

**PERFORMANCE APPRAISAL AND PRODUCTIVITY OF WORKERS
IN NATION EMERGENCY MANAGEMENT AGENCY (NEMA)**

BY

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DECLARATION

I hereby declare that this research work entitled, “Performance Appraisal and Productivity of Workers in National Emergency Management Agency (NEMA)”, was written by me and all relevant published and unpublished materials used in this research work have been acknowledged. It has not been presented in any previous work for the award of Master in Public Administration.

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CERTIFICATION

This project entitled “Performance Appraisal and Productivity of Workers in National Emergency Management Agency (NEMA)”, meets the requirements governing the award of Master in Public Administration of Nasarawa State University, Keffi, and approved by its contribution to knowledge.

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DEDICATION

This project is dedicated to God Almighty the giver of life, for His protection and sustenance all through this academic pursuit.

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I thank the Almighty God who has granted me the enablement to successfully complete this research work, he deserves great honour.

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ABSTRACT

This study examines “Performance Appraisal and Productivity of Workers in National Emergency Management Agency (NEMA), Abuja. This study seeks to identify the Performance Appraisal System and its problems in NEMA with the objective of finding solutions to the problems identified. Questionnaires were administered in collecting data from a sample size of 100 from the National Emergency Management Agency Headquarter, Abuja. Adopting the chi-square as a tool for the analysis of data generated through the questionnaire, the researcher tested the hypothesis of the study. From our findings, the aim of Performance Appraisal exercise in NEMA has been defeated. The researcher attributed the outcome of the study to a lot of irregularities associated with the exercise. The study therefore recommends amongst others regular system of appraisal, a form of feedback after the appraisal to bridge the communication gap between the employees and management and create awareness of the importance of Performance Appraisal so that employees will no longer see it as a regular exercise that add no value to the employees and that performance appi aisal should be linked to attractive incentive to employees, this will enable them to demonstrate higher productivity.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The wheel of an organization is steered towards achieving certain goals. Every worker is expected to be involved, and mobilized in the process of organisational goals attainment. But man as a technical factor is with subjective, changeable, and dynamic tendency that vary with cultural and personal background, economic events and the passage of time. 'Human resources' constitute the ultimate dignity of an organization, hence, it is the interactions of people with natural resources that institute the development process; the people according to Cole, G. A. are the human resources for the supply of physical labour, technical and professional skills.

In a large and complex organization, the managerial functions become very cumbersome and difficult. This is so because; the manager finds it almost impossible to have direct contact with every individual worker let alone knowing what the worker does. To achieve this fact, the manager, who performs the functions of planning, organizing, controlling, directing, etc, as identified by H Knootz and O'donnell, must make use of tools that would aid him in sanitizing and appraising the human resources in that organization, that tool has been identified as "Performance Appraisal".

Performance Appraisal, according to Ngu (1904) "is usually referred to as integrated approach to management for more productivity or efficiency in organizations. Through this technique, activities of individual, unit, section.

According reward or some form of motivation. This very tool of management is a form of communication, that is, it transfers information, ideas and values from one person to another; employer and vice versa. This information system (Performance Appraisal) aids management to see the loop-holes or gaps in the employees performance and this give them the enlightenment on how to introduce training of mis man power to aid the development process. Therefore the training and development of these categories of people should be undertaken on a continuous basis in order to provide new skills in the dynamic sector. No organisation in the real sense can grow effectively unless the function of Performance Appraisal is effectively carried out Performance Appraisal should not be seen in isolation but in the context of the growth of the organisation Performance appraisal is an aspect of personnel management that has to co with the improvement of personnel working in an organisation. It is basically to improve the quality of labour.

The department of Administration in the National Emergency Management Agency (NEMA), Headquarter, Abuja, is charged with the responsibility of organising Annual Performance Appraisal for the employees of NEMA. The basic reason behind this exercise is to evaluate the staff for subsequent promotion and bonuses where applicable.

Performance Appraisal form which is popularly called ' APER form , are printed and distributed to various Heads of Department who in turn distributes them to immediate staff of his or her department to fill and submit for grading. The Grafting Scalins Method of Performance Appraisal is usually adopted in NEMA.

1.2 Statement of the Problem

Performance appraisal as a tool envisaged for organisational performance improvement, most often does not apply. Few organisations actually aggregate and use the results of performance appraisal for employees' motivation. National Emergency Management Agency is established to manage disasters in all ramifications; it is observed that their mode of operation is slow. Dickerman (1974) noted that to improve personnel performance, the employee need to be motivated. This situation made it pertinent to see that no outcome of performance appraisal is really targeted at employees' motivation, but merely an indication of areas of employee's strength, weakness, opportunities and threat. The grafting scaling method of performance appraisal adopted in NEMA usually shows little or no positive impact on the productivity and services of its employees. There is no relationship between performance appraisal and promotion of staff of NEMA. There are no effects of training and development on staff of NEMA; this has had negative effect on the output and productivity of the workforce since they know their promotion is not dependent on it. There are no strong measures to identify deficiencies and practice within the organization which adversely affect the personal performance of individual or the successful operation of departments. There is no room for employees to develop and implement their own solutions to problems and deal with constraints which restrict their personal contribution.

In view of the above, NEMA still engages in performance appraisal periodically even when its outcome does not make any difference in the management of personnel. This raises questions on why the agency still wastes time and resources in staff appraisal. Why does NEMA still appraise staff annually? What are the implications of the continued staff appraisal when the outcome does not contribute to staff promotion, discipline and general

productivity?

1.3 Research Questions

The following research questions will serve as a guide to the objectives of the study:

1. To what extent has NEMA engaged in Performance Appraisal and to what degree has it contributed to the organisational productivity?
2. What problems are associated with Performance Appraisal in NEMA and to what extent has it affected the development of the organisation?
3. To what extent does Performance Appraisal enhances worker's productivity and influences promotion of NEMA staff?

1.4 Objectives of the Study

This study aims at analyzing the outcome of performance appraisal in the management of personnel of National Emergency Management Agency (NEMA). The study would therefore be geared towards the achievement of the following:

1. To ascertain the extent to which NEMA has engaged in Performance Appraisal and the degree to which it has contributed to the organisational productivity , .
2. To determine the problems associated with performance appraisal in NEMA and the extent to which it has affected the development of the organisation
3. To investigate the extent to which Performance Appraisal enhances worker's productivity and influences promotion of NEMA staff?

1.5 Significance of the Study

This study is of importance to organization efficiency; hence the result will be useful to the

employee and the organization in developing effective and efficient performance appraisal plan and program to aid organizations in its goal attainment. The organization will see weakness and strength of the current method and strive toward greater height. The workers will equally see their worthiness, strength and weakness and apply necessary measure to improve and move ahead. Performance appraisal is the only singular mode of identifying each category of staff hence, improving on it will immensely assist the organization and managers involvement in rating system.

Another significance of the study is to the nation, in the sense that human development and proper utilization are indices of development. Personnel effectiveness will definitely enjoy the benefit of legitimate solidity and stability involvement. In this way, foreign investors would be attracted and this will contribute to national development in the country. Human development through performance appraisal is a right step in nation and national development.

1.6 **Scope of the Study**

The scope of the study is National Emergency Management Agency, Headquarters, Abuja.

The researcher intends to limit the generation of data for the study from only the staff of National Emergency Management Agency, Headquarters, Abuja, who have served for about five years and above.

1.7 **Operational Definition of Terms**

Performance: The accomplishment of a given task measured against pre-set known standards of accuracy, completeness, cost and speed.

