

**Impact Of Performance Appraisal On Staff Productivity**  
**(A Case Study of Hybrid Feeds LTD Kaduna)**

**BY**

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## **DECLARATION**

This project work is an authentic product of my effort under the supervision of **Dr. R.O Olutoye** of the Department of Procurement and Supply Chain Management, Kaduna Polytechnic.

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## **APPROVAL**

This is to certify that this research work has been read and approved as meeting the requirement for the award of Higher National Diploma in the Department of Procurement and Supply Chain Management, Kaduna Polytechnic.

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## **DEDICATION**

I dedicate this project to Almighty God.

## ACKNOWLEDGMENT

I wish to express my gratitude to God, who gave me the strength, wisdom and understanding for the successful completion of my project.

My sincere gratitude goes to my parents, my father Mal. Umar Dalhatu, and my Mother Hajiya Jamila Who has been my source of supply financially, materially and spiritually. I pray God bless you both eternally.

My unreserved thanks goes to my able project supervisor **Dr. R.O Olutoye** who devoted much of his time to pursue all the spirit of this project to its logical conclusion may God bless you abundantly sir.

My thanks goes to the all the lecturers and my course mates of Procurement and Supply Chain Management Kaduna Polytechnic for the knowledge impacted on me.

## ABSTRACT

*This research is based on the impact of inventory planning and control on organization profitability A Case Study of Nigeria Bottling Company Kaduna. For better understanding of the work effort was made at the introduction stage to explain the general importance of Store Design with special consideration being placed on its impact in an industry especially Seven-Up Bottling Company Pic. The general problem was also emphasized on such problems as negligence of management of store activities, construction cost, poor storage design. Also discussed is objective of the study which include, to examine the effect of store design on materials handling to ascertain difficulties associated with store design on materials handling. The significant of the study to the academic, the organization, the entire populace and the researcher is also discussed research question was also derived which include to know if store design have effect on material handling and the difficulties associated with store design. The survey research designed is adopted simple sampling procedure was employed. The estimated population of the study was one hundred (100) staff of both senior/junior of the organization out of which eighty (80) was sample sized using Krejcie and Morgan table. The researcher used questionnaire, interview and documentary source techniques to retrieve data. The likert four rating scale techniques is adopted to analyse the data. Finding made among which are, that store design have a great effect on materials handling activities in the organization that the organization store design is often faced with difficulties and that engagement of professional will help to curb the difficulties faced by the store design. Also the researcher included that the design of store should be in accordance with the store operational activities of the firms, that the organization placed on importance consideration on store design and lastly amongst recommendation made are, the engagement of professional in the management of the store design activities of the organization, align the store design with the organization activities to effect the effectiveness of the activities and that the top management should give a considerable support to the design of the store activities to ensure its effectiveness.*

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## **CHAPTER I: Introduction**

### **1.1 Background of the Study**

Performance appraisal is a discussion and review of employees' performance of given tasks and responsibilities globally. It is centered on results gotten by the employee in his/her job, not on the personality characteristics of the employee. Performance appraisal is an essential instrument for human resource management. It is a means for performance evaluation and also achieving performance enhancement among employees of an organization. As a management activity which increases the chances of achieving organizational goals, performance appraisal makes it compulsory for employees of an organization to know what is expected of them, and the indicators in which the overall productivity will be measured in order to make certain of staff progress, goal accomplishment, and organizational growth. Performance appraisal is a regular or systematic evaluation of the performance of an employee on his current job and also in relation to future jobs that he/she may be required to take up (Hartzell, 2018).

It evaluates and measures the results of the performance of employees indicating their deficiencies and potentialities so that they can improve overtime. A decent appraisal system is very important to the supervision of

employees in an organization. The success of the organization depends mainly on a decent appraisal system. When there's good appraisal system, those employees who contribute more will be effectively rewarded and they are likely to be promoted into positions of greater responsibilities (Stonner, et al, 2018). Therefore, for any appraisal system to work effectively, the employees must understand it, feel it as fair, and must be work oriented enough to care about the results (Habibu, 2019). One approach that would help foster this understanding is for the employees to contribute in the system designed and be trained to some extent in performance appraisal.

Performance appraisal is also a systematic evaluation of the individual with respect to his performance on the job and the potentials for the development.

Over the years, employers no longer see it necessary to check their employees and their level of contribution to the growth and development of the organization. The employees on the other hand no longer have the drive and desire to work as there are no encouragements and support from the employers Babatuude, (2020) .

According to Aliyu, (2021) performance is the accomplishment of a given task measured against present standards of accuracy, completeness, cost and speed. In a contract, performance is said to be the fulfillment of an

obligation in a manner that releases the performer from all liabilities under the contract. Answer.com sees performance as the results of activities of a organization or an investment over a period of time. Based on research, it has been discovered that different authors view appraisal on employees performance from various perspectives and few will be considered for the purpose of this research work. Lawson (2019) says performance appraisal is basically concerned with performance improvement in order to achieve organizational, team and individual effectiveness.

Ngu (2018) sees performance appraisal as the integral approach to management for more productivity or efficiency in an organization. According to Goodworth (2017), appraisal system is an act of determining the performance ability and subsequently rating employees to a particular standard which provides management with decisive information on retention, demotion, training, dismissal and the like.

In his own perspective, Cascio (2019) sees appraisal system as the description of jobs in relation to the relevant strength and weakness of employees. This reflects on the individual's strength and weakness and he or she performs the job. The positive effect of appraisal system on employee's performance leads to motivation of employees and training where necessary

so as to increase the capacity of the employee as a result, leads to high efficiency and effectiveness.

Though the impact of appraisal system may be negative or positive as the case may be, the appraisal system to be used by the organization must be a reliable and standard one that is acceptable by the individuals, groups, and the organization which will bring about a positive effect as it is the focus of this study.

## **1.2 Statement of the Problem**

For organization to ensure continued effectiveness and efficiency of its employees, every organization has to carry out staff performance appraisal from time to time so as to keep employees in check and replace, retrain, motivate and take any other appropriate action. The main challenge that many organization faces is how to maximise staff performance, performance appraisal therefore seems to be inevitable. In the absence of structured appraisal systems management will tend to judge work performance of employees in informal way. The human inclination to judge without structured appraisal system can create serious ethical, motivational and legal issues in the organization. Without a structured appraisal system there is no chance of ensuring that decisions made are fair, accurate, lawful and defensible. A cursory observation reveals lack of consistency in the provision

of feedback to staff members. To a great extent these are some of the reasons that defeat the purpose of performance appraisal and justify the assentation as confirmed by Kurt (2014) that some organization managers are often disappointed in performance appraisal system because the desired outcomes are hardly realised.

### **1.3 Objectives of the Study**

- i. To find out the effects of performance appraisal on staff productivity in Hybrid Feeds Ltd. Kaduna
- ii. To identify the factors militating against the staff performance in Hybrid Feeds Ltd. Kaduna
- iii. To ascertain the effect of compensation on staff's productivity in Hybrid Feeds Ltd Kaduna
- iv. To determine how communication can be effective between the staff and the employers.

### **1.4 Significance of the Study**

The importance of this study stems from the fact that in any organization, there is need to know what is expected from an staff in terms of productivity and how to compare it with what the manager has already done.

