

Performance Evaluation and Staff Allocation in Organisation in Southwest Nigeria

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Abstract. This study examined the relationship between performance evaluation practices and staff allocation in organisations within Southwest Nigeria, focusing on key sectors like banking, manufacturing, and government agencies across Lagos, Ogun, and Oyo States. The purpose was to investigate how performance reviews, key performance indicators (KPIs), and continuous performance management influence decisions about staff allocation. The researchers adopted a descriptive survey research design and selected a sample of 51 HR managers, supervisors, and personnel using stratified random sampling. The researchers collected data through structured questionnaires and analysed it using descriptive statistics and Pearson's correlation to determine relationships between variables. The findings revealed a significant positive correlation between effective performance evaluation methods and optimised staff allocation, with annual reviews ($r = 0.451$, $p < 0.01$), KPIs ($r = 0.654$, $p < 0.01$), and continuous performance management ($r = 0.586$, $p < 0.01$) all contributing to better task assignments and resource utilisation. The conclusion emphasised the importance of adopting comprehensive evaluation systems to enhance decision-making in staff allocation, ultimately improving organisational efficiency.

Keywords: Performance Evaluation; Staff Allocation; Key Performance Indicators; Human Resource Management; Organizational Efficiency.

INTRODUCTION

Performance evaluation is a systematic process used to assess the performance of employees

within an organisation. Human resource managers aim to ensure that individual employee efforts align with the organisation's overall goals, making it a critical component of human re-

source management. The practice involves evaluating various metrics such as productivity, quality of work, collaboration, and goal attainment. According to authors [1], performance evaluations are essential for providing structured feedback and identifying improvement areas, helping employees align their objectives with the organisation's strategic aims.

Research shows that performance evaluations play a significant role in enhancing organisational performance. They provide a basis for identifying high-performing employees who contribute positively to the organisation and offer opportunities for growth and development to those who may not be meeting expectations. As the author [2] highlighted, regular assessments help recognise employee achievements, boost morale, and encourage consistent high performance.

Furthermore, these evaluations help identify skill gaps and enable targeted training and development initiatives that improve the overall competence of the workforce.

Rationale for the Study. The rationale for examining performance evaluation and staff allocation lies in the increasing complexity of managing human resources in today's business environment. Author [3] noted that effective staff allocation based on accurate performance evaluation is critical for optimising productivity and operational efficiency. When employees are evaluated objectively, organisations can allocate tasks more effectively, aligning job roles with individual strengths and skills. This approach enhances productivity and fosters job satisfaction as employees feel their capabilities are well-utilised.

Performance evaluations are essential in providing feedback that guides decision-making regarding promotions, training, and compensation. Studies such as those by the author [4] have emphasised that regular, structured performance assessments help set clear expectations and provide a mechanism for ongoing feedback. This continuous feedback loop enables employees to make necessary adjustments in their performance and allows managers to identify areas needing improvement. Managers use the data gathered from these evaluations to make informed staffing decisions and ensure they deploy human resources optimally to meet organisational objectives.

In recent years, integrating performance evaluation with advanced data analytics tools has en-

hanced the accuracy and objectivity of staff assessments. Authors [5] discussed that performance management software allows organisations to track employee progress in real time, offering insights that inform strategic staffing decisions. These tools help minimise biases in traditional evaluation methods, leading to a fairer and more transparent evaluation process. Consequently, organisations that adopt these practices are better positioned to allocate resources effectively and achieve their strategic goals.

The study of performance evaluation and staff allocation is particularly relevant in the context of increasing organisational complexity and competition. According to a report by the author [2], companies implementing robust performance evaluation systems tend to see improvements in employee engagement, productivity, and overall organisational performance. By linking performance evaluation outcomes with strategic staff allocation, organisations can ensure that their human capital is utilised efficiently, leading to enhanced operational outcomes and a competitive advantage in the marketplace.

Practical performance evaluation is also critical in enhancing employee motivation and satisfaction. As argued by authors [6], when employees perceive the evaluation process as fair and transparent, it boosts their morale and encourages them to perform better. Conversely, poorly implemented evaluations can lead to dissatisfaction, decreased motivation, and high turnover rates. Therefore, understanding how performance evaluations impact staff allocation and overall employee satisfaction is crucial for organisational success.

