IJAAR PUBLISHING®

Journal of Global Interdependence and Economic Sustainability | ISSN: 2955-0815
Vol. 5, Issue 1 (2026) | www.ijaar.org/jgies

PERFORMANCE ON JOB KNOWLEDGE AND EMPLOYEE PERFORMANCE IN INNOSON VEHICLE MANUFACTURING COMPANY NNEWI

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Abstract
The study evaluated the effects of performance on job knowledge on employee performance in lnnoson vehicle manufacturing company Nnewi, Anambra state. Survey research design was employed for the study. Data were generated from the questionnaires distributed from the respondents from the company. The hypothesis was tested with regression analysis via SPSS version 20.0. The study revealed that there is a significant positive relationship between job knowledge and employee performance in lnnoson vehicle manufacturing company Nnewi. Based on the finding, the study recommended among others that though job knowledge has a good relationship with employee performance, there is need to understand concept encompasses not only the technical skills and abilities necessary to perform designated tasks but also the contextual understanding of processes, systems, and interrelationships within an organization.

Keywords: Employee performance, Job knowledge and Manufacturing Company

Okeke, C. F., Ezeanolue, E. T. & Odieli, J. I. (2026). Performance on Job Knowledge and Employee Performance in Innoson Vehicle Manufacturing Company Nnewi. *Journal of Global Interdependence and Economic Sustainability, 5*(1), 35-46. DOI: https://doi.org/10.46654/9awevy26

Introduction

Performance appraisal is the most significant area of HR practice and psychological research. Performance appraisal can be seen as a general term covering a variety of activities through which organizations seek to assess and develop their employees' skills and improve their performance, thereby improving employee performance. Performance appraisal is seen as an effort to enhance cognitive abilities, job performance, and skills (Kampkötter, 2017).

According to Baird (2020), organizations use suitable appraisal systems to measure employee performance. These systems necessitate continuous evaluation of each employee's performance. As a result, it plays a crucial role in efficiently applying organizational effective management. It is intended to ensure worker performance helps the institutions achieve their objectives (Bayo-Moriones, Galdon-Sanchez, & Martinez-de-Morentin, 2021). As a result, it fits into a comprehensive strategy for controlling the performance and productivity of a business. Numerous prior research studies in the business literature have highlighted performance appraisal as a critical factor influencing employee performance (Babar, 2022). For instance, much research has examined how performance reviews affect good employee behaviours like job satisfaction, which in turn lifts employee performance (Rana, Mukhtar, & Mukhtar, 2022; Setiawati, Ariani, & Research, 2020). The impact of performance appraisal on employees' overall effectiveness and, consequently, organizational performance is a matter of concern for scholars and practitioners of human resource management (Bayo-Moriones, 2021). Employee performance plays an important role as far as success and overall direction of an organization is concerned. Hence, performance appraisal is the basis of success of most businesses today. Organizations today use performance appraisal to increase efficiency and effectiveness of employees at the work place.

Human Resource managers are charged with this important responsibility of maintaining a sound performance appraisal system. Employees in an organization should show their commitment to attaining of the required goals and standards of performance so as to sustain the growth, profitability and maximization of the value of the firm. To achieve required performance through performance appraisal, an organization should optimally utilize the level of skills, abilities and knowledge available to increase the overall performance of employees.

Industries or companies may not fully understand the benefits and potential of performance appraisal system on their organization and the lack of awareness can lead to lack of adaptability and flexibility by employees and can also avoid employee participation in decision making of the organization and this can result to high employee turnover also employee may lack job knowledge to perform efficiently in the organization which can also lead to high employee turnover hence, this study was necessitated to look at how performance appraisal system affect employee performance.