In view of the above, the research will be very beneficial in the sense that it will help the management of the organizational goals into individual job

objectives, it will also help them to communicate management expectations regarding employee's performance.

The study will also help the employer to know which method to use in appraising different individuals employees and also to provide feedback to the employees about job performance appraisal.

It is assumed that at the end of this research work, the management of most organizations would see the end to continue their performance appraisal.

Finally, this research work will also be a contribution to knowledge in the academic field and serve as a source of reference to researchers who would carry out research on similarly study in the future.

## **1.5 Scope of the Study**

The scope of the study to examine the effect of employees performance appraisal on staff productivity with a particular references to Hybrid Feeds Kaduna, Kakuri industrial layout, Kaduna South, Kaduna.

This study will cover performance appraisal has it impact staff productivity of Hybrid Feeds Ltd. Kaduna

A study of this nature cannot be effectively carried out without certain constraints. However, these constraints do not have any prejudice on the result of the findings in the course of the study.

## 1.6 Research Question

- i. What are the effects of performance appraisal on staff productivity?
- ii. What are the factors militating against the staff's performance in an organization?
- iii. What are the factors that militates against the conduct of performance appraisal in the organization?
- iv. How do you improve the communication skill between employers to the employee?

## 1.7 Definition of Terms

- **Appraisal performance:** Performance appraisal is the process of systematically evaluating an individual with respect to his potential for development.
- **Employees/Staff:** These are those who work for an organization and to see to the achievement of organization's aims and objectives.
- **Human Resource Management:** Involves all management decisions and action that affects the nature of the relationship between the organization and its employees.
- **Management:** This is an act of getting thing done through other people. It can be referred to as utilization of both human and material resources to achieve organizational objectives.

- **Performance:** Performance is the accomplishment of certain defined task or objectives by organization employees. It is the result of work done. Therefore, the function of ability and motivation.
- **Private enterprises:** These are part of commerce and industries consisting of business organizations not owned by the government.
- **Productivity:** According to Nwachukwu (2006) productivity of an employee is seen as the relationship between units of labour inputs and unit of output.
- **Public Enterprises:** These are industries, organization or companies which are owned by the state or government.
- **Techniques:** techniques means the method use by managers in an organization in order to motivate employee to act in a desired manner.
- **Theory:** This is a complex whole with interdependent and interrelation parts and each part is functioning in such a way as to contribute to the existence of whole.



## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

In this chapter the researcher has reviewed literature that explores what has been done on performance appraisal in relation to employee performance. Literature review comprises documentation of information that relates to the subject under investigation. Moreover, it helps determine new approaches and stimulates new ideas. The chapter further present theories related to the study, empirical literature review, research gaps, conceptual framework, operationalization of variables and chapter summary.

#### **2.1 Concept of Performance Appraisal**

Even though performance appraisal as a distinct management procedure dates from the time of the world war II, in a broader sense, it is one of the oldest professions, people judge themselves and they do judge other people as well, some employees begin to sweat when they hear the word performance appraisal or review but it can be valuable tool for helping people develop better work habits and achieve goals.

However, Tiomo (2019) opined that performance appraisal is the process of systematically evaluating an individual with respect to his potential for development. In line with this, performance appraisal programmes have

been used for decades by businesses to monitor and reward employees performance. A system that is integrated with the codes of ethics, code of conduct and other rules and regulations pertaining to employees is most effective. Communication with employees needs to be cornerstone of an effective system so that they understand what is expected of them.

According to Aliyu, (2020) describe performance appraisal as the process of evaluating work behaviors by measuring and comparison to previously established standards recording the results and communicating them back to the employees. It is an activity that, superior does not talk to staff during the year and rated may feel very uncomfortable when faced with a list of all mistakes he or she had made during the year. Aliyu recommends that when talking to an employee about a problem. One should phrase his comments in terms of preventing the problem from re-occurring by using the inappropriate performance as a jumping off point explaining why it is problematic and then quickly moving on to preventing re-occurrence. This moves the focus from blame to improvement: this will still help the manager and employees to be on the same side and working towards the same goal.

Illesanmi (2018) also described performance appraisal as a personal activity by means of which the enterprise determines the extents to which the employees is performing the job. In many organizations, appraisal results are

directly or indirectly linked to remuneration that means, the better performing employees get pay increases bonuses, promotions while those poor might get some counseling or in extreme cases, demotion, dismissals or decreases in pay. It should be also noted that performance appraisal is a part of a performance management which includes activities to ensure that goals are consistently being met in an effective and efficient manner.

Atiomo (2020) agreed with Fajana (2018) that performance appraisal is a system which provides organizations with a manner of identifying not only what peoples performance levels are but which areas those levels need to be improved if maximum use is to be made of human resources. According to Atiomo every organization should ensure that the individual is clearly aware of what his functions and responsibilities are to make performance appraisal effective. Rao (2019) writes that performance appraisal is the is the process through which organization takes stock of its manpower in terms of its present performance, the aptitude and interest of each person, his strengths and weakness and his potential for growth.

The data emerging from such an exercise constitutes the primary database for individual development and should be communicated to the subordinate. The above comment of Rao (2016) is revealing because one of the major issues in performance appraisal is communication. If one's performance is

not communicated to him or her, there would be no way the person's performance would improve in the subsequent future which would definitely defeat the purpose of performance appraisal. In an industrial organization, if a supervisor fails to communicate to his subordinate terms of strength and weaknesses, the subordinate's future performance would be in jeopardy.

In a university system, the heads of departments should communicate the performance of their subordinates to them at the end of every appraisal exercise and discuss the outcome of the appraisal exercise with the subordinates during performance counseling exercise in order to improve their performance in the future. According to dictionary.com performance is the accomplishment of a given task measured against present known standards of accuracy, completeness cost and speed. In a contract performance is deemed to be the fulfillment of an obligation, in a manner that releases the performance from all liabilities under the contract.

According to answer.com. performance is the results of activities of an organization or investments over a given period of time, from the above definition of performance, it can be deduced that performance is so important that failure to define it or clarify what it means may make it difficult to explain the way to manage it.

After the brief clarification of what performance is, since performance appraisal is about performance we can now give an overview of what performance appraisal means according to various authors.

Michael Armstrong and Baron (1998) defines performance appraisal as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them by developing the capabilities of teams and individual contributors.

According to Lawson, (2020) performance appraisal is basically concerned with performance improvement in order to achieve organizational team and individual effectiveness.

Beach (2020) on his own part perceive performance appraisal as a systematic appraisal of the individual with respect to his performance on the job and his potentials effectiveness.

According to Aliyu (2020) defines performance appraisal as a structured formal interaction between a subordinate and supervisor that usually takes the form of a periodic interview (annual or semi-annual) in which the work performance of the subordinate is examined and discussed against a set benchmark with a view to identifying weakness and strength as well as opportunities for improvement and skills development.