This study examines the relationship between performance evaluation practices and staff allocation strategies in organisations in Southwest Nigeria. By analysing current practices, this research seeks to identify the effectiveness of different evaluation methods and their impact on staff allocation decisions. We expect the findings to provide valuable insights into how organisations can improve performance evaluation processes to enhance staff allocation and productivity.

Research Hypothesis

H0₁: There is no significant relationship between Annual review and Staff Allocation in Organisations in South West Nigeria.

H0₂: There is no significant relationship between key performance indicators (KPIs) and staff allocation in organisations in Southwest Nigeria.

H0₃: There is no Significant Relationship between Continuous Performance Management and Staff allocation in Organisations in Southwest Nigeria.

Literature Review

Concept of Performance Evaluation. Performance evaluation, or performance appraisal, is a systematic process organisations employ to assess and review an employee's job performance and productivity over a specified period. It is a vital aspect of human resource management aimed at understanding employee capabilities and their alignment with organisational goals. Performance evaluation serves multiple purposes, including providing employee feedback, identifying training needs, facilitating promotions, and improving organisational performance [4]. The core idea is to ensure that employees' work aligns with the company's strategic objectives, thereby optimising individual and organisational productivity.

Performance evaluation involves setting performance standards, assessing performance, and providing feedback. Organisations typically base the standards on the roles and responsibilities outlined in the job descriptions, using them as a benchmark to evaluate employees. According to authors [7], establishing clear performance standards is crucial because it sets the expectations for employees and managers, reducing ambiguities in the evaluation process. These standards must be specific, measurable, attainable, relevant, and time-bound (SMART), enhancing the appraisal's accuracy and fairness.

One of the primary objectives of performance evaluation is to provide constructive feedback to employees. Feedback is a critical component of the evaluation process as it helps employees understand their strengths and areas that require improvement. Effective feedback is timely, specific, and constructive, focusing on the outcomes, behaviour, and processes leading to those outcomes. As authors [1] noted, feedback is more impactful when it is a part of a continuous process rather than an annual or semi-annual event. Constant feedback helps in real-time adjustments, increasing employee engagement and performance throughout the year.

Another significant aspect of performance evaluation is identifying training and development needs. Performance reviews often highlight areas where employees lack specific skills or knowledge, providing a basis for targeted training programs. According to authors [6], linking performance evaluations to employee development plans is an effective strategy for improving employee competencies and, consequently, organisational effectiveness. Through this process, organisations can tailor their training initiatives to address specific skill gaps, making the workforce more capable and adaptable to changing business environments.

The performance evaluation process also plays a critical role in decision-making regarding promotions, compensations, and rewards. Organisations often use performance appraisal data to identify high-performing employees eligible for promotions or merit-based pay increases. This approach is supported by the Equity Theory of motivation, which posits that employees are more motivated when they perceive fair treatment in the workplace [8]. Employees who see a direct link between their performance and rewards will likely be more engaged and motivated, leading to higher productivity [9]. Thus, performance evaluation is a tool for assessing employee capabilities and enhancing motivation.

In addition to promotions and rewards, performance evaluations are instrumental in succession planning and career development. Organisations can systematically assess potential leaders and prepare them for future roles. By evaluating employees' skills, competencies, and performance trends over time, managers can create development plans that align individual career goals with the organisation's long-term objectives. This proactive approach helps build a strong leadership pipeline and ensures organisational stability and sustainability [3].

Different methods are employed in performance evaluations, from traditional approaches like ranking and rating scales to modern techniques like 360-degree feedback and Management by Objectives (MBO). The ranking method, which involves comparing employees against each other, is simple but can lead to unhealthy competition and lower morale. On the other hand, rating scales provide a more structured and standardised approach but may lack the depth needed for a comprehensive evaluation. Modern methods like 360-degree feedback, which gathers perfor-

mance insights from supervisors, peers, subordinates, and even clients, offer a more holistic view of an employee's performance, enhancing the accuracy and fairness of the appraisal [10].

Technological advancements have significantly transformed the landscape of performance evaluations in recent years. Integrating performance management software and data analytics tools has made the evaluation process more efficient and data-driven. As authors [5] point out, these tools allow for real-time performance tracking, making it easier for managers to monitor progress and provide timely feedback. Moreover, data analytics helps identify performance trends, predict future performance, and make more informed decisions about promotions and rewards. The shift from traditional, annual performance reviews to continuous performance management has enhanced the responsiveness and adaptability of organisations in today's dynamic business environment.