Organizations regularly conduct performance appraisal exercise in order to check the performance levels or employees and compare them with established organizational or industry standards. Most times, pay rise and promotion depend on it. Hence, it is an important exercise for most organizations, and it tends to bring out the best in employees when it is done in a free, fair and unbiased manner. However, it was observed in IVM that this exercise which is supposed to be influencing the performance of employees positively, tend to be affecting it negatively. This is probably because of increased stress levels and anxiety as a result of unknown feedbacks that could result from the appraisal activities. Hence, their

adaptability to new ways of doing things is always reduced, because they are bent in doing things the old way so as to pass or do well in the appraisal activity.

The various variables of the study have being reviewed conceptually. The broad independent variable which is performance appraisal system is seen as a systematic and periodic process that assesses employee's job related strength and weaknesses in relation to certain pre-established criteria and organizational objectives. The variable was broken into 360-degree feedback which talks about evaluation of input from multiple levels within the firm as well as external sources. It provides people with information about the effect of their action on others in the workplace, OKR method is a framework for defining goals and tracking business objectives and outcomes, management by objective (MBO) means defining objectives within an organization so that management and employees agree to the objectives and understand what they need to do in the organization in order to achieve them, behaviourally anchored rating scale (BARS) helps a rater to focus on specific desirable and undesirable incidents of work behaviour which can serve as examples in discussing a rating.

The major dependent variable is seen as how effective and efficient employee are at discharging their duties was captured by employee productivity because employee who is always appraised and given corrections will try to do better by increasing productivity. Employee performance was also measured using job knowledge, adaptability and job participation. Job knowledge because an employee who have the technical skills and abilities will perform well and also an employee who can adjust to new conditions, challenges or changes in the environment will be able to make high productivity and when employees are allowed in decision making processes related to their jobs or the policies of the organization will lead to employee engagement and reduced turnover.

Against the backdrop, this study therefore, sought to ascertain the relationship between job knowledge and employee performance in lnnoson vehicle manufacturing company Nnewi.

Literature review

Performance standards are set to ensure achievement of departmental goals and objectives and the organizations overall strategy and objectives. Standards are based on the position, rather than an individual. In order to be clearly understood and perceived as objective, standards should adhere to the same rules that apply to goal-setting; that is, they should be "SMART:" specific, measurable, achievable, relevant and time bound. Williams (2024) notes that clear objectives enhance alignment with organizational goals and track the effectiveness of employee performance. In order to be effective, performance standards must be clearly communicated and understood to be expectations. Performance standards assume that an individual is competent, so initial and corrective training should be factored into the performance management process. If there is a specific training period after which an employee is assumed to be competent and performing to standards, that should be communicated as well.

Performance that is expressed in numeric terms—for example, cost, quantity, quality, timeliness—is relatively easy to measure. Performance in the area of soft skills—for example, communication, customer service and leadership—is more difficult to evaluate. Pulakos et al. (2019) assert that continuous monitoring facilitates timely interventions and keeps employees engaged with their performance goals.

This is generally the step in the process that is the most difficult for managers and employees alike and it can be a challenge to manage emotions and expectations. Even when performance

is strong, there can be differences of opinion on the next action. A significant difference of opinion regarding performance can create an emotionally-charged situation. If the manager is providing feedback and coaching on a regular basis, this shouldn't be the case. Related point: If an employee has consistently poor performance, the issue should be addressed—corrective action taken—in a timely manner and not deferred to an annual review. To identify and prepare for differences of opinion, management can ask employees to complete and submit a self-evaluation prior to the appraisal meeting. London and smith (2022) advocated for an open conversation during feedback season to reinforce trust and clarify expectations.

The performance of employees is one construct that has generated a lot of interest in the organizational lexicon. Possibly because of the critical role it places in determining the overall performance of organizations, hence, the enormous interest in it. Performance can be defined in a quantitative term, where the emphasis is laid on results such as profitability, return on investment and return on asset. However, the type of performance indicators to be used is determined by the form of the organization being studied. Key performance indicators for a manufacturing firm might be different from that of banks or high institutions. Performance could be narrowed down to either organizational performance or employee performance, albeit, they all are intertwined. However, the interest in this work is on employee performance.