## 2.2 Methods of Performance Appraisal

The study Locker and Teel (1997) show that most common appraisal methods in general use are:

- Rating scales (56%) this method rates employees on their performance such as dependable initiative attitude, tidiness etc it can be graded under excellent, very goods, average, below average and poor.
- Checklist method in which the rater does not evaluate performance but merely records it. On a series of questions concerning the employees' behavior, the rate checks yea or no response e.g. (a) does the individual perform his or her job.
- Show superior ability to express himself or herself.
- (critical incident) appraisal in which the rate is asked to keep a written record on incidents that illustrates both positive and negative behavior of the individual being rated. In this method the individuals actual behaviours and not personality traits, is discussed.
- (Ranking method) which is used when it becomes necessary to compare the performance of two or more individuals.

Management by objectives (MBO) method (13%): MBO is saying that whoever is laying an objective(s) till it is achieved, such a person that is good for future promotion or responsibility. This is used for people

achieving management objectives. Every method has its combination of strengths and weakness so they should be used relatively to goals of concrete performance appraisal since the study is more than 25 years it is probable there has been a development in appraisal method used. Daniels (2001) adds few more, including field reviewed. This includes forces – choice rating critical incident appraisal, work standards approach, ranking methods and assessment centres.

- (forces-choice rating) this was developed to reduce bias and establish objective standard of comparison. The method is usually limited and lower management levels where jobs are similar enough to make common forms.
- (Work standard approach): This has evolved from MBO method, where organization set measured daily work standards, when realistically used it can make an objective and accurate appraisal for the work of both employees and supervisor.
- (Tell and see method) in which the rather lets the employee know how he or she is doing, gets the employees acceptance of the appraisal, and has the employee agree to plan of improvement. This method according to Maier is most likely to be successful with new young employees and with employees who are in a new assignment.

People in these positions are more likely to have insecurity that can result from inexperience and usually are more anxious to receive the helpful advice of a more experienced person.

- (Tell and listen method) the general approach with the tell and listen method is rather to communicate the appraisal and then wait for a response from (3600 appraisal method), this kind of method ensures that not only the superior that appraises the subordinate but also the subordinate also appraise the superior. Colleagues and individuals who appraisal themselves and all the appraisal are used to arrive at the final appraisal outcome after calculating the average.
- Performance appraisal software was recently introduced and is used in many organizations. It is often named electronic performance monitoring and it may be part of a complex electronic monitoring system. In united state of American (2019) 67.3% of employees use some form of electronic monitoring. Advantages of performance appraisal software is that they cut the time it takes to do on appraisal by offering step by step instructions to help a supervisor write the performance plan, keep notes on performance, and finally rate the employee. It helps companies or organizations with tight budget and downsized human department.



Some argue that performance appraisal should be inter-personal communication process and thus appraising performance using software is not a progress but a step back. Even between two people, it is not done well.

Automating the process is a waste of money and time. Human resource department that go through this route are doing charitable work for the vendors of the software. It is bad enough we merchandize a human process using paper forms, over time we can use it one step further and managers never have to speak to employees.

Basically, the valuation is conducted in two parts. During the first part, the employees strong and weak points are covered during the second, the employee is encouraged to disagree and express her feeling about the appraisal.

- (Problem solving method) according to Maier, the first two methods tell and sell and tell and listen methods place the rates in the position of being a judge and force the individual being evaluated into a defensive position. However the problem method is to take the reviewer out of the role of judge and make him or her helper and a friend.

### **2.3 Importance of Performance Appraisal**

According to Lawal (2019) stated that the importance of performance appraisal are endless some of which are: -

- a) It enhances employees professionalism
- b) It enhances organizational process
- c) By appraising an employee global workforce and gender equalities are enhanced
- d) It also helps management of an organization to a qualify the potentiality of its employees.
- e) Determines what kind of development activities that might help the employee better to utilize his or her skills on the current job.
- f) Communicate management expectations regardless employee performance.
- g) Translate organization goals into individual job objectives
- h) Train the employee on how to achieve job objectives
- i) It helps the management identify the strength and weakness of it's employees.

## **2.4 Purpose of Performance Appraisal**

According to Obisi (2019) periodic reviews help supervisor gain a better understanding of employees abilities with the goal to help train and develop skills and strengths.

It provides a chance to evaluate job process, stimulate interest and improve job performance by recognizing productive work by pointing out areas of growth and development. It provides a feedback mechanism that might otherwise be over looked.

Performance appraisal is a means of getting better result from the organization, teams and individual by understanding and managing performance within a agreed framework of planned goals, standard and competence requirements. It is a process for sheer understanding about what is to be achieved and an approach to managing and developing people in a way that increases the probability to achieved in the short and longer term. It is owned and driven by line management.

Finally, the purpose of the performance appraisal is to provide a scheduled opportunity for an individual to communicate on a one on one basis. Frequent communication is desirable and essential for good management and help to maintain good performance throughout the year.

## **2.5 Factors Militating Against Performance Appraisal In An Organization**

There are various factors that militate against the application of performance appraisal in an organization. These factors have gone a long way to disrupts the efficiency of performance appraisal in the organization.

According to Gabris and Mitchell (2017) reported a disruptive bias in performance appraisals known as the Matthew effect, it is said to occurs where employee tend to keep receiving the same appraisal results, year in and year out that is, their appraisal result tends to become self to do well and if they have done well, they will continue to do well and if they have done poorly the will continue to do poorly.

Another factor is that poor performance might not be given a fair chance to improve. This is due to the fact that their supervisors favour some subordinates in their relationship with the boss, they enjoy a high degree of trust, interaction, support and rewards. Hence anyone who is not in the “goodbooks” of his supervisor suffers setbacks, and frustration, the extent of his frustration was exploded by Gabris and Mitchell (2017) they studied an organization with a quarterly performance appraisal system. The workforce was divided into two groups those who had been given high appraisal results consistently. And those employees with low results

consistently, he pleads to them being frustrated and in turn affects their input into the organization.

## **2.6 Effects of Performance Appraisal on Employees in An Organization**

The effects of performance appraisal affect employees both negatively and positively as the case may be. The appraisal used in an organization is such one that is valued and acceptable to both workers and employers. Merely individual recognition, that is to say appraising performance lead to higher job satisfaction and reduce absenteeism and turnover rates, universally where performance appraisal is conducted properly both supervisors and subordinates have reported the experience as beneficial and positive.

However, Daniel (2018) noted that the following are effects of performance appraisal.

1. Performance makes it possible for employees and employers to significantly work together in the achievement of organization goals.
2. An appraisal clear objectives tends to motivate workers toward high productivity level and the result make the maximization of profit more realistic.
3. Performance appraisal bring about issues of personal bias that is the appraisal can use it against someone he or she does not like and many refuse to make necessary recommendation as regard the employees.

4. Performance appraisal trends to re-shape the attitude of employees in line with the thinking and objectives of the organization. If the worker and management have common goals, there is virtually no limit to the achievement of the organization.
5. Performance appraisal make it possible for management to update their personal records as is due and serve as a reference point for assessing future potentials.

However Harle (2019) that the effects of performance appraised on employees in an organization is such that cannot be over ruled. This is because of the rate at which an employee is evaluated and may or may not affect his level of productivity. When an employee is due for appraisal, it is expected of the organization to carryout this appraisal exercise as the heat of such an employee will be left with no choice other than to relent in his duties to the organization.

