performance. In this way they create a motivational force, such that the employees will act in a way that brings pleasure and avoids pain.

Herzberg's Two-Factor Theory

This theory was postulated by Herzberg in 1959. According to the theory there are two factors that exist related to motivation i.e. hygiene and motivator factors. Hygiene factors consist of job related factors that needed to be presented to ensure a reasonable level of satisfaction. Banks are expected to provide job security, timely promotion, payment of wages and salaries fringe benefits, quality supervision as well as working condition. If these factors are not taken care of properly by the banks, it leads to job dissatisfaction. While motivator factors are based more on employees' needs and lead more to job satisfaction; element such as opportunity for growth, achievement, recognition and responsibilities fall into this factors. Truthfully neither motivational or hygiene factors should be absents in the banks as both plays a pivotal role in motivating employees: By incorporating motivational factors in the banks to ensure that proper incentives exist so that employees are motivated. By incorporating hygiene factors in the banks, employees' reduce these de-motivating elements that are detrimental to satisfaction and ultimately productivity falling to incorporate both characteristics leads to suboptimal satisfaction and performance. As banking environment continues to remain volatile due to macro-economic factors such as government policies and competitors actions, as a matter of policy banks are expected to give more emphasises to extrinsic rewards to increase the performance of their employees.

Furthermore, from the stated theories, Herzberg's two factor theory is most relevant. The theory stated that extrinsic (financial rewards) are driven by several factors, such as cash bonus for

outstanding performance, timely promotion for hard working staff and sharing of organization's profit to all cadres of staff, instead of distributing solely to managers and owners of the organizations in order to attract and retain skilled and experienced workforce. Therefore, study adopted Herzberg's two factor theory; this is in line with the contribution made toward employee's job satisfaction and performance which in turn lead to employee retention in the study area.

Methodology

This research work is restricted to the six (6) selected deposit money banks in Maiduguri Metropolis, Borno State, Nigeria. Six deposit money banks were selected out of eighteen (18) deposit money banks using simple random sampling technique. These banks are Eco Bank Plc., Fidelity Bank Plc, FCMB Plc, First Bank of Nigeria Plc, Access Bank Plc and Zenith Bank Plc) was selected based on financial strength of the banks. The population of this study was (198) employees. The sample size is determined based on a formula developed by Yamani (1967). i.e. $n = N/(1+N(e^2))$ where n = sample size, N = population, e = level significance (5%), 1 = constant. From the data given, $N = 198$, $e = 5\%$, $n = 198/(1+198(0.0025)) = 132$. Questionnaires were distributed to 132 respondents and 129 questionnaires were retrieved. The data was analysed with the aid of multiple regression analysis using statistical package for social sciences (SPSS) and model was specified in line with the hypothesis.

Hypothesis

H_{01} : There is no significant effect of promotion on employee retention in deposit money banks in Maiduguri Metropolis.

Table 1.1 Model Summary

Model	R	R square	Adjusted R square	Std. Error of the Estimate
1.	.673 ^a	.562	.0524	2.9256

Source: Field Survey, 2022

R-square had a value of .673 (67.3%) and adjusted R-square value is .0524 which is 52.4% (appropriately 5% of the dependent variable was explained by the independent variables).

a. Predictors (constant). Promotion

b. Dependent variable. Employee Retention

Table 1.2 Regression Coefficients^a

Model	Unstandardized coefficient		Standard Coefficient	T	Sign.
	B	Std. Error	Beta		
Constant	19.772	1.989		19.743	.000
Promotion	.398	.298	.081	1.3852	.000

Source: Field Survey, 2022

Table 1.2 shows that standardized beta weight of r correlation, and part correlation between profit sharing and employee retention with a probability (p -value < 0.05) which implies that

promotion has positive significant effect on employee retention in deposit money banks in Maiduguri Metropolis, Borno State, Nigeria.

Discussion of Results

This study revealed that R- square value of (.673) which represents 67% by which the variables explain the model. However, T value of the coefficient of multiple regression is 1.3852. Therefore, the Beta value of coefficient which represent 81% of regression coefficient in response to p-value of the regression are all significant at level of (0.000) which is less than alpha value of (0.05), that is $p < 0.000 < p < 0.05$. This concludes that null hypothesis is rejected and the result shows that, there is significant effect of promotion on employee retention in deposit money banks in Maiduguri Metropolis, Borno State, Nigeria.

Conclusion

The study concludes that, there is a growing needs for organisations to retain their employees with the increase in competitive business environment, and finding of the study revealed that monetary reward are crucial in influencing employees decision to either leave or remain in the banking sector depend timely promotion by employees in the bank which is a major motivating factors that can keep them in their jobs.

Recommendations

Management of the bank should endeavour to shows the present of fairness in their monetary rewards as employees are agents who are affected by promotion of the bank. Similarly, management should also try as much as possible to adopt good and positive retention strategies to boost the morale of the workers toward their timely promotion. This guarantees the retention of employees in deposit money banks in Maiduguri Metropolis, Borno State, Nigeria.

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Televangelism Media Strategy and Moral Behavior of Youths in Port Harcourt

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Abstract: The media is a great tool used by businesses and organizations (both profit and non-profit) to market ideas, goods and services to a wider audience for patronage purposes or to instill certain believe system in them. A business environment with high rate of youth restiveness will not be conducive for businesses to thrive. This study evaluated how the use of televangelism media strategy would help influence the moral behavior of youths in Port Harcourt for the better. In the study, a survey research design was adopted and the population of this study consisted of the residents of Port Harcourt City Local Government Area with an estimated population of 3,171,076 residents (World Population Review, 2021). Applying the Taro Yamen formula, a sample size of 399 was gotten. Data were analyzed using the 4-point likert scale on a 2.5 decision rule. Out of 399 copies distributed, 367 were valid and used for the analysis. The findings of the study showed that televangelism contents are moderately devoted to good moral behavior of youths in Port Harcourt, to an extent, televangelists are aware of their complementary role as agent of change in the moral behavior of youths, and lastly, to a great extent, the expressed ideology by televangelist influences good moral reasoning of youths. Based on these findings, the study concluded that televangelism has a significant positive impact on the moral behaviors of youth in Port Harcourt. The marketing implication of this conclusion is that with the positive influence of televangelism on youth's moral behavior, it helps create a peaceful atmosphere for businesses to thrive and carry out marketing activities. Hence, the study recommends that religious leaders should adopt the use of televangelism practices through the media to positively influence the behavior of the youths since it has been proven to help make a change in behavior for the better. Secondly, religious leaders through televangelism should emphasize more on moral values rather than prosperity, since it is one of the issues that hinder the influence of the message and will help to draw more souls to God. Lastly, televangelists should make the program more genuine and interesting so that the audience can watch the program more often than occasionally. This can be done by the introduction of interactive sessions.

Keywords: Televangelism. Moral Behavior. Moral Values. Youths. Agents of Change.

Introduction

Marketing communication channels such as the mass media plays a significant role for disseminating information to a wider audience both for business and non-profit purposes. It could be used to inform, educate, persuade or promote a given idea or products and services. That is why Nwachukwu and Affen (2022) asserts that the media is an instrument used in marketing communication to promote certain brand, goods or services for both tangible and psychological benefit of the target audience or market. Hence marketing through the media can serve the society both for business and for social benefits that are nonprofit related. The arm of marketing communication termed social marketing according to NSMC (n.d.) can be utilized in

the development of activities which are concentrated on turning around or maintaining the behavior of individuals' so as to benefit the individuals in question and the society at large. Therefore, the society can benefit from the discipline both in terms of commerce and social values. Again, a society that its peace is eroded by violence and youth restiveness such as some communities in Rivers state cannot thrive in business activities because marketing transactions needs a safe business environment to thrive. Safe and enabling business environment encourages investments and smooth business operations which lead to economic growth. That is why Nwachukwu and Nwogu (2022) assert that the economy of every well-established society thrives when businesses can operate smoothly, with an enabling environment which encourages healthy business competition and growth. One social marketing activity that tries to influence the moral behavior of youths to change for good, which in turn benefits business environments, is the televangelism programme.

Every society's workforce is majorly made up of the youths whose energetic vigor keeps the economic activities going. At the situation where a reasonable percentage of the youths who are supposed to constitute the work force lack good moral behavior due to cultism, addictions and other social vices, the economic activities of that environ suffers from insecurity and youth restiveness. Good moral behavior is the key to every societal peaceful existence and growth, and the induction of good moral values begins from home (family circle) and the institution of learning which includes the schools. Moral behavior according to Talwar (2011) is to act based on one's standard and moral values. Morality points to what is the "right" and "wrong" ways of behaving. Take for example, the morality that one should be fair to others rather than being unfair (Haidt & Kesebir, 2010). Moral behavior is considered of interest when trying to explain the social behavior of people that lives together in groups (Gert, 1988 cited in Ellemers et al., 2019).

Man being viewed as the product of his society by theories is not far from being the truth since the character development of an individual stems from the influence the societal values have on him or her (Albinus, 2012). The future of Nigerian is its youths just as the children are the youths of tomorrow. Recently, the Nigerian mass media has been floating with reportage about the increase in bad behaviors from teenagers in and out of school, and the unemployment of youths that has transcended into a disturbing increase in all manners of social vices such as: touts within the Nigerian streets which are popularly called "area boys", increased armed robbery syndicates, teenage prostitution, kidnaping & banditry, internet fraudulence activities, act of terrorism, ritual killing, violence caused by cultism are now common in the Nigerian society (Adebisi, 2018). Research studies have shown that there is a widely held perception about greater percentage of the youths of Nigeria that indulge in social vice behaviors as a products of lifestyles that goes against the morally decent cultural values and in most cases is handed down to them by their parents (Adebisi, 2018).

The moral decadence phenomenon among the Nigerian youths has gotten to a greater height. Current studies have indicated that a greater percentage of the Nigerian Youths are now indulging in high immoral acts such as cultism, sexual immorality, malpractices in examinations, violence acts, cyber related crimes which if nothing is done to abate them will drastically reduce the nations progressive strides (Abanyam et al., 2013).

