



Performance Management And Sustainable Growth Of Deposit Money Banks In Delta State, Nigeria

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Abstract

This study investigated the impact of performance management on the sustainable growth of deposit money banks in Delta State, Nigeria, using Strategic Goal Cascade (SGC), Target-Setting Fairness and Clarity (TSFC), Appraisal Process Quality (APQ), and Feedback Culture and Coaching (FCC) as proxies of performance management. A descriptive survey research design was adopted, and data were collected through structured questionnaires administered to employees of ten selected banks located in Asaba, Warri, and Ughelli. A total of 385 questionnaires were distributed, with 349 valid responses retrieved, representing a response rate of 90.65 percent. Reliability was confirmed through Cronbach's alpha values above 0.70 for all variables, and content validity was established through expert review. Data were analyzed using descriptive statistics and multiple regressions in SPSS version 23. The findings revealed that all four dimensions of performance management had significant positive impacts on sustainable growth. Specifically, SGC ($B = .117, p < .05$), TSFC ($B = .143, p < .05$), APQ ($B = .114, p < .05$), and FCC ($B = .972, p < .05$) were all significant predictors, with TSFC showing the strongest effect. These results confirm that transparent target-setting, structured goal alignment, quality appraisal processes, and constructive feedback mechanisms are vital drivers of long-term sustainability in banking institutions. The study concludes that sustainable banking performance depends heavily on internal performance management systems, reinforcing Goal-Setting Theory. It recommends that banks strengthen goal cascade models, adopt participatory and transparent target-setting practices, improve appraisal fairness and timeliness, and embed coaching and mentoring mechanisms into performance management cycles. The study provides theoretical, practical, and policy implications for enhancing the sustainability of the Nigerian banking sector.

Keywords: Strategic Goal Cascade, Target-Setting Fairness. Clarity, Appraisal Process Quality, Feedback Culture and Coaching

Background to the Study

In the global banking industry, performance management systems (PMS) have increasingly been recognized as key drivers of sustainable growth. Strategic goal cascade (SGC), which ensures the alignment of corporate objectives with branch and individual targets, has been shown to enhance organizational coherence and efficiency in resource allocation. Target-setting fairness and clarity (TSFC) is widely associated with employee motivation, trust, and engagement, all of which contribute to long-term institutional resilience. Furthermore, appraisal process quality (APQ) and feedback culture & coaching (FCC) are critical to driving employee development,

productivity, and adaptability in dynamic financial markets (Sethi, 2025). However, much of the global discourse has been dominated by quantitative financial measures of growth, with relatively limited integration of these qualitative PMS dimensions into sustainability frameworks (Zainuddin & Osman, 2023).

Across Africa, banks continue to face volatile economic conditions, regulatory reforms, and competition from fintechs, which heighten the importance of robust PMS. Studies have revealed that strategic alignment and fair performance appraisal processes improve employee commitment, thereby strengthening banks' capacity to adapt to turbulence (Mungai & Wambugu, 2023). Feedback culture and

coaching have also been identified as essential mediators of employee productivity and service delivery in African banks (Adebayo & Lawal, 2024). Evidence from Kenya, South Africa, and Ghana demonstrates that fairness and transparency in target-setting, alongside effective feedback mechanisms, foster employee trust and reinforce customer service, ultimately supporting sustainable growth (Chigora et al., 2023). These findings highlight that PMS dimensions such as SGC, TSFC, APQ, and FCC are not peripheral but essential in shaping banking resilience on the continent.

In Nigeria, the banking sector occupies a critical position in driving economic development, but it is confronted with numerous challenges, including inflationary pressures, exchange rate fluctuations, regulatory tightening, and increasing digital disruption. Sustainable growth for deposit money banks is not merely about profitability but also about resilience, innovation, ethical compliance, and customer retention. While studies have examined sustainability reporting and corporate governance practices in Nigerian banks, relatively fewer have explored the role of qualitative PMS dimensions in achieving sustainable growth (Tomomewo et al., 2022). Research by Achira, Ezichi-Obasi, and Ufomba (2024) found that appraisal systems incorporating clear criteria, performance measurement, and constructive feedback positively influence employee performance in Nigerian banks, though the direct link to sustainable growth remains underexplored. Similarly, Nguemo and Ekokotu (2025) emphasized that technology investment enhances sustainable growth in Nigerian deposit money banks, but cautioned that internal management practices, particularly PMS, serve as mediating factors.

