



THE EFFECT OF PERFORMANCE APPRAISAL ON EMPLOYEE CAREER PLANNING IN FEDERAL CAPITAL DEVELOPMENT AUTHORITY, ABUJA

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Abstract

This study examined the relationship between performance appraisal and employee career planning in the Federal Capital Development Authority FCDA, Abuja, against the backdrop of staff stagnation despite annual APER completion. Anchored on Goal Setting Theory, the study adopted a survey research design. From a population of 1,598 staff, 310 respondents were selected using Taro Yamane formula and simple random sampling, with 205 questionnaires returned and analyzed using SPSS Version 26. Descriptive statistics and Pearson Product Moment Correlation were used at 0.05 significance level to test two objectives: the relationship between feedback quality and employee career planning, and between fairness of appraisal and employee career planning. Findings showed very strong, significant positive relationships for both feedback quality, $r = 0.926$, $p < 0.01$, and fairness, $r = 0.948$, $p < 0.01$, leading to rejection of both null hypotheses. The study concludes that quality feedback and fair appraisal enhance career planning in FCDA, and recommends improved supervisor feedback training and a more transparent, objective appraisal process to boost staff growth and retention.

Keywords: Performance Appraisal, APER, Feedback Quality, Fairness, Employee Career Planning, FCDA

1. Introduction

Human resource management in any organization revolves around getting the best from employees while helping them grow. One key HR tool that links employee performance to future growth is performance appraisal. Performance appraisal is the systematic process of evaluating how well employees perform their job against set standards, providing feedback, and using the results for administrative and developmental decisions. In the Nigerian public service, performance appraisal is institutionalized through the Annual Performance Evaluation Report APER. APER is designed not just to rate past performance, but to guide confirmation, promotion, training, and career development. In theory, every employee who performs well should have a clear path for career advancement.

Employee career planning refers to the process where employees, with support from their organization, map out their career goals, identify skills needed for higher roles, and take deliberate steps toward promotion and professional growth. When appraisal works well, it tells

employees where they stand, what competencies they lack, and what training or experience they need to move from Grade Level 10 to GL 12 and beyond. Without it, career planning becomes guesswork. The Federal Capital Development Authority FCDA is the technical arm of FCTA responsible for planning and developing infrastructure in Abuja. FCDA employs engineers, architects, town planners, quantity surveyors, administrators, and other professionals. Because of the technical nature of its work, career progression at FCDA is critical for retaining skilled staff needed to deliver Abuja's continuous development projects. Like all federal MDAs, FCDA conducts annual performance appraisal using APER. The process involves setting targets, mid-year review, and end-year assessment. Completed forms are expected to pass through departmental heads to Establishment & Training Division, then to Federal Civil Service Commission for promotion consideration. However, preliminary evidence shows a gap. Many FCDA staff report that APER forms are filled but rarely discussed. Feedback after appraisal is minimal or absent. Employees often

do not know what specific competencies or outputs are required to advance to the next grade. As a result, technical staff like engineers and planners spend 6-10 years on one grade level despite delivering major infrastructure projects. Meanwhile, private firms in Abuja offer faster, performance-based career growth. This creates a problem: If performance appraisal does not assess performance clearly and link it to career planning, then employees cannot plan their careers, morale drops, and FCDA risks losing skilled staff to the private sector. It is against this background that this seminar seeks to assess the relationship between performance appraisal and employee career planning in FCDA, Abuja. The aim is to determine whether the current appraisal system is actually helping FCDA staff plan and achieve career growth, or if reforms are needed.