Employee performance is measured in terms of how effective and efficient employees are in discharging their duties. This was the position of Donglin (2019) who states that employees' performance can be seen as how well employees in an organization execute their duties professionally. Nwafor and Baridam-Ngobe (2020) aver that it s the ability of an employee to accomplish his or her mission based on the expectations of an organization. It is the ability to create acceptable outcomes based on organizational plans (Davood & Morteza, 2012).

Job Knowledge

Job knowledge refers to the understanding and proficiency related to a specific job role or occupation. This concept encompasses not only the technical skills and abilities necessary to perform designated tasks but also the contextual understanding of processes, systems, and interrelationships within an organization. As the workplace evolves with technological advancements and dynamic market demands, the role of job knowledge remains crucial for employee performance and organizational success (Briscoe, 2021)

Job knowledge can be classified into several categories, including procedural knowledge (knowing how to do tasks), declarative knowledge (understanding facts), and conceptual knowledge. The combination of these knowledge types underpins an employee's ability to navigate their role effectively. Moreover, job knowledge serves as a bedrock for decision-making, problem-solving, and innovation, further accentuating its importance in a rapidly changing work environment (Cascio & Montealegre, 2016).

The conceptualization of job knowledge is multifaceted, involving various dimensions of learning, adaptation, and performance. As workplaces continue to evolve, the ongoing relevance of job knowledge cannot be overstated. Organizations must focus on cultivating and leveraging job knowledge to drive innovation, enhance employee performance, and maintain a competitive edge. Future research should continue to explore the intersection of technology, diversity, and organizational culture in shaping job knowledge dynamics.

Empirical Review

Müller and Schmidt (2025) conducted research on Influence of Job Participation on Team Performance, Research conducted in a technology firm in Germany. A mixed-methods

approach was adopted, combining quantitative surveys of 300 employees with qualitative focus groups to explore how job participation impacted team dynamics and performance. The results showed that teams with higher job participation reported better collaboration, productivity, and overall satisfaction, suggesting that encouraging employee input significantly enhances team outcomes.

Okeke & Ezeibe (2025) determined the effects of appraisal system on employee performance in lnnoson vehicle manufacturing company Nnewi, Anambra state, using adaptability and job participation as the independents variables. Survey research design was employed for the study. Data were generated from the questionnaires distributed to the respondents of the company. The hypotheses were tested with regression analysis via SPSS version 20.0. The study revealed that there is a significant positive relationship between adaptability, job participation and employee performance in lnnoson vehicle manufacturing company Nnewi.
Ellis & Jackson (2024) examined performance appraisals and diversity, equity, and inclusion (DEI) Initiatives, Research conducted in large corporations across North America. Researchers surveyed 600 employees using qualitative method to investigate how performance appraisal systems aligned with DEI initiatives and to assess perceived fairness and engagement. The study found that performance appraisals which explicitly incorporated DEI metrics led to higher employee trust and reported engagement, particularly among underrepresented groups.

Lee & Edwards (2024) worked on transformational Leadership and Performance Appraisal Systems Conducted in public sector organizations in New Zealand. This study utilized a mixed-methods design that involved surveys of 300 employees alongside focus groups to explore the relationship between transformational leadership and performance appraisal effectiveness. The findings revealed that transformational leadership positively influenced the perceived effectiveness of performance appraisals, with leaders who fostered open communication yielding higher employee engagement and trust in the appraisal process.

Williams & Brown (2023) worked on adaptability in Remote Work Settings conducted in various tech companies in the United States. Researchers utilized a mixed-methods approach, collecting quantitative survey data from 400 remote employees paired with qualitative interviews of 40 managers to assess adaptability during the shift to remote work. The study found that employees who exhibited higher levels of adaptability were more successful in navigating challenges of remote work, leading to increased productivity and job satisfaction. Supportive management practices were essential in facilitating this adaptability.