The act of religious heads (Christians, Muslims, Hindu etc) preaching through the television media (televangelism) has proven to help improve moral values of individuals. Take for instance, Lausanne Movement (n.d.) made comments about the gospel being the only thing that can change the human mind, and that no other influence could makes people to be more human than the word of God. And one way of reaching a wide audience is by preaching through television which is termed televangelism. The word televangelism could be seen as the use of television for evangelism (Encyclopædia Britannica Online, 2015). This word is derived from two words which includes television and evangelism. It refers to the deliberate efforts which religious groups or body makes when they purchase advertising airtime so as to present their teachings and doctrines to the television audience with the aim of wining souls or other purposes (Asamoah-Gyadu, 2012).

Several studies have tried evaluating televangelism and individual behavior (Walton, 2009; Okon, 2011; Mokaya, 2016; White & Assimeng, 2016). These studies prove the great impact televangelism has on the congregations that view the message contents. Although there are scarce empirical research studies in Port Harcourt on how televangelism as an arm of media communication can serve as a tool for the reduction of moral decadence among the Port Harcourt youths. Therefore, the main focus of this study is to investigate the level to which televangelism influences moral behavior of Port Harcourt youths.

Objectives of the Study

The broad objective of the study is to find out the influence of televangelism media strategy on the moral behavior of youths in Port Harcourt.

While the specific objectives includes to:

1. Discover the extent of televangelism content that is committed to the practices that encourages good moral behavior of youths in Port Harcourt.
2. Investigate if televangelists within the metropolis of Port Harcourt are conscious of their role as agents of change in the moral behavior of Youths in Port Harcourt.
3. Investigate the extent the expressed ideology by televangelist influences good moral reasoning of youths in Port Harcourt.

Research Questions

1. How much of televangelism contents are devoted to good moral behavior of youths in Port Harcourt?
2. To what extent are televangelists within the metropolis of Port Harcourt conscious of their role as agents of change in the moral behavior of youths?
3. What extent does the expressed ideology by televangelist influences good moral reasoning of youths in Port Harcourt?

Review of Related Literature

Theoretical Foundation

The cultivation theory serves as this study's theoretical underpinning. The theory was first brought to light over 40 years ago, and was expanded later by Gerbner & Gross (1976). It formally argues that audience exposed to certain media contents would see the world as presented by the media. Nabi and Riddle (2008) corroborates the statement when they argued that cultivation theory points to the fact that audience who are constantly being exposed to media contents for so long will likely perceive the social realities of this planet as being shown to them by the media they consume. This will in turn impact on their attitudinal dispositions and behaviors. In this study, we explore the influence of televangelism on the viewers and how it influences their moral behavior. The cultivation theory explains that the time an individual spends on a given media influences his or her view significantly when in comparison with individuals that gives lesser attention to media. These individuals will even start living in "media reality" with "Mean World Syndrome", whereby they will ignore the real-life facts and tend to believe that the world and people are more dangerous than they are (Gerbner & Gross, 1976). This suggests that individuals engaged on viewing televangelism broadcasts on television will assume that the recent ways of life of people which are against the law of God as written in the bible is a sin and will have a rethink and change of moral behavior.

Concept of Televangelism

Religious preachers worldwide have found television to be a reliable and sure means of sending their messages to a greater percentage of audience in order to preach the doctrines of their religion (Okon, 2011). In this context, televangelism can be likened to the act of sending the gospel messages to several homes of people through the television media. It can also mean those religious preachers that have turned the television to their pulpits.

Televangelism refers to the deliberate efforts which religious groups or body makes when they purchase advertising airtime so as to present their teachings and doctrines to the television audience with the aim of winning souls or for other purposes (Asamoah-Gyadu, 2012). It came out after the World War II as part of spreading the gospel and the term televangelism was first utilized by Charles Swann & Jeffrey Hadden in "Prime Time Preachers: The Rising Power of Televangelism". Here they used the term to explain a new type of religious broadcasting where they combined the television and evangelism (Encyclopaedia of Religion and Society, 1998 cited in White & Assimeng, 2016).

In Nigeria, televangelism has become greatly affiliated to Pentecostalism. This is because several Nigerian orthodox churches rarely appear on television like the Pentecostals. In the Southern part of Nigeria to be precise, television programmes have proved televangelism as a force to be reckoned with when compared to other programmes (Okon, 2011). Another aspect of it is the generation of followers or members for that religious denomination. Therefore, one can say that churches such as the Living Faith (Winners Chapel), Believers Love Word (Christ Embassy), the Redeemed Christian Church of God etcetera are seen as mega ministries/churches due to their dominating appearances on television broadcasts (Okon, 2011).

Televangelism according to Denson (2011) is a modern form of religious practice that utilizes new innovations such as the television to produce and distribute religious messages for the consumption of the audience. Mokaya (2016) states that televangelism includes religious programming like gospel music (singing), preaching, and religious talk shows on television so as to persuade and convert the audience to their religion while supporting financially the religious movement. Televangelism is likened to a hybrid genre of entertainment and religion in today's media culture due to its usage of a mix of modern instruments, music, and dances (Naggar, 2014).

Digitization today has opened up for the religions of the world such as Christianity, Islam, Judaism, and Buddhism, new avenues to spread their religious doctrines and teachings (Juergensmeyer, 2003). Over the past few decades, televangelism has come to be so popular. This popularity arise from the fact that those televangelist religious preachers have come to comprehend the capacity of the television media in overcoming the barriers of distance in reaching greater number of audience (Mokaya, 2016). Televangelists now fully understand the capacity of the television media to take their messages down into several living rooms where the audience will comfortably receive their messages. This buttresses the fact that media communication tools such as the television plays a significant role in reaching target audience both for social and business purposes. Audience can receive information on product and services that will sooth their needs and desires, and messages that can help transform their personality (social marketing) into having good morals from the television media.

Concept of Moral Behavior

Most youths of today in Nigeria have being found to be morally bankrupt due to their behaviors that tend towards crime and disobedience. Chima (2010) asserts that the Nigerian society has experienced moral degeneration in educational and social values basically from the youths. Issues relating to moral decadence in the Nigerian society have been on controversy due to the fact that the society tends not to clearly state what is right or wrong morally (Njoku, 2016).

Ugwu (2010) saw morality to be likened to the astuteness of an individual's conduct and behavior that promotes fair relationship and good conduct. For Muraino and Ugwumba (2014), morality is a collective task of holding unto certain values, beliefs, ideas, behaviors, rules and regulations that are seen to be right, good and acceptable by a given society and which bounds its members to obey them. Gert (2012) argues that morality is a set of conduct that is presented by any group, including a society. He went ahead to argue that there should be a code of conduct for judging morality in the society which will serve as a guide to behavioral patterns of the members of that very society. Judging from the assertions above, morality can be seen as an acceptable code of conduct given to a group or society which is adhere to by the members of such society or group.

But over the years in Nigeria, there has being a surge of moral decadence amongst the youth and teenagers. Adebisi (2018) asserts that it is difficult for a day to pass in Nigeria without any reportage in the media of banditry, ethno-religion conflicts, issues with exam malpractice, youth restiveness, cult's clashes, sexual abuse and harassment, case of certificate forgery, news on drug

trafficking and abuse, etcetera around the country. It can be said that most youths today are bad not because of the influence from the environment, but as a failure from their homes and family to inculcate a sound moral values into them. That is why Odeh (2013) made a claim that the decadence in moral values is as a result of the society failing to uphold strong sound morality. For Muraino and Ugwumba (2014), moral decadence could be seen in the negative behavior that displays low moral standards. It simply displays great reduction in the values of a particular society in terms of moral. Therefore, the term moral decadence can be seen as a plunge in the moral standard of a given community, society or group (Njoku, 2016).

Although the government of Nigeria tried promoting moral uprightness among its citizens by the provision of programs such as Independent corrupt practices, War Against Indiscipline (WAI), Economic and Financial Crime Commission (EFCC) and others, the Nigerian society has continuously remained decayed morally (Muraino et al., 2012). There tends to be the need to re-orientate the Nigerian society to having a new ideology when it comes to morality (Saheed, 2013). Even the leaders and coordinators of the religious groups in Nigeria should be saddled with the responsibility of instilling good moral values in their members within the society.

Empirical Review on Televangelism and Moral Behavior

Several empirical studies have tried investigating the impact televangelism has on moral behavior.

In a study conducted by Walton (2009) on Creflo Dollar, Eddie Long and T.D. Jakes, evaluated the length to which televangelists can serves as role models for African Americans and if it reinforces cultural myths and strengthens the audience against the need for structural change. The study findings show the need to further investigate into the cultural and social influence of televangelism. It suggests that in America, most televangelists have utilized their generated popularity through television in influencing their political and social environment while others have been reserved in issues relating to socio-political.

Okon (2011) conducted a study to investigate the degree to which, in Port Harcourt televangelists have being able deploy the media on issues relating to socio-political development. The research study adopted triangulation using the Weighted Mean Score (WMS) for its quantitative analysis. Using Chi square in analyzing the data, the study found out that televangelism revolves around the pastor (p), message (m), and church (c). Although the study found a link between the ideologies being expressed by televangelists and the adoption behaviors of the Pentecostals.

Oluwaje (2012) researched on the effect of televangelism programmes on the moral adjustment of Oyo and Lagos States residents in Nigeria. The study utilized a descriptive survey research design which featured the ex post facto type. A total of 2,240 respondents which are viewers of 5 different televangelism programmes on AIT, BCOS, NTA Ibadan, Galaxy, LTV, and NTA, in Oyo and Lagos were selected through a combination of purposive, simple random, and stratified sampling techniques. The study utilized the Pearson Product Moment Correlation and Multiple

regressions in analyzing the stated hypotheses. The study found out that televangelism improved the moral adjustments of its audience.

Mokaya (2016) empirically investigated televangelism in Nairobi County and the changing habits of worshippers. The study specifically concentrated on the impact televangelism has on the behaviors and habits of the individuals within Nairobi. Descriptive research design was used and a mixed method of both qualitative and quantitative data were sourced and analyzed with the help of inferential and descriptive statistics. From the findings, there was an establishment that televangelism impacted on worship habits as proven by the 93% of the Christian respondents who consumed televangelism services in the period under review. Talking about the effect of televangelism on attendance of church worshippers in Nairobi, the research discovered that only 7% watched Television programmes as a substitute to attending church service.

