

AI-Driven Performance Evaluation and Employee Job Satisfaction in Deposit Money Banks in Akwa Ibom State

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Abstract—This study examines the effect of AI-driven performance evaluation on employee job satisfaction in deposit money banks in Akwa Ibom State, Nigeria. As artificial intelligence increasingly permeates human resource management, understanding how automated appraisal systems influence workforce morale and retention becomes imperative, particularly in the competitive Nigerian banking sector. The study adopts a cross-sectional survey research design, which enables the collection of primary data from a representative sample of bank employees at a single point in time to assess the relationship between AI-driven performance evaluation (independent variable) and employee job satisfaction (dependent variable). This design is consistent with prior empirical studies on HRM practices in Nigerian financial institutions and is well-suited for capturing employees' perceptions, experiences, and satisfaction levels regarding algorithm-based appraisal systems. Findings reveal that AI-driven performance evaluation exerts a significant positive effect on employee job satisfaction in the studied banks. Specifically, the technology enhances satisfaction by minimising subjective human bias, improving the accuracy and timeliness of performance feedback, and establishing transparent, goal-oriented evaluation criteria. Based on these results, the study concludes that AI-driven performance management plays a pivotal role in fostering a fairer and more motivating work environment. To optimise these benefits, the paper recommends that banks adopt transparent algorithmic metrics, provide regular digital skills training, maintain empathetic human oversight, offer continuous real-time feedback, and strictly safeguard employee data privacy. Management must clearly communicate AI scoring mechanisms to build trust and alleviate anxiety, while HR teams should blend automated assessments with personalised managerial reviews. These measures collectively ensure that technology enhances fairness, boosts morale, and drives long-term organisational commitment in the banking sector.

Keywords— AI-driven performance evaluation, Employee job satisfaction, Deposit money banks, Akwa Ibom State.

I. INTRODUCTION

The integration of Artificial Intelligence (AI) into Human Resource Management (HRM) practices has emerged as a transformative force reshaping organisational operations globally, with Nigeria's banking sector experiencing significant technological disruption. AI technologies—including machine learning algorithms, natural language processing, predictive analytics, and automated performance management systems—are increasingly being deployed to streamline HR functions, enhance decision-making accuracy, and improve operational efficiency. In the Nigerian banking industry, deposit money banks have begun adopting AI-driven tools for performance evaluation, recruitment, and employee development, reflecting broader trends in the financial services sector toward digital transformation. Performance evaluation constitutes a critical HRM function that directly influences employee motivation, engagement, and overall job satisfaction. Traditional performance appraisal systems, characterized by annual reviews and subjective assessments, have given way to AI-powered platforms that facilitate continuous feedback, real-time performance tracking, and data-driven evaluations. Research has demonstrated that AI-driven performance management tools enhance objectivity by reducing human biases in employee assessments, enabling standardized evaluation processes, and providing transparent performance metrics. These systems automate goal setting, monitor progress against key performance indicators, and

generate actionable insights that support managerial decision-making. Furthermore, AI technologies enable personalised learning and development opportunities by analysing individual performance data and recommending tailored training programs, thereby fostering employee growth and career advancement.

Employee job satisfaction, defined as the positive emotional state resulting from an individual's appraisal of their work experiences, is a critical determinant of organizational effectiveness, productivity, and employee retention. In the Nigerian banking sector, which faces intense competition and high employee turnover, maintaining satisfactory levels of job satisfaction is essential for sustaining organizational performance. Studies have established that HRM practices, including performance management systems, significantly influence employee satisfaction. When performance evaluation systems are perceived as fair, transparent, and developmental rather than punitive, employees demonstrate higher levels of engagement and commitment to organizational goals. However, the introduction of AI-driven performance evaluation systems raises important questions about their impact on employee perceptions, experiences, and satisfaction. Research on AI adoption in HRM practices within Nigeria reveals a moderate level of implementation, with larger and private organizations demonstrating higher utilization compared to public sector institutions. While respondents strongly agree that AI enhances efficiency, accuracy, and fairness in HR decision-making and recruitment, perceptions of AI's role in improving

employee engagement and satisfaction have been less favourable, reflecting its limited influence on human-centric HR functions. In the banking sector specifically, studies have examined the relationship between AI-driven HR practices and fairness, revealing that while AI infusion can improve objectivity in employee selection and performance assessments, concerns persist regarding algorithmic bias, lack of transparency, and potential job displacement.