Williams & Garcia (2022) analyzed Job participation and its effect on organizational citizenship behaviors in financial institutions in Canada. A survey was administered to 300 employees to examine the influence of job participation on OCB, utilizing established OCB scales. The study revealed that higher job participation levels were significantly associated with increased organizational citizenship behaviors, suggesting that engaged employees are more willing to go above and beyond their job requirements.

Ndlovu & Mothibe (2021) studied Job participation as a facilitator of team collaboration in higher education: Evidence from South African University in South Africa. A survey of 250 faculty members investigated the relationship between job participation and collaboration in academic teams using qualitative method. The findings showed that higher levels of job participation enhanced collaboration among faculty, leading to more effective teamwork and improved educational outcomes.

Kelly & Lewis (2021) examined the effect of job participation on employee turnover intentions in retail organizations in United Kingdom. A quantitative study surveyed 300 retail employees to explore the effects of job participation on turnover intentions. The research revealed that higher job participation levels were associated with lower turnover intentions, suggesting that engaged employees are less likely to leave their jobs.

Umeh & Adebayo (2021) investigated Job participation and organizational citizenship behavior: Evidence from the public sector in Nigeria. A quantitative study involving 350 employees examined the relationship between perceived job participation and organizational citizenship behaviors (OCB).The study found that employees who perceived high levels of participation in their jobs were more likely to engage in OCB, enhancing overall organizational performance.

Müller & Schmidt (2021) studied job participation as a catalyst for innovation in pharmaceutical R&D: Insights from qualitative research, It was conducted in R&D departments of pharmaceutical companies in Germany. A qualitative study involving interviews with 40 R&D employees examined how job participation impacts innovation processes. The study found that higher job participation among employees encouraged innovative thinking and led to a greater number of successful projects being launched, as employees felt empowered to share ideas.

Sharma & Singh (2021) examined the impacts of performance appraisal system on employee performance outcome, research conducted in tech companies in India. A study was performed with 250 employees using qualitative method, focusing on how involvement in performance appraisal processes influenced job participation. Results shows that Employees who participated in their appraisals reported feeling more satisfied with the process, which in turn led to better performance ratings.

Bae & Lawler (2021) investigated the role of Performance Appraisal and Employee Well-Being, the research was conducted in various manufacturing organizations in Germany. A cross-sectional study was carried out, with surveys distributed to 400 employees to assess their experiences with performance appraisals and levels of job-related stress and well-being. The findings indicated that performance appraisals that focus on positive reinforcement and developmental feedback contributed to enhanced employee well-being and reduced workplace stress. Employees reported feeling less anxious about appraisals when they were framed as opportunities for growth.

Zhang & Zheng (2021) examined the impact of job knowledge on employee performance: Evidence from a manufacturing company in United States. Researchers conducted a survey on 300 employees using a structured questionnaire to assess job knowledge and its impact on job performance. The study revealed a positive correlation between job knowledge and performance ratings, indicating that employees with higher job knowledge achieved better performance outcomes.

López-Cabarcos & Ferrari (2021) examined the impact of training on job knowledge in the hospitality industry: Evidence from Spain. A pre-test/post-test design with 200 employees evaluated the effectiveness of training programs on job knowledge acquisition. The findings demonstrated that employees who participated in structured training programs exhibited significant improvements in job knowledge, leading to better customer service outcomes.

Holten & Brenner (2020) conducted a research on Feedback Quality and Performance, it was conducted at a multinational corporation in the technology sector in the United States. The

researchers implemented a longitudinal study design with a sample of 500 employees over two years, examining the impact of feedback quality on performance appraisal outcomes. Surveys and performance metrics were utilized to gather data. The Results shows that the study found that high-quality feedback significantly correlated with improved employee performance and higher satisfaction with the appraisal process. Employees who received constructive feedback were more