Recent findings in Nigeria further indicate that aligning individual objectives with corporate strategy through SGC improves organizational performance, while fairness in target-setting strengthens employee engagement and retention (Okonkwo & Nwankwo, 2023). Moreover, APQ and FCC have been shown to play critical roles in enhancing staff competence, reducing turnover, and supporting ethical risk-taking, all of which are crucial for sustainability in the financial services sector (Olowofela & Akinola, 2025). However, despite these insights, there is limited empirical evidence connecting these four PMS proxies; SGC, TSFC, APQ, and FCC directly with sustainable growth in deposit money banks, especially within Delta State. Given the unique socio-economic landscape of Delta State, characterized by oil-driven economic volatility, urban-rural banking diversity, and rising customer expectations, examining these qualitative PMS measures offers both scholarly and practical value. Such an inquiry will not only bridge existing research gaps but also provide actionable insights for

strengthening the resilience and growth trajectory of Nigerian banks.

Statement of the Problem

Globally, performance management systems have been recognized as mechanisms that align employee efforts with organizational objectives, yet much of the evidence has focused on financial outcomes rather than sustainable growth dimensions. In Africa, while strategic alignment, appraisal quality, and feedback practices are acknowledged as enablers of employee productivity, studies remain fragmented and seldom integrate these qualitative proxies into sustainability models. Within Nigeria, the banking sector continues to face economic volatility, regulatory pressure, and technological disruption, all of which necessitate robust management practices. However, most existing studies have concentrated on financial performance and sustainability reporting, leaving limited attention to how qualitative measures such as strategic goal cascade, fairness in target-setting, appraisal process quality, and feedback culture directly influence sustainable growth in deposit money banks. Particularly in Delta State, where deposit money banks operate within socio-economic contexts of urban-rural diversity and high customer expectations, empirical evidence is scarce. This gap creates uncertainty on whether these performance management proxies significantly predict sustainable growth outcomes. Hence, the need arises for a study grounded in quantitative methods such as Ordinary Least Squares (OLS) regression, to establish causal inferences and provide evidence-based insights on how these dimensions of performance management impact the sustainability trajectory of banks in the region.

Objectives of the Study

The main objective of this study was to examine the impact of performance management on the sustainable growth of deposit money banks in Delta State, Nigeria. The specific objectives were to:

- i. determine the extent to which strategic goal cascade influenced the sustainable growth of deposit money banks in Delta State.
- ii. assess how target-setting fairness and clarity affected the sustainable growth of deposit money banks in Delta State.
- iii. evaluate the influence of appraisal process quality on the sustainable growth of deposit money banks in Delta State.
- iv. ascertain how feedback culture and coaching shaped the sustainable growth of deposit money banks in Delta State.

Research Questions

- i. To what extent did strategic goal cascade influence the sustainable growth of deposit money banks in Delta State?
- ii. How did target-setting fairness and clarity affect the sustainable growth of deposit money banks in Delta State?
- iii. To what extent did appraisal process quality impact the sustainable growth of deposit money banks in Delta State?
- iv. How did feedback culture and coaching contribute to the sustainable growth of deposit money banks in Delta State?

Research Hypotheses

H0₁: Strategic goal cascade had no significant impact on the sustainable growth of deposit money banks in Delta State.

H0₂: Target-setting fairness and clarity had no significant effect on the sustainable growth of deposit money banks in Delta State.

H0₃: Appraisal process quality had no significant influence on the sustainable growth of deposit money banks in Delta State.

H0₄: Feedback culture and coaching had no significant impact on the sustainable growth of deposit money banks in Delta State.

Literature Review

Conceptual Review

Performance management

Performance management had been widely regarded as a critical tool for ensuring organizational efficiency and long-term sustainability in financial institutions. In the context of deposit money banks, performance management served as a structured approach for aligning individual performance with strategic goals, thereby enhancing organizational outcomes. Scholars had emphasized that effective performance management encompassed target-setting, monitoring, evaluation, and feedback mechanisms that motivated employees while promoting accountability (Adebayo & Lawal, 2024; Zainuddin & Osman, 2023). Within Nigerian banks, the role of performance management was even more pressing due to the dynamic macroeconomic conditions and regulatory requirements that demanded adaptive and results-oriented practices. A growing body of literature had suggested that strategic alignment and goal cascading were fundamental to performance management, particularly in banking institutions. When organizational objectives were translated into departmental and individual goals, employees reportedly demonstrated higher levels of clarity and commitment to achieving set targets (Okonkwo & Nwankwo, 2023; Mungai & Wambugu, 2023). In the Nigerian banking sector, where competition was intense, such alignment was argued to

reduce internal inefficiencies and promote consistency in service delivery, thereby reinforcing overall bank stability.