Appraisal: Appraisal is the systematic evaluation of individual in respect to his or her

performance on the job and his or her potentials for better development. It is also known as the basis for determining who is promotable to a higher position in an organisation.

Performance Appraisal: This is an exercise to evaluate different traits and. ability of an employee in relation to his job requirements. It involves systematic evaluation of the individual with respect to his/her ability and job potential tor development.

Organization: An organization is a business entity or service delivery organ which is formed for a particular purpose.

Management: This is the process of immediate and graduate control administration coordination and rescue mechanism of events, phenomena which demands prompt actions.

Productivity: Productivity is the balance between all factors ot production that will give the greatest output for the smallest effort.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Framework

2.1.1 The Concept of Performance Appraisal

Performance Management and appraisal is a holistic process, which brings together many elements which go to make up the successful practice of people management, including in particular learning and development.

Regular performance appraisals at work also serve as a fundamental motivator. Boice and Kleiner (1997) explained that performance appraisals improve job performance. This is because appraisals are given to employees to let them know about their previous efforts in a task and level of performance to enable them adjust in areas that need improving in order to meet up with a desired goal.

In theory definitive text upon which this fact sheet is based, Armstrong and Baron (2004) define performance Appraisal as “a process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance. As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved”. According to them, it is “a strategy which relates to every activity of the organisation set in the context of its human resource policies, culture, style and communications systems.

Armstrong and Baron (2004) further stressed that Performance Appraisal is a to ensure that managers manage effectively, that ensure the people or teams they manage;

- Know and understand what is expected of them
- Have the skills and ability to deliver on these expectations

- Are supported by the organization to develop the capacity to meet these
- expectations and give feedback on performance
- Have the opportunity to discuss and contribute to individual and team aims and objectives.

Performance appraisal is about ensuring that managers themselves are aware of the impact of their own behaviour on the people they manage and are encouraged to identify and exhibit positive behaviours. Performance Appraisal is about establishing a culture in which Individuals and groups take responsibility to the continuous improvement of business processes and of their own skills, behaviour and contributions, it is about sharing expectations. Managers can clarify what they expect individual and teams to do, like wise individuals and teams can communicate their expectations of how they should be managed and what they need to do their jobs. It follows the performance appraisal is about interrelationships and about improving the quality of relationships - between managers and individuals, between managers and teams, between members of teams and so on, and is therefore a joint process. It is also about planning, defining expectations expressed as objectives and in business plans and about measurement; the old dictum is “If you can’t measure it, you can’t manage”.

Oberg (1972) Sees performance appraisal as “Packaging/grooming an employee which leads to improved level of Performance” Castetter (1981), defines performance? appraisal as “a process of arriving at an individual’s past and present performance against the background of his/her work environment and about his/her future potential for an organisation”. One can adjured that the definitions given above conjure almost the same meanings as emphasis is placed on prepaing an employee on the job and improving potentials for high level productivity and goal achievement.

Odiome (2965), Sees performance appraisal as “a process by which a manager and subordinate review the subordinate’s strength and weakness, develop an understanding and come to an agreement about them in the final analysis and jointly develop a plan for the employee’s improvement in performance”.

In a society like ours, a good performance appraisal aims at enlargement of job opportunities and improves on the total output per each employee. No organization in the real sense can be productive unless the function of Performance Appraisal programmes is effectively carried out. Performance Appraisal programmes should not be seen in isolation but in the context of the growth of the organisation. Performance appraisal is an aspect of personnel management that has to do with the improvement of personnel working in an organisation. It is basically to improve the quality of labour.

According to Sikula (1977) sees performance appraisal as “Employee appraisal or personnel performance appraisal a systematic evaluation of a worker’s performance and potential for development for high level productivity. It is a process of estimating or judging the value, excellence, qualities or a status of some objects, person or thing”.

Ubeku (1975) defined, performance appraisal as “review of the employees performance based on the objectives agreed .

Ngũ (1990) Sees it as “a system or measuring workers output or productivity or efficiency either qualitatively or quantitatively”.

To Pigors and Myers (1977), it is a means of helping supervisors to evaluate the work of each employee.

Performance appraisal or evaluation, also known as employee appraisal, is a method by

which the performance of an employee is evaluated (generally in terms of quality, quantity, cost and time). Performance appraisal is a part of career development. Performance appraisal denotes regular review of employee performance within organisations. According to Ugiagbe (1978), Performance appraisal is “an objective assessment of an officer against the background of the targets set for him”

Ubeku (1975) defined it as “a review of the employee’s performance based on the objectives agreed”. In other words, the above authors are of the view that the basis of performance appraisal should be the employees predetermined objectives. Part of the work of a manager is to share objectives to his employees under the framework of the overall objectives of the organisation. Then each employee can be appraised under his or her own set of objectives. It is in this regard that Beach (1985) said that performance appraisal is the systematic evaluation of an individual with respect to his performance on the job and his potential for development. It is a system of measuring the performance of an individual employee and making a variety of decisions affecting the employment of an individual including promotion, termination, training, transfers and so on.

Hackett (1979) is of the view that performance appraisal is the name given to the regular (usually six monthly or annually) formalized and recorded review of the way an individual is performing his job. According to Hackett, the appraisal should be regular, formal and recorded.

Michael (1971) in his own view described performance appraisal as the act of estimating the worth of employees in order to first determine rewards and penalties, and second, provide a basis for counselling.

According to Pigors and Myers (1977), Performance appraisal had been adopted by many organisations as a means of helping supervisors to evaluate the work of each employee. Also, Strauss and Sayles (1978) said that performance appraisal is originally a device to provide guidance to management in selecting managers for promotion or salary increases, as well as coaching managers to improve their performance.

Cole (1996) suggested that any systematic approach to performance appraisal will commence with the completion of an appropriate appraisal form. This preparatory stage will be followed by an interview, in which the manager discusses progress with the members of staff. Precisely, performance appraisal generally observes the following:

- Must be systematic and all relevant personnel should be appraised using the same criteria.
- Must be on regular basis/continuous progress
- Information pertaining to managerial and developmental programmes should be available.
- Must be based on the job being performed rather than personality traits alone.
- There must be mutual agreement between superior and subordinate in setting objectives/targets which will be based on his evaluation. m
- Avoidance of bias and subjectivity.
- Must be conducted by managers trained in appraisal interview
- Must be cross-checked/performance appraisal review.
- Determination of the responsibilities of each job.
- Establishing performance standards for each of the defined jobs
- Employee should be able to evaluate his own performance.

- Well structuring of job which attract maximization of employees mental and physical capabilities.
- Employee should be allowed to make any decisions for himself without a general framework of supervisor's guidance.
- Supervisor or manager should set example of efficiency and administrative ability on the job for subordinate to emulate.
- Employees should have skills knowledge and qualities needed to achieve the set objectives.
- Performance appraisal has to be based and related to job requirement that is, duties and responsibilities.
- It is only a means and not an end.
- Performance appraisal is closely related to all aspects of personnel administration
- In performance appraisal the worth and performance of an individual is evaluated.

2.1.2 Tools of Performance Appraisal at NEMA

There are many tools with which to assess performance of employees in an organisation.

Some of these tools include:

Performance and Development Reviews:

Many organisations without performance management systems operate appraisals' in which an individual's manager regularly (usually annually) records performance, potential and development needs in a top-down process. It can be argued that the perceived defects of appraisal systems (that line managers regarded them as irrelevant involving form-filling to keep the personnel department happy, and not as a normal proves of management) led to the

development of more rounded concepts of performance management. Nevertheless, organisations with performance appraisal systems need to provide those involved with the opportunity to reflect on past performance as a basis for making development and improvement plans, and the performance and development review meeting provides this singular opportunity.

