

## **EFFECT OF PERFORMANCE APPRAISAL ON EMPLOYEE PRODUCTIVITY: A STUDY OF FEDERAL SECRETARIAT ABUJA**

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### **Abstract**

*There is a debate that poor performance and low productivity is a direct consequence of inadequate motivation and performance appraisal because performance appraisal is not taken very seriously in public organizations. Therefore, the general objective of this study is to evaluate the effect of performance appraisal on employee productivity in Federal civil service Abuja. The study was guided by three objectives and three null hypotheses of no significant relationship. The study adopts survey and descriptive research design. Data was collected from respondents using a structured questionnaire. Ordinary least square regression model was used to assess the nature and degree of relationship between dependent variable and independent variables. Findings from the study indicate that the use of performance appraisal has significant effect on employee productivity and performance. The study therefore recommends that multiple appraisal method should be introduced to further encourage objectivity and eliminate biasedness in the appraisal of employees and employee feedback method of performance appraisal should be a pre-requisite for the directors as this will assist supervisors and employees to discuss weakness, productivity standards and areas of improvement that enhance productivity.*

**Keywords:** Effect, Performance Appraisal, Employee Productivity, Federal Secretariat Abuja.

## **1.0 Introduction**

Performance appraisal is an evaluation done on an employee's job performance over a specific period of time. It is the equivalent of a report card on an employee and how their managers assess their performance over the prior year. In every organization, the performance of the employees is important in achieving organizational goals. The success of every organization can therefore be attributed to performance appraisal. Performance appraisal is one of the basic tools that make workers to be very effective and active at work. A critical look out on this may bring about the need for motivation, allowances, development, training and good human relationship in an organization.

Over the past decades, performance appraisal has been a part of the process of guiding and managing career development in health care sectors (Akinbowale, 2013). Additionally, performance appraisal is considered as a critical important component of human resource function and management because results of performance appraisal are used for managerial decision making and for a variety of other purposes, including employee development, and personnel research (Malik and Aslam, (2013); Puranik and Choudhar, (2014); Joseph, (2014); Singh and Rana, 2015). The information obtained through performance appraisal provides foundations for recruiting and selecting new hires, training, and development of existing staff, as well as motivating and maintaining a quality workforce by adequately and properly rewarding their performance (Malik and Aslam, 2013; Puranik and Choudhar, 2014).

The nonchalant attitudes of public sector workers towards their duties and responsibilities have become a matter of great concern to the government at all levels and other well-meaning Nigerians. There has been a persistent public outcry in the mass media indicting public sector employees for their negative attitude to work which has led to low productivity and declining revenue.

Igbokwe-Ibeto (2011) also opined that "people do not take their work seriously in many instances because people do not like what they are doing". This careless attitude is independent of their geo-political zones, rural-urban residence, religious affiliation, tribe, sex or age. This opinion if properly examined suggest that in many cases, they see themselves as birds of passage, such notion and feeling is even worsened by the fact that performance appraisal and productivity management is not taken serious in most public organizations.

Some scholars have argued that poor performance and low productivity is a direct consequence of inadequate motivation and performance appraisal because performance appraisal and motivation is not taken very seriously in public organizations. In line with this proposition, Enyinta, (2011) noted that, there is general apathy on the side of the employers of labour to reward a worker who is conscientious and dedicated to his duties. Workers more often than not go on strike resulting to loss of man-hours before they get their due rights a case in point is the incessant strikes being embarked upon by various government institutions in the recent years.

Efficiency and effectiveness in the Nigerian public sector has been a subject of controversy and debate by all and sundry. Inefficiency, ineffectiveness, red-tapism and low productivity are all common features of the Nigerian public sector. This position is supported by Esu and

Inyang (2009) as their study established that most public sector business do not have and effective performance appraisal system. Idemobi and Onyeizugbe (2011) also stated that in the public sector the performance of staff is usually limited to budget monitoring and annual performance evaluation. Performance appraisal as an important human resource (HR) strategy for achieving better employee performance and productivity is hardly taken serious by many organizations' and most especially the Nigerian public sector. In fact, public sector Managers see performance appraisal as a ritual and an academic exercise. This prevailing anomaly in the public sector has provoked a series of studies geared towards ameliorating the ugly situation which scholars have attributed to the familiar challenges of the Nigerian federation. Some of these challenges have been echoed by Tonwe and Oghator (2009) to comprise ethnicity, religious strife, corruption, colonial history, governance/leadership style, the military involvement in politics, dishonest performance appraisal and federal character principles.