White and Assimeng (2016) conducted a study on televangelism; a case of the 'Pentecost hour' of the church of Pentecost in Ghana. A mixed method of generating data was used, and 300 individuals were given copies of questionnaires in some selected churches of the Church of Pentecost which is located in the Kumasi Metropolis out of which 229 copies of questionnaire were retrieved. 192 out of the 229 questionnaires gotten back were valid and used for the analysis. The analysis of the 192 copies of questionnaire was done via Statistical Package for Social Sciences (SPSS). The result of the study showed that 179 (93.2%) respondents indicated that their patronage of Pentecost Hour had impacted on their behaviors and concern for soul winning, which proves the influence of Pentecost Hour on the attitude of the audience towards soul winning.

However, the studies reviewed above failed to adequately show the impact televangelism have on moral values of youths within the context of Port Harcourt City Local government Area which is in Rivers State, which creates a gap in literature and formed the bases of this study.

Research Methodology

This study adopted the survey research design method, and the population of this research consists of those residing in Port Harcourt City Local Government Area which population was estimated to be **3,324,694** residents by the World Population Review (2022). Using the Taro Yamen formula, 399 samples were generated, and the research utilizing the convenient sampling technique (a non-probability sampling technique), conveniently selected and administered 399 copies of questionnaire to accessible youths residing in Port Harcourt. The data gathered from the copies of questionnaire were analyzed using frequency distribution and percentage, bar charts and pie charts for ease of comprehension. Data were analyzed using the 4-point likert scale on a 2.5 decision rule. Out of 399 copies distributed, 367 were valid after data dusting and were used for the analysis.

Table 1: Questionnaire Administration and Responses

	Number Involved	Percentage (%)
Total Distribution	399	100%
Useful Copies Returned	367	92%
Discarded Responses	23	6%
Lost in Transit	9	2%

Source: Field Survey, 2022.

Data Analysis and Results

Data retrieved from respondents were analyzed systematically in two sections. Section one dwelt on the demographics of the respondents to understand them better and note if they are able to give the required responses needed for the study. The second phase was the analysis of the main research question in the study using frequency distribution and percentage for ease of comprehension.

Demographic Analysis

As stated above, this section tries to understand the demographics of the respondents in terms of gender, age,

Question 1: What is your gender?

Table 2: Frequencies on Gender of Respondents

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	201	54.8	54.8	54.8
	Male	166	45.2	45.2	100.0
	Total	367	100.0	100.0	

Source: Field Survey, 2022

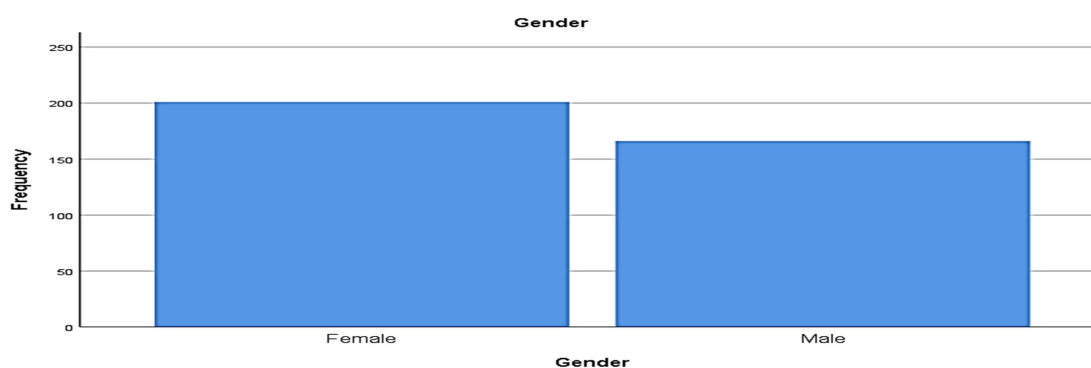


Figure 1 – Bar Chart showing frequencies for Gender

Table 2 above indicates that 201 (or 54.8%) of those that responded to the questionnaire were female while 166 (or 45.2%) of them were male.

Question 2: Choose the Age bracket you fall into?

Table 3: Frequencies on Age Bracket of Respondents

		Age Bracket		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	15 - 20 years	70	19.1	19.1	19.1
	21 - 25 years	193	52.6	52.6	71.7
	26 - 29 years	104	28.3	28.3	100.0
	Total	367	100.0	100.0	

Source: Field Survey, 2022.

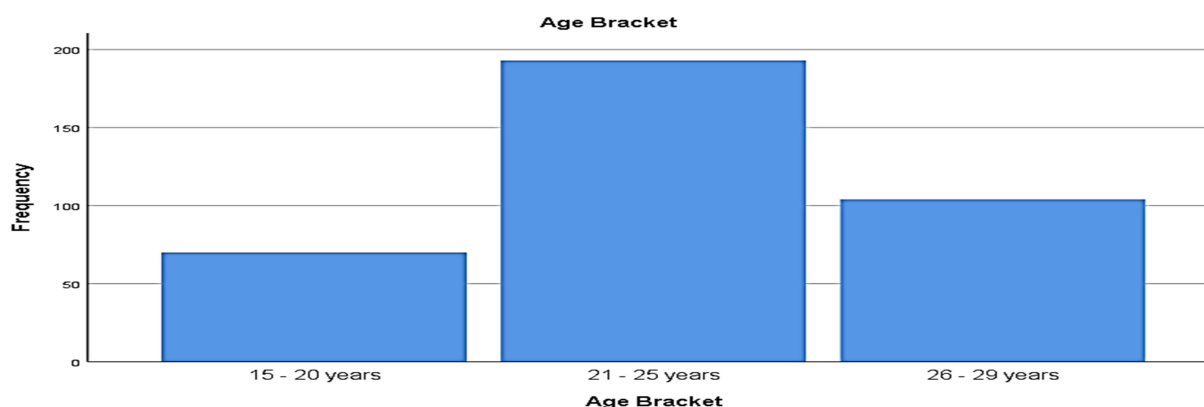


Figure 2 – Bar Chart showing frequencies for Age Bracket

Table 3 report concerning the analysis of the respondent's age bracket shows that 70 (or 19.1%) are within the age range of 15 - 20 years, 193 (or 52.6%) are within the range of 21 - 25 years; 104 (or 28.3%) are within 26 - 29 years.

Question 3: In which of these brackets does your occupation fall?

Table 4: Frequencies on Respondents' Level of Study

		Occupation		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	Student	201	54.8	54.8	54.8
	Self Employed	81	22.1	22.1	76.8
	Civil Servant	21	5.7	5.7	82.6
	Unemployed	64	17.4	17.4	100.0
	Total	367	100.0	100.0	

Source: Field Survey, 2022.



Figure 3 – Bar Chart showing frequencies for Occupation

From Table 4.4, it shows that 201 (or 54.8%) of the respondents are students; 81 (or 22.1%) of the respondents are self-employed, 21 (or 5.7%) of the respondent are civil servants, while 64 (or 17.4%) are unemployed.

Analysis of Major Key Research Questions

Question 4: How much of televangelism contents are devoted to good moral behavior of youths in Port Harcourt?

Table 5: Evaluating the Frequency for how much of televangelism contents are devoted to good moral behavior of youths in Port Harcourt

Response		Frequency	Percent	Cumulative Percent
How much of televangelism contents are devoted to good moral behavior of youths in Port Harcourt	Great extent	104	28.3	28.3
	Moderate Extent	197	53.7	82.0
	Low Extent	58	15.8	97.8
	No Extent	8	2.2	100.0
	Total	367	100.0	

Source: Field Survey, 2022

Looking at table 5 above, it reveals that, out of 367 respondents, 104 (or 28.3%) chose that “great extent” of television contents are devoted to good moral behavior of youths, while a greater portion of the respondents (197 or 53.7 %) chose “moderate extent”. This simply suggests that televangelism contents to a moderate extent are devoted to good moral behavior of youths in Port Harcourt.

Question 5: What extent are televangelists within Port Harcourt metropolis conversant with their role as agents of change in the moral behavior of youth?

Table 6: Evaluating the Frequency for the Extent Televangelists within Port Harcourt Metropolis are Conversant with Their Role as Agents of Change in the Moral Behavior of Youth

	Response	Frequency	Percent	Cumulative Percent
to what extent are televangelists in Port Harcourt metropolis aware of their complementary role as change agents in the moral behavior of youths	Great Extent	204	55.6	55.6
	An Extent	149	40.6	96.2
	Undecided	2	0.5	96.7
	No Extent	12	3.3	100.0
	Total	367	100.0	

Source: Field Survey, 2022

Table 6 above indicates that, out of 367 respondents, 204 (or 55.6 %) agreed to a “great extent” that televangelists within Port Harcourt metropolis are conversant with their role as agents of change in the moral behavior of youth, while 149 (or 40.6%) agreed to “an extent. 2 (or 0.5%) chose “undecided”, while 12 (or 3.3%) chose “no extent”. This finding proves that greater percentage of the respondents (55.6%) accepted that to “great extent” televangelists within Port Harcourt metropolis conversant with their role as agents of change in the moral behavior of youth.

Question 6: What extent does the expressed ideology by televangelist influences good moral reasoning of youths in Port Harcourt?

Table 7: Evaluating the Frequency for the Extent Expressed Ideology by Televangelist influence Good Moral Reasoning by Youths in Port Harcourt

	Response	Frequency	Percent	Cumulative Percent
What extent does the expressed ideology by televangelist influences good moral reasoning of youths in Port Harcourt	Great Extent	185	50.4	50.4
	An Extent	174	47.4	97.8
	Less Extent	5	1.4	99.2
	No Extent	3	0.8	100.0
	Total	367	100.0	

Source: Field Survey, 2022

In the table above, majority of the respondent (185 or 50.4%) agreed that to a “Great Extent” expressed ideology by televangelist influences good moral reasoning of youths in Port Harcourt. This shows that the expressed ideology of the televangelist preacher greatly influences the moral attitudes and reasoning of the youths in Port Harcourt.