The meeting which is constructive and use various techniques to conduct an open, free-flowing and honest meeting with the review doing the most of the talking and reviewing of appraisal programmes.

Performance reviews can be regarded as learning events which individuals can be encouraged to think about how and in which ways they want to develop. This results to the drawing up of personal development plan setting out the actions propose to be taken to develop the employees.

Learning and Development

Employee development is the main route followed by most organisations to improve organisational performance, which in turn requires an understanding of the processes and techniques of organisational, team and individual learning. Increasing emphasis on talent management also means that many organisations are re-defining performance management to align it to the need to identify, nurture and retain talent Development programmes reflect the needs of succession plans and seeking to foster leadership skills.

Coaching is an important tool in learning and development Coaching is developing a person's skills and knowledge so that their job performance improves, leading to the achievement of organisation objectives. Coaching is increasingly recognised as a significant

responsibility of line managers and an important part in a personal development plan.

2.1.2 **Factors Necessitating Performance Appraisal at NEMA**

Some of the problems which hinder quick response on disaster management include:

- i. **Funding:** The funds presently allocated to disaster management are grossly inadequate for the challenges of modern disaster risk management. There is need to urgently review the funding pattern with a view to improving disaster risk management mechanism in the country.
- ii. **The Geographic Information System:** Also needs to be fully upgraded to meet its operation as decision supports for Planning Research and Forecasting.
- iii. **Training of Pilots:** All the Pilots of the Agency and other technicians are presently being sourced from the Nigeria Air Force (NAF) and with the proposed increase in the number of helicopters, it becomes doubtful if the Nigeria Air force would release their staff on time to cope with the Agency's operational demand.
- iv. **The current global warming and climate change** will exacerbate natural and man-induced disasters with attendant humanitarian displacements and destruction of properties across the country if positive steps are not taken now.

The traditional short term relief intervention has become grossly inadequate to address the increasing humanitarian consequences with attendant population displacements caused by our natural and human Induced disasters.

2.1.4 Performance Appraisal in NEMA

The Performance Appraisal the NEMA is usually conducted once in a year. The employees are graded between 0-100% and any score below 25% does not guarantee such an employee the benefits accrued with the evaluation exercise. Decisions about promotion, compensation, additional training and discipline are all based on performance appraisal.

The APER form is usually shared to employees on Grade Level 3 and above. The employees are to fill the forms and send to the reporting officers to confirm and score them who in turn send it to a more superior officer for countersigning usually by the Head of Department

Conversely, the outcome of the exercise reveals that employees are usually promoted and given evaluation benefits whether or not they meet up with the 25 percent cut-off. In essence, promotion is not gained through workers' effectiveness but rather it has become a tradition.

2.1.5 Factors Affecting Performance Appraisal in NEMA and how it enhances

The link between motivation and performance at work has received considerable and sustained attention in recent years from both practicing managers and organisational researchers. Several theories of motivation have been presented in the literature, but the upsurge of theoretical interest is both a blessing and curse. On the one hand, the theories do offer a better understanding of work behaviour and an appreciation of its complexity. On the

other hand a number of diverse theoretical orientations have evolved. For instance, in the search for motivation models or techniques some researchers have focused on variables such as job factors (Herzberg, (1.959), work situations (Neally, 1064), needs (Maslow, 1970), Supervision (Ghiselli, 1971).

Despite the number of motivation theories, the answer to performance problem in most organisations remains elusive. Attempts to give employees a psychological boost by training do not appear to be achieving the desired goals. For instance, possibly because of an absence of commitment, where training has been provided, non-performance results because some of the trained managers may not have been properly placed in the jobs for which they were schooled. Another factor that constrains performance in an organisation appears to be the view that the cost.- reward structure does not provide attractive inducement or positive cost to yield higher performance. According to Vroom (1964), a worker will be motivated to perform efficiently if he is made to believe strongly that a particular reward (attractive in size) will result to (expectancy) if he performs well. Given, the inflexible wage structure in the public service, it is not surprising that employees in organisations do not see higher remuneration resulting from distinguished performance. The rigid wage structure would appear to be impeding a higher performance.

Of a general factor which borders on welfare of the average employee is the lack of basic infrastructure within the habitat of the employee, such as transportation. Workers commute quite a distance before getting to work and arrive to place of work exhausted, weak and disconcerted. Related to the transportation problem is the “school run” Syndrome, where every worker that has tender children leaves his work place to pick children from school.

Once the worker takes off by that period he hardly comes back to work. This is responsible for the numerous man hours lost in the public sector and hence on performance. In most work places, recreational facilities are lacking hence workers contend with work drudgery through the working hours without sources of dissipating job oriented frustrations and tension.

2.1.6 Strategies for Improvement of Performance in Emergency Management

Having reviewed some factors that impede performance it stands to reason that alternative strategies should be advanced for performance improvement in the absence of a standard management theory, a general observation will suffice. The present style of human resource management particularly at the public service would appear to be inadequate. There is considerable room for improvement in such areas as the quality of work life of workers. To achieve productivity gain, there must be improvement in the work environment. The top managers of public enterprises must be committed to allowing high level of participation in decision making at all levels of the work force, despite the essentially hierarchical and differential modes of organisation. Other major social changes should be the elimination of status distinctions between manual and professional workers.

The participation at all levels of the organisation should start from design stage through implementation and rewards of their work. They must encourage continuous learning and training towards development of personnel skills and knowledge, promote an atmosphere of open communication and trust between managers and workforce and encourage collective bargaining which might be the factor which has promoted productivity.

There are other factors that exert a preponderant influence on productivity and these factors

are productivity improving, for instance, collective bargaining, accountability, reward for performance, feedback, identity and variety in jobs should be emphasized while others which are perceived to have a negative effect on productivity should be eliminated.

2.2 Empirical Literature

Arvinder Kour Mehta (2015) examined performance appraisal as one of the main functions of human resource management. It is useful not only for Management but also for the employees so that they can know and understand about their performance from the Management's point of view. The result concludes that performance appraisal has a positive relationship with ROA and has a marginally positive relationship with ROE, job description and job security.

Stephen J. and William B. (1994) study of the Effect of performance on A Worker's Career: Evidence for Minor League Baseball concluded that the baseball player's performance is closely related to the determination of sale, while age did not affect the sale.

In Gregerson (1996)'s study of Expatriate Performance Appraisal in US Multinational Firms, the study concluded: Variations assessment criteria of balance in the number of assessors and appraisers' knowledge characteristics, the frequency of the number of evaluation have positive effect on the perception of the accuracy of the expatriate's performance appraisal. In Schwepker & Ingram (1996)'s study titled Improving Sales Performance Through Ethics, the study concluded: (1) the factors that affect the judgment of salesman's moral, among others include gender, marital status, age, education level, experience level, variation of income, type of product sold; (2) Factors affecting sales performance: the successful achievement of the quantity and quality of sales, the use of

technical knowledge and the ability to control additional costs.

The result demonstrated that appraisal linked to monetary outcomes is a powerful HR management tool that is appreciated by employees. Furthermore, when the moderating effects of personality traits (Big Five, locus of control) on the relationship between PAs and job satisfaction were examined, the results showed that if tangible benefits cannot be provided or are not tied to the assessment procedure, the use of appraisals with no monetary consequences can be detrimental for open-minded and self-determined employees, as appraisals could then potentially raise expectations that are not fulfilled. The results from a number of research experts in the human resource management above concluded that there is a positive and significant effect of performance appraisal to job performance.