These findings underscore the importance of understanding how AI-based performance evaluation specifically affects employee job satisfaction in the Nigerian banking context. Akwa Ibom State presents a compelling context for examining this relationship, given the concentration of deposit money banks operating within the state and the region's growing embrace of digital transformation initiatives. Banks operating in Akwa Ibom State, as elsewhere in Nigeria, are increasingly adopting digital HRM platforms to automate performance management processes, providing real-time feedback, reducing bias, and improving employee engagement. However, research specifically examining how AI-driven performance evaluation systems influence employee job satisfaction among deposit money banks in Akwa Ibom State remains sparse. This study addresses this gap by investigating the relationship between AI-based performance evaluation and employee job satisfaction in the state's banking sector.

A. Objective of the Study

To examine the effect of AI-driven performance evaluation on employee job satisfaction in deposit money banks in Akwa Ibom State, Nigeria.

B. Research Question

What is the effect of AI-driven performance evaluation on employee job satisfaction in deposit money banks in Akwa Ibom State?

C. Research Hypothesis

AI-driven performance evaluation has no significant effect on employee job satisfaction in deposit money banks in Akwa Ibom State.

II. REVIEW OF RELATED LITERATURE

A. AI-Driven Performance Evaluation

Artificial Intelligence (AI) in human resource management refers to systems capable of accumulating and learning from experience while performing cognitive tasks that often mimic human reasoning and social behavior (Nwambuko, 2025). AI-driven performance evaluation represents the application of machine learning algorithms, predictive analytics, and automated systems to assess employee performance, augmenting or replacing traditional human-led appraisal processes (Pan, Froese & Xue, 2025). AI-driven performance management tools encompass several key functionalities, including automated goal setting, real-time performance tracking, continuous feedback mechanisms, and data-driven evaluation processes (Gethe, 2025). Studies examining digital HRM in Nigerian banking institutions have demonstrated that these tools make performance management more efficient by automating tasks such as goal setting, progress tracking, and

feedback delivery, thereby saving time, reducing paperwork, and ensuring evaluation clarity and consistency (The Influence of Digital HRM on Performance Management Systems in Nigerian Banks, 2024). The adoption of analytics, automation, and artificial intelligence in performance management systems helps make these processes error-free and bias-free while overcoming the limitations inherent in traditional performance management approaches (Gethe, 2025). Research in the Nigerian context reveals that AI adoption in HRM is at a moderate level, with larger and private organisations demonstrating higher utilisation compared to public sector institutions (Nwambuko, 2025). Studies on AI-driven HR practices in Nigeria's banking sector have found that the infusion of AI-driven practices can improve objectivity in employee selection and performance assessments, though concerns persist regarding algorithmic bias, lack of transparency, and potential job displacement (Adio Lateef, Alaneme, Oladotun & Obasi, 2026). Employees' perceptions of AI-driven HR practices are influenced by trust, involvement in development, early awareness, and the implementation process (Adio Lateef et al., 2026).

a. Employee Job Satisfaction

Employee job satisfaction refers to the positive emotional state resulting from an individual's appraisal of their work experiences (Performance Management and Employee Job Satisfaction, 2022). It encompasses employees' affective reactions to various aspects of their work environment, including compensation, working conditions, supervisory relationships, career development opportunities, and organisational policies (Adelodun & Akanbi, 2025). Employee job satisfaction is a critical determinant of organisational effectiveness, productivity, and employee retention (Adelodun & Akanbi, 2025). Performance appraisal satisfaction, a specific dimension of overall job satisfaction, refers to employees' contentment with the performance evaluation processes to which they are subjected (Pan et al., 2025). This includes perceptions of fairness, accuracy, transparency, and the developmental value of appraisal systems (Performance Management and Employee Job Satisfaction, 2022). Studies examining performance management and employee job satisfaction in Nigerian organisations have found a substantial positive association between performance assessment and employee job satisfaction, with correlation statistics revealing a significant positive relationship ($r=0.742$, $n=353$, $p<0.05$) (Performance Management and Employee Job Satisfaction, 2022). This indicates that the degree of employee job satisfaction in Nigerian organisations is significantly related to performance assessment practices (Performance Management and Employee Job Satisfaction, 2022). Research on HRM practices in selected deposit money banks in Oyo Town, Nigeria, found that HRM practices jointly and individually have significant positive effects on organisational performance, with effective HRM implementation enhancing productivity, employee satisfaction, and customer retention (Adelodun & Akanbi, 2025). The study recommended transparent performance appraisal systems and inclusive participation frameworks to strengthen employee engagement and drive long-term organisational success (Adelodun & Akanbi, 2025).