Despite its advantages, performance evaluation is not without its challenges. One common issue is the potential for biases, such as leniency or halo effects, where an evaluator's subjective perceptions influence the ratings. For instance, an employee who performs well in one area may receive high ratings across all categories, even if their performance in other areas is average. These biases can undermine the fairness and effectiveness of the evaluation process. To mitigate these biases, organisations often implement standardised evaluation criteria, conduct training for evaluators, and use multiple raters to provide a more balanced assessment [11].

Lastly, the effectiveness of performance evaluations depends mainly on the organisational culture and the willingness of both managers and employees to engage in the process. In a supportive organisational culture where feedback is valued and encouraged, employees are more likely to view performance evaluations as growth opportunities rather than punitive measures. This positive perception fosters a culture of continuous improvement, where employees actively seek feedback and use it to enhance their performance [7].

Methods of Performance Evaluation. Performance evaluation methods can be broadly categorised into traditional and modern approaches. These methods have evolved significantly, reflecting changes in organisational needs, workforce dynamics, and technological advancements. Each

method has its strengths and limitations, making it essential for organisations to choose the most appropriate one based on their objectives, culture, and employee expectations.

Traditional Methods of Performance Evaluation

1) Annual Reviews. One of the most widely used traditional methods is the annual review, where managers evaluate employees' performance over a year. Managers typically set goals at the beginning of the year and assess the extent to which employees meet these goals at the end. Annual reviews offer a structured way to provide feedback and set new goals for the following year. However, they often face criticism for being infrequent and overly focused on past performance rather than providing real-time feedback that could enhance employee development throughout the year [4]. According to the author [12], while annual reviews can be comprehensive, they may fail to capture employees' continuous progress and adaptability, especially in dynamic work environments.

2) Ranking Method. The ranking method involves comparing employees directly against each other to determine their relative performance. This method ranks employees from best to worst based on specific performance criteria. It is a straightforward way of identifying top performers and those needing improvement. However, the ranking system can foster unhealthy employee competition, potentially leading to decreased collaboration and morale. Additionally, this method is often criticised for its lack of objective criteria and the potential biases it may introduce, as managers may be influenced by personal preferences rather than actual performance [11].

3) Rating Scales. Using rating scales is another traditional method where employees are assessed on a set of criteria using a numerical or descriptive scale. Common aspects evaluated include quality of work, teamwork, punctuality, and job knowledge. The rating scale method is advantageous due to its simplicity and the ability to provide a standardised assessment framework across the organisation. However, subjectivity may limit it, as different managers interpret rating criteria differently, leading to evaluation inconsistencies [9]. Additionally, employees might receive average scores to avoid conflicts, a practice known as "central tendency bias" [11].

Modern Methods of Performance Evaluation

1) 360-Degree feedback. The 360-degree feedback method is a comprehensive evaluation approach that gathers input from various sources, including peers, subordinates, supervisors, and even clients. This method provides a holistic view of an employee's performance by considering multiple perspectives. It is particularly effective in assessing leadership skills, interpersonal abilities, and teamwork [10]. However, implementing 360-degree feedback can be challenging due to the potential for inconsistent input and the time required to gather and analyse data. Despite these challenges, many consider it a valuable tool for enhancing self-awareness and promoting professional growth [12].

2) Management by Objectives (MBO). Management by Objectives (MBO) is a performance evaluation method introduced by Peter Drucker in the 1950s. It focuses on setting specific, measurable objectives aligning with the organisation's goals. Employees and managers collaboratively establish these objectives and use them as the basis for evaluation. People praise MBO for its goal-oriented approach and ability to enhance employee motivation by involving them in goal-setting. However, it may be less effective in dynamic environments where goals require frequent adjustment and significant managerial involvement to succeed [7, 13].

3) Key Performance Indicators (KPIs). Key Performance Indicators (KPIs) are quantifiable metrics used to evaluate an employee's or team's success in achieving specific objectives. Organisations tailor KPIs to reflect critical aspects of performance that contribute directly to success. For example, in a sales department, a standard KPI might be the number of new clients acquired or the sales revenue generated. KPIs are effective because they provide clear, objective criteria for assessment and allow easy tracking over time [5]. However, focusing solely on quantitative metrics can sometimes overlook qualitative aspects of performance, such as creativity or problem-solving skills.