Jawahar and Williams (1997)'s findings suggest that ratings collected for administrative purposes are more lenient than ratings for research or developmental purposes. Although rating scale formats, training and other technical qualities of PA influence the quality of ratings, the quality of PA is also strongly affected by the administrative context in which they are used Murphy and Cleveland, (1995). Effective managers recognise PA as a tool for managing, rather than a tool for measuring subordinates. Such managers use PA to motivate, direct and develop subordinates, and to maximise access to important resources in the organisation to improve productivity. Researchers have shown considerable interest in variables related to the individual doing the appraisal Lefkowitz, (2000). One of the most studied variables is rather affect Levy and Williams, (2004). A general definition of affect involves liking or positive regard for one's subordinate Lefkowitz, (2000).

Lefkowitz (2000) found that affect was more strongly related to rating leniency in upward

and peer ratings than it was in traditional top-down ratings. This effect was stronger when ratters had observational time with their subordinates. The basic resources essential to the operation of an organization are human, material, financial, natural and ideational. Similarly, Bakke contends that all activities of such organizations can be fitted into one or other of the five categories; Perpetuation, workflow, control, Identification and homoeostasis.

Perpetuation: It is axiomatic that if an organization is to continue in being, resources of any kinds listed above must be available to it. Activities which ensure this availability are called 'perpetuation activities'. In industry, for example, the buying department discovers sources of supply of raw materials and endeavours to sustain the required supply. Perpetuation is achieved by appointing new people and instructing them in their duties, an activity which may be specialized in personnel department. A meeting to consider a share issue may be classified as finance - perpetuating activity.

Work Flow: Work flow activities comprise all that is done to create and distribute the output of an organization, whether that output is a product or a service. A wide range of activities can be classified in this way. For example, a production activity in an organization might be a telephone exchange operator making connections for trunk calls, or an assembly worker seating tops on car batteries, or an army crew driving a tank on manoeuvres. On the distribution side are sales activities.

Control: Bakke groups under control activities, all activities designed to coordinate and unify. He breaks these down into four categories:

- Directive activities, being those which initiate action, such as determining what

- shall be done and what standard and giving instruction.
- Motivation activities, such as rewarding or penalizing behaviour.
- Evaluation activities, such as reviewing people's performance, comparing alternative courses of action.
- Communication activities, providing people with the premises and data they need.

Bakke argues that the four types of activity so far outlined must be so arranged and regulated that they maintain the organization in existence in a state of enabling its competently to perform its function.

Homeostatic: In short, there must be what he called homeostatic activities, which preserve the organization in dynamic equilibrium. These activities are four kinds:

the fusion process, the problem - solving process, the leadership process and the legitimization process.

The concepts fundamental to Bakke's fusion process theory is that both Individuals and organizations are entities striving for 'self actualization'. An organization attempts to shape in its own image all the individuals who join it, to express his own personality by shaping the organization accordingly. Each experiences some change, but there may be times when the organization and its members are mutually; opposed. Hence the need for fusion process activities to reconcile, harmonize or 'fuse' organization groups and individuals.

The continual solving of non-routine problems in an organization is termed the 'problem-solving process'. In problem-solving, Bakke also distinguished a leadership process providing imagination and initiative. Finally, there is 'legitimization process'

activities to justify and get accepted the ends of organization and what it does to pursue them. The idea of homeostatic activities is intended to apply to a very wide variety of organizations, but taking work organization in particular it appears to have much in common with what is usually meant by words management or administration.

2.3 **Theoretical Framework**

Theory of organizational functions as propounded by three scholars, namely. Chester Barnard, Wilfred, Brown and E. Wight Bakker to explain the theoretical underpinnings of the study. The investigator also realized that the work of Wight Bakke is particularly applicable to the subject matter.

With regards to organization theory, Bakke begins by thinking of a social organization as a continuing system of differentiated and coordinated human activities which welds together resources into a whole that has a character of its own.

As cited by E. Wight Bakke (1966), an organisational function is a core process or set of activities carried out within a department or areas of a company. Common functions include operations, marketing, human resources, information technology, customer service, finance and warehousing. Each of the functions will need to work together so that the whole of the organisation has the same aims and objectives. To achieve this communication across the various functions is key activity. A starting point for this type of communication is the creation of a clear set of company objectives which each function is aware of. These objectives then need to be further broken down into specific objectives for each function. Regular reviews of firstly how each function is performing against its objectives and secondly how the company is performing against its overall objective should ensure that the

whole company is pulling in the same direction.

Of itself, the above explanation of organisational functions is perhaps no more than a truism, but by thinking in these terms Bakke makes the task of analysis a little clearer. If indeed it is useful to conceptualize a social organization as a system of activities, then a classification of activities is needed. If in addition it is useful to see those activities as operating on the resources, then a classification of resources is a necessary complement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The research design for this study was survey design since opinion was assessed. This is classified as a survey study because it attempt to investigate performance appraisal and productivity of NEMA.

3.2 Population, Sample and Sampling Technique

The population of this study is all staff of the National Emergency Management Agency (NEMA), Abuja. The researcher decides to narrow the population of the study to Abuja as it is regarded as the National Headquarters of the study area. The staff strength of National Emergency Management Agency (NEMA) is given as six hundred and forty-nine (649).

Sample and Sampling Techniques

All staff of the National Emergency Management Agency have equal chances of participating in responding to the questions of the questionnaire. A few stall would be sampled through the random sampling technique. The basic characteristic of random sampling is that all member of the population have an equal and independent chance of being included in the sample. The sample units are drawn directly from the whole population by some procedure, which is designed to meet the criteria of randomness. Every pair of elements A and B, A's chance of being selected equal to B's. chance and the selection of A in no way affects B's probability of selection. Steps in random sampling include:

- Definition of the population

- Listing of all members of the population; and
- Selection of the sample by using a procedure where sheer chance determines which members on the list are drawn for the sample.

The researcher tend to partition this population into a strata of 120 staff randomly selected from both senior and junior cadre and data are collected from each sample to onward analysis and conclusion.

3.3 **Method of Data Collection**

The aim of this study is to find out the effect of Performance Appraisal on productivity of workers at National Emergency Management Agency (NEM A). The researcher have decided to use both Primary and Secondary methods of data collection.
Primary Sources:

The basic methods of data collection include the primary, that is, questionnaire and in some cases oral interview.

The researcher personally administered questionnaires containing series of questions to the respondents. The questionnaire items are designed such that respondents react objectively to the questions.

The questionnaire method of data collection is predicated on a number of reasons:

Firstly, it is less cumbersome, easy to manage and administer.

- Secondly, it is most convenient for making comparative and making comparative and quantifiable data.
- Thirdly, it is good when studying a large population.

The choice primary data collection is informed by the following advantages:

- Very rich and more detailed and informative
- Provide insight into personal experiences and other characteristics.
- The content of primary data is always accepted as they are authentic.

The researcher would like to collect primary from the following departments of National Emergency Management Agency:

- Planning Research and forecasting
- Relief and Rehabilitation
- Search and Rescue
- Administration and Supplies Finance and Accounts
- Training.

The primary data collected would be used to answer the research questions and possibly test the hypotheses of the study.

Secondary Sources:

The secondary source of data collection include the use of text books. Magazines, Pamphlets, Newspapers, Newsletters, bullions bulletins, reference materials cyber cafe, etc

3.4 Techniques for Data Analysis

In analyzing the data the researcher assessed personal or private information about the respondents. While the other method (bivariate) analyses the general characteristics of the respondents. In some cases, however, simple percentages are used as tool of analysis.