Public service needs to give adequate attention to performance appraisal reviews to enhance productivity. Based on previous studies only a few organizations in the public sector are making efforts to embark on a performance appraisal review with the commensurate reward system. The productivity of the Nigerian civil service is still below expectation and some studies have established that inadequate information on performance review techniques could have significant impact on employees' performance for greater organizational productivity while others have described a number of reasons that could be responsible for this ugly situation and a number of solutions have also been suggested, but the problem remained endemic and persistent in the Nigerian public sector. Their performances are still below expectation; their productivity is far below average, while efficiency and effectiveness are virtually non-existent.

This study therefore, aims to further interrogate this catalogue of problems by having a look at performance appraisal in the Nigerian public sector so as to determine its effectiveness or otherwise using the Federal Secretariat Abuja as a case study.

### **1.1 Objective of the study**

The main objective of the study will be to determine the effect of performance appraisal on employees' performance of Federal Secretariat Abuja. While the specific objectives are:

- i. To investigate the effect of performance appraisal on employees' performance and productivity.
- ii. To evaluate the effect of employee feedback on employee's productivity in Federal Secretariat Abuja.
- iii. To establish the effect of performance based rewards on employee's productivity of Federal Secretariat Abuja.

### **2.0 Concept of Performance Appraisal**

Cardy and Leonard (2011) described performance appraisal as an interaction that is formal and structured which exist between an individual and his supervisor, which comes in shape of interviews that are periodic (yearly or less), where output of that individual is assessed and appraised, with the intention of identifying strengths and weaknesses together with chances for likely improvement and subsequent skills development. According to Mondy et al (2004)

performance appraisal has been defined as a systematic process of review and evaluation of an individual's or team's contribution to the achievement of the organizational goals. Performance appraisal as described by Manoharan et al. (2009) is a very significant management tool for measuring the efficiency of employees in a place of work. A performance appraisal system is can also be important tool that the organization can use to improve the quality of workforce performance (Mwema and Gachunga, 2014). Various organizations use appraisal results, directly or indirectly, so as to determine reinforcements. This is to say that the results are used to get employees who seem good and who would be given higher merit remuneration increases, bonuses, and or promotions. Performance reviews of workers are surely among the best practices to boost performance, morale and increase productivity. It is meant to boost the efforts of a worker and his team to gradually see to the success of the overall organizational mission accomplishment (Cardy & Leonard, 2011). It is used in some companies to interpret resultant rewards in the company, that is people that may be given merit allowance increases, bonuses, or cadre movement. Also, it can be employed to get the low performers who may be advised, demoted, dismissed or suffer remuneration decrease. According to Dessler (2008) performance appraisal involves determining the main objective, establishing goals of a team, developing performance plan, performance analysis (through appraisal system) and identifying developmental needs and rewards for assignment.

DeNisi and Kluger (2000) specify that feedback on performance is a determining segment of all management of performance systems. This can be explained to be the data relating to the past behavior of an employee relating to identified standards of the behavior of an employee and results. Its main aim is to improve the performance of an individual and the team, as well as the engagement of the employee, stimulation, and satisfaction in the job (Aguinis, 2009). According to DeNisi and Pritchard (2006) organizations should have components in the performance development reviews that can motivate employees to double their efforts and enhance their contribution to the organizational goals and objectives. Reward is what employees get for services rendered. Therefore, this study will evaluate the effect of performance appraisal, employee feedback and performance based reward on employee productivity.