Discussion of Findings

Question number 4 addressed “how much of televangelism contents are devoted to good moral behavior of youths in Port Harcourt?”, and the analysis result was shown in table 5 which reveals that out of 367 respondents 104 (or 28.3%) agreed to a “Great Extent” televangelism

contents are devoted to good moral behavior of youths in Port Harcourt. While 197 (or 53.7%) agreed to a “Moderate Extent”. The result simply proves that televangelism contents are moderately devoted to good moral behavior of youths in Port Harcourt. This finding is in tandem with that of Oluwaje (2012) who found out in his empirical study that televangelism enhanced moral adjustments of viewers. Iherijika (2005) found out that televangelists in Nigeria have been identified to have an influence on greater percentage of the public in terms of calling for prayer and fasting for the Nation in most occasions. That is why Audi (2002) argue that religion is able to influence and generate varied actions and reactions depending on how the individuals perceive their messages, and from their past experiences and expectations. This is against the views of Atkin and Wallack (1990) who argues that the media (such as the television programmes) does not affect the individual’s behavior. The study suggests the media to be good at only reinforcing and shaping the already held public opinion instead of changing the individual behavior.

Question number 5 addressed the question of “what extents are televangelists within Port Harcourt metropolis are conversant with their role as agents of change in the moral behavior of youths? The output in table 2 indicates that 104 (55.6%) respondents agreed to a “Great Extent” televangelists within Port Harcourt metropolis conversant with their role as agents of change in the moral behavior of youths. While 149 (or 40.6) of the respondents agreed to “An Extent”, 2 (or 0.5%) agreed to undecided, while 12 (or 3.3%) agreed to “No Extent”. This finding indicates that the church pastors serving as televangelists within the Port Harcourt metropolis are greatly conversant with their role as agents of change in the moral behavior of youths. This finding is in line with Simmons (1971) who found out that the ministry serves as an agent of social change. Pillay (2017) also found the church to be a transformation and change agency in South Africa. Hopler (2015) argued that Christians are called by God to be a change agent in the world, fulfilling God’s purposes wherever they go. Hence there is awareness by these officiating ministers of their role as agents of change in the moral behavior of youths.

Research question number 6 in the questionnaire addressed the statement of “what extent does the expressed ideology by televangelist influences good moral reasoning of youths in Port Harcourt?” From the results of table 7, it was clear that the highest percentage of respondents (50.4%) agreed to a “Great Extent” the expressed ideology by televangelist influences good moral reasoning of youths in Port Harcourt. These ideologies could be seen in the life styles of members of the Churches, Mosques, Buddhist where members behave in a certain unique ways due to the ideology of their general overseer, Imam or Abbot (Buddism). Radical Extremist Islamic Jihadist are being influenced by the ideology propagated by certain Imams. This is in line with Duyn (2007) who argues that extremist imams have the potentials to influence and impact on vulnerable followers at any given opportunity. They can identify and assess those individuals who responded to their messages passed, and can guide them into committing an increasing extremist acts.

Conclusion and Recommendations

Based on the data analyses results and findings, the study concludes that televangelism has a significant positive impact on the moral behavior of youths in Port Harcourt. The marketing implication of this conclusion is that with the positive influence of televangelism on youth’s

moral behavior, it will help create a peaceful atmosphere for businesses to thrive and carry out marketing activities. Based on the conclusion of the study, the following recommendations are made:

1. Religious leaders should adopt the use of televangelism practices through the media to positively influence the behavior of the youths since it has been proven to help make a change in behavior for the better.
2. Religious leaders through televangelism should emphasis more on moral values rather than prosperity, since it is one of the issues that hinder the influence of the message and will help to draw more souls to God.
3. Televangelists should make the programme more genuine and interesting so that audience can watch the programme more often than occasionally. This can be done by introduction of interactive sessions.

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Service Quality and Customer Satisfaction of Online Retail Stores in Enugu, Nigeria

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Abstract: *This study investigates service quality and customer satisfaction of selected online retail stores in Enugu Urban, Nigeria. The study adopted a descriptive research design using a purposive random sampling technique to select 400 sample size from the population by adopting Slovin's formula for the sample size determination. A research questionnaire was used in gathering data from the respondents. Theory of Reasoned Action was the theory adopted in this study. Findings of this study revealed that website quality significantly contributes to the customer satisfaction ($Beta = .494$, $t = 13.133$ at $p < 0.05$) and service delivery significantly contributes to in customer satisfaction ($Beta = 0.527$, $t = 9.046$ at $p < 0.05$). It was concluded that there was significant effect of service quality through website quality and service delivery on customer satisfaction. The study recommended that there is a need to create a specialized focus on customer services as a brand definition in order to improve service delivery so as to enhance the brand perception by consumers and gain market share.*

Keywords: *Service Quality, Customer Satisfaction, Service Delivery, and Website Quality.*

INTRODUCTION

Background to the Study

The heighten competition faced by companies around the world, has makes it so important for companies to expand their market size and increase customer expectations through advancement in technology and globalization (Diyan, 2018). Hence, necessitating businesses to be more customer centric (Al-Qirim, 2017). Most organizations achieve remarkable success in their operations not only because they operate in good environments, or because they are capable of competing favorably with other organizations but mostly because the management of such organizations provide different approach and views customer satisfaction as a multi-dimensional construct just as service quality (Apulu, 2011). Electronic commerce is gradually been recognized globally as a mechanism for business organizations to reach global markets which comes with different advantage and disadvantages which does not exclude Nigeria. The use of Information and communication technology (ICT) has become a key strategy to gain competitive advantage by business organizations in the fast globalizing environment. Customer satisfaction has been a subject of great interest to organizations and researchers, researches has shown that the principal objective of organizations is to maximize profits and to minimize cost (Adewoye and Oni, 2016). Price and quality have high impact on customer; still, there is little empirical

evidence exploring this relationship, this is one factor that is less noticed by the company, so that consumers will rethink to use the product and will be dissatisfied after buying or using goods or services. The Internet has been generating consumer empowerment for over a decade Brick-and-mortar stores are slowly but surely closing down because of the rise of e-commerce, Compared with physical stores, online businesses offer convenience to customers⁴. Customers today in United Kingdom, United State of American, China, and more advanced countries operates over 60% of e-commerce, placing their orders, and wait until the goods are delivered to their home. Purchasing at customers' convenience through e-commerce is still not majorly practice in Nigeria and some developing countries (Chaffey, 2018).

Gaining competitive edge in today's marketplace entails the need to build customer relationship and not just building the products; building customer relationship means delivering superior value over competitors to the target customers (Jiang, Chen, and Wang, 2018). Whether an organization provides quality services or not will depend on the customers' feedback on the satisfaction they get from consuming the products, since higher levels of quality lead to higher levels of customer satisfaction. Most companies are adopting quality management programs which aim at improving the quality of their products and marketing processes, because it has been proven that "quality has a direct impact on product performance, and thus on customer satisfaction" (Chaffey, 2018). The use of e-commerce has only be seen to be widespread and regarded as an essential tool for the efficient administration of any organization and in the delivery of services to clients. The adoption of e-commerce in Nigerian business organizations is increasing since the users of internet in Nigeria is growing from 0.1% in 2000 to 29.5% of its population in June 2010 and still has the potential to grow higher (Klopping, 2014). Nigeria recorded an estimated 25 per cent growth in online shopping with revenues valued at N62.4 million in 2011, which is N12.5 billion increases from 2010 and increased to74 percentN50.8 billion increases in 2015, and kept increasing every year. Online shopping has changed the way customers and retailers think (Vladimir, 2017). Customers are constantly seeking to comfortably shop endlessly while retailers are constantly seeking new paths to growth (Vladimir, 2017).

The use of internet network in business in Nigeria is still relatively low and therefore e-commerce is still in the rudimentary stage. Study has shown that there is an increasing awareness of the benefit and potential opportunities arising from e-commerce, but there are limitations to its adoption in Nigeria. Some of factors that have hitherto hampered the adoption of e-commerce are many among which are establishing cost, accessibility, data security, network reliability, privacy and confidentiality, threat, authenticity of products, citizen's income and education (Nepomuceno and Richard, 2014).While these negative factors still remain, recent study shows that e-commerce is slowly but surely taking off gradually in Nigeria and the most obvious area of progress is in one branch banking system and payment system where both single and multipurpose smart cards are generally been introduced into Nigeria (Chang, 2011). Presently in Nigeria, traditional commerce is still the main method of transaction, only few people are using e-commerce. An important function of e-commerce is the handling of payment over the internet. Most e-commerce involves the exchange of some form of money for goods and services (SinghYadav, and Sahu, 2016). Price is one part of the marketing mix, which is a value of certain goods attached to goods or services that are being traded in the market. The price concept remains the price for services paid by consumers to use cellular ecommerce services. The

compatibility of good or bad prices can be seen from the consumer's response to the price offered, accepted or rejected. In online services, prices are the top priority of consumers in choosing service providers in addition to service quality. The price increase offered can affect consumers. Implementation of payment system for e-commerce is still evolving in Nigeria thus the number of proposal and implementation of payment system currently compete for dominant. Regardless of the format, e-commerce is far cheaper than the mailing of paper checks. Today, four basic ways to pay for purchase that dominate both traditional and electronic business to consumers commerce are cash, checks, credit cards, debits cards, but in Nigeria today, cash and checks are the main ways used to pay for purchase but credit card is by far the most popular form of consumer electronic payment online in the developed nation (Obafemi, 2018).