Majorly, the chi-square is to be used for analysis of data generated. The chi-square is applied in the following ways:

- When there are two samples drawn from independent samples each of which is

categorized into two ways, such as YES or NO responses.

- When the data are non-metric and when the data are expressed in frequencies.

In using this statistical technique, we begin by stating the null hypothesis that there is no relationship between the two variables, that is, the two variables are independent of each other. The following formula can be used in computing the chi-square value for the data generated:

$$\text{Where: } \sum \frac{(f_o - f_e)^2}{f_e}$$

Where:

f_o = Observed frequency

f_e = Expected frequency

Σ = Summation

χ^2 = Chi-square

But the expected frequencies are obtained by

$$f_e = \frac{\text{Row Total} \times \text{Column Total}}{N}$$

f_e = Expected frequencies

N = Total number of Observations

The degree of freedom is determined by:

$$(c-1)(r-1)$$

Where:

$C-1$ = Column total less 1

$r-1$ = Row total less 1

The level of significance for the study is given as 0.05 or 5 percent

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter handles the Historical Overview of National Emergency Management Agency and presentation of data and its interpretation. It examines the impact of Performance Appraisal on the productivity of staff of National Emergency Management Agency (NEMA). Attempts would be made to test hypothesis of the study and discuss the findings appropriately.

The data generated from questionnaire administered to the sample size of one hundred and twenty respondents. The data would be presented in tabular form showing responses in percentage.

Although a total number of 120 copies of the questionnaire were distributed to the sample, only (100) could be treated because (10) were invalid due to incomplete responses and (10) of the respondents could not return their questionnaire item.

4.1 Historical Overview of National Emergency Management Agency

Disaster Management in Nigeria dates back to 1906 when the Police Fire Brigade (now Federal Fire Services) was established, with its functions going beyond firefighting to saving of lives and property and provision of humanitarian services in virtually all emergencies.

Between 1972 and 1973 Nigeria was hit by a devastating drought with equally devastating socio-economic consequences that caused the nation loss of lives and property worth millions of naira. This made it imperative for the Government to consider a response body to

take care of disaster issues because of its serious and adverse effects to the life of her citizens. Thus the establishment of National Emergency Relief Agency (NERA) by Degree 48 of 1976, which was conceived as an Inter- Ministerial Committee, charged with the task of collecting and distributing relief materials to disaster victims. This function of National Emergency Relief Agency (NERA) with regard to disaster management was very limited because of the scope under which it operated.

In 1990, Nigeria along with other member countries of the United Nations set up a National Committee for the International Decade for National Disaster Reduction (IDNDR). The Nigerian Inter-Ministerial body set up four sub-committees, to address natural disasters reduction in Nigeria. A working group was also inaugurated with a representative from NERA to work out a situation report on National Disaster Reduction for the country for the remaining years in the decade. This report was submitted in May, 1994 and after this submission, the committee ceased to exist. This brought back the task of drawing up a National Agenda on the issue of disaster management in all its ramifications.

In 1993, the government based on the objectives and goals of the (IDNDR) decided to expand the scope of managing disasters to include all the areas of disaster management. This included prevention, mitigation, response and recovery.

Decree 119 of 1993 thus raised the status of the Agency to an independent body under the Presidency, with the functions of formulating general policies and guidelines relating to the management of disasters in Nigeria and in friendly countries.

In 1997, having realized the obvious shortcomings of NERA in the management of

disasters, the management of NERA under the leadership of the then Director, Mrs. Oluremi Olowu organized a National workshop involving major stakeholders in disaster management in Nigeria including oil companies, construction companies, government and nongovernmental organisations and representatives of United Nations

Development Programme (UNDP). The workshop deliberated extensively on a number of issues and considered several critical success and survival factors for effective disaster management in Nigeria and came up with a communique which.

- i. Noted the need to expand the functions of the National Emergency

Relief Agency (NERA) to include proper management of disasters in the country, to amend the decree setting up NERA and to change the name of the Agency to National Emergency Management Agency (NEMA).

- ii. Noted the need to structure the new Agency along the following areas:

- a. Policy and Strategy
- b. Search and Rescue
- c. Information, Education and prevention
- d. Administration, finance and logistics
- e. Relief and Rehabilitation
- f. Research and Planning.

- iii. Noted that appropriate budget and allocation should be made for the operations of the Agency.

- iv. Suggested the need for an interim committee to be put in place immediately to study the deliberations and recommendations of the workshops towards implementation.

The acceptance of these recommendations led to the establishment of the National Emergency Management Agency (NEMA), in March, 1999 by Act 12 of 1999 as amended by Act 50 of 1999, with a new vision to build a culture of preparedness, prevention, response and community resilience to disasters in Nigeria.

The Departments of National Emergency Management Agency and their Functions:

The Departments of National Emergency Management Agency include the following:

- i. Planning Research and Forecasting
- ii. Relief and Rehabilitation
- iii. Search and Rescue
- iv. Administration and Supplies
- v. Finance and Accounts
- vi. Training.

The Department of Planning, Research and Forecasting is responsible for the development of plans, policies and their implementation. It oversees the activities of zonal offices. This Department has two major divisions namely:

- i. Planning, Research and Forecasting
- ii. Geographic Information System and the Library Units are also under the Department

The Planning arm of the Department is responsible for:

- a) Developing policies on activities relating to disaster management
- b) Co-ordinating plans and programmes for efficient and effective response to disaster at national level.

c) Monitoring the state of preparedness of all organisations or agencies which may contribute to disaster management in Nigeria.

d) Organising consultative and policy meetings such as:

- i. Governing Council Meeting
- ii. Technical and Logistics Meeting
- hi. Resident Due Process Meeting.

e) Organising stakeholders' forum to disseminate plans and strategies.

0 Organising sensitization and awareness programmes to educate and inform the public

on disaster prevention and control measures, g) Liaising with the United Nations

Disaster Reduction Organisations and other international bodies for collaboration on

Risk Reduction issues.

- a) Collating data from stakeholders
- b) Collection and sorting of data for storage into Agency's database system.
- c) Identifying gaps in research needs and developing proposals tailored to solve the problems.
- d) Providing information to the Planning Unit for organising sensitization and awareness programmes in the country.

The main aim of digital image processing and Geographic Information System and Library services in disaster management arena is to provide basic support in decision making in all the phases of disaster. Other functions include.

- i. To store the data of the Agency as they are collected, retrieve them as they are needed, integrate and analyze them as the events unfold and disseminate them as the reports are required.
- ii. To process and use space satellite data for information gathering research

and forecasting or disaster management.

- iii. To carry out field surveys, mapping and evaluation of various disaster for assessment: reports and presentation or been understanding of disaster and its aftermath.

The Department of Relief and Rehabilitation:

This Department is concerned with post disaster management activities that involve the provision of all the necessary materials that would enable victims of disasters whether natural, man-made or technological to overcome the stress and trauma brought about as a result of disasters.

In summary, the responsibilities of the Relief and Rehabilitation Department include:

- i. Assessment of natural, technological and man-made disasters nationwide.
- ii. Rehabilitation of victims of disasters and internally displaced persons through evaluation and resettlement programmes.
- iii. Reception and rehabilitation of Nigerian returnees from foreign countries.
- iv. Provision of relief assistance to friendly African countries ravaged by natural and man-made disasters.
- v. Rehabilitation of vulnerable communities in collaboration with other tiers and departments of government and communities nationwide.
- vi. Dissemination of information of relief distribution and rehabilitation nationwide.