4) Continuous Performance Management. Continuous performance management is a modern approach that emphasises ongoing feedback and regular check-ins between managers and employees throughout the year rather than relying solely on annual reviews. This method aims to provide real-time insights and foster continuous improvement by addressing performance issues

as they arise [1]. Continuous performance management can enhance employee engagement and development by making feedback a regular part of the work process. It also helps managers track progress towards goals and adjust objectives in response to changing business needs.

5) Balanced Scorecard. The Balanced Scorecard, developed by authors [5], is a strategic performance management tool that evaluates performance across multiple dimensions, including financial, customer, internal business processes, and learning and growth perspectives. This comprehensive approach ensures that employees' performance is assessed based on a balanced set of metrics, aligning individual performance with the organisation's strategic objectives. The Balanced Scorecard helps managers identify areas where performance improvements are needed and develop strategies to enhance overall productivity [5].

Concept of Staff Allocation. Staff allocation is a critical aspect of organisational management, focusing on the optimal distribution of human resources to various tasks, projects, or departments to maximise efficiency and effectiveness. It involves the strategic assignment of employees based on their skills, experience, and the organisation's specific needs. The concept has evolved significantly, aligning with changes in workforce dynamics, technological advancements, and organisational strategies to enhance productivity and performance [14].

At its core, staff allocation matches employees to roles that effectively use their skills and abilities. This process requires a deep understanding of the employee's capabilities and the job requirements. Effective staff allocation considers factors such as employee skills, preferences, job roles, and the current demands of the organisation. According to the author [15], the goal is to ensure that the right person is assigned to the right task at the right time, thus optimising productivity and minimising inefficiencies.

Human resource planning plays a crucial role in staff allocation. It involves forecasting the organisation's future human resource needs and developing strategies to meet them. By anticipating changes in workload, skill demands, and workforce availability, HR managers can make informed decisions about staff allocation. Effective HR planning allows organisations to align their staffing needs with their strategic goals, reducing

the risk of underutilisation or overstaffing, which can negatively impact productivity and costs [7].

Organisations can employ several methods in the staff allocation process. One common approach is task-based allocation, where employees are assigned specific tasks based on their skills and expertise. This method ensures that tasks are completed efficiently by individuals with the necessary competencies. Another approach is project-based allocation, commonly used in project management. In this approach, managers allocate staff members to projects based on their skill sets and the project's requirements [16]. Additionally, role-based allocation involves assigning employees to predefined roles within an organisation based on their qualifications, allowing for a structured and stable workforce.

Several factors influence the staff allocation process. Skillset and competency are primary considerations, as aligning employees' skills with job requirements is essential for optimal performance. Additionally, availability is a key factor, as managers must consider each employee's current workload and schedule when making allocation decisions. Organisational priorities also play a significant role; managers often prioritise projects or tasks critical to achieving strategic goals in the allocation process. Some organisations may consider employee preferences, particularly those that value employee satisfaction and engagement, as they can enhance motivation and productivity [17].

Despite its importance, staff allocation can be challenging due to various factors. One significant challenge is the dynamic nature of business environments, where sudden project requirements or workload changes can disrupt planned allocations. Additionally, limited resources may constrain the availability of skilled personnel, making it difficult to meet all staffing needs effectively. Employee turnover is another challenge, as frequent changes in the workforce can create skill gaps and require constant reallocation [18]. Moreover, biases in allocation decisions, whether conscious or unconscious, can lead to unfair distribution of tasks and affect employee morale.

Technological advancements have greatly influenced staff allocation, providing tools that assist decision-making and optimising resource distribution. Human Resource Information Systems (HRIS) and workforce management software can track employee skills, availability, and performance, helping managers make data-driven allo-

cation decisions. These technologies can also forecast staffing needs based on historical data, allowing for proactive planning and adjustment [1]. For example, project management tools like Trello and Asana provide visibility into workloads and help managers allocate tasks efficiently.

Strategic staff allocation is linked closely to organisational performance. Organisations can enhance productivity, improve job satisfaction, and reduce turnover by ensuring employees are assigned roles that align with their strengths. Research has shown that effective staff allocation can lead to better project outcomes, higher efficiency, and increased profitability [14]. It also supports a more agile and responsive organisation, capable of quickly adapting to changes in the business environment and seizing new opportunities.