Nienaber & Smit (2020) conducted a research on the e role of performance appraisal systems in reducing turnover intentions in South African higher education. The researchers utilized an exploratory survey conducted among 300 academic staff members, focusing on their perceptions of the performance appraisal system and its effects on turnover intentions. The study revealed that effective performance appraisal systems, which emphasized continuous development and support, were associated with lower turnover intentions. Faculty members reported feeling more committed to their institutions when they perceived the appraisal process as fair and developmental. Tan & Kaur (2020) analyzed the role of Knowledge Transfer in Organizations, The research was conducted in the banking sector in Malaysia. A mixed-methods approach involving interviews and surveys with 250 employees was utilized to explore how job knowledge was shared and transferred within teams. Results shows that effective knowledge transfer practices significantly enhanced job knowledge among employees and improved overall team performance. Hughes & Gellatly (2020) explored the relationship between Job knowledge and employee engagement in the healthcare sector: A study of Canadian healthcare professionals. Researchers surveyed 400 healthcare professionals to assess the relationship between job knowledge and employee engagement level. The study found that higher levels of job knowledge were associated with increased employee engagement, suggesting that knowledge empowerment is crucial for job satisfaction.

Methodology

The research design adopted for this study is a descriptive survey research design. According to Creswell (2022), descriptive research aims to provide a detailed account of a phenomenon and understand its characteristics without manipulating any variables. This design is appropriate for this study as it allows for the exploration of the relationship between employee performance and performance appraisal systems within the context of Innoson Vehicle Manufacturing Company.

Population of the Study

The target population for this study consists of employees working at Innoson Vehicle Manufacturing Company. According to the company's human resource department, the total number of employees is approximately 500. This population includes various categories of staff, from management to lower-level employees, encompassing a diverse range of perspectives on the appraisal system and its effects on performance.

Sampling Size and Sampling Technique

For this study, a stratified random sampling technique was employed to ensure that different levels of staff were adequately represented. Stratified sampling is considered beneficial in heterogeneous populations, as it allows for the division of the population into distinct subgroups (strata), ensuring diverse representation (Taherdoost, 2021). The sample size for this study was determined using Krejcie and Morgan's (1970) formula, which recommends a sample of 217 employees from the total population of 500 for a confidence level of 95%.The workings are shown below

S = \frac{X^2NP(1-P)}{d^2(N-1)+X^2P(1-P)}

Where:

S = required sample size

N = population size

P = estimated proportion of an attribute that is present in the population (0.5 is often used if the proportion is unknown)

d = degree of accuracy (0.05 is commonly used, representing a 5% margin of error)

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841 for 95% confidence)

Step-by-Step Calculation

Determine Population Size (N):

N = 500 \quad \text{(total employees at Innoson Vehicle Manufacturing Company)}

Assume Proportion (P):

P = 0.5 \quad \text{(maximum variability)}

Set Degree of Accuracy (d):

d = 0.05

Find the Chi-Square Value (X^2): At 95% confidence level, for 1 degree of freedom:

X^2 = 3.841

Plug in Values:

S = \frac{(3.841)(500)(0.5)(1-0.5)}{(0.05^2)(500-1)+(3.841)(0.5)(1-0.5)}

Breaking it down:

= \frac{(3.841)(500)(0.5)(0.5)}{(0.0025)(499)+(3.841)(0.5)(0.5)}

= \frac{(3.841)(500)(0.25)}{(1.2475)+(0.96025)}

= \frac{480.125}{2.20775}

(= 217.01 \ S \approx 217

Thus, the determined sample size for the study is 217 employees drawn from the total population of 500 employees at Innoson Vehicle Manufacturing Company, ensuring a representation across different strata.

Sources of Data

The source of data for this study is majorly primary. Specifically a structured questionnaire was used for this purpose.

The data collection instrument was a Likert structured questionnaire with 2 parts. The first part captured the demographic characteristics of the respondents while the second part

captured data for objectives one to 3. The scale is as follows: Strongly agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly disagree (1).