## **2.1 Employee Productivity**

In organizational context, performance usually is explained as the length to which a member of an organization puts in his efforts towards the achievement of the objectives of that organization. According to Luthans &Stajkovic; Pfeffer, in Asamu (2013) employees are the basic source of competitive advantage in organizations that are serviceoriented. Additionally, the approach of commitment performance sees employees rather as assets and resources, with a value for their voice. When we talk about productivity it means using resources effectively and efficiently. Resources include time, personnel, ideas, facts, finance, tools space, force and materials. Output/input ratio is what is referred to as Productivity. According to Mandara, Ibrahim, Zailani Ali Manir and Badiya (2019) it is seen as an assessment of how establishments make use of elements like capital and labor in an efficient and effective manner in their production. When same amount of capital and labor is used to generate more productivity, it is also termed as increase productivity. It may be seen as preforming things rightly and in a right way so as to get optimum efficiency and value. It assesses output and inputs relationship and may be seen as the ratio of production to that of the required production. It measures how

some elements such as capital and labor are manipulated to give out a required output level. Productivity is taken to be a key element for economic growth and competition and, that is why it is seen as an elementary data for international statistical comparisons and national performance judgment

## **2.2 Empirical Literature Review**

Evans et al., (2021) evaluated the performance appraisal system and its effect on employee productivity (performance) at the Ghana Education Service (GES). The research design used was descriptive study, the population for the study was 153 and a sample size of 108 respondents was selected using the probability and non-probability sampling method. The data was analyzed with tables, bar charts. The study main finding was that the GES only carried out performance appraisal when teachers were due for promotion. The finding indicated a negative relationship between performance appraisal and productivity of teachers.

Siyum, (2020) investigated of the impact of performance appraisal on employee productivity in private and public hospitals in Tigray, Ethiopia. A cross-sectional simple survey involving 379 human resource employees of the public and Private Hospitals found in Tigray regional was carried out from January to March 2019. Respondents were selected using simple random sampling (SRS) and the survey was supplemented by structured questionnaire. The collected data was analyzed using descriptive analyses of variance and Binary logistic regression and Cross tabulation with Chi-Square. The findings from the study showed that performance appraisal has impact on employee productivity in private and public hospitals in Tigray, Ethiopia.

Oluwayemisi and Taiwo, (2021) also assessed the role of performance appraisal on the performance of the Nigerian civil service. The Sample for the study was 265 respondents that were selected using a simple random sampling technique. Multiple regression technique was used for the test of the hypotheses. The study found that objective assessment does not have significant effect on performance of the civil service, while it was found that feedback mechanism has significant effect on the performance of the civil service.

Furthermore, Dixit and Sharma, (2021) critically examine various performance management practices and its effect on employee productivity in textile firms of Bhilwara city. The study used primary data collected through a structured questionnaire from a sample size of 100 respondents who worked at various managerial levels in textile firms. A descriptive research design is used for the analysis of data with the help of mean, standard deviation and regression analysis to accomplish the research objective of assessing the effect of independent variables performance appraisal, training & development, reward system and feedback on employee productivity. The result is analysed through regression which helps in adoption of sustainable HR practices forced to rethink on decisions pertaining to employee productivity

Kagotho, (2018) also anchored her study on performance appraisal and employee productivity in the Health sector on expectancy theory and Maslow's Hierarchy of needs theory. The research design adopted was a descriptive research design with a population of 250 staff of Gertrude's Children hospital with the sample population of 100 employees. The

research used questionnaires as the main data collection instrument. The data collected was analysed using descriptive statistics. The findings from the study indicates that performance appraisal and performance appraisal feedback are critically important because the process offers organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations.

Butali and Njoroge, (2018) also conducted their research to establish the impact of performance appraisal on organizational performance and to find out the moderating effect of organizational commitment on the relationship between performance appraisal and organizational performance. The study was carried out on three companies listed in the stock exchange using descriptive survey design. The study population comprised 5866 employees in the three companies. It was found that performance appraisal had a significant effect on organizational performance. The study further showed that affective commitment, continuance commitment and normative commitment moderated the relationship between performance appraisal and organizational performance.

Francis et al., (2021) evaluated the relationship between performance appraisal and employee productivity. The study employed descriptive survey research method was employed. The population of the study comprises of senior and junior staff of ten (10) commercial banks in Port Harcourt, Rivers State while the random sampling method was employed to select one hundred and twenty one respondents (121) respondents. The data for this study was collected with the use of structured questionnaire. The chi-square analytical tool of SPSS version 20.00 was used to analyze the data. From the analysis, the study finds out that the dimensions of performance appraisal significantly influence and enhances employee productivity in the selected banks.