Employee career planning is a critical HR function that ensures workers know their career path, required competencies for promotion, and steps needed to advance within the organization. In Nigeria's public service, performance appraisal through the Annual Performance Evaluation Report APER is the official tool designed to provide performance data that should guide career planning, promotion, training, and development. In theory, FCDA staff who receive good APER ratings should be able to plan their careers clearly - knowing what skills to build and when they are eligible for the next grade level. This should motivate performance and reduce stagnation. However, empirical evidence and preliminary reports from FCDA Abuja reveal a disconnect. Despite annual completion of APER forms, many FCDA employees, especially engineers, architects, and planners, report that they rarely receive feedback after appraisal. Career counselling and discussions on promotion criteria are largely absent. As a result, staff do not know what competencies or outputs are required to move from one grade level to another. Consequently, many FCDA technical staff spend 6-10 years on a single grade level despite meeting performance targets and delivering major infrastructure projects. This prolonged stagnation leads to frustration, low morale, reduced commitment, and increased intention to leave for private firms in Abuja that offer faster, performance-based career growth. While existing Nigerian studies have examined performance appraisal and job satisfaction, there is limited empirical research assessing how performance

appraisal specifically relates to employee career planning in FCDA as a technical federal agency. The core problem therefore is: Although performance appraisal is designed to support employee career planning in FCDA, the extent to which the appraisal process - its fairness, frequency, and feedback quality - actually relates to employee career planning remains unclear. Without this evidence, FCDA management lacks data to reform the appraisal system to better support staff career growth and retention. It is against this background that this study assesses the relationship between performance appraisal and employee career planning in the Federal Capital Development Authority, Abuja.

The following research question are raised to guide the research study:

What is the relationship between feedback quality from performance appraisal and employee career planning in FCDA?

What is the relationship between fairness of performance appraisal and employee career planning in the Federal Capital Development Authority, Abuja?

To assess the relationship between feedback quality from performance appraisal and employee career planning in FCDA

To examine the relationship between fairness of performance appraisal and employee career planning in the Federal Capital Development Authority, Abuja.

Research Hypotheses

Ho₁: There is no significant relationship between feedback quality from performance appraisal and employee career planning in FCDA, Abuja.

Ho₂: There is no significant relationship between fairness of performance of appraisal and employee career planning in FCDA

2. Methodology

This study adopted survey research design to assess the relationship between performance appraisal and employee career planning in the Federal Capital Development Authority, Abuja. Survey design was considered appropriate because it enables collection of quantitative data from a large population using standardized instruments to establish relationships

between variables. The population of the study consisted of 1,598 staff of FCDA, Abuja as obtained from the Establishment Division.

A sample size of 310 was determined using Taro Yamane formula at 0.05 error margin. Simple random sampling technique was used to select respondents to ensure equal representation and minimize bias. A total of 310 questionnaires were distributed, out of which 205 were completed and returned, representing 66.1% response rate. According to Babbie (2010), a response rate of 60% and above is adequate for survey research.

Data were sourced from both primary and secondary sources. Primary data were collected using a structured questionnaire designed on a 5-point Likert scale. The instrument was divided into demographic section, performance appraisal section, and employee career planning section. Secondary data were obtained from textbooks, journal articles, FCDA service rules, and Federal Civil Service Commission regulations on APER.

Data analysis was conducted using SPSS Version 26. Descriptive statistics in form of frequency and percentage were used to summarize respondents' demographic characteristics. Inferential statistics using Pearson Product Moment Correlation Coefficient was used to test the hypotheses and determine the relationship between performance appraisal and employee career planning. The 0.05 level of significance was adopted as the decision criterion.

3. Literature Review

3.1 Conceptual Review

Performance Appraisal

According to Armstrong and Taylor (2020), performance appraisal is a systematic process used by organizations to evaluate and measure the performance of employees against established standards and objectives. It serves as a key component of performance management systems, providing a structured framework for assessing how well employees fulfill their job responsibilities and contribute to organizational goals. Performance appraisal is not only a mechanism for judging performance but also a tool for enhancing employee development, motivation, and engagement. It enables managers to identify strengths, weaknesses, training needs, and opportunities for career

advancement, fostering a culture of continuous improvement within the organization. Similarly, Dessler (2021) defines performance appraisal as a formal, structured process that assesses individual employee contributions to organizational success and provides feedback aimed at performance enhancement.

Aguinis (2022) emphasizes that performance appraisal is essential for aligning employee performance with organizational strategy. Through regular evaluation and feedback, managers can ensure that employees' efforts are directed toward the achievement of corporate objectives. This process supports the broader goal of strategic human resource management by linking individual performance outcomes with organizational productivity and competitiveness. According to DeNisi and Murphy (2019), performance appraisal systems have evolved from traditional top-down evaluations to more dynamic, participative models that incorporate multiple feedback sources, such as 360-degree feedback, self-appraisals, and peer reviews. This evolution reflects a growing recognition that performance evaluation should not merely focus on control and accountability but also on development, learning, and empowerment.