The Department of Search and Rescue:

This Department is the operational arm of the Agency and is structured into:

- i. The Search and Rescue Division

- ii. The Communication Division
- iii. The Nigeria Mission Control Centre
- iv. The Air Wing Unit
- v. The Medical Unit

The responsibilities of the Search and Rescue Division include:

Co-ordinating and facilitating search and rescue activities during disasters in Nigeria.

Co-ordinating plans and programmes for efficient and effective response of the disaster reaction units at all levels of disaster operations in the country.

Co-ordinating the Emergency Response Teams of the Agency and those of other stakeholders in disaster management © Public enlightenment on search and rescue activities.

The specific functions and responsibilities of different government agencies or organisations and non-governmental organisations during search and rescue operation include the different disaster scenarios as follows:

- i. Aviation disasters within and outside the air ports
- ii. Maritime based disasters
- iii. Flood disasters
- iv. Fire disasters
- V. Collapsed buildings
- vi. Road accidents
- vii. Rail disaster
- viii. Oil pipeline Explosion

- ix. Epidemic disasters, etc.

This Department is charged with the under-listed major assignments.

- i. Handles appointment/recruitment
 - ii. Declaration of vacancies/subsequent advertising.
 - iii. Processing of applications for employment which results in the issuance of appointment letters.
 - iv. Documentation of newly recruited staff
 - v. Vetting career progression, staff increment, confirmation of appointment promotion, conversion, inter cadre transfer, discipline, transfer of service, staff leave matters, administration of oath of secrecy.
 - vi. Performance appraisal of staff
 - vii. Staff gratuity/pensions, staff welfare, registry and all other related staff matters
- other functions of the administration and supplies include:
- a. Corporate Affairs/General Administration
 - b. Stores/supplies/ware house management
 - c. Transport Unit
 - d. Maintenance of generating plant of the Agency.

The Department of Training:

The activities of the Training Department focus on the career progression document for the Agency's training programmes. The Agency's capacity building activities are hinged on this document

The training programme for career progression from one cadre to another is subdivided into three (3) categories with the aim of building sustainable and progressive emergency

management learning activities. Training courses are designed to build the capacity of staff based on their department of assignment, the training categories includes:

- a. Fundamental courses
- b. Specialized courses
- c. Professional courses

T'

The Department of Finance and Accounts:

This Department is responsible for the co-ordination of day-to-day finance and accounts activities of the Agency. The primary functions of Finance and Accounts Department include:

- i. Liaising with the Federal Ministry of Finance, office of the Accountant General of the Federation, the Central Bank of Nigeria, the office of the Vice-President National Assembly and other relevant offices to ensure that budgetary provisions accruing to the Agency are released and accounted for appropriately.

It ensures Prudent Management of funds of the Agency and maintains all records of the financial transactions to facilitate preparation of periodic and statutory financial reports.

- ii. Handling of staff salaries and other statutory payments for services rendered to the Agency.

- iii. Preparation and co-ordination of the Agency's budget and defend of same at the National Assembly.

- iv. Working with External auditors for early rendition of audited financial statements and Preparation of monthly financial reports and management reports. This Department is structured into:

- Other charges
- Final Accounts and Reconciliation Salary

section; and Central Pay office.

4.1.1 The Organizational Structure of National Emergency Management Agency:

The National Emergency Management Agency is an Agency under the Presidency. The Governing Council is the highest body responsible for policy formulation of the Agency.

The body is headed by the Vice President who sits as the Chairman of the Council.

The Director-General of the Agency is the Chief Executive and Accounting officer of the organisation. He is responsible for the day-to-day running of the Agency, especially by ensuring the attainment of goals and objectives of the Agency. He is appointed by the President and holds office on such terms and conditions as specified by the President

Presently, National emergency is structured into six main Departments and some units.

Although the Director - General oversees all the Departments of the Agency;

the legal, Audit and Press Units are directly under the supervision of the Special Assistant to the Director-General but still in the office of the Director - General.

The Disaster Risk Reduction is directly under the office of the Director - General.

The six Departments and their Units are given below.

1. Department of administration and Supplies is composed of:

- a. General Administration
- b. Supplies
- c. Pensions.

2. Department of Finance and Accounts.

- a. Finance
- b. Accounts

3. Department of Planning Research and Forecasting:

- a. Planning, Research and Forecasting
- b. Geographic Information System
- c. Monitoring and evaluation

n, Research and Forecasting charged with the supervision of all

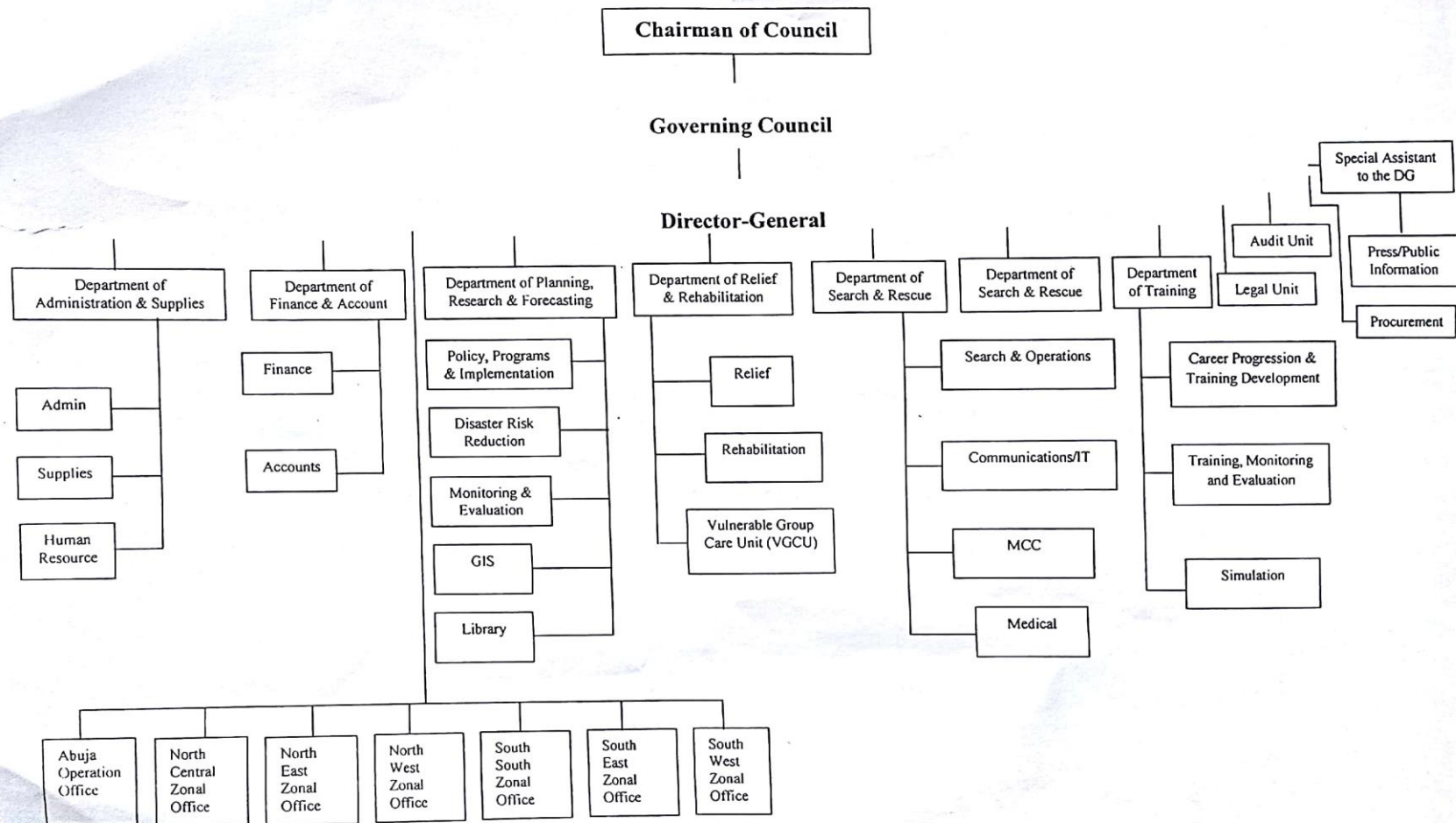
offices which include.