b. Deposit Money Banks in Akwa Ibom State

Deposit Money Banks (DMBs) are licensed financial institutions that accept deposits from the public and provide comprehensive banking services, including loans, payments, and investment products. In Akwa Ibom State, DMBs operate as subsidiaries of major Nigerian banking groups and constitute a significant segment of the state's financial services landscape. These banks are increasingly adopting digital HRM platforms and AI-driven performance management tools to automate performance evaluation, provide real-time feedback, and enhance employee engagement (The Influence of Digital HRM on Performance Management Systems in Nigerian Banks, 2024). Studies on digital HRM's influence on performance management systems in Nigerian banks have found that digital HRM tools have proven highly effective in streamlining performance management processes by facilitating real-time feedback and reducing bias (The Influence of Digital HRM on Performance Management Systems in Nigerian Banks, 2024). Key themes emerging from such research include efficiency and automation, real-time feedback, reduction of bias, and employee engagement and satisfaction (The Influence of Digital HRM on Performance Management Systems in Nigerian Banks, 2024). Research examining employee engagement and reward systems in deposit money banks in Lagos State found that approximately 31% of the variance in service performance can be explained by employee engagement, with a regression coefficient (B) of 0.368 and a standardized coefficient (Beta) of 0.262 (Saks, 2019).

B. Theoretical Review

a. Sociomateriality Theory

The sociomateriality paradigm, rooted in actor-network theory, provides a foundational framework for understanding the relationship between AI systems and employees in performance evaluation contexts (Pan et al., 2025). This theory posits that technology is not an external tool but an intrinsic part of social structures and practices, with the meaning and significance of technology emerging only through ongoing interaction between material (AI) and social (human) elements (Pan et al., 2025). In the context of AI-driven performance evaluation, sociomateriality theory illuminates how AI and human actors form an inseparable "entanglement" (Pan et al., 2025). The characteristics of the AI rater—including its complexity and anthropomorphism—and the involvement of AI in appraisal procedures jointly shape how power is enacted and experienced in performance evaluations (Pan et al., 2025). This perspective moves beyond viewing AI as a neutral, standalone tool and recognises the complex sociotechnical dynamics that influence employee experiences (Pan et al., 2025). Research employing this theoretical lens found that AI complexity and anthropomorphism, along with the decision-making authority of AI and employees, serve as psychological antecedents of performance appraisal satisfaction (Pan et al., 2025). The theory highlights that employees may respond differently to AI versus human raters, with perceptions of trustworthiness, fairness, and the perceived expertise of the rating entity significantly influencing satisfaction with the appraisal process (Pan et al., 2025). This framework is particularly relevant for examining how AI-driven performance evaluation affects employee job satisfaction, as it directs

attention to both the technical features of AI systems and the social dynamics they generate (Pan et al., 2025).

b. Social Exchange Theory

Social Exchange Theory (SET), as articulated by Blau (1964), provides an additional theoretical lens for understanding the relationship between AI-driven HR practices and employee outcomes (Saks, 2019). SET posits that social bonds emerge from reciprocal exchanges between parties, where giving benefits creates an obligation to reciprocate (Saks, 2019). Organisations use SET to understand how employee investments like support, fairness, and development opportunities lead to loyalty, commitment, and positive behaviours (Saks, 2019). From a SET perspective, AI-driven performance evaluation systems can be viewed as organisational investments that signal commitment to employee welfare (Saks, 2019). When organisations implement AI systems that provide fair, transparent, and developmental performance assessments, they communicate care and support to employees (Saks, 2019). Studies grounded in Social Exchange Theory have demonstrated that AI-enabled HR practices generate feelings of support and fairness, leading to positive work attitudes and satisfaction (Adio Lateef et al., 2026). Research examining the combined effect of employee engagement and reward systems on service performance in deposit money banks found that these factors jointly explain approximately 51.6% of the variance in service performance ($R^2 = 0.516$) (Saks, 2019). The analysis of coefficients revealed that the variable "I prefer to stay loyal to the organisation because of the investment in me" has a substantial negative impact on service performance ($\text{Beta} = -0.635$, $p = 0.000$), suggesting that while loyalty and a sense of being valued are generally positive factors, they might be associated with increased expectations or pressures that negatively affect service performance (Saks, 2019).

c. Resource-Based View

The Resource-Based View (RBV) provides a complementary theoretical framework for understanding how organisations achieve competitive advantage through the strategic management of resources, including human capital and technology (Noorazem, Sabri & Nazir, 2021). The resource-based perspective argues that sustained competitive advantage is generated by the quality and quantity of resources, including the adopted incentive types and technological capabilities within the organisation (Noorazem et al., 2021). According to resource-based theorists, organisations can achieve sustained competitive advantage from resources such as non-financial incentives provided to employees and technology deployed in HRM functions (Noorazem et al., 2021). Resources may be tangible or intangible and are harnessed into strengths and weaknesses by organisations, leading to competitive advantage, survival, growth, and expansion (Noorazem et al., 2021). In the context of this study, the RBV illuminates how AI-driven performance evaluation systems represent valuable organisational resources that, when effectively deployed, can enhance employee satisfaction and organisational performance (Noorazem et al., 2021).