Man and Yeen, (2021) also investigated the effect of performance appraisal on employees' productivity and performance. Research questionnaires were distributed to selected private hospitals' employees to get the relevant data. Data collected were further analyzed using pearson correlation and regression analysis to find out the results. The results show that only two factors which are performance appraisal process and perceived fairness have significant effect on effectiveness of performance appraisal.

Al-habsi and Madbouly, (2021) evaluated the impacts of employee appraisal system on both employees and institutions for the Omani public and private organizations. The quantitative research method was used and implemented via a survey approach for employees in both Omani public and private institutions. Data was collected and analyzed using frequencies, descriptive statistics and ANOVA. The investigation found that Omani employees are at above medium level of satisfaction towards the "used appraisal techniques" and the "duration of appraisal process" while they have less satisfaction towards the "Methods of appraisal reports" and "The responsible for the preparation of performance reports". The investigation found high effectiveness of the appraisal systems implemented in their institutions towards the development of personal career of employees and the achievement of the organizations' objectives.

## **2.3 Theoretical Review**

### **2.3.1 Goal-setting theory (Latham and Locke, 1979)**

Goal-setting theory, as developed by Latham and Locke (1979), highlights four mechanisms that connect goals to performance outcomes; direct attention to priorities; stimulate effort; challenge people to bring their knowledge and skills to bear to increase their chances of success; and the more challenging the goal, the more people will draw on their full repertoire of skills. This theory underpins the emphasis in performance management on setting and agreeing objectives against which performance can be measured and managed. Goal theory supports the agreement of objectives, feedback and the review aspects of performance management. Goal-setting theory asserts that people with specific and challenging goals perform better than those with vague goals, such as 'do your best', specific easy goals or no goals at all. Thus, goal-setting theory assumes that there is a direct relation between the definition of specific and measurable goals and performance: if managers know what they are aiming for, they are motivated to exert more effort, which increases performance (Locke and Latham, 2002). Challenging goals are usually implemented in terms of specific levels of output to be attained (Locke and Latham, 1990) as cited in.

### **2.3.2 Expectancy Theory**

Expectancy theory which was developed by Victor Vroom (1964), states that motivation is the function of an individual's expectancy that effort will lead to performance, instrumentality judgment that performance will lead to certain outcome, and valence of outcomes (Miyamoto, 2007). The strength of expectancy theory is that it is practical, simple, easy to apply and most important is that the theory works. Quick (1988), also stated that human behaviour, expectancy theory explains, is a function of two factors which is the perceived value of the reward that certain behavior yield and the expectation in the doer that certain behavior actually yield that reward. Expectancy theory can be translated into five simple steps that can help managers motivate their employees.

The five steps include define the expectation, make the work valuable, make the work doable, give regular feedback and reward employees when they meet the expectation. In fact, manager would find these steps very helpful and that manager who practices and follows these steps would be able to motivate the employees. Employees' skills and knowledge play an important role as more skillful and more knowledgeable employees will find it easier to complete the job. However, the difficulty of the job can only be determine by the employees himself or herself, because each of the employees have different level of skills and knowledge and that the manager cannot assume that the job which are easy for a particular employee are also easy for the other employees. The advantage of Expectancy theory is that it provides a framework for understanding how motivation operates in a given situation. Manager might assume that giving several positive outcomes is enough to motivate their employees; however, this may be wrong because one outcome may lead to another in an extended sequence. For example, choosing to work hard may be associated to increase in wages; however this does not stop there because demand for the employees will increase from time to time. Managers might find it hard to cope to employees demand as their demand might change or remain, and the only way to know is through two way communication or having feedback form from time to time. One of the drawbacks of expectancy theory in my view is that perceptions about effort, performance and the value of rewards are difficult to quantify

so comparisons between different choices or people using the expectancy theory framework may not be accurate so, people will be using the theory wrongly. Expectancy theory implies that individuals will only use effort toward something for a reward. This implication seems to conflict with altruism, which describes actions done purely to benefit others without regard for personal rewards. What it means from the view of the researcher is that people will not work unless there is awaiting rewards for them before they can work hence laziness will become the order of the day leading to low performance. In addition, rewards may not necessarily be directly connected to effort and performance; it means that specific job skills, educations that are necessary might not be there. When these things (provision of education, training) managers will become an employee champion and change agent in the organization rather than making them lazy (Amata et al., 2016).