For motivating employees by providing them with feedback on how they are doing, the MBO or work standard approach seems to be good choice. If they involve in participate, it is most likely to lead to an inner commitment to improve performance. These methods of performance appraisal can give employees a satisfying sense of autonomy and achievement. They can also lead to unrealistic expectations about what can and cannot be reasonably

accomplished. It has been shown in many or numerous studies that goal setting is an important element in employee's motivation. Goals can stimulate employees effort, focus attention, increase persistence and encourage employee to find new and better way to work.

In conclusion performance appraisal should assist managers in observing their subordinates more closely and in performing a more effect coaching job. Motivating employees by providing feedback on how they are doing. It is also important that the appraise is been well informed and credible. If it is so, employees are more likely to view the appraisal process as accurate and fair. They express more acceptance of the appraisal feedback and a greater willingness to change.

## **2.7 Problems Encountered During Performance Appraisal**

If an appraisal within an organization is carried out without any rules and prospect of things linked to it. It might cause severe troubles not only can it damage climate at workplace and lead to decrease in productivity and it also lend up with ethical and legal problems. Employee's attitudes are crucial for an organizations, since they usually lead to desired behaviors. Cascio (2019) was the opinions that discuss two primary job related attitude that is job satisfaction and job dissatisfaction. Its on individuals attitude towards his/her job. When this attitude is positive, employees are said to be satisfied.

Dissatisfaction exists when the attitude is negative. Ilesanni (2017) stated that the process of appraisal workers is frequently subjected to a number of errors and weakness which may be due to inadequate training of evaluators and attitude of employees. The following are some of the problems encountered during performance appraisal.

- i. **Leniency:** This is grouping of ratings at the positive end instead of spreading them throughout the performance scale.
- ii. **Central tendency:** It has been confirmed from studies that some evaluates rate an employees under them within narrow range boundary as average or above average no matter the actual performance between personnel. An evaluation that is based on general remark tends to distort the result for promotion and compensation decision. The problems are most likely to be found with graphic rating scales.
- iii. **Halo effect:** this is a situation where an evaluator allows one outstanding negative or positive incident or trait of a worker to influence his rating of such an individual e.g. where an employee is generally nice, loyal and acceptable, these good qualities tend to overshadow the negative side of such as employee attitude before the eye of the appraiser.



- iv. **Prejudices:** This has to do with the expression of a bias attitude toward someone. A rater may decide to favour or not to favour an employee depending on the circumstance surrounding the situation. Meanwhile, the major reason for performance appraisal is for the appraiser to be fair in the discharge of his/her duties.
- v. **Legal effect:** This is a situation whereby an appraiser may temper with or into legal issues of the appraisee which can lead to discriminatory appraisal. It could be on religion, tribe, sex, etc
- vi. **Time:** Another major problem of performance appraisal has to do with the time of appraising the behavior. However most or many employees are making it their duty to be more hardworking, noticeable in many positive ways for several weeks in advance of evaluation thereby not being their real-self.

The following below are some of the possible solution to problems encountered during appraisal:

- i. **Setting Reasonable Standards or Branch Mark:** There should be a suitable target set for employees according to organizational goals and objectives.
- ii. Evaluation should be done or carried out regularly or consistently so that the supervision will not be too congested at

a particular time and records should be kept for future references.

- iii. Communicate to employees should be adequate in order to let employees know the exact work they are suppose to perform.
- iv. Appraisers or supervisors should be well enlightened or educated on the different methods or techniques of appraisal and use the one that best suits the situation at the moment of appraising.
- v. The evaluator should concentrate on performance rather than personality traits.

## **2.8 Overcoming The Problems Of Errors During Performance Appraisal**

The proceeding discussion indicates, the potential of errors in performance appraisal is great. One approach to overcoming these errors is to make refinements in the design of appraisal methods. For example one could argue that the forced – distribution method of performance appraisal attempt to overcome the error of and central tendency.

According to Armstrong (2005). In addition said that behaviorally anchored rating scales are designed to reduce halo, effect and central tendency errors, because managers have specific examples of performance against which to evaluate an employee. But unfortunately because refined instruments

frequently do not overcome all the obstacles. It does not appear likely that refining appraisal instruments will totally overcome errors in performance appraisal.

A more promising approach to overcoming errors in performance appraisal is to improve the skill of rates, suggestions on the special training that should be given to evaluators are often vague but the normally emphasize that evaluators should be trained to observe behavior more accurately and judge it more fairly.

## **2.9 Uses Of Performance Appraisal**

In general terms performance appraisal has two roles in organization and these roles often are seen as potentially conflicting. One role is to measure performance for the purpose of rewarding or otherwise making administration always know where they could improve and manager really can not except improvement that can occur. The purpose of development feedback is to change or reinforce individual behavior as in the case of administration uses of performance appraisal positive reinforcement for the behaviour. The organization want an important part of the development planning as well as satisfaction with the feedback and improvement in performance which may occur.

## **2.10 Productivity**

Productivity is a central issue in all organizations.

According to Jokodola (1995) Productivity is the relationship between output of goods and services and the inputs of resources, (Human and non-Human) used in the production process.

According to Dendrick (2006) sees an organization as being Productive when “the value of the output whether it is terms of products, money, skills or quantity of services is higher than the cost of input resources such as material labour technology and management.

Unamka and Ewurun (2007) on their part define Productivity as an organization ability to transform inputs to outputs at the lowest possible cost.

However, Donnelly et al (2006) says that Productivity can be defined in a simple terms as “any ration of output to one or more corresponding inputs.

Sterner and freeman (2006) on the other hand sees Productivity as the measure of how well an operations system function. The definition by Unamka and Ewurun would be adopted for this study. All definitions of productivity have one central feature namely that of output.

Productivity expresses a relationship between input and output. The unit of output can be anything from money. Units of products, customer served and patient treated to whatever is meaningful to the job organization.

Input on the other hand varies from capital energy, materials time to labour and management.

Productivity is measure because it makes the management, people, production and operation better. The importance of Productivity being measured is captured in three reasons. Firstly the measurement help managers to answer the question of how well did we do in the previous year. Secondly measurement is important for managerial planning and thirdly , it creates awareness and directs future managerial action.

Further more for an effective productivity result is often obtained when management creates conditions which workers perceive as beneficial to them and which productivity gains are shared with employees.

Pigors and Myers (2007) were of the view that in work situation where employees are granted minimum rights, productivity tends to below because of the demoralizing effects of resentment and anxiety that result to dissatisfaction with the job working life improves, productivity tends to rise up. This means that improve working life lead to satisfaction on the job. The attitude of people avoiding work and going to extraordinary extremes to

avoid work often is a sign of dissatisfaction as a whole. Workers who feel that he has been treated unfairly direct their energies towards beating the system and show great skill in doing as little work as possible. This attitude according to Strauss and Saytes (2006) is as a result of dissatisfaction with job.

They further stressed that this situation leads to low productivity of the workers which often besets the organization with severe problems to improve and increase productivity of workers there must be improvement of the working life of the employees, must be improved.

### **2.10.1 Importance of Productivity**

Productivity is about how well an organization converts resource input into good or services.