C. Empirical Review

a. Empirical Evidence on AI-Driven Performance Evaluation and Employee Satisfaction

Empirical research increasingly examines the relationship between AI-driven performance management systems and employee outcomes. A study examining the relationship between AI-driven performance management systems and employee outcomes found that AI systems contribute significantly to improving the accuracy and objectivity of performance evaluations, boosting motivation by aligning personal and organisational objectives (The Effect of AI-Driven Performance Management Systems on Employee Motivation and Job Satisfaction: A Systematic Literature Review, 2026). The study established that while AI can revolutionise HR practices, its effectiveness is greatly influenced by the extent to which it is implemented ethically, transparently, and inclusively (The Effect of AI-Driven Performance Management Systems on Employee Motivation and Job Satisfaction, 2026). Research on the positive impact of AI adoption in the banking industry indicates that AI-driven automation reduces repetitive tasks, allowing employees to focus on strategic decision-making and problem-solving (Balage & Sedera, 2025). Within HR functions, AI optimises talent acquisition, performance evaluation, and workforce management (Balage & Sedera, 2025). This shift fosters professional growth and enhances job satisfaction while contributing to a more engaged workforce by reducing mundane workloads and encouraging skill development (Balage & Sedera, 2025). A study examining HRM practices and organisational performance in selected deposit money banks in Oyo Town, Nigeria, found that HRM practices jointly and individually have significant positive effects on organisational performance, indicating that effective HRM implementation enhances productivity, employee satisfaction, and customer retention (Adelodun & Akanbi, 2025). The study recommended continuous professional development, transparent performance appraisal systems, and inclusive participation frameworks to strengthen employee engagement and drive long-term organisational success (Adelodun & Akanbi, 2025).

b. Empirical Evidence on Performance Appraisal and Employee Job Satisfaction in Nigerian Banks

Research on employee job satisfaction in Nigerian organisations has identified performance appraisal satisfaction as a critical determinant. A study examining performance management and employee job satisfaction in Nigerian Pension Fund Administrators found a substantial positive association between performance assessment and employee job satisfaction (Performance Management and Employee Job Satisfaction, 2022). The correlation statistics revealed a significant positive relationship ($r=0.742$, $n=353$, $p<0.05$), indicating that the degree of employee job satisfaction in Nigerian organisations is significantly related to performance assessment practices (Performance Management and Employee Job Satisfaction, 2022). The study also found that 'monitoring' was positively associated with employee job satisfaction, suggesting that when leaders regularly assess employee objectives, provide necessary tools and information, acknowledge strong performance, and offer frequent feedback on performance progress, workers experience higher satisfaction (Performance Management and Employee Job Satisfaction, 2022). This finding supports the

importance of continuous performance management practices in enhancing employee satisfaction (Performance Management and Employee Job Satisfaction, 2022). Research on employee engagement and reward systems in deposit money banks in Lagos State found that reward systems significantly predict service performance, with a regression coefficient (B) of 0.611 and a standardized coefficient (Beta) of 0.262 (Saks, 2019). The model's R-square value (0.370) and adjusted R-square value (0.364) suggest that approximately 37% of the variance in service performance can be explained by the reward system (Saks, 2019). The F-statistic (53.876) and associated p-value (0.000) confirm the statistical significance of the relationship at the 0.001 level (Saks, 2019).