North Central Zonal Office - The North Central Zonal Office manages 10 states i.e (Plateau, Benue, Niger, Kogi, Kwara & Nasarawa).

b. North East Zonal Office - The North East Zonal Office manages six (6) states i.e (Borno, Bauchi, Gombe, Yola, Adamawa & Yobe).

c. North West Zonal Office - The North West Zonal Office manages six (7) states i.e (Kaduna, Katsina, Kebbi, Kano, Jigawa, Zamfara & Sokoto).

- d.** South South Zonal Office - The South-South Zonal Office manages six (6) states i.e (Rivers, Bayelsa, Akwa Ibom, Cross rivers, Delta & Edo).
 - e.** South East: Zonal Office - The South-East Zonal Office manages six (5) states i.e (Enugu, Ebonyi, Imo, Anambra, Abia).
 - f.** South West Zonal Office - The South West Zonal Office manages (6) states i.e (Lagos, Oyo, Ondo, Ekiti, Osun & Ogun).
 - g.** Lastly is the Operations Office which is not autonomous because it is not a fledgling zonal office but just an outlet of the Head office; its facilities are drawn from the Headquarters).
4. Department of Relief and Rehabilitation:
 - a. Relief Division
 - b. Rehabilitation Division
 5. Department of Search and Rescue.
 - a. Communication Division
 - b. Search and Rescue Operations
 - c. Nigeria Cospas-Sarsat Mission Control Centre (N1M1CC)
 6. Department of Training:
 - a. Training and Monitoring
 - b. Evaluation and Curriculum Development



This section handles the analysis of data generated from the questionnaire administered to the respondents.

A total number of one hundred and twenty 120 copies of the questionnaire were administered to staff of the Agency as evident in the sample and sampling techniques.

From the data presented, it can be noticed that (100) copies of the questionnaire were treated because ten (10) were invalid and (10) of the respondents could not return their questionnaire item. This is shown in the table below

Tables 4.2.1: Administration of Questionnaire

S/N	VARIABLES	FREQUENCY	PERCENTAGE
1	Total number of questionnaires administered	120	100% V
2	Invalid Questionnaires	10	8.3%
3	Not returned questionnaires	10	8.3%
4	Valid and treated questionnaires	100	83.3%

Source: Field Survey, January 2018

To ascertain that the questionnaires were administered to NEMA staff only, the respondents were asked where they work. The table below shows that the 100 respondents were drawn from National Emergency Management Agency (NEMA). No respondent was drawn out side NEMA.

Table 4.2.2: Agency/Organisation of Respondents

ORGANIZATION	FREQUENCY	PERCENTAGE
NEMA	100	100%
Others	-	
Total	100	100%

Source: Field Survey, January 2018

A Question was asked to know the gender of the respondents. The table below depicts that 76 respondents are male and 24 of them female. The female respondents make 24% of 100 sample size and 76% male respondents.

Table 4.3: Sex of Respondents

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE (%)
Male	76	76 Percent (76%)
Female	24	24 Percent (24%)
Total	100	100%

Source: Field Survey, January 2018

In order to ascertain the age distribution of the respondent, they were asked their ages to help in adjudging their responses. The table below depicts that 30% of the respondents are on the age bracket of 18 and 30 years, 45 respondents which constitute 45% are on the age structure between 31 and 40 years. 17% respondents are between the age group of 41 and 45 years and 8 % respondents on the age structure 46 and above.

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE (%)
18-30 years	30	30%
31 -40 years	45	45%
41-45 years	17	8%
46 years and above	8	8%
Total	100	100%

Source: Field Survey, January 2018

Concerning the academic qualification of the respondent the table below shows that no respondent is a holder of first School leaving certificate or WAEC/SSCE. 30 of the respondents which is 30% are holders of National Diploma or National Certificate of Education. 53 which constitute 53% are holders of either HND or First Degree and 17 of the respondents which is 17% are holders of Master Degree and

Table 4.5: Academic Qualifications of Respondents

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE (%)
WAEC SSCE	-	“ v- .
OND/NCE	30	30%
BSC/ETND	53	53%
Master Degree and above	17	17%
Total	100 -----	100%

The departmental distribution of respondents is necessary to ensure that all departments in the organisation were carried along. The panel below shows that, 20 respondents which is 20% are drawn from the Department of Administration and Supplies. 34 which constitute 34% are of the Planning, Research and Forecast 32 which is 32% of the respondents are of the Search and Rescue Department 20 which is 20% of the respondents are of the Relief and Rehabilitation. Whereas 20, which is 20% are from Training department, and 6 which constitute 6% of the respondents are from the Finance and Accounts Department

Table 4.6: Department Distribution of Respondents.

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE(%)
Administration and supplies	20	20%
Planning, Res and Forecast	34	34%
Search and Rescue	32	32%
Relief and Rehabilitation	20	20%
Training	20	20%
Finance and Accounts	6	6%
Total	100	100%

Source: Field Survey, January 2018

About the number of years of experience with the organisation, the table below shows that 44 of the respondents which constitute 44% have been with the Agency for 5-10 years, 26 which is 26% of the respondents have worked for 11-15 years, 17 which is 17% have worked for 16-20 years and 13 of the respondents which constitute 13% have worked for 21

years and above.

Table 4.7: Years of Experience of the Respondent at NEMA

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE (%)
5-10 years	44	44%
11-15 years	26	26%
16-20 years	17	17%
21 years and above	13	13%
Total	100	100%

Source: Field Survey, January 2018

Concerning the issue of whether there is an appraisal system in NEMA, 100 of them which constitute 100% agreed that NEMA assess their performance, that is, there is an appraisal system in NEMA. This is shown in the table below:

Table 4.8: Response on if there is performance assessment NEMA

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE (%)
Yes	-	100
No	-	"
I don't know	-	"
Total	100	100%

On how regularly they are appraised. The data gathered reveals that all the 100 respondents which constitute 100% acknowledged that performance appraisal in NEMA is conducted annually.

Table 4.9: Respondents view on how regular they are appraised

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE (%)
Monthly	0	
Quarterly	0	“
Annually	100	100%
Bi-Annually	0	
Once in a while	0	'
Total	100	100

Source: Field Survey, January 2018

The question if the performance appraisal covers all their activities in the office, 20 which constitute 20% of the respondents acknowledges that the appraisal covers all their activities in the organisation while 77 respondents which is 77% did not agree that it covers all their activities and the remaining 3 respondents which is 3% of the respondents are indifferent. This is presented in the table below.

Table 4.10: Respondents view on performance appraisal.

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE (%)
Yes	20	30%
No	77	77%
I don't know	3	3%
Total	100	100%

Source: Field Survey, January 2018

As regards who appraises them, 74 of the respondents which is 74% said that the Head of Departments appraises them, while 16 of them which constitute 16% of the respondents said it is the Head of Unit 7 of the respondent which is 7% claim they are appraised by

Table 4.11: Respondents View on who appraises them

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE(%)
Head of Department	74	74%
Head of Unit	16	16%
Immediate Superior	7	7%
Others	3	3%

Source: Field Survey, January 2018

their Immediate Boss and 3 respondents which is 3% said others do appraise them.