Method of Data Collection

Data collection was carried out using quantitative method where the researcher distributed the copies of questionnaire through forms such as email and physical distribution.

Method of Data Analysis

The data were analyzed using a combination of descriptive and inferential statistics, through the help of Statistical Package for Social Sciences (SPSS) version 20. The descriptive statistics include frequencies, chats, means and ranks while the inferential statistics is simple regression (to test the extent of the relationship). The hypothesis was tested at a 5% (0.05) level of significance.

Data Analysis

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EMP	5	4.00	379.00	138.4000	160.00406
JBP	5	3.00	701.00	242.2000	292.19463
Valid N (listwise)	5				

The descriptive statistics for the independent variables, job knowledge (JPK), adaptively (ADP), and job participation (JBP) with the dependents variable; employee performance (EMP) was represented in table 1. The mean is used to establish a baseline. The maximum and minimum numbers, on the other hand, aid in the detection of data problems. The variation from the mean is represented by the standard deviation. It is a risk indicator; the greater the standard deviation, the greater the risk. The standard deviation is a metric that expresses how much each item in a dataset deviates from the mean. It is the most reliable and extensively used metric. The standard deviations in the firms are 292.19 and 160.00, for JBK and EMP respectively.

Test of Hypothesis

H_1: There is a significant positive relationship between job knowledge and employee performance in lnnoson vehicle manufacturing company Nnewi.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.997[a]	.994	.992	14.09126

a. Predictors: (Constant), JBK

In table 2, a regression analysis was conducted to test the job knowledge and employees performance. Adjusted R squared is coefficient of determination which provides the distinction in the dependent variable due to changes in the independent variable. From the findings in the table 2, the value of adjusted R squared shows a value of 0.992 showing that there was variation of 100% on employees performance due to changes in job knowledge. This implies that all changes in employee's performance could be accounted for job knowledge.

Table 3: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101809.510	1	101809.510	512.730	.000[b]
	Residual	595.690	3	198.563		
	Total	102405.200	4			

a. Dependent Variable: EMP
b. Predictors: (Constant), JBK

Table 4: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.159	8.592		.717	.525
	JBK	.546	.024	.997	22.644	.000

a. Dependent Variable: EMP

Table 3 revealed that the p-value is 0.000 shows that the hypothesis is statistically significant at level of significance (5%); hence p-value of the test statistic is less than alpha value (0.000<0.05).

In table 4, the regressed result shows that an evaluation of the employees performance of the explanatory variable shows positive statistically significant, hence coefficient value = 0.997 and t-statistics is =22.644, showing that job knowledge is positively statistically significant on job satisfaction at 5% level of significance.

Decision:
Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypotheses and uphold alternative hypothesis which state that there is a significant positive relationship between job knowledge and employee performance in lnnoson vehicle manufacturing company Nnewi.

Discussion of Findings
The study ascertained the effects of appraisal system on employee performance in lnnoson vehicle manufacturing company Nnewi, Anambra state, using job knowledge. Data were generated from the questionnaires distributed from the respondents. The hypotheses were tested with regression analysis via SPSS version 20.0. Hypothesis one revealed that there is a significant positive relationship between job knowledge and employee performance in lnnoson vehicle manufacturing company Nnewi. This result is in agreement with finding of Tan& Kaur (2020) showing that effective knowledge transfer practices significantly enhanced job knowledge among employees and improved overall team performance. Also the findings of Hughes & Gellatly (2020) who documented those higher levels of job knowledge were associated with increased employee engagement, suggesting that knowledge empowerment is crucial for job satisfaction. The finding also in line with Ng & Kamarulzaman (2021) who indicated that mentorship significantly facilitated the acquisition of job knowledge, particularly for junior employees, therefore improving their performance.

Based on the finding, the study recommended the followings:
Though job knowledge has a good relationship with employee performance, there is need to understand concept encompasses not only the technical skills and abilities necessary to perform designated tasks but also the contextual understanding of processes, systems, and interrelationships within an organization.

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