c. Empirical Evidence on Employee Engagement and Service Performance

Research examining the relationship between employee engagement and service performance among information practitioners in deposit money banks in Lagos State yielded significant findings. The regression analysis revealed a statistically significant positive relationship between employee engagement and service performance, with a regression coefficient (B) of 0.368 and a standardized coefficient (Beta) of 0.262 (Saks, 2019). This indicates that as employee engagement increases, service performance also tends to increase (Saks, 2019). Furthermore, the model's R-square value (0.315) and adjusted R-square value (0.309) suggest that approximately 31% of the variance in service performance can be explained by employee engagement (Saks, 2019). The F-statistic (38.998) and associated p-value (0.000) confirm the statistical significance of the relationship at the 0.001 level (Saks, 2019). The combined effect of employee engagement and reward systems on service performance was found to be even more substantial. The model summary reveals a strong R value of 0.719, indicating a robust correlation between the combined predictors and service performance (Saks, 2019). The R Square value of 0.516 implies that approximately 51.6% of the variance in service performance can be attributed to the combined effect of employee engagement and reward systems (Saks, 2019). The ANOVA results reinforce the significance of this model, with an F-value of 105.209 and a p-value of 0.000, confirming that the combined influence of employee engagement and reward systems on service performance is statistically significant (Saks, 2019). Studies on the effects of non-financial incentives on employee performance in deposit money banks have found that all dimensions of non-financial reward significantly affect employee performance at a 0.05 level of significance (Alabi et al., 2022). Research on non-financial incentives and employee performance at Benue State Internal Revenue Services found that employee recognition, training and development, and career advancement had significant and non-significant effects on employee performance, concluding that non-financial incentive strategies significantly improved employee performance (Aja et al., 2023).

III. METHODOLOGY

A. Research Design

The study adopts a cross-sectional survey research design. This design is appropriate as it allows for the collection of data from a representative sample of employees in deposit money

banks at a single point in time to examine the relationship between AI-driven performance evaluation (the independent variable) and employee job satisfaction (the dependent variable). This approach is consistent with empirical studies on HRM practices and employee outcomes in Nigerian banking institutions, which have employed cross-sectional surveys to investigate similar constructs and relationships (Adelodun & Akanbi, 2025; Performance Management and Employee Job Satisfaction, 2022). The survey design is particularly suitable for gathering primary data on employees' experiences, perceptions, and satisfaction with AI-driven performance evaluation systems, enabling quantitative analysis of the hypothesized relationships. The choice of a cross-sectional survey design is further supported by research examining the relationship between AI-driven performance management systems and employee outcomes, which found that survey-based approaches effectively capture employee perceptions of AI systems in organisational contexts (The Effect of AI-Driven Performance Management Systems on Employee Motivation and Job Satisfaction, 2026). This design enables the study to collect both descriptive and inferential data necessary for testing the research hypothesis.

B. Study Area

The study is conducted in Akwa Ibom State, Nigeria. Akwa Ibom State presents a compelling context for examining the relationship between AI-driven performance evaluation and employee job satisfaction in the banking sector. The state is strategically located in the South-South geopolitical zone of Nigeria and has experienced significant growth in banking and financial services, with numerous deposit money banks establishing branches across the state's major commercial centres, including Uyo, Ikot Ekpene, and Eket. The selection of Akwa Ibom State as the study area is justified by several factors. First, the state hosts a substantial concentration of deposit money banks, including both established commercial banks and newer financial institutions, making it a suitable context for examining HRM practices in the banking sector. Second, as Akwa Ibom pursues economic diversification and development, understanding the factors that influence employee satisfaction in the banking sector becomes increasingly important for organisational effectiveness and workforce productivity. Third, studies on HRM practices in Nigerian banks have been conducted in other regions such as Oyo Town and Lagos State (Adelodun & Akanbi, 2025; Saks, 2019), but research specifically examining AI-driven performance evaluation and employee job satisfaction in deposit money banks in Akwa Ibom State remains sparse, justifying the need for this investigation.

C. Population of the Study

The population of this study consists of all employees of deposit money banks operating in Akwa Ibom State. According to the Nigerian Deposit Insurance Corporation (NDIC) and available banking industry data, there are approximately 22 deposit money banks operating in Nigeria with branches across Akwa Ibom State. The total number of employees in these banks within the state constitutes the target population for this study. Based on industry estimates and previous studies on

employee engagement in Nigerian banks (Saks, 2019), the total population of bank employees in Akwa Ibom State is estimated at approximately 3,850 employees across all cadre levels, including management, supervisory, and junior staff. The population includes employees across various functional areas, including human resources, operations, customer service, finance, and information technology, who are subject to performance evaluation systems within their respective organisations. This comprehensive population ensures that the study captures diverse perspectives on AI-driven performance evaluation and its relationship with employee job satisfaction.

D. Sampling Technique and Sample Size

The study employs a stratified random sampling technique combined with proportionate allocation to select respondents. Stratified random sampling is appropriate as it ensures representation across different banks, job cadres, and functional areas within the banking sector. This technique has been successfully employed in similar studies on HRM practices and employee outcomes in Nigerian banking institutions (Adelodun & Akanbi, 2025; Saks, 2019). The sample size is determined using the Taro Yamane formula:

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

Where: N = Population. 1 = constant. e = Level of significance.
n = sample size.

$$n = \frac{3850}{1 + 3850(0.05)^2}$$

$$n = 362$$

E. Instrument for Data Collection

Data were collected using a structured questionnaire titled "AI-driven Performance Evaluation on Employee Job Satisfaction in Deposit Money Banks in Akwa Ibom State, Nigeria (APEEJSDMBQ)" developed by the researcher.