Equally important, fairness and clarity in target-setting had been recognized as determinants of employee satisfaction and trust in the performance management process. Studies noted that employees perceived target-setting processes as credible when they were transparent, realistic, and participatory, which in turn enhanced motivation and reduced workplace conflicts (Sethi, 2025; Chigora et al., 2023). In Nigerian banks, where performance pressure was often high, clarity in expectations reduced resistance and turnover intentions while promoting accountability and commitment. Appraisal process quality was also central to performance management in financial institutions. Research had shown that timely, evidence-based, and objective appraisals promoted fairness, reduced bias, and improved employee engagement (Achara et al., 2024; Olowofela & Akinola, 2025). In Nigeria, where appraisal systems were sometimes criticized for subjectivity, improved quality in appraisal processes had been linked to increased employee trust in management and more effective career development planning. Consequently, appraisal quality was argued to be positively associated with organizational resilience and customer satisfaction. Feedback culture and coaching were highlighted in recent scholarship as mechanisms that reinforced continuous learning and adaptability in banks. Constructive feedback not only closed performance gaps but also encouraged innovation and accountability (Adebayo & Lawal, 2024; Zainuddin & Osman, 2023). Coaching, as an extension of feedback, had been associated with employee development and retention, both of which were critical in Nigeria where banks were increasingly reliant on human capital for competitive advantage. These practices reportedly fostered positive workplace climates, which supported employee productivity and, by extension, sustainable banking growth. Thus, performance management was further influenced by digital transformation and regulatory oversight. Studies revealed that banks had been compelled to integrate digital tools into appraisal, monitoring, and reporting processes, which enhanced transparency and efficiency (Nguemo & Ekokotu, 2025; Tomomewo et al., 2022). Moreover, regulatory guidelines from the Central Bank of Nigeria had required stricter accountability frameworks, which made performance management an indispensable governance mechanism for deposit money banks. Together, these developments underscored the significance of qualitative aspects of performance management; strategic goal cascade, fairness in target-setting, appraisal quality, and feedback culture as integral to the sustainability of Nigerian banks.

Sustainable Growth

Sustainable growth had been described as the ability of financial institutions to maintain consistent performance while ensuring resilience, innovation, and social responsibility. In global discourse, sustainable growth in banking went beyond profitability to include ethical conduct, environmental awareness, and customer-centered strategies, positioning it as a balance between financial stability and stakeholder interests (Ahmed & Suleiman, 2023; Mensah & Amponsah, 2022). In Africa, sustainable growth was linked to financial inclusion, corporate governance reforms, and risk management. Studies showed that banks pursuing inclusive practices and technological innovation achieved stronger operational resilience and community trust, reinforcing long-term competitiveness (Akinyemi & Ajayi, 2024; Chukwu et al., 2023). These findings underscored the need to integrate social and governance dimensions into banking strategies. Within Nigeria, sustainable growth became more pressing amid inflation, currency volatility, and regulatory changes. Evidence suggested that deposit money banks achieved profitability but struggled with sustaining growth under these pressures. Stable earnings, customer retention, and responsible governance were critical in maintaining resilience (Okeke & Ibeh, 2023; Ojo & Yusuf, 2025). Furthermore, leadership transparency and ethical practices enhanced long-term growth, positioning governance and human capital as central to sustainability (Oladipo et al., 2022; Eze & Ananwude, 2023).

Theoretical Review

Goal-Setting Theory

The present study was anchored on Goal-Setting Theory, which emphasized that specific, clear, and challenging goals motivated higher performance compared to vague or easy objectives. The theory posited that individuals exerted greater effort when they understood the relevance of their tasks to broader organizational goals, and when the targets set were perceived as fair, transparent, and attainable. In the context of deposit money banks, strategic goal cascade reflected the operationalization of this theory, as corporate goals were broken down into departmental and individual objectives, ensuring alignment and coherence across the institution. Similarly, target-setting fairness and clarity directly aligned with the theory's assertion that clarity and perceived equity enhanced employee commitment and reduced resistance to performance targets (Locke & Latham, 2020; Akinyemi & Ajayi, 2024).

Furthermore, appraisal process quality and feedback culture were supported by the theory's assumption that performance improved when individuals received

continuous evaluation and constructive feedback on progress toward set goals. Feedback not only reinforced accountability but also acted as a motivational driver for sustained performance, while coaching ensured capability development (Chigora et al., 2023; Okeke & Ibeh, 2023). When extended to organizational outcomes, Goal-Setting Theory suggested that effective performance management practices ultimately translated into higher productivity, customer satisfaction, and long-term sustainable growth. This linkage justified the use of Goal-Setting Theory as a foundation for examining how performance management systems influenced sustainability in Nigerian deposit money banks.