Moreover, Khan et al. (2021) describe performance appraisal as a developmental and motivational tool that enhances both individual and organizational performance. The authors argue that when conducted properly, appraisals strengthen communication between supervisors and subordinates, clarify expectations, and encourage employees to take responsibility for their professional growth. Similarly, Mensah and Tawiah (2020) assert that performance appraisal serves as a bridge between employee performance and organizational reward systems, ensuring fairness, transparency, and meritocracy. It provides a basis for decisions related to promotions, compensation, training, and succession planning.

According to Latham (2021), performance appraisal plays a dual role, evaluative and developmental. The evaluative aspect focuses on measuring the extent to which employees meet performance expectations, while the developmental aspect aims at identifying potential areas for improvement and providing coaching or training interventions to enhance future performance. This dual role makes performance appraisal a critical component of human capital

development, as it not only measures past performance but also guides future potential. Likewise, Pulakos et al. (2020) contend that performance appraisals contribute significantly to organizational learning by generating valuable data that inform talent management strategies and policy decisions.

In the view of Sharma and Gupta (2022), effective performance appraisal systems foster a performance-oriented culture where employees are motivated to achieve excellence. The authors highlight that the fairness and credibility of the appraisal process greatly influence employee attitudes and perceptions of organizational justice. When employees perceive the appraisal system as transparent and equitable, they are more likely to trust management, remain engaged, and demonstrate higher levels of job satisfaction. Conversely, poorly designed appraisal systems may lead to dissatisfaction, demotivation, and turnover intentions.

Employees Career Planning

Employee career planning is the process through which employees, with support from their organization, identify career goals and map out strategies for achieving upward progression. Nwokocha and Iheriohanma (2020) defined employee career planning as a deliberate process of evaluating one's abilities and interests, setting career goals, and developing strategies to achieve those goals through education, training, and work experiences. Similarly, Gupta and Sharma (2021) described it as a systematic process of identifying individual career objectives and the means to achieve them, guided by organizational needs and opportunities for growth. Oladapo and Banks (2022) viewed employee career planning as a continuous process of matching employee potentials, interests, and values with organizational job opportunities in order to ensure career growth and advancement. Adebayo and Ugwu (2023) further defined it as a collaborative effort between employees and management to design a clear career path that outlines competencies, training, and experiences required for upward progression within the organization. The International Labour Organization ILO (2024) also defined employee career planning as the process by which workers assess their skills and interests, set short- and long-term career objectives, and access learning and development opportunities provided by the employer to achieve occupational

progression. From these definitions, it is evident that employee career planning involves both individual initiative and organizational support aimed at facilitating career growth and progression.

3.2 Empirical Review

Okafor et al. (2025) conducted a research on performance appraisal fairness and employee career progression in FCT Abuja. The study adopted survey research design with a sample of 310 staff and used SPSS for Pearson correlation analysis. The findings revealed that fairness of appraisal significantly related to career progression, $r = .582$, $p < .05$, while perceived bias reduced progression speed. Williams and Brown (2025) carried out a study on performance appraisal effectiveness and employee career commitment. The researchers adopted survey design and collected data from 420 employees which was analyzed using Pearson correlation and regression in SPSS. The findings showed that effective appraisal significantly increased employee career commitment, $\beta = .503$, $p < .001$. Rodriguez and Smith (2024) conducted a longitudinal study on feedback culture and employee career trajectories. The study adopted survey design and panel data analysis on 600 employees over two years. The findings indicated that organizations with strong feedback culture had 45% faster employee progression rates compared to those with weak feedback. Musa et al. (2024) investigated APER system and employee progression in Nigerian Federal Ministries. Survey design was adopted with 280 staff as respondents and data were analyzed using SPSS and Pearson correlation. The findings revealed that while APER completion rate was high, feedback quality was low and there was a weak correlation with progression, $r = .221$, $p > .05$. Eze and Nnaji (2024) examined career planning interventions and retention of skilled staff in Abuja. The study adopted survey design with 300 employees and used correlation and t-test for data analysis. The findings showed that employees with documented career plans were 2.3 times less likely to quit, with a significant correlation of $r = .636$.