Workplace productivity is about how firms can utilize labour and skill, innovation, technology and organization structure to improve the quantity and quality of their output.

According to [www.wikipedia.asnwer.com](http://www.wikipedia.asnwer.com)., Basically its about exploring all the ways that can make a working environment more efficient.

**The importance of productivity can be summed up below:**

1. Productivity is important for number of reasons. Some of the tips listed here are but the tip of iceberg of productivity.

2. Productivity increases the rate of low cost per unit and results in lower price.
3. It helps in retaining whatever competitive advantage that you may have
4. It also increase the standard of living since more and more products can be purchased if products production is more, this way employees will benefits from a higher productivity from their employer.

### **2.10.2 The Effect Of Performance Appraisal on Productivity**

Cole (2005) gave the following, as the effect of performance appraisal on productivity.

1. Implementing a consistent structured system for delivering workers productivity and team moral, employees receive numerous benefits from one on one evaluation with their managers.
2. **Open communication:** A Schedule uninterrupted opportunity to talk with his manager give an employees a chance to address concerns and ask questions that they might not otherwise have a chance to bring up.
3. **Goal setting:** Short time and long range goals are set during appraisals. These could include talking on a new project or working towards a promotion. After goal setting, an employee feel like she has a greater purpose, boosting her moral and focusing on her productivity.

4. **Addressing challenges:** A worker likes to know where he stands and at a performance appraisal he receive specific about what he can improve on. He can become productive when he has those details.

## **2.11 Theoretical Framework on Performance Appraisal**

According to Chukwuemeka (2020), theoretical framework is a broad umbrella made up of theoretical postulations (theories, perspective, models or paradigms) that researchers or writers can utilize as guides for understanding and analyzing the reality of a phenomenon under study. Theories are essential tools which the researcher uses in shedding more light on the possible relationship between various variables that appear to have logical connection. An examination of the above submissions reveals that, theoretical framework is not just a description of theories existing in a particular field, but it is rather an application of a relevant theory to guide a research endeavour.

The following three theories underpinning performance appraisal have been identified by Buchner (2017). They include Goal theory which was developed by Latham and Locke (2019), the theory highlight four mechanisms that connect goals to performance. These he listed as:



The direct attention to priorities; the stimulate effort; the 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

The second theory focuses attention on feedback as a means of shaping behavior. As people receive feedback on their behavior they appreciate the discrepancy between what they are doing and what they are expected to do and take corrective action to overcome the discrepancy. Feedback is recognized as a crucial part of performance management process.

The third theory was developed by Bandura (2016). It is based on his central concept of self-efficacy. This suggests that what people believe they cannot do powerfully impacts on their performance. Developing and strengthening positive self-belief in employees is therefore an important performance management objective.

## **2.12 Empirical Research Work on Performance Appraisal**

Ahmad (2020) present a novel methodology the Effect of hierarchical culture on Performance The executives Practices In Pakistan Relapse and Relationship investigation was utilized for measurable examination. Factual outcomes show that association is exceptionally related with consistency and versatility. Without putting more accentuations on the hierarchical gainfully. Also, this paper will zero in on the effect of Performance examination and authoritative usefulness.

Singh et al., (2010) led an observational investigation on the proficiency of Performance evaluation framework in Oil and petroleum gas Commission (ONGC) in Iraq and tracked down that all associations depended on the impression of administrators and the executives for giving prizes and disciplines for representatives. Dissimilar to the last which was intrigued mostly on deciding the proficiency of Performance evaluation the current examination is keen on exploring the impact of Performance examination on representative's efficiency. The last investigation was additionally done in an alternate area that is oil and gas which has various difficulties to the area being concentrated by the current examination.

Mallaiah (2009) directed an examination in Kenyatta College Library and recognized explicit Performance pointers utilized in evaluation. He tracked

down that over 90% greater part of the respondents felt that the Performance examination framework continued in the library depends on work Performance and capacity to assume liability.

Emojong (2004) in his work on in-Administration Preparing Projects and their consequences for the Performance of staff at the Uganda Income Authority, accentuated the requirement for on-work preparing, short classes and group building workshops as projects that expansion the representatives Performance. The previous investigation was intrigued on impact of in-administration preparing programs on Performance of workers anyway the current examination inspects an alternate ward variable that is Performance evaluation and its consequences for representative's usefulness.

Kamwine (2004) in his examination on administration of examination plans and educators Performance in government helped schools in Kampala Area, talked about various issues like the way of life of assessment, overseeing work measures, getting ready for preparing needs and numerous others. He suggested that associations ought to stress on evaluation system. While Kamwine in his examination zeroed in on evaluation plans and Performance this investigation took a gander at Performance examination for the most part and its impacts basically on worker's efficiency and not the associations generally Performance.

As per Carroll and Schneier, (2002), Perhaps the main conditions in examination is to give clear, Performance based criticism to representatives. There ought to be a work process for following of input meetings. At the point when a mix-up is distinguished, quickly therapeutic advances are taken, with least misfortune to the organization. This ought to be estimated as far as the degree to which he meets the Performance measures set by the administration in satisfying the association goals. Furnishing a worker with input is broadly perceived as an essential action that may support and empower self-improvement which is instrumental for the accomplishment of the entire association (Baruch, 1996). In this manner, the recurrence of input is significant and can impact future Performance of the representative Denis (1996).

A test preparing directed by Fletcher (2002) because of work survey on subordinate daily schedule in Kenya's Service of Energy discovered that through routine audit, work are roused and their proficiency rallies; faculty can get remark on their duties and attempt to discover approaches to propel them. This examination is basically the same as the current investigation, with the special case that the previous investigation utilized elucidating examination, while the current investigation utilized relapse examination to decide if the result will be like the formers.

## **Summary of the Chapter**

The concept of performance appraisal as captured by scholars and social commentators has been espoused with an attempt at clarifying the intellectual “cobweb” surrounding the issue performance appraisal. Also, the different theories on the concept of performance appraisal have been examined as postulated by scholars. An attempt has also been made to establish the nexus between performance management, performance appraisal and employee’s performance and productivity with Central Bank of Nigeria as a case study. The organization under study was also examined with a view to identifying its performance management strategies as well as the structural organogram with the functions that each department is statutorily assigned to performance.

Searchlight was also beamed on the theoretical framework for a better understanding of the concept under consideration. Some of the schools of thought on performance management and employee appraisal as examined under this chapter include those enunciated by Buchner, Bandura, Latham and Locke among others.

## **CHAPTER III: Research Methodology**

### **3.1 Research Design**

A survey method was used for this study. This method involves gathering data about the target population from a selected sample and generalizing the findings obtained from the analysis of the sample to the entire population. This method was adopted because it enabled the researcher to discover relative incidences and distribution on the characteristics of the population

### **3.2 Research Population**

The research population is 98 drawn from the following department with purchasing department with 60 staff, production department 70 staff, marketing department 40 staff and stores department 30 staff. which consists of both females and males. This figure was given by the personnel manager of the organization.

### **3.3 Sample size and sampling technique**

According to Roscoe 10% rule of thumb (2009) which was used, a sampling techniques if used in the course of this study in order to have a reliable response and also to be sure that the above. Population has equal chance of being selected in the study.