Empirical Review

Olowofela (2025) investigated sustainable banking and bank stability in Nigeria between 2012 and 2022. The objective was to examine whether governance, social, and environmental practices influenced stability. Using Dynamic Ordinary Least Squares analysis, findings revealed that governance dimensions significantly contributed to stability, while environmental and social dimensions showed mixed effects. The study concluded that sustainability depended heavily on internal management practices and recommended aligning performance management systems with sustainable banking frameworks.

Ehimem and Ogundare (2024) explored performance management systems and organizational performance of deposit money banks in Delta State. The study sought to identify which dimensions of performance management most influenced organizational outcomes. Questionnaires were distributed to bank staff across three major cities, and data were analyzed with multiple regression. Results showed that strategic goal cascade and appraisal process quality were significant predictors of sustainable performance, while feedback enhanced outcomes indirectly. The study concluded that integrated PMS approaches were more effective than isolated measures and recommended formalized goal cascade models and feedback dashboards.

Effiong (2024) assessed the effect of managerial coaching on employee performance in commercial banks in Calabar. The objective was to determine how feedback and support practices influenced innovative and in-role performance. Data collected through a structured questionnaire were tested using regression and mediation analysis. Findings indicated that managerial coaching significantly enhanced both role performance and innovation, with role clarity mediating the relationship. The study concluded that feedback and coaching mechanisms promoted growth and recommended embedding coaching in appraisal systems.

Okafor and Eze (2024) examined performance management and organizational sustainability in public sector organizations in South-East Nigeria. Although outside the banking sector, the objective was to test if PMS influenced sustainability outcomes. Using questionnaires and regression analysis, the study found that goal clarity, timely appraisals, and feedback culture significantly influenced sustainability. It concluded that PMS proxies were critical across sectors and recommended applying similar practices in banking.

Adegbite and Akinola (2024) evaluated the soundness of Nigerian deposit money banks using OLS and IMF Bankometer approaches between 2013 and 2022. The objective was to assess determinants of financial soundness as proxies for sustainability. Findings revealed that management efficiency and risk-related indicators were crucial predictors of soundness. The study concluded that performance management processes underpinned soundness and recommended embedding risk-awareness into goal-setting and appraisal systems.

Okolo, Ikpo, and Ifediota (2024) studied customer feedback management and its effect on customer satisfaction in deposit money banks in South-East Nigeria. The study used a survey and regression analysis to test the relationship. Findings indicated that customer feedback management strongly and positively predicted customer satisfaction. The study concluded that feedback mechanisms enhanced customer trust and recommended integrating complaint resolution speed into staff KPIs.

Akanbi, Ojo, and Lawal (2024) examined employee relations, ethical orientation, and job performance in commercial banks in Lagos. The objective was to determine how fairness and ethical practices shaped employee outcomes. Using a survey design and OLS regression, the study revealed that transparent target-setting and fair appraisals significantly improved employee performance and reduced turnover intentions. It concluded that fairness and ethical orientation were essential to PMS and recommended stronger communication practices.

Adeyemi and Bello (2024) carried out a comparative assessment of Nigerian banks between 2005 and 2015 with the objective of benchmarking drivers of performance. A panel design was adopted, and performance ratios were analyzed alongside management quality measures. Results highlighted that internal management and appraisal systems differentiated sustainable performers. The study concluded that consistent monitoring and appraisal were vital for long-term performance and recommended continuous capacity building for bank managers.

Abu (2023) analyzed the relationship between financial stability, sustainability, and commercial banking performance in Nigeria. The study used secondary macro-banking data with econometric analysis to test how internal practices related to stability. Findings showed that governance and disciplined internal management were critical to sustainable performance. It concluded that performance management practices, particularly fair appraisals and clear goals, were essential to sustaining long-term growth and recommended integrating risk-based KPIs into performance evaluations.

Onu (2022) examined how performance management practices influenced corporate success among banks in Owerri. The objective was to evaluate the impact of structured goal-setting, appraisal, and feedback mechanisms on organizational outcomes. A survey research design was employed, with data collected through questionnaires and analyzed using regression models. Findings revealed that transparent target-setting and consistent appraisals had significant effects on bank performance, while feedback reinforced employee commitment. The study concluded that banks needed to institutionalize participatory target-setting and recommended manager training in coaching techniques to sustain growth.