### 3.0 Research Design

The research adopted a survey and descriptive method of research for the study. The population of this study will consist of all the employees of the Nigerian federal civil service which is standing at 255 civil servants at the Federal Secretariat Abuja. Sample size was determine using the Yaro Yamene formula, after applying the formula the study arrived at 156 respondents. The sampling technique used was the simple random sampling technique where all the units of analysis on the population that is, everybody in the organization has an equal chance of being chosen. Data collected from the returned questionnaires were analyzed using descriptive statistics and regression analysis.

### 4.0 Data Presentation and Analysis

<b>Table 1:</b>	<b>Demographic characteristics of Respondents</b>	
<b>Age Category</b>	Frequency	Percentage (%)
<b>20 – 30yrs</b>	34	22
<b>31 – 40yrs</b>	44	28
<b>41 – 50yrs</b>	47	30
<b>51 – 60yrs</b>	31	20
<b>Total</b>	156	100
<b>Gender Distribution</b>	Frequency	Percentage (%)
<b>Male</b>	97	62
<b>Female</b>	59	38
<b>Total</b>	156	100
<b>Marital Status</b>	Frequency	Percentage (%)
<b>Married</b>	94	60
<b>Single</b>	55	35
<b>Divorced</b>	7	5
<b>Total</b>	156	100
<b>Education Qualification</b>	Frequency	Percentage (%)
<b>SSCE</b>	3	2
<b>OND/Diploma</b>	16	10
<b>B.Sc./HND</b>	34	22
<b>M.Sc.</b>	33	21
<b>Professional Qualification</b>	36	23
<b>Others</b>	34	22
<b>Total</b>	156	100

Source: Author's field survey, 2022



Table 4.1 above displays the demographic characteristics of the respondents. Its reveals that 47(30%) majority of the respondents are within the ages of 41 – 50 years, 44(28%) of them fall within the ages of 31 – 40 years while 34(22%) and 31(20%) of the respondents falls within the ages 21 -30 years and 51 – above years respectively. This implies that the respondents who participated in the study were mature enough to cooperate in giving reliable information on the subject under study.

The table also showed that 97(62%) out of the total 200 respondents who fill out the questionnaires are male while the remaining 59(38%) are female. This shows that the researcher was not biased and collected the data considering all the respondents irrespective of their gender.

The table further display the educational level attained by the respondents. It revealed that 119(76%) majority of the respondents have a second degree certificates or its equivalent, 34(22%) of the respondents holds B.sc certificates or its equivalent, 16(10%) of them hold a Ordinary National Diploma while only 3(2%) claimed to hold a secondary school leaving certificate. This implies that employees in FSA possessed at least a minimum of an SSCE. These results could be as a result of the employment policy that exists in the bank. Employees with higher qualification and experience are in a better position to lead the institution to achieve more, as they are equipped with better skill set. Also employees who continually update their knowledge by further degrees will be able to manipulate and influence better policies for their institution and the banking industry as a whole.

### Test of Hypotheses

**Table 2: Correlation Matrix**

	EP	PA	EF	PR
EP	1			
PA	.0688	1		
EF	.0972	.1730*	1	
PR	.2105*	.4593*	-.0616	1

Spss output

\*. Correlation is significant at 0.01 or 0.05 level (2-tailed)

Table 4.2 shows that employee productivity (EP) is positively correlated to performance appraisal (PA) to the tune of about 7%. This implies that employee productivity has a direct correlation with performance appraisal. Employee productivity recorded a positive relationship with employee feedback (EF) at a magnitude of 10%. This shows a correlation between the two variables in the same direction. Performance-based reward has positive correlation with employee productivity at a magnitude of 21% implying a direct relationship between employee motivation and employee productivity. Therefore, these relationships can be regarded as a strong one as the entire variable is significantly associated.

**Table 3: Summary of Regression Result**

Variables	Coefficients	Std error	Sig. value
Constant	4.027	2.061	0.070
PA	0.047	0.182	0.017
EF	0.721	0.199	0.003
PR	0.108	0.155	0.039
R-squared	0.687		
Adjusted R-squared	0.641		
F-change	28.5576		(0.000)
DW Statistic	1.62		

Spss Output

Table 3 contains multiple regression results for the effects of performance appraisal on employee productivity in the Federal Secretariat Abuja.