The world has evolved and it has changed the way business is conducted using technology especially the advertising part using online marketing. Online marketing has helped make web marketing one of the most promising channels for inter-commercial processes. It is also argued that SMEs account for almost 10% and 70% of Nigeria's industrial production and employment. Previous research from developed and developing countries have shown that SMEs businesses play a significant role for the growth as well as the development of the economy, as they are a major channel for jobs and wealth generation, as well as government revenue through tax payments. For the economic system of both developed and developing countries the SME sector is seen as significant. They are critical for the national and international economic stimulation or growth. Many small and medium-sized businesses in Nigeria are rapidly investing in Internet and online marketing. It is against this background that the study aims to investigate website quality effects on customer satisfaction in selected online retail stores, and as well examines the service delivery effect on customer satisfaction among selected online retail stores. The Study therefore hypothesized that:

H₀₁: There is no significant effect of website quality on customer satisfaction in selected online retail stores

H₀₂: Service delivery has no significant effect on customer satisfaction in selected online retail stores

LITERATURE REVIEW

Conceptual Review

Concept of Service Quality

Service quality is more difficult for the customer to evaluate than goods quality. Service quality is “intangible” because services, as performances, are difficult to assess before a sale. Moreover, as a result of this intangibility, service providers can have difficulty in ascertaining how consumers perceive their service. The service quality can intend to be the way in which customers are served in an organization, which could be good or poor (Khan, 2013). Service quality is generally recognized as a critical success factor in a firm's endeavors to differentiate itself from its competitors. Service quality can be defined as the customer's attitude or judgment about the superiority of a service. With variety of services available in different sectors, customer is getting more demanding and quality in service sector is gaining importance for firms to remain competitive. Service quality can be defined as the customer's attitude or judgment about the

superiority of a service (S. Robinson, 2019, pp. 21 - 32). In an address that “any intangible act or performance that one party offers to another that does not result in the ownership of anything”. The definition of the service quality advancing with the times, but the aim of providing quality services is to satisfy customers (Kotler and Keller, 2019). Providing excellent service quality is widely recognized as a critical business requirement. In order to reach the customers, it is necessary for the company to give service of good quality to all customers. The service quality is the core of service marketing, no matter it is tangible product manufacturing enterprises and service industry. With the improvement of our society nowadays, it becomes more competitive for many companies in the service markets, and as people’s living standard is rising, when customers buy products, they not only want good products from the company, but also need satisfactory service quality as well (Kotler and Keller, 2019). Many authors have also discussed service quality. So for the companies, not only the quality of products is of significant, but also the service quality is important for the service providers. The good evaluation of the service quality from the customers is very important for the companies. One of the determinants of success of a firm is how the customers perceived the resulting service quality, as the perceived service quality is the key driver of perceived value. Research has shown that good service quality leads to the retention of existing customers and the attraction of new ones, reduced costs, an enhanced corporate image, positive word-of-mouth recommendation, and, ultimately, enhanced profitability. The previous research shows that the service quality so important for the companies and measuring service quality is a better way to dictate whether the services are good or bad and whether the customers will or are satisfied with the service.

Website Quality

The quality of a website makes a website profitable, user friendly and accessible, and it also offers useful and reliable information, providing good design and visual appearance to meet the users' needs and expectations. A website quality model shows an approach to the definition and measurement of website quality. Many numbers of new websites have been launched every day¹. Ones with similar content will not have the same degree of quality. If the quality is poor, the user will simply leave the website and go elsewhere (Fillis, Johansson and Wagner, 2015). Generally, there is no second chance to get a user back to the website. Therefore, in order to improve the quality of a website. The quality of a website makes a website profitable, user friendly and accessible, and it also offers useful and reliable information, providing good design (Bai, Law, and Wen, 2018). As today’s products and services are radically shifted to digital form and delivered through the Internet, the most visible and explosive information technology tool. Additionally, the Internet offers an interactive function with its customers and enables electronic service move to the forefront of technology priorities (Apulu, 2015). An e-service is an interactive, content-centered and Internet-based customer services, driven by the customer and integrated with related organizational customer support processes and technologies with the goal of strengthening customer-service provider relationship.

In an increasingly competitive business environment, the issues of service quality and service excellence are becoming increasingly more important. The traditional Servqual- Model suggests that service quality is the gap between consumer expectations and actual service performance that informs service quality perceptions. The traditional service quality assessment concerns five attributes: reliability, responsiveness, assurance, tangibles, and empathy. Servqual scale has been

used to measure service quality and some studies have applied this model to measure service quality in the context of e-commerce websites, because the traditional scale is not suitable for measuring e-service quality.

Customer Satisfaction

Customer satisfaction means the degree to which a customer is happy with their trade experience with the company. It measures how well a firm is able to meet their customer's expectations. Customer satisfaction is a key factor in marketing because a firm cannot retain its customers unless having highly satisfied customers. The impact of e-commerce on consumers, public policy, business and education (Ghanem, 2016). A discussion was on public policy initiatives, research questions and ideas for future research are given. For B2B e-commerce this is not easily possible to change for B2C e-commerce however, things will be more complex, there will be wider range of relevant media including interactive digital TV and a range of mobile and wireless service there will be huge difference between different consumer's ownership tools and access technology. Some will have broadband access and others may not have digital communication at all. The incredible growth of electronic commerce (e-commerce) and presented ethical issues that have emerged (Ghanem, 2016). Security concerns, spamming, websites that do not carry an "advertising" label, cyber squatters, online marketing to children, conflicts of interest, manufacturers competing with intermediaries online and "dinosaurs" were considered. Education and continuous learning have become so vital in all societies that the demands for distance and open learning will increase. As the availability of the Internet expands as computing devices become cheaper and an energy requirements and form factors shrink, learning will become more popular. The recent growth of Internet Infrastructure and Introduction of economic reforms in the Insurance sector have opened up the monopolistic Indian Insurance market to competition from foreign alliances (Alotaibi, Lee, Choi, & Ahn, 2018). Although the focus of e-commerce has been predominantly on business to consumer (B2C) applications the emphasis is now shifting towards business to business (B2B) applications. The Insurance Industry gives an appropriate model that combines both B2C and B2B applications.

Theoretical Framework

This work anchors on the *Theory of Reasoned Action*. The theory of reasoned action (TRA) explains the relationship between attitudes, intentions and behaviors. The TRA model posits that human beings make rational decisions based on the information available to them, and the best immediate determinant of a person's behavior is intent which is the cognitive representation of readiness to perform a given behavior (Anderson. & Gerbing, 2018). Information quality provided by the B2C e-commerce website contents can greatly affect the intention to purchase. Also, if the information provided by the website is reliable and accurate, then this will increase online customer satisfaction and trust which will lead the customer to make the initial purchase. The TRA theory to support the modeling of customer trust. In addition, based on the Technology Acceptance Model (TAM) and TRA theory, proposed a model of e-commerce customer trust (Asuncion, Martin, and Agustín, 2014). According to TAM, the intention to accept or use a new technology is determined by its perceived usefulness and perceived ease of use. In their model, posits that trusting beliefs (perceptions of specific vendor website attributes) leads to trusting intentions, which in turn influences trust-related behaviors. There is no doubt the scope of theory of reasoned action is broad, but the theory still has its cons and like any other theory, needs

constant revision particularly when extending to choice and goals. The distinction between a goal intention and a behavioral intention concerns the capability to achieve one's intention, which involves multiple variables thus creating great uncertainty (Loiacono, Watson, and Hoodhue, 2017). It was acknowledged that "some behaviors are more likely to present problems of controls than others, but we can never be absolutely certain that we will be in a position to carry out our intentions. Viewed in this light it becomes glaring that strictly speaking every intention is a goal whose reaching is subject to some degree of uncertainty.

METHODOLOGY

The research design for this study was a descriptive. It is significant because it is useful in collecting data on phenomena that cannot be directly observed, it is useful in collecting data on phenomena that cannot be directly observed such as the effect of service quality and customer satisfaction: a study of selected online retail stores in Enugu Urban, Nigeria. The population for this study composed of internet users in Enugu which is estimated to be 17million users. The residents of the host community comprised of youths, business men/women/ artisans/ market women and local government officials in the community, their opinion on the subject matter cannot be neglected but useful in the analysis of the data. This study employed purposive sampling technique to determine the sample of the study. The justification for choosing this sampling technique is because only online users can understand and answer the questions. Also a slovin method was adopted to determine the sample size of 400 participants. The study used a six-point Likert like closed ended structured questionnaire to measure the dimension of the independent and dependent variables of the study including the biographical data of the respondents. The questionnaire was made up of two sections, the first section contains questions on the personal data of the respondent's such as age, gender, occupation, work experience, and academic qualification among others while the second section was made up of questions that are focused on Service Quality and Customer Satisfaction. In respect of the dependent and the independent variables, the scale of the questionnaire ranges from 1 (strongly Disagree) to 6 (Strongly Agree). Service Quality is the independent variable and was represented by some factors: website quality, service delivery while the dependent variable is customer satisfaction.

DATA ANALYSIS AND DISCUSSION

Research Hypothesis One:

H₀1: There is no significant effect of website quality on customer satisfaction in selected online retail stores

Table 1: Summary of Regression Analysis showing that Website Quality Predicts Customer Satisfaction.

Variable	B	Beta	T	Sig.	R	R²	F-ratio	Pv
Website Quality	0.494	.669	13.133	0.000	0.669	0.447	172.477	P<0.05

Source: Fieldwork (2022)

The result on Table 1 indicated that website quality significantly contributes to the variance in customer satisfaction (Beta= .494, t= 13.133 at p<0.05). Independently, the variable yielded

significant coefficient of regression $R^2 = 0.447$ ($p < 0.05$). This shows that website quality accounted for 44.7 % of the observed variance in customer satisfaction. This implies that website quality significantly predicted customer satisfaction. The result rejected hypothesis one.

Table 2: H_{02} : Service delivery has no significant effect on customer satisfaction in selected online retail stores.

Table 2: Summary of Regression analysis showing that service delivery predicts customer satisfaction.

Variable	B	Beta	T	Sig.	R	R^2	F-ratio	Pv
Service delivery	2.699	0.527	9.046	0.000	0.527	0.278	81.82	$P < 0.05$

Source: Fieldwork (2022)

The result indicated that Service delivery significantly contributes to the variance in customer satisfaction (Beta= 0.527, $t = 9.046$ at $p < 0.05$). Independently, the variable yielded significant coefficient of regression $R^2 = 0.278$ ($p < 0.05$). This shows that service delivery accounted for 27.8 % of the observed variance in customer satisfaction. This implies that Service delivery significantly predicted customer satisfaction. The result rejects hypothesis 2.