Adebayo and Ugwu (2023) conducted research on career planning and employee retention in the Nigerian public sector. The study adopted survey design, sampled 420 civil servants, and used SPSS for Pearson correlation. The findings revealed a significant positive relationship between career planning support and

employee retention, $r = .612$, $p < .05$. Sharma and Verma (2023) studied the role of supervisor feedback in employee career development. Survey design was adopted with 310 employees and data were analyzed using SPSS correlation. The findings indicated that timely and specific feedback was significantly related to career development, $r = .608$, $p < .01$. Patel et al. (2023) investigated digital performance appraisal and career mobility of employees. The study adopted survey design and structural equation modeling SEM with 480 employees. The findings showed that digital appraisal increased transparency and improved career mobility by 28%. Khan and Ahmed (2023) carried out a study on strategic career planning and employee performance in the telecom sector. Survey design was adopted with 380 employees and regression analysis was used. The findings revealed that strategic career planning accounted for 52% of the variation in employee performance. Oladapo and Banks (2022) conducted research on performance appraisal feedback and career growth of employees in Nigerian banks. The study adopted survey design with 350 bank staff and used regression analysis in SPSS. The findings showed that feedback quality significantly predicted career growth, $\beta = .458$, $p < .001$, while poor feedback led to career stagnation. Okeke et al. (2022) examined fairness of performance appraisal and career satisfaction among public servants. The findings revealed that perceived fairness of appraisal explained 41% of the variance in career satisfaction, $R^2 = .41$, $p < .05$. Aliyu (2022) investigated employee career planning and job satisfaction in FCT Administration. Survey design was adopted with 200 staff and Pearson correlation was used for data analysis. The findings revealed a significant positive relationship between career planning and job satisfaction, $r = .574$. Chukwu and Eze (2021) studied employee career planning practices and organizational performance in Enugu. The findings showed that organizations with formal career planning had 34% higher performance with a significant correlation of $r = .593$.

Ibrahim and Musa (2021) examined effectiveness of performance appraisal on employee career advancement in Kaduna State. Survey design was adopted with 320 staff and Pearson correlation was used. The findings indicated a significant relationship between appraisal objectivity and career advancement, $r = .527$, $p < .05$. Sani et al. (2021) conducted a study on

performance appraisal challenges and career development in Nigerian universities. The study adopted survey design with 250 academic staff and used mean and correlation for analysis. The findings revealed that bias and lack of feedback in appraisal hindered career development, $r = .198$, $p > .05$.

Gupta and Sharma (2021) investigated the impact of performance appraisal system on career planning in Indian IT firms. The study adopted survey design with 500 employees and used structural equation modeling SEM. The findings showed that a transparent appraisal system had a strong positive effect on employee career planning, $\beta = .67$. Liu and Wang (2024) studied career planning support and employee engagement in public organizations. The research adopted quantitative survey design with 650 employees and used SEM with AMOS. The findings revealed that career planning support positively influenced engagement, which in turn mediated career progression. Nwokocha and Iheriohanma (2020) examined performance appraisal and employee career development in Imo State Civil Service. The study adopted descriptive survey design with 300 staff and used mean and Pearson correlation. The findings showed a significant relationship between appraisal fairness and career development, $r = .541$, $p < .05$. Bello and Suleiman (2020) investigated performance appraisal and promotion in the Nigerian Civil Service. The study adopted survey design with 500 staff and used chi-square and correlation analysis. The findings revealed that delay in APER processing negatively affected promotion and career progression of 62% of staff. Danjuma and Hassan (2020) carried out research on APER implementation and employee career growth in Federal MDAs. Descriptive survey design was adopted with 350 staff and SPSS was used for analysis. The findings showed that APER was conducted annually but was not linked to training or career plans, resulting in a weak relationship with employee growth.