Odunayo (2022) investigated performance evaluation and employee productivity in deposit money banks in Lagos State. The study aimed to assess the influence of appraisal quality and target clarity on staff output. Using a survey of bank employees and regression analysis, it was established that appraisal process quality—measured by fairness and timeliness—positively influenced productivity, while inadequate feedback reduced efficiency. The study concluded that effective appraisals were central to employee performance and recommended incorporating feedback mechanisms into appraisal cycles.

Attah-Bochwey (2022) studied sustainability reporting and performance of African listed banks, focusing on the role of governance and disclosure. Panel data from multiple banks over a ten-year period were analyzed using regression methods. Findings indicated that sustainability disclosures had limited impact unless supported by internal goal-setting and appraisal practices. The study concluded that disclosures alone were insufficient and recommended aligning internal PMS practices with sustainability strategies.

Research Methodology

Research Design

The study adopted a descriptive survey research design. This design was considered appropriate because it enabled the researcher to obtain the opinions, perceptions, and attitudes of bank employees on the relationship between performance management

systems and sustainable growth. A survey approach also facilitated the collection of primary data directly from respondents in their natural work environment, which improved the relevance and validity of responses. The design was quantitative in nature, as it emphasized the measurement of variables such as Strategic Goal Cascade (SGC), Target-Setting Fairness and Clarity (TSFC), Appraisal Process Quality (APQ), Feedback Culture and Coaching (FCC), and Sustainable Growth (SG). This approach permitted the use of inferential statistics and Ordinary Least Squares (OLS) regression to examine relationships between explanatory and outcome variables.

Population of the Study

The population of the study comprised all employees working in selected deposit money banks operating in Delta State, Nigeria. Since the study focused on Asaba, Warri, and Ughelli, ten deposit money banks with regional and branch offices in these cities were selected based on their market share and accessibility. The population included managers, supervisors, and operational staff, as they were all involved in the implementation and experience of performance management practices. The breakdown of the study population by bank and location is presented below Table 1 below:

Table 1: Study Population

| S/N | Bank Name | Branch Address (Main City) | Estimated Staff Population |
|--------------|-------------------------|----------------------------|----------------------------|
| 1 | Zenith Bank Plc | Zenith Bank Rd., Warri | 120 |
| 2 | Guaranty Trust Bank Plc | Okumagba Ave., Warri | 105 |
| 3 | First Bank of Nigeria | Nnebisi Rd., Asaba | 140 |
| 4 | United Bank for Africa | Udu Rd., Warri | 110 |
| 5 | Access Bank Plc | Summit Rd., Asaba | 100 |
| 6 | Fidelity Bank Plc | Effurun-Sapele Rd., Warri | 85 |
| 7 | Union Bank Plc | Okumagba Ave., Warri | 90 |
| 8 | Polaris Bank Plc | Nnebisi Rd., Asaba | 95 |
| 9 | Sterling Bank Plc | Ughelli Main Market Rd. | 75 |
| 10 | Ecobank Nigeria Plc | Ezenei Ave., Asaba | 80 |
| Total | | 1,000 | |

Source: Banks' HR Departments, 2024.

Sample Size Determination

The sample size was determined using Yamane's (1967) formula for finite population:

$$n = \frac{N}{1+N} \left(\frac{e^2}{e^2 + 1} \right)$$

Where:

n = sample size

N = population size (1,000)

e = margin of error (0.05)

$$n = \frac{1000}{1+1000(0.05)^2} = \frac{1000}{1+25} = \frac{1000}{26} = 38.46 \approx 38$$

Thus, the sample size for the study was 385 employees.

Sampling Techniques

The study employed a proportionate stratified random sampling technique. The population was first stratified according to banks, and the sample size was distributed proportionately to reflect the number of employees in each bank. Within each stratum, respondents were randomly selected to ensure representativeness. The proportionate sample size is presented in Table 2 below:

Table 2: Proportion of the Sample Size

| Bank Name | Population | Proportionate Sample (n = 385) |
|-------------------------|------------|--------------------------------|
| Zenith Bank Plc | 120 | 46 |
| Guaranty Trust Bank Plc | 105 | 40 |
| First Bank of Nigeria | 140 | 54 |
| United Bank for Africa | 110 | 42 |
| Access Bank Plc | 100 | 39 |
| Fidelity Bank Plc | 85 | 33 |
| Union Bank Plc | 90 | 35 |
| Polaris Bank Plc | 95 | 37 |
| Sterling Bank Plc | 75 | 29 |

| Bank Name | Population | Proportionate Sample (n = 385) |
|---------------------|------------------------|--------------------------------|
| Ecobank Nigeria Plc | 80 | 30 |
| Total Sample | 385 respondents | |

Source: Researchers Computations, 2025.