Therefore, the sample size of the research is therefore, forty (40); the simple random sampling technique was used to choose the staff that are subject to this study.

### **3.4 Instrument of Data Collection**

For any research project to be carried out, data must be collected. Hence, this aspect of the study deals with the procedures of gathering data, which are relevant to the work at hand. Osuala (2012), states that data could be obtained either through;

- a. Primary source
- b. Secondary source

He explains that “secondary source of data include books and texts published, reports journals, newspapers, the internet among others”. He further defines primary source of data as what the researchers has to obtain fresh from the respondents. This is achieved through interview, observation, and administering of questionnaires.

- Personal interview is a term referred to as “survey method”, it was useful as the researcher can determine the validity of what the respondent was saying.

- Observation method is whereby the researcher can undertake his own independent observation of the phenomenon and matters surrounding its operations.
- Questionnaire method. He defines it “as a device for getting answers to questions by using a form which the respondent fills by himself.

For the purpose of this study, both sources were used to generate data.

Questionnaire method was adopted for the advantages it affords the researcher. It was aimed at sampling the views of the bank staff on the theme of the study. thus, with questionnaire, data were obtained without much cost and time.

Secondary data was used in supplementing raw data that was generated in this research work. The choice of this method was based on the fact that it exposed the researcher to enough relevant information needed to provide solution to the problem at hand.

### **3.5 Justification of Instrument Used**

The instrument shows the relationship between two or more variables. This is because, it shows or gives a clear understanding of a particular subject matter. It equally makes it easy to analyze data in a simple form.

Data analysis as we can see is descriptive in nature the researcher used descriptive statistics to analyze the response of the questionnaires



administered to the personnel of the sampled branches. The method was as well adopted from previous work of authors like Barde (2009).

### **3.6 Method of Data Analysis**

The data collected from respondents through the questionnaire would be presented in table and figures and it would be analyze using simple percentage also the stated, hypothesis would be tested using chi-square.

$$X^2 = \frac{\sum(O - E)^2}{E}$$

Where:  $\sum$  = Summation

O = Observation frequency

E = Expected frequency

The decision rule to be used for this study is, if the calculated value is greater than the table value we reject null hypothesis ( $H_o$ ) and accept alternative hypothesis ( $H_i$ ) but if the calculated value is less than the value we reject alternative hypothesis ( $H_i$ ) and accept null hypothesis ( $H_o$ )

### **3.6 Justification of Method Used**

The chi-square test as a non-parametric test, it can be used to see how well the assumed theoretical distribution fit to the observed data.

Chi-square as a test of independence enables us to explain whether or not two variables/attributes are associated. In such a situation, we proceed with the null hypothesis that the two attributes are independent.

Percentages are often used in data presentations, for they simplify numbers, reducing all form of them to a range of 0 to 100. The data are produced in the standard form with base equal to 100 which facilitates relative comparisons. In the study, percentages are regarded more appropriate in determining the number of respondents that were in agreement or disagreement with the questions asked.

## CHAPTER IV: Data Presentation and Analysis

### 4.1 Introduction

This chapter is concerned with the presentation and analysis of the collected data. For the purpose of this research work, the collected data from the respondents are presented and analyzed using the Likert rating scale method.

### 4.2 Characteristics of Respondents

The respondents are comprised by both the top and lower level management staff of Hybrid Feeds Ltd Kaduna, cutting across different years of working experience, sex and educational background. A total of 50 questionnaire were administered and 40 were returned.

**Table 1: Year of working experience**

Option (Years)	No. of respondents	Percentage (%)
15	8	20
6 - 10	21	52.5
11 - 15	7	17.5
16 and above	4	10
Total	40	100

From the above table, 8 people have a working experience between 1-5 years representing 20%, 21 people between 6 – 10 years experience which

represents 52.5%, 7 people have between 11-15 years working experience which represents 17.5% and only 4 people have 16 years and above working experience representing 10% of the total respondents.

**Table II: Sex Distribution of respondents.**

<b>Option (Years)</b>	<b>No. of respondents</b>	<b>Percentage (%)</b>
Male	29	72.5
Female	11	27.5
<b>Total</b>	<b>40</b>	<b>100</b>

**Table III: Educational Qualification.**

<b>Option</b>	<b>No. of respondents</b>	<b>Percentage (%)</b>
Primary	-	-
Secondary	10	25
Tertiary	30	75
<b>Total</b>	<b>40</b>	<b>100</b>

From the above presentation, respondent have secondary and tertiary educational qualification with 75% having tertiary certificates.

### 4.3 Presentation of Data and Analysis

**Table I:** Conduction of employees performance appraisal has great effect on your company's productivity.

Rating	SA	A	UD	D	SD	TOTAL	MEAN	REMARKS
X	5	4	3	2	1	15		
F	26	12	2	-	-	40		
FX	130	48	6	-	-	$\Sigma F_x = 184$	4.6	Agreed

The above table shows clearly that the conduct of employees performance appraisal has a great effect on the company's productivity.

**Table II:** Factors like inadequate motivation in an organization can affect the employees performance on productivity.

Rating	SA	A	UD	D	SD	TOTAL	MEAN	REMARKS
X	5	4	3	2	1	15		
F	29	11	-	-	-	40		
FX	145	44	-	-	-	$\Sigma F_x = 145$	3.6	Agreed

It is agreed from the above that inadequate motivation in an organization can affect the performance of employees on productivity.

**Question III:** Inadequate data, lack off training employees on appraisal and irrelevant information can affect the conduct of performance appraisal in an organization .

**Table III**

<b>Rating</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>	<b>TOTAL</b>	<b>MEAN</b>	<b>REMARKS</b>
X	5	4	3	2	1	15		
F	34	6	-	-	-	40		
FX	170	24	-	-	-	$\Sigma F_x = 194$	4.9	Agreed

From the table above, it is strongly agreed that inadequate data, lack of training employees and irrelevant information can greatly affect the conduct of performance appraisal.

**Question IV:** The result of performance appraisal serve as a bases for developing employee's knowledge and skills in your organization.

**Table IV:**

<b>Rating</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>	<b>TOTAL</b>	<b>MEAN</b>	<b>REMARKS</b>
X	5	4	3	2	1	15		
F	24	12	4	-	-	40		
FX	120	48	12	-	-	$\Sigma F_x = 180$	4.5	Agreed

The mean above shows that it is agreed that the result of performance appraisal serve as a basis for developing employee's knowledge and skill in the organization.

**Question V:** The administrative purpose of performance management system refers to the acquisition and utilization of information for day to day decision on salary, benefits , recognition, employee's movement and discipline in your organization.

**Table V:**

<b>Rating</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>	<b>TOTAL</b>	<b>MEAN</b>	<b>REMARKS</b>
X	5	4	3	2	1	15		
F	13	27	-	-	-	40		
FX	65	108	-	-	-	$\Sigma F_x = 173$	4.3	Agreed

From the above analysis it is evidently agreed that the administrative purpose of performance management system refers to the acquisition and utilization of information for day to day decision on salary, benefits, recognition and discipline in the organization.