3.3 Theoretical Framework

This study is anchored on Goal Setting Theory developed by Locke and Latham in 1990. The theory posits that specific and challenging goals, combined with appropriate feedback, lead to higher performance than vague goals such as “do your best”. According to the theory, goals direct employee attention and effort, regulate effort expenditure, increase persistence, and

motivate the development of strategies to achieve desired outcomes. For goals to be effective, they must be clear, measurable, and accepted by the employee, while feedback serves as a critical component that allows employees to compare actual performance with set goals and make necessary adjustments. The theory is relevant to this study on performance appraisal and employee career planning in FCDA because APER is essentially a goal-setting process where annual targets and KPIs are set at the beginning of each year, and feedback after appraisal is expected to inform employees of competencies needed for progression to the next grade level. Thus, Goal Setting Theory provides the theoretical basis for examining how clear

appraisal goals and feedback quality can enhance employee career planning and progression within FCDA.

4. Results and Discussion

What is the relationship between Feedback Quality from Performance Appraisal and Employee Career Planning in FCDA?

In order to answer research question one, four questionnaire items were generated for Feedback Quality and four questionnaire items for Employee Career Planning.

Table 1: Feedback Quality

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation
The feedback I receive from performance appraisal is clear and understandable.	387	1	5	3.18	1.404
Performance appraisal feedback provides useful information about my job performance.	387	1	5	3.25	1.534
Feedback received helps me identify my strengths and weaknesses.	387	1	5	3.22	1.576
Performance appraisal feedback assists me in making career	387	1	5	3.23	1.551
Valid N (listwise)	387				

Source: Computer Product, SPSS

Table 1 shows the descriptive statistics related to Feedback Quality from Performance Appraisal and Employee Career Planning in FCDA. As shown in the table, item (2) which states (Performance appraisal feedback provides useful information about my job

performance) was ranked first (Mean=3.25, SD=1.53) while item (1) which states (The feedback I receive from performance appraisal is clear and understandable) was ranked last (Mean=3.18, SD=1.404).

Table 2: Employee Career Planning

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation
I have clearly defined career goals within FCDA.	387	1	5	3.08	1.518
I regularly plan for my future career advancement	387	1	5	2.99	1.474
I identify training opportunities that support my career goals.	387	1	5	3.12	1.441
Performance appraisal results influence my career planning decisions.	387	1	5	3.03	1.529
Valid N (listwise)	387				

Source: Computer Product, SPSS

Table 2 shows the descriptive statistics related to Employee Career Planning. As shown in the table, item (2) which states (I identify training opportunities that support my career goals) was ranked first (Mean=3.12, SD=1.441) while item (4) which states (Performance appraisal results influence my career planning decisions) was ranked last (Mean=3.03, SD=1.529).

What is the relationship between fairness of performance appraisal and employee career planning in the Federal Capital Development Authority, Abuja? In order to answer research question two, four questionnaire items were developed around fairness of performance appraisal in FCDA.

Table 3: Fairness of Performance Appraisal

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The performance appraisal system in FCDA is fair to all employees.	387	1	5	3.16	1.387
Employees are evaluated based on objective performance criteria.	387	1	5	3.03	1.592
The appraisal process is transparent.	387	1	5	3.12	1.538
Appraisal ratings accurately reflect employees' performance.	387	1	5	3.11	1.510
Valid N (listwise)	387				

Source: Computer Product, SPSS

Table 3 shows the descriptive statistics related to fairness of performance appraisal and employee career planning in the Federal Capital Development Authority, Abuja. As shown in the table, item (1) which states (The performance appraisal system in FCDA is fair to all employees.) was ranked first (Mean=3.16, SD=1.387) while item (2) which states (Employees are evaluated

based on objective performance criteria) was ranked last (Mean=3.03, SD=1.592).

H₀₁: There is no significant relationship between feedback quality from performance appraisal and employee career planning in FCDA, Abuja;

Table 4: Correlational Analysis

		Feedback Quality	Employee Career Planning
Feedback Quality	Pearson Correlation	1	.926**
	Sig. (2-tailed)		.000
	N	387	387
Employee Career Planning	Pearson Correlation	.926**	1
	Sig. (2-tailed)	.000	
	N	387	387

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Computer Product, SPSS

From Table 4, the correlation coefficient of 0.926 is very strong and positive with p-value of .000, meaning

the correlation is statistically significant at the 0.01 level (marked **). This means a very strong

relationship between feedback quality from performance appraisal and employee career planning in FCDA. The Null Hypthesis “There is no significant relationship between feedback quality from performance appraisal and employee career planning in FCDA” is therefore rejected.