Discussion of Findings

In response to research hypothesis one state that there is no significant effect of website quality on customer satisfaction in selected online retail stores. The findings of this study showed that there was significant effect of website quality on customer satisfaction. Website quality plays an important role to attract, gain and retain customers. A high quality website not only determines customer decision to purchase, but also becomes a main reason whether a customer will purchase online or not. Low quality websites could cause customer lost, cost escalation and profit reduction. Therefore, it is important to know how website quality impacts customer trust on the websites, which eventually determines purchasing decisions. Some of web quality elements such as information quality, response time and visual attraction affect customer perception. If customers feel that the website has high quality, then they tend to have higher trust on the seller. They believe the seller has competence, integrity, benevolence and they have the willingness to depend on the seller. The findings of this study revealed that the elements of physical design such as information design, navigation, layout and appearance are important but insufficient (Mei Cao, 2015). Besides the software components, the capability of the hardware should also be considered to ensure that customers who access the website can be loaded within tolerable time. A good website must have a creative and attractive design with appropriate content that allows the users to trust and interact effectively with the sellers (Wolfinbarger and Gilly, 2012). The characteristics of the website determine customers' perception towards the online store. This perception is important especially for the first-time users, and to impose the website reliability mind set among users³. It was suggested that a retail website must also be appealing and pleasing to customers' eyes. In addition, the website must be able to be personalized according to specific customers' needs as found in the study that some factors influencing e-commerce website success include download delay, ease of navigation, interactivity, responsiveness and quality content; search mechanisms; and design, security and privacy. Although the findings of these

studies may lead to the conclusion that website quality is crucial for e-commerce success, they have done so by examining numerous disparate website attributes, and there is no unified model or framework to classify the attributes for use in assessing e-commerce website quality. Furthermore, it corroborates the findings that website design plays a vital role in assisting customers to locate information (Guo, Ling, , and Liu, 2012).

The research hypothesis two state that service delivery has no significant effect on customer satisfaction in selected online retail stores in Lagos state. The findings of this study revealed that service delivery has a significant effect on customer satisfaction. The quality of the service delivery, customer observed will go a long way determining the retention as well as the satisfaction derived. The placing of an instant order (and perhaps the equally quick debiting of the consumer's account) has to be followed up with appropriately quick delivery of the goods. While this is eminently feasible for virtual goods such as music files, it is far from that when it comes to physical goods. Airfreight is risky, infrequent and expensive in Africa; customs clearance procedures are long and complex; local warehousing facilities hardly exist (Rao and Monroe, 2019). The price expected for a service is the value with the result of the services offered. Terms of payment Relates to how the consumers will pay for the product and services that will be purchased. It is usually in the form of cash or credit, depending on the policy of the organization. The findings indicate that reliability is the most important indicator of quality from the Nigerian online book shoppers' perspective (Liu and Arnett, 2016). In addition, since customer service is the only factor that directly affects satisfaction: it is a key strategy to increase the level of satisfaction straightaway. The results presented in this research will help companies to locate their position against competitors, pin point their weak points and determine which website characteristics will improve their performance and also it can provide an evaluation of the extent to which information and services comprehensible for all users and to extent to which the features and functions are necessary to provide an effective and efficient web site to meet the needs of a diverse population of users (Bayan, 2018).

CONCLUSION AND RECOMMENDATIONS

This study assessed the effect between service quality and customer satisfaction: a study of selected online retail stores. This study showed the effect of service quality through website quality, service delivery and customer satisfaction. The study revealed that there was significant effect between website qualities on customer satisfaction in selected online retail stores. This study also advanced some inputs to the literature by confirming a significant effect between websites information quality, service delivery and customer satisfaction. The study also advances the importance of service quality on customer satisfaction in a business hub.

On the basis of the findings and conclusion drawn from the study, the following recommendations were made based on the management of the online business outlets.

- i. There is a need to create a specialized focus on Customer Services as a brand definition in order to improve service delivery so as to enhance the brand perception by consumers and gain market share. Implement technology such as a Customer Relations Management (CRM) System and employ the services of Customer Experience Managers (CEM) and Customer Relations Managers (CRM) to ensure that customers form a close bond and increase communication with online business outlet. As well as improve control over the

- dealer network by either implementing closer monitoring systems or by reducing their independence by purchasing shares partially or entirely in the dealerships to provide for more control by online business service provider thereby increasing the ability to maintain a consistently high level of customer service delivery.
- ii. Online business outlets should create specialized complaint channels that are quick and easy, like a cell phone App that allows consumers to lodge all complaints that go directly to the business outlets and not the specific dealership, to ensure that each business unit is aware of the complaint, and is able to put the required pressure on the dealership for corrective actions.
 - iii. Online business outlet should work towards getting the information about prices right sometimes as there could be disparity in the online price and the actual market price as this could turn customers off the online business.
 - iv. Also the product displayed in any online business hub on their websites, should be exactly the one presented when orders are made for it, as this could change customers mindset on patronizing online products further.

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Effect of Performance Appraisal on Employee's Performance of Paints Firms in Anambra State

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Abstract: The study examined the effect of performance appraisal on employee's performance of paints firms in Anambra State. The objectives of the study are to; Examine the effect of performance appraisal planning on employee's performance; Evaluate the effect of performance appraisal feedback on employee's performance; Investigate the effect of performance appraisal implementation on employee's performance. Data analysis was done by descriptive and inferential statistics. The population of the study is two thousand eight twenty-seven (2827). The sample size of 479 was gotten through Borg and Gall formular. The method applied in gathering the data used for the answering the questions raised in this study was through primary and secondary methods, the primary method was questionnaire, the questionnaire items was raised from the objectives of the study while the secondary data were gotten through online materials. Meanwhile percentage table and regression analysis will be used to analyze the collected data from the sample respondents. The study found that Performance appraisal planning has significant effect on employee's performance; Performance appraisal feedback has significant effect on employee's performance. In view of the findings, the study recommended that Managers and supervisors alike should set realistic training standards for their employees so that they will not be discouraged by unrealistic standards. Appropriate rewards should be given to employees whenever feedback is positive. Also, the organizations should provide intensive training programmes for their employees' after appraisal exercise in order to strengthen their employees' skills and further enhance their productivity

Keywords: performance appraisal planning, feedback, implementation, Employee's performance.

1.1 Introduction

Performance appraisal is one of Human Resource Management Practices (HRMP) that has been well researched in both developed and developing countries and it has equally been identified as a strong motivator (Sajuyigbe, 2017). Performance appraisal is considered as important human resource function because performance appraisal results are used for managerial decision making and for variety of other purposes including administrative decisions, employee development and personnel research (Muhammad & Surayya, 2013). Performance Appraisal (PA) is concerned with identifying, measuring, influencing and developing job performance of employees in the organization in relation to the set norms and standards for a particular period of time in order to achieve various purposes (Ochidi, Suleiman, Olumoyegun, Yusufu, Ojochenemi, 2019).

Performance appraisals are often linked to incentives such as praises and promotion for a worker whose performance is reviewed as high, and job cuts for a worker whose performance is reviewed as low (Joison, 2001). While it should be a standard policy, not every company

endeavours to reward proficient employees for their added efforts. In the same vein, Anso (2014) attests that performance appraisal has emerged as a tool for enhancing organizational growth and professional development. Performance appraisal is a continuous process through which performance of employees is identified, measured and improved in the organization. This process includes various practices like identification of employees' strengths and weaknesses, providing them regular feedback and offering career development (Aguinis, 2007).

It should be noted that most Nigerian organizations do not have an effective performance appraisal system in place. Even when they do have one in place, in evaluating the performance of the employee certain problems may arise, such as; the problem of determining an appropriate and adequate standard to use for the appraisal of the employees, the problem of determining the impact of performance appraisal exercise on the development of the skills and potentials of employees. In view of this, most performance appraisal mechanisms in Nigeria has made it difficult for managers and supervisors of these organizations in focus to identify employees that are effective and those that are not effective in these organizations and need further training and encouragement. This in turn impacts the output level of these organizations as the inefficient employees of these organizations produce little or nothing and this negatively affects the corporate survival of these organizations under study. The non-existence of an effective performance appraisal mechanism in most Nigerian organizations also makes it difficult for management and supervisors of the organizations of study to identify the training and development needs of their employees. This is because when their performance is not frequently appraised by their superiors it becomes difficult to identify grey areas that need to be improved upon by employees through the acquisition of knowledge ensured by adequate training and development programs.

Consequently, it is pertinent to state that the nature or structure of the organization can be a varying factor in determining the nature and criteria of the performance appraisal system. Thus, the need for managers to create a vivid system that is linked to the organizational strategy and appropriate in measuring acceptable and non-acceptable behaviour for improved employee performance. The performance appraisal system should systemically evolve starting from the level of employee, and ultimately to the level of the organization. The organizations objective should be clearly stated for easy implementation and ensure the performance appraisal system is tailored directly to it. Inability of the organization to design or develop distinct objectives, stated in quantitative and qualitative terms against which performance can be measured can distort employees' perception of their relevance to the organization. However, the problem lies with inability of managers to manage performance, align individual goals to a common vision and effectively utilize the organization's performance appraisal system to stimulating employee's commitment for enhanced organizational performance. Performance appraisal is a unique tool that impacts the long term growth and survival of an organization. It is against this backdrop that the researcher seeks to ascertain its effect of performance appraisal on employee's performance of paints firms in Anambra State.

1.2 Objectives of the Study

The main objective of the study is to ascertain the effect of performance appraisal on employee's performance of paints firms in Anambra State. Specifically, the study seeks to:

1. Examine the effect of performance appraisal planning on employee's performance.
2. Evaluate the effect of performance appraisal feedback on employee's performance
3. Investigate the effect of performance appraisal implementation on employee's performance.

1.3 Hypothesis

H01: Performance appraisal planning has no significant effect on employee's performance.

H01: Performance appraisal feedback has no significant effect on employee's performance

H01: Performance appraisal implementation has no significant effect on employee's performance.

REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

2.1.1 Performance Appraisal

Performance appraisal is a widely discussed concept in the field of performance management. It is used interchangeably as performance evaluation, job performance, performance assessment, performance evaluation as the case may be according to Amah and Gabriel (2017). Cardy and Leonard (2011) described performance appraisal as an interaction that is formal and structured which exist between an individual and his supervisor, which comes in shape of interviews that are periodic (yearly or less), where output of that individual is assessed and appraised, with the intention of identifying strengths and weaknesses together with chances for likely improvement and subsequent skills development. Eniwoliba (2014) defined performance appraisal as an objective method of judging the relative worth or ability of an individual employee in performing his or her task. If objectively done, the appraisal can help distinguish between a hard worker and a lazy one. A better performance appraisal system therefore should focus on the individual and his or her development as to make him or her achieve the desired performance or output. Authors define concepts according to their perception and therefore tend to lay emphasis on what they deem to be crucial and worth considering.

Performance appraisal can be regarded as a systematic process by which the overall performance of an organization can be improved by improving the performance of individuals within a team framework. It is a means for promoting superior performance by communicating expectations, defining roles within a required competence framework and establishing achievable benchmarks (Mishra and Sahoo, 2015). A performance appraisal system is can also be important tool that the organization can use to improve the quality of workforce performance (Mwema and Gachunga, 2014). Various organizations use appraisal results, directly or indirectly, so as to determine reinforcements. This is to say that the results are used to get employees who seem good and who would be given higher merit remuneration increases, bonuses, and or promotions. Performance reviews of workers are surely among the best practices to boost performance, morale and

increase productivity. It is meant to boost the efforts of a worker and his team to gradually see to the success of the overall organizational mission accomplishment (Cardy & Leonard, 2011). It is used in some companies to interpret resultant rewards in the company, that is people that may be given merit allowance increases, bonuses, or cadre movement. Also, it can be employed to get the low performers who may be advised, demoted, dismissed or suffer remuneration decrease.

According to Dessler (2008) performance appraisal involves determining the main objective, establishing goals of a team, developing performance plan, performance analysis (through appraisal system) and identifying developmental needs and rewards for assignment. DeNisi and Kluger (2000) specify that feedback on performance is a determining segment of all management of performance systems. This can be explained to be the data relating to the past behavior of an employee relating to identified standards of the behavior of an employee and results. Its main aim is to improve the performance of an individual and the team, as well as the engagement of the employee, stimulation, and satisfaction in the job (Aguinis, 2009). According to DeNisi and Pritchard (2006) organizations should have components in the performance development reviews that can motivate employees to double their efforts and enhance their contribution to the organizational goals and objectives. Reward is what employees get for services rendered. Therefore, this study will evaluate the effect of performance appraisal, employee feedback and performance based reward on employee productivity.

2.1.2 Employee Performance

Putterill and Rohrer (2015) defines job performance as focusing directly on employee productivity by assessing the number of units of acceptable quality produced by an employee in a banking environment, within a specific time period. The working definition for study purpose is that, achievement of targets of the tasks assigned to employees within particular period of time in view of the quantity and quality of the product. The success of business depends on employees' performance. One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management (Ivancevich, 2018). Performance improvement is not only a result of well functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2019). The dimensions of performance on which an employee is evaluated are called the criteria of evaluation (Ivancevich, 2018). Opatha (2012) suggests that several criteria become needed in order to evaluate job performance of an employee accurately. In the view of Mathis and Jackson (2013), the data or information that managers receive on how well employees are performing their jobs can be of three different types. Trait-based information, Behavior-based information, Result based information. Opatha (2012) indicates that trait-based information identifies a subjective character of the employee such as attitude, initiative or creativity.

Behavior-based evaluations of job performance focus on what is included in the job itself (Mathis & Jackson, 2013). Results are outcomes produced by the employee. Result based information consider employee accomplishment. For jobs in which measurement is easy and obvious, a results-based approach works well (Opatha, 2012). There are various evident for relationship between job design and employees' performance. Al-Ahmadi (2019) indicates that the status of job itself was found positively correlated with performance, which indicates that

satisfaction with amount of variety and challenge in one's job actually influence performance. The sense of job significance, feeling important in eyes of others, realizing ones' competence, and freedom to make decisions are positively related to performance. Ivancevich (2018) suggests that, approaches to job design place different emphasize on performance and satisfaction as desired outcomes. In other words, certain methods of job design are primarily interested in improving performance; others are more concerned with satisfaction.

According to Borman, employee training and job redesigning, the focus is almost always on improving job performance (Borman, 2004 as cited in Kahya, 2017). Some argue that job design improves workers motivation and dedication to work. However at closer examination job design can only contribute to better efficiency within an organization and eliminate some health problems. It will not impact employees' morals and enthusiasm at work (Ivancevich, 2018). In the view of Garg & Rastogi (2016), well designed jobs can have a positive impact on both employee satisfaction and quality of performance. The perceived work demands, job control and social support through job design leads to high productivity (Love & Edwards, 2005 as cited in Garg & Rastogi, 2016). Likewise Campion et al. (2015) suggests that status of work has a substantial impact on an employee's performance and attitude. Hence there is a strong relationship between Job design and employees' performance. Traditionally, many agencies have measured their organizational performance by focusing on internal or process performance, looking at factors such as the number of full-time equivalents (FTE) allotted, the number of programs controlled by the agency, or the size of the budget for the fiscal year (Barr et al., 2018).

2.2 Theoretical Framework

This study is anchored on Equity Theory. The equity theory, developed by John Stacey Adams, says that satisfaction is based on a person's perception of fairness. Applying this theory when conducting a company's performance appraisals involves balancing the assessment of an employee's contribution to his job with the compensation and other rewards associated with his success. In general, highly-paid and rewarded employees tend to be the most motivated to continue performing well on the job (Luecke, 2006). In the 1960s, John Stacey Adams, a behavioral psychologist, developed the equity theory. This theory describes the relationship between the perception of fairness and worker motivation. People typically value fair treatment. Successful entrepreneurs recognize this and structure their small-business workplace to reward people according to their contributions. They also recognize that people have needs. Other theories help explain how to understand these needs.

Equity theory is based on developing a suitable approach towards supervision of the employees (Adams, 1965 cited in Akuoko, 2012) Equity theory is based on objective and impartial behaviours to all the employees. Employees feel motivated when they learn that they are considered equally and justly for rewards and recognitions and compensations along with unbiased and transparent performance assessment. Just the opposite happens when employees are treated biasedly. Equity theory is one of the major formulations relevant to financial compensation. Equity theory argues that people are motivated by their beliefs about the reward structure as being fair or unfair, relative to the inputs. People have a tendency to use subjective judgment to balance the outcomes and inputs in the relationship for comparisons between

different individuals (Adams, 1963). According to this theory, the level of motivation in an individual is related to his or her perception of equity and fairness practiced by management.

2.3 Empirical Review

Barinua and Ezeogu (2022) examined the relationship between performance appraisal system and organizational effectiveness. The objective of the study was to ascertain how dimensions of performance appraisal system such as management by objective and behaviourally anchored rating scale enhance organizational effectiveness via internal process approach and strategic constituencies approach. The method involved in the study was the use of extant literature on the subject matter and qualitative content analysis. The study established that performance appraisal system enhance the organizational effectiveness. The study concluded that the concept of performance appraisal system as used in this work can help management of organizations better understand how to deal with performance issues among individual and group setting, thus enhancing firm effectiveness while conducting business. The paper recommends that management of organizations should create an enabling environment were opportunities for self-appraisal or self-evaluation. We also recommend that further research conducted to gain more insight on organizational effectiveness approaches, because it is a large concept.

Onwudinjo, (2022) examined performance appraisal and corporate business survival using Nigerian Bottling Company and Seven-Up Bottling Company Plc in Edo State. The main of this study was to examine the effect of performance planning, performance implementation and performance evaluation on corporate business' survival. The study reviewed relevant conceptual, theoretical and empirical literatures. Theoretical framework was anchored on Equity Theory. The study adopted descriptive survey research design. The population of the study 193 comprised of the staff of Bottling Company and Seven-Up Bottling Company Plc in Edo State. Sample size of two hundred and thirty-four (234) respondents was selected for the study using Borg and Gall (1973) formula. Questionnaire was employed as the main instrument of data collection. The study used face and content validity and the researcher established the reliability of the instrument by using of pilot tested Cronbach alpha method. The data generated were analyzed using descriptive statistics, correlation analysis and multiple regression analysis. It was found that there is a significant positive relationship between performance planning and corporate business' survival. There is a significant positive relationship between performance implementation evaluation corporate business' survivals and there is a significant positive relationship between performance evaluation and corporate business' survival. Therefore, the study concludes that performance appraisal has a positive significant relationship with corporate business' survival of Nigerian Bottling Company and Seven Up Bottling Company, Edo State, Nigeria. The study recommends that performance management planning should involve employers as well as employee through a proper plan called development plan. Performance plans are decided between the supervisor and employee working together for the effectiveness of corporate business' survival and management of these firms should pay adequate attention to issues relating to performance implementation system for enhanced corporate business' survival. Performance evaluation should be job-related and Job description should be given to the employees. Bring them into the line of organization's goals with the job objectives so that every employee's work lead to the corporate business survival.

Nnamani, Abdulmalik and Shuaibu, (2022) evaluate the effect of performance appraisal on employee productivity in Federal civil service Abuja. The study was guided by three objectives and three null hypotheses of no significant relationship. The study adopts survey and descriptive research design. Data was collected from respondents using a structured questionnaire. Ordinary least square regression model was used to assess the nature and degree of relationship between dependent variable and independent variables. Findings from the study indicate that the use of performance appraisal has significant effect on employee productivity and performance. The study therefore recommends that multiple appraisal method should be introduced to further encourage objectivity and eliminate biasedness in the appraisal of employees and employee feedback method of performance appraisal should be a pre-requisite for the directors as this will assist supervisors and employees to discuss weakness, productivity standards and areas of improvement that enhance productivity.