### **Hypothesis One**

**Ho1:** Performance appraisal has no significant effect on workers performance and productivity of Federal Secretariat Abuja

The coefficient of performance appraisal (PA) and employee productivity (EP) were found to be statistically significant as indicated by their probability value of 0.017. We can therefore reject our null hypothesis (H0) stated above and accept the alternative hypothesis (H1) and conclude that Performance appraisal significantly influences the employee performance and productivity in Federal Secretariat Abuja.

### **Hypothesis Two**

**Ho2:** employee feedback has no significant effect on employee productivity of Federal Secretariat Abuja

The coefficient of employee feedback (EF) and employee productivity (EP) were also found to be statistically significant at 5 per cent level of significance as indicated by their probability value of 0.003. We can therefore reject our null hypothesis (H0) as stated above and accept the alternative hypothesis (H1) and conclude that employee feedback has significant positive effect on employee productivity in Federal Secretariat Abuja.

### **Hypothesis Three**

**Ho3:** Performance based reward does not have significant effect on employee productivity in Federal Secretariat Abuja

Performance based reward (PR) was also found to have positive significant effect on employee productivity as indicated by the probability value of 0.039. We can therefore reject our null hypothesis (H0) as stated above and accept the alternative hypothesis (H1) and conclude that performance based reward has significant effect on employees' productivity in Federal Secretariat Abuja.

The coefficients of all the variables of this study were positively signed and is consistent with the theoretical expectation of the study. This result therefore, implied that as PA, EF, and PR increases by 1 percent, the employee productivity will increase by 0.047, 0.721 and 0.108 percent respectively. The F-change 28.5576, which measured the joint significance of the parameter estimates, was found statistically significant at 1 per cent level as indicated by the corresponding probability value of 0.000. This implies that all the variables of the model were jointly and statistically significant in affecting the employee productivity in Federal Secretariat Abuja.

The R<sup>2</sup> value of 0.687 percent implied that 68 percent total variation in employee productivity was explained by PA, EF, and PR in Federal Secretariat Abuja. Coincidentally, the goodness of fit of the regression remained high after adjusting for the degree of freedom as indicated by the adjusted R<sup>2</sup> (R<sup>2</sup> = 0.641 or 64%). The Durbin-Watson statistic 1.62 was within the acceptable range of around 2 this means the model is nonspurious (meaningful). The Durbin-Watson statistics 1.62 suggests the absence of positive serial correlation.

#### **4.1 Discussion of Findings**

The research study focuses mainly on the impact of performance appraisal on employee's productivity. Precisely, the study shows the level of awareness of existence of performance appraisal, measures the impact of performance appraisal on employee's productivity, the influence of employee's feedback on employee productivity and lastly, the effect of Performance based reward on employee productivity in Federal Secretariat Abuja. The acquired findings indicate that the use of performance appraisal has significant effect on employee productivity and performance. This result is in consonance with the findings of Deleyeju and Ojebiyi (2013) and Mollel Eliphaz et al. (2017) they discovered a relationship quite significant and positive that exist between performance appraisal and employee productivity. The research findings also show that employee's feedback and Performance based reward has a significant effect on employee performance and productivity in Federal Secretariat Abuja. This supports the findings of Ackah (2015); Bekele et al., (2014); Nwema and Gachunga (2014); Igbal et al., (2013) which states that performance appraisal has a significant influence on employee performance.

#### **4.2 Conclusion and Recommendations**

It can be concluded from the result of this research that performance appraisal enhances workers' productivity in Federal Secretariat Abuja. When an objective appraisal is carried out, the organization will be in a position to reward the performing employees. The study found that performance appraisal indices enhanced employee productivity. This will further enhance the opportunity for determining deficiencies in the performance of the workforce. Consequently, appropriate training and development programs would be designed to correct such deficiencies. Performance appraisal also helps an organization to place employees in tasks they are best suited for in order to improve productivity. When productivity is improved it leads to increased earnings in the organization. The study therefore recommends that multiple appraisal method should be introduced to further encourage objectivity and eliminate biasedness in the appraisal of employees and employee feedback method of performance appraisal should be a pre-requisite for the directors as this will assist supervisors

and employees to discuss weakness, productivity standards and areas of improvement that enhances productivity.

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