**Question VI:** performance appraisal Helps management to identify the strength and weakness of its employees.

**Table VI**

<b>Rating</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>	<b>TOTAL</b>	<b>MEAN</b>	<b>REMARKS</b>
X	5	4	3	2	1	15		
F	27	13	-	-	-	40		
FX	135	52	-	-	-	$\Sigma F_x = 187$	4.7	Agreed

The table above shows that it is evidently agreed that performance appraisal helps management to identify the strength and weakness of the employees in the organization.

**Table VII:** The main purpose of developing feedback of employees performance is to change or reinforce individual behavior in an organization.

<b>Rating</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>	<b>TOTAL</b>	<b>MEAN</b>	<b>REMARKS</b>
X	5	4	3	2	1	15		
F	23	14	3	-	-	40		
FX	115	54	9	-	-	$\Sigma F_x = 180$	4.5	Agreed

The analysis above shows that the main purpose of developing feedback of employees performance is to change or reinforce individual behavior.



**Table VIII:** The impact of performance appraisal can lead to high level of productivity which in turn enhances more profit to the organization and increase employees salaries.

Rating	SA	A	UD	D	SD	TOTAL	MEAN	REMARKS
X	5	4	3	2	1	15		
F	30	9	1	-	-	40		
FX	150	36	3	-	-	$\Sigma F_x = 189$	4.7	Agreed

The table above shows that the impact of performance appraisal can lead to a high level of productivity which in turn enhances more profit to the organization and increase salaries.

**Table IX:** Performance appraisal HAS POSITIVE reinforcement on the morale of an employee and boosts their confidence towards organizational success.

Rating	SA	A	UD	D	SD	TOTAL	MEAN	REMARKS
X	5	4	3	2	1	15		
F	20	16	4	-	-	40		
FX	100	64	12	-	-	$\Sigma F_x = 176$	4.4	Agreed

The table above shows that performance appraisal has positive reinforcement on the morale of employees and also boosts their confidence towards organization success.

**Table X:** Performance appraisal improves the level of employee in the company.

Rating	SA	A	UD	D	SD	TOTAL	MEAN	REMARKS
X	5	4	3	2	1	15		
F	6	31	3	-	-	40		
FX	30	124	9	-	-	$\Sigma F_x = 163$	4.1	Agreed

The analysis above clearly shows that performance appraisal improves the level of employees performance in the company.

**Table XI:** Halo effect, central tendencies, leniency or sickness, organizational influences are some of the loopholes in the conduct of performance appraisal.

Rating	SA	A	UD	D	SD	TOTAL	MEAN	REMARKS
X	5	4	3	2	1	15		
F	3	31	6	-	-	40		
FX	15	124	18	-	-	$\Sigma F_x = 157$	3.9	Agreed

From the table above analysis, it is agreed that Halo effect, central tendencies, leniency or sickness, organizational influences are some of the loopholes in the conduct of performance appraisal.

**Table XII:** Management by objective, free from essay and ranking employees against one another are some common forms of performance appraisal system.

<b>Rating</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>	<b>TOTAL</b>	<b>MEAN</b>	<b>REMARKS</b>
X	5	4	3	2	1	15		
F	-	6	30	4	-	40		
FX	-	24	90	8	-	$\Sigma F_x = 122$	3.1	Undecided

The table above shows that it is undecided that management by objective, free from essay and ranking employees against one another are some common forms of performance appraisal system.

**Question XIII:** The best form of appraisal is one done by superior and subordinate.

**Table XIII:**

<b>Rating</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>	<b>TOTAL</b>	<b>MEAN</b>	<b>REMARKS</b>
X	5	4	3	2	1	15		
F	31	7	2	-	-	40		
FX	155	28	6	-	-	$\Sigma F_x = 189$	4.7	Agreed

From the table, it is agreed strongly that the best form of appraisal is one that is done by the superior and subordinate.

**Question XIV:** Performance appraisal Helps to employees to higher performance.

**Table XIV**

Rating	SA	A	UD	D	SD	TOTAL	MEAN	REMARKS
X	5	4	3	2	1	15		
F	26	13	1	-	-	40		
FX	130	52	3	-	-	$\Sigma F_x = 185$	4.6	Agreed

It is agreed from the table above that performance appraisal helps to motivate employees to higher performance.

**Question XV:** Performance appraisal leads to efficient and effective productivity.

**Table XV:**

Rating	SA	A	UD	D	SD	TOTAL	MEAN	REMARKS
X	5	4	3	2	1	15		
F	19	21	-	-	-	40		
FX	95	84	-	-	-	$\Sigma F_x = 179$	4.5	Agreed

The analysis of the table above agrees that performance appraisal leads to efficient and effective productivity.

**Question XVI:** Performance appraisal helps to determine how effective recruitment and selection methods used by the organization.

**Table XVI:**

Rating	SA	A	UD	D	SD	TOTAL	MEAN	REMARKS
X	5	4	3	2	1	15		
F	20	19	1	-	-	40		
FX	100	76	3	-	-	$\Sigma F_x = 179$	4.5	Agreed

It is evident from the above analysis that performance appraisal determines how effective recruitment and selection methods used by the organization is.

#### 4.4 SUMMARY OF FINDINGS

In the course of this research work, the data presented in the tables above in this chapter brings the following findings:

- i. Inadequate data, lack of training of employees on appraisal and irrelevant information affects the conduct of performance appraisal in the organization
- ii. Effective utilization of performance appraisal's results will lead to employees development.

- iii. The best form of appraisal is one done by the superior and the subordinates.
- iv. The conduct of employees performance appraisal has great effect on the company's productivity.
- v. That factors like inadequate affects employees productivity.

#### 4.5 **DISCUSSION OF FINDINGS**

The analysis of the data gotten from the questionnaire will be used to answer the research questions.

##### **Research questions I:**

What are the effects of employee's performance appraisal on productivity.

The analysis on the table XV and XVI shows that performance appraisal leads to efficient and effective productivity. performance appraisal helps to determine how effective recruitment and selection methods used by the organization promotes employees performances.

##### **Research questions II:**

What are the factors militating against the employee's performance in an organization?

The analysis on table II shows that factors like inadequate motivation in the organization affects the employee's performance on productivity.

### **Research questions III:**

What are the factors that militate against the conduct of performance appraisal in an organization.

The analysis on employees on appraisal and irrelevant information are some factors that militate against the conduct of appraisal in an organization. Also, halo effects, central tendency, leniency or stickiness influence the conduct of appraisal in an organization.

## **CHAPTER V: Summary, Conclusion and Recommendations**

### **5.1 SUMMARY**

The study of appraisal system is mainly concerned with knowing if employees are doing their work the way they are supposed to and if they are doing the work in line with helping the organization achieve its aims and objectives. For an organization to operate continually and successfully, it has to appraise its employees' performance to determine its strength and weakness.

Employees give in their best when the work environment is conducive for them or if they are well paid with some incentives attached to their salary or in some cases, when they are well trained on the particular job they are doing.

The adoption of performance appraisal in the organization has a great effect on the company's productivity. The administrative purpose of performance management system serves as a mean for acquisition and utilization of information for day to day decision on salary, benefits, recognition, employees' movement and discipline in the company performance appraisal result serve as bases for developing employees' knowledge and skills.