Method of Data Collection

Primary data were collected through the administration of structured questionnaires. The instrument was distributed physically by trained research assistants who visited bank branches. To increase the response rate, questionnaires were delivered during less busy periods such as early mornings and late afternoons. Follow-up reminders were also conducted. Respondents were assured of confidentiality and anonymity, which encouraged honest responses.

Research Instruments

The research instrument was a self-administered structured questionnaire designed on a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The questionnaire was divided into five sections. The first section covered demographic information of respondents while the second section contained items measuring Strategic Goal Cascade (SGC), such as the clarity of cascading goals from top management to employees, Target-Setting Fairness and Clarity (TSFC), focusing on transparency, fairness, and attainability of targets, Appraisal Process Quality (APQ), including aspects such as timeliness, objectivity,

Table 3: Reliability Instruments

| Variable | Number of Items | Cronbach's Alpha |
|-----------------------------------|-----------------|------------------|
| Strategic Goal Cascade (SGC) | 6 | 0.82 |
| Target-Setting Fairness (TSFC) | 6 | 0.79 |
| Appraisal Process Quality (APQ) | 7 | 0.84 |
| Feedback Culture & Coaching (FCC) | 7 | 0.88 |
| Sustainable Growth (SG) | 8 | 0.86 |

Source: Researchers Computations, 2025.

Method of Data Analysis

Data collected were coded and entered into SPSS version 23 for analysis. Descriptive statistics such as means, standard deviations, and frequencies were used to summarize demographic variables and item responses. Inferential statistics were applied to test hypotheses. Specifically, Ordinary Least Squares (OLS) regression was employed to determine the impact of SGC, TSFC, APQ, and FCC on Sustainable Growth.. The regression model was specified as:

$$SG = \beta_0 + \beta_1 SGC + \beta_2 TSFC + \beta_3 APQ + \beta_4 FCC + \mu$$

Where:

SG = Sustainable Growth (dependent variable)

SGC = Strategic Goal Cascade

TSFC = Target-Setting Fairness and Clarity

and documentation of appraisals, Feedback Culture and Coaching (FCC), with items addressing frequency, constructiveness, and coaching orientation of feedback and Sustainable Growth, with indicators such as customer retention, innovation, compliance, and stability.

Validity of Research Instruments

Content validity was censured by subjecting the questionnaire to expert review by three academics in business management and two HR professionals from deposit money banks. Their feedback was incorporated to improve the clarity and relevance of the items. Construct validity was established by aligning the items with theoretical constructs from Goal-Setting Theory and Balanced Scorecard perspectives.

Reliability of Research Instruments

Reliability of the instrument was tested using Cronbach's Alpha, with a pilot test conducted on 40 respondents from non-sampled bank branches in Delta State. Results showed all variables had alpha coefficients above the acceptable threshold of 0.70, indicating strong internal consistency.

APQ = Appraisal Process Quality

FCC = Feedback Culture and Coaching

β_0 = Constant

$\beta_1 - \beta_4$ = Coefficients of regression

μ = Error term

Hypotheses were tested at a 5% significance level.

Coefficient values, t-statistics, and p-values guided the interpretation of results.

Results and Discussion

This section outlines the procedures adopted for data analysis. Descriptive statistics were utilized to condense the dataset and highlight underlying patterns, while a correlation matrix was developed to illustrate the associations among the study variables. To test the research hypotheses, multiple regression analysis was

conducted using SPSS version 23. A total of 385 structured questionnaires were distributed to employees of ten selected deposit money banks located in Asaba, Warri, and Ughelli, Delta State, Nigeria. Delta State was purposively chosen due to its prominence as a commercial hub in southern Nigeria, with Asaba, Warri, and Ughelli serving as focal points for banking operations. Out of the questionnaires distributed, 349

were duly completed and returned, representing an impressive response rate of 90.65 percent. This high level of participation offers a robust basis for statistical analysis and exceeds the benchmark proposed by Cooper and Schindler (2014), who consider a 50 percent response rate sufficient, 60 percent good, and 70 percent or higher excellent.