Leadership plays a vital role in the staff allocation process. Effective leaders understand their team's strengths and weaknesses and make allocation decisions that maximise these strengths while addressing any skill gaps. They also communicate the rationale behind allocation decisions, ensuring employees understand their roles and feel valued. Leadership involvement is crucial in promoting fairness and transparency in the allocation process, enhancing employee morale and motivation [9].

As technology advances, developments in artificial intelligence (AI) and machine learning will likely shape the future of staff allocation. These technologies can potentially automate the allocation process, using algorithms to match employees to tasks based on real-time data about their skills, performance, and availability. Additionally, the increasing trend towards remote work and flexible staffing will require new approaches to staff allocation, as managers must consider the logistics of coordinating teams across different locations and time zones [15].

METHOD

The study utilised a descriptive survey research design to quantitatively examine the link between performance evaluation practices and staff allocation effectiveness across diverse organisations in Southwest Nigeria, explicitly focusing on banks, manufacturing firms, and government agencies within Lagos, Ogun, and Oyo States. The population comprised managers, supervisors,

and HR personnel representing the public and private sectors. A stratified random sampling technique ensured comprehensive coverage across different organisational types, resulting in a sample size of approximately 51 respondents, determined using Yamane's formula. Data were gathered through structured questionnaires, divided into sections on demographic data, performance evaluation practices, and staff allocation processes, using a five-point Likert scale to assess perceptions. The instrument's validity was confirmed through expert reviews, while reliability was tested via a pilot study, with Cronbach's alpha scoring above 0.70, indicating strong internal consistency. Descriptive statistics were employed to summarise demographics, and Pearson's correlation analysis was used to investigate the relationships between performance evaluation and staff allocation outcomes. Ethical measures included informed consent and confidentiality assurances, thereby maintaining research integrity. This comprehensive methodological approach provided significant insights into the impact of performance evaluation on effective staff allocation in the selected organisations across the three states.

RESULTS AND DISCUSSIONS

The summary of Respondents' Demographic Data is presented in Table 1.

Table 1 – Summary of Respondents' Demographic Data

Variables	Sub-variables	Frequency	%
Age	Less than 30 years	15	29.4
	31 – 40	20	39.2
	41 – 50 years	10	19.6
	Above 50	6	11.8
	Total	51	100.0
Gender	Male	36	71
	Female	16	29
	Total	51	100.0
Educational Level	SSCE	5	9.8
	Bachelor	36	71
	Master	10	20
	Total	51	100.0

Test of Hypotheses

H0₁: There is no significant relationship between Annual review and Staff Allocation in Organisations in South West Nigeria (Table 2).

H0₂: There is no significant relationship between key performance indicators (KPIs) and staff allocation in organisations in Southwest Nigeria (Table 3).

H0₃: There is no Significant Relationship between Continuous Performance Management and Staff allocation in Organisations in Southwest Nigeria (Table 4).

Table 2 – Relationship between Annual review and Staff allocation in Organisations in Southwest Nigeria

Variables	N	Mean	SD	Df	r	Sig.	Remark
Annual Review	51	3.56	.942				
Staff Allocation	51	3.57	.964	49	.451**	0.008	Significant

Table 3 – Relationship between Key Performance Indicators (KPIs) and Staff allocation in Organisations in Southwest Nigeria

Variables	N	Mean	SD	Df	r	Sig.	Remark
Key Performance Indicators (KPIs)	51	3.67	.841				
Staff allocation	51	3.57	.964	49	.654**	0.001	Significant

Table 4 – Relationship between Continuous Performance Management and Staff Allocation in Organizations in Southwest Nigeria

Variables	N	Mean	SD	Df	r	Sig.	Remark
Continuous Performance Management	51	3.56	.964				
Staff allocation	51	3.57	.964	49	.586**	0.001	Significant

Notes: Correlation is significant at the 0.01 level (2-tailed)

The analysis in Table 2 reveals a positive and significant relationship between Annual Review and Staff Allocation within organisations in Southwest Nigeria. The correlation coefficient $r=0.451$ indicates a moderate positive relationship, with a p-value of .008, less than the significance level of 0.01. This result suggests that effective annual performance reviews are associated with better staff allocation decisions. It implies that organisations that conduct thorough annual evaluations can more accurately assign employees to roles that match their skills and capabilities, ultimately enhancing productivity.