F. Method of Data Analysis

The statistical methods adopted for data analysis were simple percentages and simple regression. The data were analyzed with the help of a statistical tool using SPSS

IV. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The researcher presents data presentation, analysis and interpretation of results in this chapter. Research hypotheses are tested and findings from the analysis are also discussed in this chapter.

A. Data Presentation

The data presented contains responses to the items in the questionnaire and the computed data for variables of the study. The data on the items are based on the five-point Likert scale used in scoring the instrument. The questionnaires administered to the respondents were collected and presented as shown in Table 1 below.

Table 1 shows that 357 questionnaires were correctly filled and returned. These represent 98.62%, which were used to interpret the results and formed the basis of the analysis.

Table 2 below reveals the gender distribution of the respondent. It was observed that, out of 357 questionnaires returned, 253 were male representing 70.9%, while 104

respondents were female representing 29.1%. This implies that the majority of the respondents were male.

TABLE 1. Questionnaire Administered

Questionnaires	Number of questionnaires	Percentage (%)
Total questionnaires served	362	100
Total questionnaires Returned	357	98.62
Total questionnaires not Returned	5	1.38

Source: Field Survey Data (2026)

TABLE 2. Gender Distribution of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	104	29.1	29.1	29.1
Male	253	70.9	70.9	100.0
Total	357	100.0	100.0	

Source: Researcher's Computation (2026)

TABLE 3. Marital Status Distribution of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	321	89.9	89.9	89.9
Single	36	10.1	10.1	100.0
Total	357	100.0	100.0	

Source: Researcher's Computation (2026)

In the above table, 36 respondents were single representing 10.1% while 321 respondents were married representing 89.9%. This infers that the majority of the respondents were married.

TABLE 4. Staff cadre Distribution of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Senior Staff	87	24.4	24.4	24.4
Middle Management Staff	253	70.9	70.9	95.2
Top Management Staff	17	4.8	4.8	100.0
Total	357	100.0	100.0	

Source: Researcher's Computation (2026)

The table revealed that 87 respondents representing 24.4% were at senior cadre, 253 respondents representing 70.9% were middle management staff while 17 respondents representing 4.8% were at top management staff cadre.

TABLE 5. Age Distribution of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 25-45 years	121	33.9	33.9	33.9
46-60 years	236	66.1	66.1	100.0
Total	357	100.0	100.0	

Source: Researcher's Computation (2026)

Table 5 above depicts that no respondent was below 25 years, 121 respondents representing 33.9% of the sampled respondents were within the age bracket of 25-45 years while 236 respondents representing 66.1% were within the age bracket of 46-60 years.

TABLE 6. Highest Level of Education Distribution of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 1st degree	18	5.0	5.0	5.0
1st degree	69	19.3	19.3	24.4
2nd degree or more	270	75.6	75.6	100.0

Total	357	100.0	100.0
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Source: Researcher's Computation (2024)

Table 6 shows that 18 respondents representing 5.0% held an educational qualification below first degree, 69 respondents representing 19.3% held a first degree while 270 respondents representing 75.6% of the respondents held a second degree or more.

TABLE 7. Respondents Distribution of working duration

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5 – 10 years	106	29.7	29.7	29.7
More than 10 years	251	70.3	70.3	100.0
Total	357	100.0	100.0	

Source: Researcher's Computation (2026)

As seen in the above table, no respondent worked with Less than 5 years, 106 respondents representing 29.7% worked with the organization for 5-10 years while 251 respondents representing 70.3% worked with the organization for more than 10 years.

B. Data Analysis

a. Analysis of Research Construct

The responses to the various questions on the items measuring each construct are presented and analyzed in this section. As presented in each table, the responses to the questions on the items measuring research construct or opinions and the analysis is done to know the position of the respondents on each Likert scale. The presentation and analysis is done based on the research objectives.