Oghenevwegba, (2022) examined the impact of performance appraisal system (PAS) on employee performance (EMP) in Nigeria telecommunication industry: A study of MTN Nigeria Plc in Asaba, Delta State. This is done in respect of measures of PAS {Established Performance Standards (EPS), Communicating Performance Expectation (CPE), Measuring Actual Performance of Employee Based on Established Standards (MAPEBES), Discussion on Appraisal Result and Giving Feedback (DARGF) and Indicating Corrective Actions (ICA)} (independent variables) on EMP of two MTN Nigeria Plc offices in Asaba, Delta State, Nigeria. The total population of the study is 116 which comprises of staffs of two offices of MTN Nigeria Plc in Asaba, Delta State, Nigeria, and a sample size of 89 was drawn using the Yaro Yamane's formula. It was analyzed with the aid of descriptive statistics and correlation matrix was used to ascertain the kind of relationship that exists between the independent and dependent variables. The hypotheses of the study were tested using the multiple regression analysis with the aid of SPSS version 23 as the basis of testing hypotheses. The findings revealed that EPS, CPE, MAPEBES, DARGF and ICA has a positive significant relationship with EMP. However, the study suggested that there is a need for the continuous improvement of the employee performance appraisal process in Nigeria's telecommunications industry through training, informing stakeholders about the process, providing appropriate feedback, standardizing the instrument, and using various methods of indicating corrective actions (Decision making).

Boru, (2022) accessed the determinants of performance appraisal on employee performance in case of Bule Hora University. Descriptive and exploratory research design was used with mixed research approach. Descriptive statistics like mean, standard deviation and percentage was used. Correlation analysis, regression and ANOVA was used as inferential statistical methods were employed to analyze the data. Probability sampling was used with simple random technique to collect the desired responses. Percentage mean and standard deviation was used to describe the nature of response. Result from correlation analysis using indicates that all four variables like self evaluation; 360 degree feedback, task based evaluation and MBO play a significant role and are significantly affecting employee performance. As per the regression analysis competition is the most dominating factor that influences the performance appraisal in the study side the most. All four explored determinants played active role in performance appraisal in the study area. The role of each determinant is essential for effective assessment of the employee. Therefore, the

university officials were focus on these four determinants according to their importance in study area.

3.1 Methodology

The study adopted survey research design because is a tool by researchers to gain a greater understanding about individual or group perspectives relative to a particular concept or topic of interest. Data for this research was drawn from both primary and secondary sources. He noted that both types of data collection are employed for a thorough analysis and validation of theories. Data analysis was done by descriptive and inferential statistics. Data collection is very important in finding solution to research questions. Nineteen paints firm used were Achorlight paint, Sabvic paint, Bonalux paint, Patrose Alas paint, Tabraat paint, Vilux paint, Gioval paint, Royal majesty paint, Silkcoat paint, Sharon paint, Rainbowlux paint, Sandtex paint, Safreed industry paint, Blessed obuneme paint, Kingsman lux Nigeria, Unity colours paint, A.C Rogers paint, Sam auto colours paint, Saclux Paint. The population of the study is two thousand eight twenty-seven (2827). The sample size of 479 was gotten through Borg and Gall formular. The method applied in gathering the data used for the answering the questions raised in this study was primary and secondary methods, the primary method was questionnaire, the questionnaire items was raised from the objectives of the study. Meanwhile percentage table, correlation and regression analysis will be used to analyze the collected data from the sample respondents.

PRESENTATION OF FINDINGS AND DATA ANALYSIS

Four hundred and seventy-nine (479) were administered among the staff of the paint firms in Anambra. However, four hundred and forty-seven (447) copies of questionnaire were retrieved. Therefore, the analysis and interpretation of data were only based on the returned questionnaire.

4.1 Bio-data of the Respondents

GENDER					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	349	78.1	78.1	78.1
	FEMALE	98	21.9	21.9	100.0
	Total	447	100.0	100.0	

STATUS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	230	51.5	51.5	51.5
	SINGLE	154	34.5	34.5	85.9
	DIVORED	63	14.1	14.1	100.0
	Total	447	100.0	100.0	

		AGE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	151	33.8	33.8	33.8
	31-40	140	31.3	31.3	31.3
	41-50	57	12.7	12.7	12.7
	51-abv	99	22.1	22.1	100.0
	Total	447	100.0	100.0	

		LOE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WAEC	47	10.5	10.5	10.5
	OND	49	11.0	11.0	21.5
	HND	64	14.3	14.3	35.8
	BSC	213	47.7	47.7	83.4
	MSC	74	16.6	16.6	100.0
	Total	447	100.0	100.0	

The above table reveals that the three hundred and forty-nine (349) of the respondents which represents (78.1) persons were male respondents, while ninety-eight (98) respondents which represent 21.9% were female respondents. By implication, male respondents were more than female respondents by 56.2% in our selected population sample for this study. The implication of this is to enable us to know the number of male and female that successfully returned their questionnaire.

In the table above, out of the two hundred and thirty (230) respondents, one hundred and fifty-four (154) of the respondents were married. While sixty-three (63) respondents which represent 14.1 percent are single. More so, sixty-three (63) respondents which represent 14.1 are divorced. It is therefore glaring that the majority of the respondents are married as at the time of this study. Thus, marital status table help us to know the number of single and married respondents that answered the distributed questionnaire.

Table 4.3 above depicted the age bracket of the respondents. The distribution shows that 33.8% of the respondents are between the age brackets of 20 to 30 years while 61.7% respondents are within the age bracket of 31-40 years. On the same note, 4.5% of the respondents are within the age bracket of 41 - 50 years. On the same note, 22.1% of the respondents are within the age bracket of 51 - 50 above,

The table above indicates that forty-seven (47) respondents which representing 10.5% percent maintain to acquired OND while 14.3% percent of the respondents which represents sixty-four (64) have HND. However two hundred and thirteen (213) respondents which represent 47.7 percent either have Bsc. Lastly seventy-four (74) respondents which represent 16.6% have msc. This as the one of demographic item helps us to identify the education qualification of the respondents.

4.2 Hypotheses Testing

Four different null hypotheses were stated which guided this study. In the subsequent sections, all the hypotheses were tested as thus;

4.2.1 Hypothesis One: i. Performance appraisal planning has no significant effect on employee's performance..

Variables	N	coff	a level	DF	t-test	P	decision
EP	446	0.377	0.05	445	27.778	0.000	significant
PAP	446	0.097	0.05		3.607	0.000	

F=13.009, $r^2=.445$, adjusted $r^2 = .426$, dw=2.271

Sources: SPSS Output

Table above shows the outcome of simple regression analysis on relationship among level of Performance appraisal planning and employee's performance in paint firm in Anambra state. Result indicates that level of implicit education significantly drives work placement in family Business in Anambra state, critical $t = 3.607$, $p = 0.00$. F-test of 13.009, shows that overall statistical significant of the model, which implies that dependent variables had significant impact on independent variables in the model. $r^2 (.44)$ measures the goodness of fit of the models, from the d results; it shows a high goodness of fit in the above model. Durbin Watson test of (2.2) shows no problem of autocorrelation, which further posit that our model can be used for future prediction. T-test =3.607 (0.00), measures the individual statistical significant of the variables, Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted which stated that, Performance appraisal planning has significant effect on employee's performance..

4.2.2 Hypothesis Two: Ho₂: Performance appraisal feedback has no significant effect on employee's performance

Variables	N	coff	a level	DF	t-test	P	decision
EP	446	0.062	0.05	445	13.738	0.000	significant
PAF	446	0.035	0.05		6.275	0.000	

F=37.378, $r^2=.581$, adjusted $r^2 = .579$, dw=1.793

Sources: SPSS Output

Table above shows the simple regression analysis. Result revealed that the t-value of Performance appraisal feedback is 6.275 and probability value of 0.000 which is less than the 0.05% alpha level of significant. This shows that Performance appraisal feedback significantly predicts employee's performance paint firms in Anambra state. F-test 6.275 (0.000) which check the overall statistical significant is statistically significant in predicting the relationship between the dependent and independent variables in the model. The r^2 of (.58%) show the overall goodness of fit of the model, this further implies that dependent variables predicts changes in independent variables at the tune of 58%, leaving the remaining 42% for the variables outside the model. The Durbin Watson statistic shows that our model can be use for future prediction because it is 1.7. However the null hypothesis is rejected while the alternative is accepted which stated that, Performance appraisal feedback has significant effect on employee's performance.

4.2.3 Hypothesis Three: Ho₃: Performance appraisal implementation has no significant effect on employee's performance.

Variables	N	coff	a level	DF	t-test	P	decision
EP	446	.627	0.05	445	28.599	0.000	significant
PAI	446	.117	0.05		7.578	0.000	

F=53.425, $r^2=.514$, adjusted $r^2=.512$, dw=1.99

Sources: SPSS Output

Table above shows the result of simple regression analysis on relationship among level of Performance appraisal implementation, and employee's performance of paint firms in Anambra state. Result indicates that Performance appraisal implementation; significantly predict employee's performance of paint firm in Anambra state. critical $t = 7.578$, $p = 0.000$. F-test of 53.425 shows that the overall statistical significant of the model, which implies that the dependent variables predict independent variables in the model. r^2 of (.514) measures the goodness of fit of the models, from the d results, it shows a high goodness of fit in the above model. Durbin Watson test (1.9) shows no problem of autocorrelation, which further posit that our model can be use for future prediction. T-test =7.578 (0.000), measures the individual statistical significant of the variables, Therefore, the null hypothesis is rejected while the alternative hypotheses is accepted which stated that, Performance appraisal implementation has significant effect on employee's performance.

Conclusion and Recommendation

The process of performance appraisal involves establishing performance feedback, training. Implementation, carrying out actual performance, comparing actual performance results with established standards, discussing result with employees and taking corrective action which prompt employees' identification and involvement with the organization by believing in the organization's value systems and goals, exerting efforts on behalf of the organization, and desire to remain with the organization. The study concluded that performance appraisal significantly affect employee performance in pain firms in Nigeria. The management of the organization must ensure that positive appraisal results must be communicated to the employees' on time; it must be specific and actionable in nature. The negative appraisal feedback must be mitigated by way of training the employees' in order to enhance employees' job productivity in an organisation. Managers and supervisors alike should set realistic training standards for their employees so that they will not be discouraged by unrealistic standards. Appropriate rewards should be given to employees whenever feedback is positive. Also, the organizations should provide intensive training programmes for their employees' after appraisal exercise in order to strengthen their employees' skills and further enhance their productivity. Organizations should develop and implement performance appraisal methods that would facilitate effective appraisal of the employees and hence providing opportunities to the organization for effective growth and development

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