Table 3 demonstrates a strong positive correlation between Key Performance Indicators (KPIs) and Staff Allocation, with a correlation coefficient $r=0.654$ and a p-value of .001. This significant relationship at the .001 level suggests that KPIs in performance evaluation significantly influence how staff are allocated within organisations. The strong correlation indicates that organisations utilising clear and measurable KPIs are better equipped to allocate staff effectively based on performance outcomes, aligning employee roles with organisational goals and improving overall efficiency.

The findings in Table 4 show a significant positive relationship between Continuous Performance Management and Staff Allocation, with a correlation coefficient of $r=0.586$ and a p-value of .001; this indicates a strong link between ongoing performance evaluations and the strategic allocation of staff. The results imply that organisations implementing continuous performance management practices, such as regular check-ins and feedback sessions, tend to have more effective staff allocation. This approach allows for real-time adjustments in employee roles based on current performance, enhancing adaptability and resource utilisation.

The findings from the analysis highlight the significant impact of performance evaluation practices on staff allocation in organisations across Southwest Nigeria, including Lagos, Ogun, and Oyo States. The positive relationship between Annual Reviews and Staff Allocation underscores the importance of structured performance appraisals in making informed staffing decisions. Organisations conducting detailed annual reviews gain valuable insights into employees' strengths, weaknesses, and overall performance, enabling managers to allocate tasks more effectively;

this supports previous research indicating that periodic performance assessments enhance managerial decisions, improving role alignment and employee productivity [3, 4].

Furthermore, the strong correlation between Key Performance Indicators (KPIs) and staff allocation suggests that quantifiable metrics in performance evaluations play a crucial role in optimising human resource management. KPIs provide clear, objective performance measures, allowing managers to make data-driven decisions regarding employee assignments. This finding aligns with studies showing that organisations utilising KPIs are better positioned to identify high performers and allocate tasks based on specific performance outcomes, enhancing operational efficiency [5, 6]. The significant impact of KPIs on staff allocation implies that organisations should continue to develop and refine these metrics to better match employees' skills with job requirements.

The analysis also highlights the effectiveness of Continuous Performance Management in improving staff allocation. The positive relationship between these variables suggests that regular performance feedback and continuous monitoring allow for timely adjustments in task assignments, leading to improved resource utilisation. Continuous performance management helps maintain a dynamic and responsive workforce, as managers can make quick decisions based on real-time performance data; this aligns with modern HR practices, where ongoing evaluations and regular feedback sessions are essential for adapting to changing business needs and maximising employee contributions [1, 15]. Overall, the findings emphasise the need for organisations to adopt comprehensive and continuous evaluation methods to enhance their staff allocation processes and achieve better organisational outcomes.

CONCLUSIONS

Based on the findings of this study, several recommendations are proposed to enhance the effectiveness of performance evaluation and staff allocation in organisations:

Implement Comprehensive Performance Evaluation Systems: Organisations should adopt a holistic approach to performance evaluation that incorporates a variety of methods, such as annual reviews, Key Performance Indicators (KPIs), and

continuous performance management. This blend of traditional and modern evaluation techniques can provide a more accurate assessment of employee performance, facilitating better decision-making in staff allocation.

Utilise Data-Driven Tools for Staff Allocation: Organisations should invest in human resource management software and data analytics tools to enhance the accuracy of staff allocation decisions. These tools can provide real-time insights into employee performance, skills, and workload, enabling managers to make more informed and objective decisions about task assignments.

Regularly Update KPIs and Evaluation Criteria: It is crucial for organisations to periodically review and update their KPIs and evaluation criteria to align with evolving business objectives and market dynamics; this ensures that the performance evaluation process remains relevant and reflects

the organisation's current priorities, ultimately supporting more effective staff allocation.

Enhance Training for Managers and HR Personnel: Providing training and development programs for managers and HR personnel on effective performance evaluation techniques and unbiased staff allocation strategies can help reduce biases and improve the fairness of the allocation process; this can lead to increased employee satisfaction and better utilisation of human resources.

Promote a Culture of Continuous Feedback: Organisations should foster a culture that encourages continuous feedback between managers and employees. This approach allows for real-time adjustments in task assignments based on current performance, helping to optimise staff allocation and improve overall organisational efficiency.

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