H₀₂: There is no significant relationship between fairness of performance of appraisal and employee career planning in FCDA;

Table 5: Correlational Analysis

Correlations			Fairness Performance Appraisal	Employee Career Planning
Fairness Appraisal	Performance	Pearson Correlation	1	.948**
		Sig. (2-tailed)		.000
		N	387	387
Employee Planning	Career	Pearson Correlation	.948**	1
		Sig. (2-tailed)	.000	
		N	387	387

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Computer Product, SPSS

From Table 5, the correlation coefficient of 0.948 is very strong and positive with p-value of .000, meaning the correlation is statistically significant at the 0.01 level (marked **). This means a very strong relationship between fairness of performance of appraisal and employee career planning in FCDA. The Null Hypthesis “fairness of performance of appraisal and employee career planning in FCDA” is therefore rejected.

4.1 Discussions of Major Findings

The findings of this study revealed very strong and statistically significant positive relationships between performance appraisal variables (feedback quality and fairness of performance appraisal) and employee career planning in the Federal Capital Development Authority (FCDA), Abuja. These findings have important practical, theoretical, and managerial implications for employee development and organizational effectiveness.

The study found a very strong positive relationship between feedback quality from performance appraisal and employee career planning ($r = 0.926$, $p < 0.01$). This finding suggests that when employees receive clear, timely, and constructive feedback regarding their job performance, they are better able to identify their

strengths and weaknesses, set realistic career goals, and make informed decisions concerning their professional development. Quality feedback serves as a guide for employees by providing direction on areas requiring improvement and opportunities for advancement. This finding supports Goal-Setting Theory, which emphasizes that feedback is essential in helping individuals evaluate their progress toward achieving personal and career objectives. The result implies that FCDA can enhance employees' career planning efforts by ensuring that performance appraisal feedback is accurate, understandable, and development-oriented.

Furthermore, the strong relationship between feedback quality and career planning indicates that employees value appraisal systems that provide meaningful information about their performance. When feedback is perceived as useful and relevant, employees become more proactive in seeking training opportunities, acquiring new skills, and preparing for future career advancement. Consequently, organizations that prioritize effective feedback mechanisms are likely to develop a workforce that is more motivated, career-focused, and committed to achieving organizational goals.

The study also revealed a very strong positive relationship between fairness of performance appraisal

and employee career planning ($r = 0.948$, $p < 0.01$). This finding suggests that employees are more likely to engage in career planning when they perceive the appraisal process as fair, objective, and transparent. Fair performance appraisal systems promote trust and confidence in organizational processes, thereby encouraging employees to align their career aspirations with available organizational opportunities. Employees who believe that appraisal outcomes accurately reflect their performance are more willing to invest in personal development and long-term career growth within the organization.

The finding is consistent with Equity Theory, which posits that employees assess fairness in workplace processes and outcomes, and their perceptions of fairness significantly influence their attitudes and behaviours. When appraisal systems are perceived as equitable, employees are more motivated to improve their performance and pursue career advancement opportunities. Conversely, perceptions of bias or unfairness may discourage employees from engaging in meaningful career planning activities and reduce their commitment to organizational objectives.

The stronger correlation observed between fairness of performance appraisal and employee career planning ($r = 0.948$) compared to feedback quality ($r = 0.926$) suggests that fairness may be a slightly more influential factor in shaping employees' career planning behaviour within FCDA. This underscores the importance of maintaining transparent appraisal procedures, objective evaluation criteria, and unbiased assessment practices to foster employee confidence and career development.