## 5.2 CONCLUSION

Conclusively, the effect of performance appraisal on employees within the framework of an organization cannot be over emphasized. It thus goes, that performance appraisal is a useful tool in the hand of management to direct the work related behavior of employees to an expected or started target. The fostering of which will create a platform for utmost and discretionary discharge of duties by all and sundry in an organization.

The performance appraisal system, if well conducted will make management to set performance objective which will encourage employees to put in their best in achieving the objectives or standard set. It also assist management in discovering areas of strengths an weakness which in the n provides training programme in weakness areas and reward area of strengths. The knowledge or educational training an appraise has, will to some extent determine success of the appraisal process. Finally a good appraisal system on employees performance will boost their morale in work place so as to achieve high performance and productivity.

## 5.3 RECOMMENDATIONS

Based on the above findings, the following recommendations are made for the study:

1. The organization should ensure that the performance appraisal assessment of employee be carried out regularly to bring out possible lapses in training and development so that future training and development programmes will be done with utmost care and diligence
2. Since the effect of recruitment and selection can be determined through performance appraisal, the organization should ensure that the recruitment and selection exercises are properly carried out with the intention to employ the best employees and the result of performance appraisal should not be used as a means of victimization but means of developing employees and building them with the right knowledge and skills abilities in the organization.
3. The management should adopt an appraisal system that will assist in identifying area of strength and weakness. This should be done by putting in place checks and balances in the performance of employees. Training programme should be put in place in correcting those areas that are ineffective.
4. The management should ensure that appraisers possess the requisite educational training and knowledge before embarking on appraising employees performance so as to achieve desired results, the management should also ensure that the appraising committee is made up of qualified

and responsible individuals who will work with what has been stated down initially in order to achieve positive results.

5. Management should adopt a method of appraisal system that best suits the organization in order to motivate employees to perform effectively. This can be done by knowing the objective of the organization and channeling appraisal system towards it. And this appraisal should be carried out by management as regularly as possible this help in updating personnel records as at when due, reduce error, waste and accidents in the workplace. It could be done monthly, quarterly every six months or annually, this will assist organization to curtail cost and increase productivity.

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### **INTRODUCTION LETTER**

Dear Sir,

I am a student of the above named institution carrying out a research work on the topic “**Impact of Performance Appraisal on Staff Productivity, Hybrid Feeds LTD. Kaduna**” with your organization as my case study the research work is carried out as a requirement for the award of Higher National Diploma (HND) in Procurement & Supply Chain Management of Kaduna Polytechnic.

Kindly note that all responses will be treated with high degree of confidentiality and will be used for this research work only.

I will be grateful if my application is given due consideration and a favourably response.

Thank you.

Yours faithfully,

**Suleiman Shehu**  
**KPT/CBMS/18/53515**  
**Researcher**

## QUESTIONNAIRE

The effects of employees' performance appraisal on the productivity of crittal-Hop Nigeria Limited Kaduna.

### SECTION A: Personal Data Characteristics of respondent staff)

1. Years of experience
  - 1 – 5 years [ ]
  - 6 – 10 years [ ]
  - 11 – 15 years [ ]
  - 16 years above [ ]
2. Sex:
  - Male [ ]
  - Female [ ]
3. Educational Background
  - Primary [ ]
  - Secondary [ ]
  - Tertiary [ ]
4. Age of respondent
  - 18 – 20 years [ ]
  - 21 – 30 years [ ]
  - 31 – 40 years [ ]
  - 41 – 50 years [ ]
  - 51 – 60 years [ ]

## **SECTION B:**

**1.** Conduction of employees performance appraisal has great effect on your company's productivity.

Strongly agreed                    [   ]

Agreed                                [   ]

Undecided                         [   ]

Disagreed                         [   ]

Strongly disagreed               [   ]

**2.** Factors like inadequate motivation in an organization can affect the employees performance on productivity.

Strongly agreed                    [   ]

Agreed                                [   ]

Undecided                         [   ]

Disagreed                         [   ]

Strongly disagreed               [   ]

**3.** Inadequate data, lack off training employees on appraisal and irrelevant information can affect the conduct of performance appraisal in an organization .

Strongly agreed                    [   ]

Agreed                                [   ]

Undecided                         [   ]

Disagreed                         [   ]

Strongly disagreed               [   ]

**4.** The result of performance appraisal serve as a bases for developing employee's knowledge and skills in your organization.

Strongly agreed                    [   ]



Agreed	[ ]
Undecided	[ ]
Disagreed	[ ]
Strongly disagreed	[ ]

5. The administrative purpose of performance management system refers to the acquisition and utilization of information for day to day decision on salary, benefits , recognition, employee's movement and discipline in your organization.

Strongly agreed	[ ]
Agreed	[ ]
Undecided	[ ]
Disagreed	[ ]
Strongly disagreed	[ ]

6. Performance appraisal Helps management to identify the strength and weakness of its employees.

Strongly agreed	[ ]
Agreed	[ ]
Undecided	[ ]
Disagreed	[ ]
Strongly disagreed	[ ]

7. The main purpose of developing feedback of employees performance is to change or reinforce individual behavior in an organization.

Strongly agreed	[ ]
Agreed	[ ]
Undecided	[ ]

Disagreed [ ]

Strongly disagreed [ ]

**8.** The impact of performance appraisal can lead to high level of productivity which in turn enhances more profit to the organization and increase employees salaries.

Strongly agreed [ ]

Agreed [ ]

Undecided [ ]

Disagreed [ ]

Strongly disagreed [ ]

**9.** Performance appraisal has positive reinforcement on the morale of an employee and boosts their confidence towards organizational success.

Strongly agreed [ ]

Agreed [ ]

Undecided [ ]

Disagreed [ ]

Strongly disagreed [ ]

**10.** Performance appraisal improves the level of employee in the company.

Strongly agreed [ ]

Agreed [ ]

Undecided [ ]

Disagreed [ ]

Strongly disagreed [ ]

11. Halo effect, central tendencies, leniency or sickness, organizational influences are some of the loopholes in the conduct of performance appraisal.

Strongly agreed [ ]

Agreed [ ]

Undecided [ ]

Disagreed [ ]

Strongly disagreed [ ]

12. Management by objective, free from essay and ranking employees against one another are some common forms of performance appraisal system.

Strongly agreed [ ]

Agreed [ ]

Undecided [ ]

Disagreed [ ]

Strongly disagreed [ ]

13: The best form of appraisal is one done by superior and subordinate.

Strongly agreed [ ]

Agreed [ ]

Undecided [ ]

Disagreed [ ]

Strongly disagreed [ ]

14. Performance appraisal Helps to employees to higher performance.

Strongly agreed [ ]

Agreed [ ]

Undecided [ ]

Disagreed [ ]

Strongly disagreed [ ]

15. Performance appraisal leads to efficient and effective productivity.

Strongly agreed [ ]

Agreed [ ]

Undecided [ ]

Disagreed [ ]

Strongly disagreed [ ]

16. Performance appraisal helps to determine how effective recruitment and selection methods used by the organization.

Strongly agreed [ ]

Agreed [ ]

Undecided [ ]

Disagreed [ ]

Strongly disagreed [ ]