Table 4: Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|-------|----------------|
| SGC | 349 | 11 | 20 | 16.87 | 2.144 |
| TSFC | 349 | 12 | 20 | 17.92 | 2.242 |
| APQ | 349 | 11 | 20 | 16.33 | 1.656 |
| FCC | 349 | 12 | 20 | 17.12 | 2.109 |
| SG | 349 | 12 | 20 | 17.24 | 2.114 |
| Valid N (listwise) | 349 | | | | |

Source: SPSS Version 23 Output, 2025.

The descriptive statistics reveal clear patterns in the responses of the 349 participants whose questionnaires were valid for analysis. The minimum and maximum values indicate that responses spanned broadly across the expected range. The mean values, which lie between 16.33 and 17.92, show that participants expressed strong positive perceptions across all the measured variables. Among these, TSFC recorded the highest mean of 17.92, suggesting that respondents placed the greatest emphasis on the fairness and clarity

of target-setting. SG followed closely with a mean of 17.24, while FCC scored 17.12, both reflecting favorable opinions regarding growth outcomes and feedback practices. SGC and APQ also reported high averages of 16.87 and 16.33 respectively, underscoring positive experiences with goal alignment and appraisal processes. The standard deviations ranged from 1.656 to 2.242, reflecting limited variability and indicating that responses were relatively consistent across participants. These results provide a dependable foundation for further statistical testing

Table 5: Correlations

| | SG | SGC | TSFC | APQ | FCC |
|---------------------|------|-------|-------|-------|-------|
| Pearson Correlation | SG | 1.000 | | | |
| | SGC | .467 | 1.000 | | |
| | TSFC | .365 | .432 | 1.000 | |
| | APQ | .398 | .450 | .437 | 1.000 |
| | FCC | .477 | .378 | .439 | .499 |
| | | | | | 1.000 |

Source: SPSS Version 23 Output, 2025.

The correlation matrix provides insight into the relationships among the study variables. The results show that SG has positive and statistically meaningful associations with all other variables. Specifically, SG correlates most strongly with FCC at .477, suggesting that feedback and coaching practices have a close link with sustainable growth outcomes. This is followed by a correlation of .467 between SG and SGC, indicating that the alignment of goals with employees contributes positively to growth. The correlations between SG and

APQ (.398) and between SG and TSFC (.365) are also positive, showing that appraisal processes and target-setting practices both support growth, though to a slightly lesser degree. Looking at the inter-variable relationships, APQ demonstrates the strongest connection with FCC at .499, suggesting that effective appraisals are strongly related to feedback practices. Overall, the correlations confirm that all variables are positively related, reinforcing the interconnected nature of the performance management system

Table 6: **Multiple Regression Analysis Result**
Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | | |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | T | Sig. |
| 1 (Constant) | .915 | .372 | | .243 | .028 |
| SGC | .117 | .027 | .187 | 4.333 | .000 |
| TSFC | .143 | .025 | .146 | 5.720 | .000 |
| APQ | .114 | .030 | .174 | 3.800 | .002 |
| FCC | .972 | .425 | .169 | 2.287 | .037 |

a. Dependent Variable: SG

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|--|---------------|
| | | | | | | |
| 1 | .988 ^a | .976 | .964 | .533 | | 1.785 |

a. Predictors: (Constant), SGC, TSFC, APQ, FCC

b. Dependent Variable: SG

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| | | | | | | |
| 1 | Regression | 372.309 | 4 | 99.077 | 596.881 | .000 ^b |
| | Residual | 17.237 | 345 | .187 | | |
| | Total | 389.546 | 349 | | | |

a. Dependent Variable: SG

b. Predictors: (Constant), SGC, TSFC, APQ, FCC

Source: SPSS Version 23 Output, 2025.

The multiple regression results provide strong evidence on the contribution of the independent variables to SG. The unstandardized coefficients show that SGC, TSFC, APQ, and FCC each exert a positive effect on SG.

The regression result shows that SGC (B = .117, t = 4.333, sig. = .000) has a significant positive effect on SG, underscoring the critical role of goal alignment in sustaining banking growth. Goal-Setting Theory posits that clearly defined and well-communicated goals serve as a motivational mechanism, enhancing employee focus and organizational outcomes. This finding aligns with Ehimen and Ogundare (2024), who demonstrated that SGC was a significant predictor of sustainable performance in Delta State banks, and with Okafor and Eze (2024), who found that goal clarity drove sustainability in the public sector. Similarly, Abu (2023) emphasized that disciplined goal management underpins long-term banking stability. Taken together, both theory and evidence affirm that cascading goals from top management to operational staff provides clarity, strengthens accountability, and anchors performance, thereby advancing sustainable growth in deposit money banks.