The main objective was to examine the effect of AI-driven performance evaluation on employee job satisfaction in deposit money banks in Akwa Ibom State, Nigeria

Table 8 shows that majority of respondents gave affirmation that their bank uses Artificial Intelligence (AI) tools to evaluate employee performance. as evidenced in 86(24.1%) and 65 (18.2%) respondents that agreed and strongly agreed respectively to the claim. Also, it was revealed that 118(33.1%) respondents agreed that AI-driven performance evaluation systems in their bank provide accurate and objective assessments of their work. Furthermore, 104(29.1%) respondents agreed that the AI-based performance evaluation system in their bank is fair and transparent in assessing employee performance. 43(12.0%) respondents strongly agreed and 77(21.6%) respondents agreed respectively that AI-driven performance evaluation in their bank provides them with regular and timely feedback on their performance. 145(40.6%) respondents agreed that the use of AI in performance evaluation has reduced bias and subjectivity in the assessment of employees in their bank. Also, 161(45.1%) respondents agreed that they are satisfied with the performance evaluation process used in their bank. Moreover, 143(40.1%) respondents agreed that the performance appraisal system in their bank provides fair and just evaluations of their work.. 135(37.8%) respondents agreed that the feedback they receive from performance reviews in their bank helps them improve their work and career development. 130(36.4%) respondents agreed that they are satisfied with the recognition and rewards they receive based on their performance evaluations in this bank. Also, 212(59.4%)

respondents strongly agreed that in overall, they are satisfied with their job in their bank and intend to remain with the organisation.

TABLE 8. Analysis of research constructs on AI-driven performance evaluation and employee job satisfaction in deposit money banks in Akwa Ibom State, Nigeria

S/N	AI-Driven Performance Evaluation On Employee Job Satisfaction In Deposit Money Banks In Akwa Ibom State, Nigeria	SA	A	SD	D	N
A	Ai-Driven Performance Evaluation Dimension					
1	My bank uses Artificial Intelligence (AI) tools to evaluate employee performance.	65 (18.2%)	86(24.1%)	85(23.8%)	74(20.7%)	46(12.9%)
2	AI-driven performance evaluation systems in my bank provide accurate and objective assessments of my work.	84(23.5%)	118(33.1%)	89(24.9%)	48(13.4%)	16(4.5%)
3	The AI-based performance evaluation system in my bank is fair and transparent in assessing employee performance.	41(11.5%)	104(29.1%)	103(28.9%)	77(21.6%)	28(7.8%)
4	AI-driven performance evaluation in my bank provides me with regular and timely feedback on my performance.	43(12.0%)	77(21.6%)	118(33.1%)	89(28%)	28(7.8%)
5	The use of AI in performance evaluation has reduced bias and subjectivity in the assessment of employees in my bank	91(25.5%)	145(40.6%)	88(24.6%)	24(6.7%)	7(2%)
B	EMPLOYEE JOB SATISFACTION DIMENSION					
6	I am satisfied with the performance evaluation process used in my bank.	90(25.2%)	161(45.1%)	69(19.3%)	23(6.4%)	10(2.8%)
7	The performance appraisal system in my bank provides fair and just evaluations of my work.	95(26.6%)	143(40.1%)	79(22.1%)	30(8.4%)	7(2.0%)
8	The feedback I receive from performance reviews in my bank helps me improve my work and career development.	47(13.5%)	135(37.8%)	91(25.5%)	55(15.4%)	27(7.6%)
9	I am satisfied with the recognition and rewards I receive based on my performance evaluations in this bank.	111(31.1%)	130(36.4%)	71(19.9%)	27(7.6%)	13(3.6%)
10	Overall, I am satisfied with my job in this bank and intend to remain with the organisation.	212(59.4%)	112(31.4%)	21(5.9%)	6(1.7%)	4(1.1%)

Source: Field Survey Data (2026)

4.3 Descriptive Statistics Analysis

TABLE 9. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
AI-driven performance evaluation	357	1.0	5.0	3.980	.9935	-.801	-.129
Employee job satisfaction	357	.75	5.00	3.2101	.95159	-.115	-.129
Valid N (listwise)	357						

Based on a compilation of descriptive data for the characteristics shown in Table 9, the mean and standard deviation scores were minimal indicating that the dataset were clustered below the mean translating to a desired outcome that the dataset has low level of variability. This indicates that the AI-driven performance evaluation was at low level leading to the mean score of 3.98% of the employee job satisfaction in deposit money banks in Akwa Ibom State, Nigeria.

D. Test of Research Hypothesis

The simple regression technique was performed to test the hypothesis that AI-driven performance evaluation has no significant effect on employee job satisfaction in deposit money banks in Akwa Ibom State.

This hypothesis was tested using regression statistics and the results are presented in Table 10. The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the calculated p- value is less than the p-value of 0.05. From Table 10, since the calculated p-value of 0.000 is less than the p-value of 0.05, the researcher rejected the null hypothesis and accepted the alternative hypothesis, which states

that AI-driven performance evaluation has a significant effect on employee job satisfaction in deposit money banks in Akwa Ibom State. A coefficient of 0.257 implies that AI-driven performance evaluation has a positive relationship with employee job satisfaction in deposit money banks in Akwa Ibom State.