Overall, the findings affirm that performance appraisal is a critical tool for enhancing employee career planning in FCDA. High-quality feedback and fair appraisal practices not only improve employees' understanding of their performance but also encourage them to set career goals, seek developmental opportunities, and prepare for future responsibilities. These outcomes support the relevance of Goal-Setting Theory and Equity Theory, which emphasize the importance of feedback and fairness in influencing employee motivation, development, and career-related decisions. Therefore, FCDA management should continue to strengthen the effectiveness, transparency, and developmental focus of its performance appraisal

system to promote sustainable employee career growth and organizational success.

5. Conclusion and Recommendations

This study examined the effect of performance appraisal on employee career planning in the Federal Capital Development Authority (FCDA), Abuja, with particular focus on feedback quality and fairness of performance appraisal. The findings revealed that both variables have very strong and statistically significant positive relationships with employee career planning. Specifically, quality feedback from performance appraisal enables employees to better understand their performance, identify developmental needs, and make informed career decisions, while fairness in the appraisal process enhances employees' confidence in the system and motivates them to actively engage in career planning activities.

The study therefore concludes that an effective performance appraisal system is an essential tool for promoting employee career planning in FCDA. Employees are more likely to set career goals, seek professional development opportunities, and prepare for future career advancement when they receive meaningful feedback and perceive the appraisal process as fair and transparent. Consequently, improving the quality and fairness of performance appraisal practices can contribute significantly to employee growth, job satisfaction, and overall organizational effectiveness in FCDA.

Based on the findings, the study recommends:

1. FCDA management should strengthen the quality of performance appraisal feedback by ensuring that feedback is timely, clear, specific, and development-oriented. Supervisors should be trained to provide constructive feedback that helps employees identify their strengths, address performance gaps, and make informed career planning decisions. This will enhance employees' ability to set realistic career goals and pursue relevant professional development opportunities.
2. FCDA should promote fairness and transparency in its performance appraisal system by adopting objective evaluation criteria and ensuring consistent application across all employees. Regular monitoring of the appraisal process, clear communication of performance standards, and opportunities for employees to discuss

appraisal outcomes will increase trust in the system and encourage greater employee commitment to career planning and organizational growth.

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Appendix

Department of Public Administration

Faculty of Administration

Nasarawa State University, Keffi

Date.....

Dear Respondent,

QUESTIONNAIRE

Effect of Performance Appraisal on Employees' Career Planning in FCDA, Abuja

I am a Ph.D student of the above named institution, conducting a study on the Effect of Performance Appraisal on Employee's Career Planning in FCDA. The main objective of the exercise is to satisfy part of the requirements for the award of Ph.D. degree in Public Administration.

In view of this, may I request you to kindly complete the attached questionnaire providing relevant information. I wish to assure you that any information you may provide will be treated with strict confidentiality.

Instruction: Please tick (✓) the option that best represents your opinion. SA=Strongly Agree, A=Agree, U=Undecided, D=Disagree, SD=Strongly Disagree.

Section A: Demographic Information

1. Gender: Male ☐ Female ☐
2. Age: 18–30 ☐ 31–40 ☐ 41–50 ☐ 51 and above ☐
3. Educational Qualification: OND/NCE ☐ HND/B.Sc. ☐ Master's ☐ PhD ☐
4. Years of Service: Below 5 years ☐ 5–10 years ☐ 11–15 years ☐ Above 15 years ☐

Section B: Feedback Quality from Performance Appraisal

S/N	Statement	SA	A	U	D	SD
1	The feedback I receive from performance appraisal is clear and understandable.					
2	Performance appraisal feedback provides useful information about my job performance.					
3	Feedback received helps me identify my strengths and weaknesses.					

- 4 Performance appraisal feedback assists me in making career decisions.

Section C: Fairness of Performance Appraisal

S/N	Statement	SA	A	U	D	SD
1	The performance appraisal system in FCDA is fair to all employees.					
2	Employees are evaluated based on objective performance criteria.					
3	The appraisal process is transparent.					
4	Appraisal ratings accurately reflect employees' performance.					

Section D: Employee Career Planning

S/N	Statement	SA	A	U	D	SD
1	I have clearly defined career goals within FCDA.					
2	I regularly plan for my future career advancement.					
3	I identify training opportunities that support my career goals.					
4	Performance appraisal results influence my career planning decisions.					