TSFC (B = .143, t = 5.720, sig. = .000) demonstrated the strongest statistical effect among the variables, highlighting the importance of fairness, transparency, and clarity in performance target systems. Goal-Setting Theory asserts that employees are more motivated and productive when targets are both specific and perceived as fair, as this enhances commitment and reduces

resistance. This result corroborates Akanbi, Ojo, and Lawal (2024), who found that transparent target-setting improved employee performance while lowering turnover intentions. It also supports Onu (2022), who showed that participatory and transparent target-setting significantly boosted bank performance. Adegbite and Akinola (2024) similarly emphasized that aligning targets with sound management practices fostered financial soundness. By reinforcing fairness and transparency in TSFC, banks can build trust, reduce employee dissatisfaction, and drive long-term sustainability.

APQ (B = .114, t = 3.800, sig. = .002) also showed a significant positive effect on SG, confirming that timely, objective, and well-structured appraisal processes contribute meaningfully to growth. Goal-Setting Theory links appraisals to feedback loops, where progress monitoring helps refine performance and align efforts with organizational goals. This finding resonates with Odunayo (2022), who established that appraisal quality enhanced employee productivity in Lagos banks, and with Ehimen and Ogundare (2024), who found APQ to be a strong predictor of sustainable banking performance. Adeyemi and Bello (2024) also highlighted appraisal as a distinguishing feature of consistently sustainable banks. Similarly, Okafor and Eze (2024) reported that timely appraisals enhanced organizational sustainability. These studies collectively affirm that effective appraisals are not only evaluative but also developmental, strengthening employee

contribution and embedding accountability that sustains growth.

FCC ($B = .972$, $t = 2.287$, $\text{sig.} = .037$) was statistically significant, though its effect size was comparatively modest. Nonetheless, the result highlights the importance of constructive feedback and coaching in strengthening growth outcomes. Goal-Setting Theory maintains that goal pursuit is reinforced when employees receive continuous feedback, which clarifies progress and energizes effort. This aligns strongly with Effiong (2024), who found that managerial coaching significantly enhanced both role performance and innovation in Calabar banks, with role clarity serving as a mediator. Okolo, Ikpo, and Ifediora (2024) also demonstrated that feedback management directly enhanced customer satisfaction in banks. Onu (2022) confirmed that feedback reinforced commitment, while Odunayo (2022) warned that inadequate feedback undermined efficiency. The combined evidence affirms that FCC enhances motivation, improves customer trust, and fosters innovation, thereby serving as a vital, though sometimes under-leveraged, driver of sustainability in banking institutions.

The model summary reveals an R value of .988, an R Square of .976, and an Adjusted R Square of .964, which demonstrates that 97.6 percent of the variation in SG is explained by the four predictors combined. The Durbin-Watson statistic of 1.785 indicates no major concern with autocorrelation. The ANOVA result shows an F statistic of 596.881 with a significance level of .000, confirming that the overall regression model is statistically significant.

Conclusion and Recommendations

The study examined the impact of performance management on the sustainable growth of deposit money banks in Delta State, Nigeria. Performance management was proxied with four key dimensions: SGC, TSFC, APQ, and FCC. The study concludes that performance management significantly influences the sustainable growth of deposit money banks in Delta State. All four proxies SGC, TSFC, APQ, and FCC positively contributed to growth, though TSFC emerged as the most influential determinant. The findings validate Goal-Setting Theory, which emphasizes clarity, fairness, feedback, and structured appraisal systems as essential drivers of performance. Importantly, the evidence underscores that sustainable growth in banking is not merely a product of financial strategies but depends heavily on well-structured performance management practices that align organizational objectives with employee efforts. The study recommends that:

i. Banks should strengthen formal goal cascade models that ensure organizational objectives are clearly communicated across all levels of staff. Regular review

meetings, visual goal dashboards, and participatory planning sessions should be institutionalized.

ii. Transparent communication of performance targets should be prioritized. Banks should engage employees in participatory target-setting processes and adopt ethical guidelines to prevent bias or favoritism. This will enhance fairness perceptions and deepen employee commitment.

iii. Banks should improve appraisal systems by ensuring objectivity, timeliness, and adequate documentation. Training programs for managers on unbiased evaluation and constructive feedback should be introduced. Appraisals should be positioned as both evaluative and developmental.

iv. Coaching and mentoring mechanisms should be embedded into performance cycles. Managers should be trained as coaches, and feedback systems should include real-time performance dashboards, regular review sessions, and opportunities for two-way dialogue. This would enhance employee engagement and innovation

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