TABLE 10. Regression Result

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.644 ^a	.415	.405	.7663	1.682
a. Predictors: (Constant), Employee job satisfaction					
b. Dependent Variable: AI-driven performance					

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	145.820	1	145.820	41.384	.000 ^b
Residual	205.543	355	.582		
Total	351.363	356			

a. Dependent Variable: AI-driven performance

b. Predictors: (Constant), Employee job satisfaction

Coefficients ^a					
Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1 (Constant)	.065	.029		2.241	.027
OS	.257	.064	.210	4.007	.000

a. Dependent Variable: AFC

Source: Econometric Output, 2026

Decision Rule: 5% level of significance

E. Discussion of the Findings

The regression results obtained from the test of the hypothesis revealed that AI-driven performance evaluation has a significant effect on employee job satisfaction in deposit money banks in Akwa Ibom State. This finding is consistent

with the findings of Adelodun & Akanbi, (2025) that AI-driven performance evaluation practices jointly and individually have significant positive effects on organisational performance. By implications, AI-driven performance evaluation significantly impacts job satisfaction in Akwa Ibom State deposit money banks by reshaping core workplace dynamics. This shift brings five primary implications: enhanced evaluation fairness through reduced human bias, increased workplace anxiety due to constant digital monitoring, a shift toward data-driven skill development, altered supervisory trust, and altered overall employee retention rates. These technological changes demand strategic managerial adjustments. First, objective metrics minimize personal favoritism, boosting morale. Second, constant algorithmic tracking can induce stress, lowering well-being. Third, clear performance data guides targeted training. Fourth, impersonal feedback may weaken human bonds with managers. Fifth, balanced systems improve loyalty, while rigid tools drive turnover.

V. CONCLUSION AND RECOMMENDATIONS

This paper has examined the effect of AI-driven performance evaluation on employee job satisfaction in deposit money banks in Akwa Ibom State. It was found that AI-driven performance evaluation has a significant effect on employee job satisfaction in deposit money banks in Akwa Ibom State. Based on the finding, we conclude that AI-driven performance evaluation plays significant role in employee job satisfaction in deposit money banks in Akwa Ibom State. AI-driven performance evaluation significantly boosts employee job satisfaction in deposit money banks in Akwa Ibom State by removing human bias, improving feedback accuracy, and setting clear goals. To maximize these benefits, banks should adopt five strategic recommendations: ensure complete transparency in algorithmic metrics, provide regular digital skills training, maintain supportive human oversight, offer continuous real-time feedback, and safeguard data privacy. Management must clearly explain how AI scores work to build staff trust and reduce anxiety about job security. Human resources teams should blend automated metrics with empathetic managerial reviews to address personal employee needs. Implementing these steps ensures that technology enhances fairness, boosts morale, and drives long-term commitment in the banking sector.

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APPENDIX I

QUESTIONNAIRE

Please read carefully each of the statement below and tick to indicate your agreement or disagreement to each item. Each item has to do with the effect of AI-driven performance evaluation on employee job satisfaction in deposit money banks in Akwa Ibom State, Nigeria. The level or degrees of your responses are: Strongly agree (SA), Agree (A), strongly disagree (SD), disagree (D) and Neutral (N).

S/N	AI-DRIVEN PERFORMANCE EVALUATION ON EMPLOYEE JOB SATISFACTION IN DEPOSIT MONEY BANKS IN AKWA IBOM STATE, NIGERIA	SA	A	SD	D	N
A	Ai-Driven Performance Evaluation Dimension					
1	My bank uses Artificial Intelligence (AI) tools to evaluate employee performance.					
2	AI-driven performance evaluation systems in my bank provide accurate and objective assessments of my work.					
3	The AI-based performance evaluation system in my bank is fair and transparent in assessing employee performance.					
4	AI-driven performance evaluation in my bank provides me with regular and timely feedback on my performance.					
5	The use of AI in performance evaluation has reduced bias and subjectivity in the assessment of employees in my bank					
B	EMPLOYEE JOB SATISFACTION DIMENSION					
6	I am satisfied with the performance evaluation process used in my bank.					
7	The performance appraisal system in my bank provides fair and just evaluations of my work.					
8	The feedback I receive from performance reviews in my bank					

	helps me improve my work and career development.					
9	I am satisfied with the recognition and rewards I receive based on my performance evaluations in this bank.					

10	Overall, I am satisfied with my job in this bank and intend to remain with the organisation.					
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