Concerning whether they have confidence in who appraises them or not, 63 of the respondent which is 63% agreed they have confidence in the person who appraises them,

17 of the respondents which constitute 17% said they have no confidence in their appraiser and 20 respondents which is 20% are not sure.

Table 4.12: Respondents view	on Assessors	
RESPONSE VARIABLE	FREQUENCY	PERCENTAGE (%)
Yes	63	63%
No	17	17%
I don't know	20	20%
Total	100	100

Source: Field Survey, January 2018

To verify if they are allowed to make comments on their appraisal result none of the respondent said yes, while 89 respondents which constitute 89% of the respondent claimed that they are not allowed to make comments on the result of their, the remaining 11 respondents which is 11% were indifferent while none attest to the fact that they are not allowed to make contributions after appraising them. It is obvious that there is no feedback in the entire appraisal exercise.

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE(%)
Yes	-	-
No	89	89%
I don't know	11	11%
Total	100	100%

Source: Field Survey, January 2018

We needed to find out whether Performance Appraisal influences their training, 30 respondents which is 30% said YES while 50 respondents which is 50% said NO and 20 which is 20% were not sure.

Table 4.14: Respondents view on the influence of Performance appraisal on their training.

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE (%)
Yes	30	30%
No	50	50%
I don't know	20	20%
Total	100	100%

Source: Field Survey, January 2018

On the issue of promotion, they were asked if they get promotion regularly. 32 respondents which is 32% said YES while 54 respondents which is 54% said NO and 14 which is 14% were not sure.

The respondents were asked if there is Trade Union(s) operating in NEMA. 100 respondents which constitute 100% of the sample said there is Trade Union(s) operating in the Agency. The data are presented in the table below.

Table 4.17: Response on If there is Trade Unions operating in NEMA

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE (%)
Yes	100	100%
No	-	-
I don't know	-	-
Total	100	100%

Source: Field Survey, January 2018

On the question if the current performance appraisal arrangement in NEMA is agreed with by the union, 24 which is 24% of the respondents said YES, while 58 of the respondent which is 58% said NO and the other 12, which is 12% of the respondents were indifferent The data is presented below;

Table 4.18: The respondents view on if the current Performance Appraisal arrangement in NEMA is agreed with by the union.

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE (%)
Yes	24	24%
No	58	58%
I don't know	12	12%
Total	100	100%

Question on if performance appraisal should be sustained in NEMA. Responding, 36 which is 36% of the respondents said YES, while 52 which constitute 52% said NO and the remaining 12 which is 12% of them did not have anything to say. The data are presented in the table below.

Table 4.19: The respondents view on if the Performance Appraisal in NEMA should be sustained

RESPONSE VARIABLE	FREQUENCY	PERCENTAGE (%)
Yes	36	36%
No	52	52%
I don't know	12	12%
Total	100	100%

Source: Field Survey, January 2018

4.3 Testing of Hypothesis

It is captured elsewhere in section 3.4 (Method of data analysis) that the chi-square would be used as the test - statistic for the study. The formula for the test statistic (chi-square) is given as:

Where

χ^2 = sum of

F_o = Observed frequencies in each case

F_e = Expected frequencies in each case

The degree of freedom for the study is determined as follows:

$$(C - 1) (r - 1)$$

Where:

C-1 = Column total less 1

R - 1 = Row total less 1

Decision Rule

The expected frequencies are normally computed on the basis of null hypothesis (H_0).

Both computed Chi-square (X^2_c) and table Chi-square (X^2_t) are compared at a given level of significance, which is either 0.01 or 0.05

If the computed Chi-square (X^2_c) equals table Chi-square (X^2_t), it means that both the observed and expected frequencies are the same. On the other hand, if ($X^2_c > X^2_t$) that is, (if computed Chi-square is greater than table Chi-square) we accept the alternate hypothesis and reject the null hypothesis. While if ($X^2_c < X^2_t$) that is (if computed Chi-square is lesser than table Chi-square we accept the null hypothesis and reject the alternate).

Question No. 16 and No.19 will be used to test the No.1 Hypothesis formulated for the research work.

1. Performance Appraisal in NEMA does not Improve workers' productivity

The question No. 16 asked workers how performance appraisal has improved their productivity. Their response revealed that 34 respondents which constitute 34% agreed that performance appraisal has enhanced their productivity, 56 of the respondents which constitute 56% said it does not have any effect on their work productivity while 10 which is 10% of the respondents were indifferent

Also, the question No. 19 was on respondents view on performance appraisal in NEMA

whether it should be sustained. Their response to the question showed that 36 of the respondents which is 36% agreed that performance appraisal in NEMA should be sustained, 52 of the respondents which represents 52% see no reason why performance appraisal in NEMA should be sustained, while 12 which constitute 12% of the respondents did not have anything to say.

Given the hypothesis above, the data is presented and interpreted in the table below:

VARIABLES	QUESTION 16	QUESTION 19	TOTAL
Yes	34	36	70
No	56	52	108
I don't know	10	12	22
Total	100	100	200

The above table contains figures which are referred to as observed frequencies (FO_{ij}).

To arrive at the expected frequencies (FE) from the table, the formula below will be applied.

Where
 $FE = \text{Expected Frequency}$ $CT = \text{Column Total}$

$ET = \text{Row Total}$
 $Ef = \text{Grand Total of Responses}$

From the table above, the degree of freedom can be determined using the formula.

$(c - 1)(r - 1)$

Where:

$$C = 3$$

$$r = 2$$

$$\text{Degree of freedom (d.F)} = (3 - 1) (2 - 1)$$

$$\text{D.F} = (2)(0)$$

$$\text{D.F} = 2$$

Expected frequencies can be obtained from table below by use of formula, for example:

$$F_{0=34} F_{E=35} = \frac{34 \times 35}{100} = 11.9 \approx 12$$

Table	FO	FE	OF - FE	(OF - FE) ²	(FO - FE) ² FF.
1	34	35	-1	1	0.03
2	36	35	1	1	0.03
3	56	54	2	4	0.08
4	52	54	-2	4	0.08
5	10	11	-1	1	0.09
6	12	11	1	1	0.09

From the computation above, the chi-square calculated value is:

$$\chi^2 = \sum \frac{(O - E)^2}{E} = 0.4$$

The Chi-square value of 2 under 0.01 Level of significance is 9.21 and under 0.05 level of significance is 5.99.

The computed value is 0.4 while table value is 9.21 and 5.99 at 0.01 and 0.05 level of significance and degree of freedom respectively. This implies that the computed value of χ^2 is lesser than the table value of χ^2 . This means that Performance Appraisal in NEMA

does not enhance workers' productivity and there is no justification for it to be sustained.

Question No. 14 and No. 15 will be used to test the No.2 Hypothesis formulated for the research work.

2. Performance Appraisal in NEMA has no Influence on training and promotion of workers.

In testing hypothesis 2, we used question No. 14 and No. 15 of the questionnaire to test No.2 Hypothesis

The question No. 14 asked workers if performance appraisal has enhanced their training. Their responses revealed that 30 respondents which constitute 30% agreed that performance appraisal has enhanced their training 50 of the respondents which constitute 50% said it does not influence their training while 20 which is 20% of the respondents were indifferent

Similarly, question No. 15 wanted to know if they do get promoted as at when due, Their response to the question showed that 32 of the respondents which is 32% agreed that performance appraisal has influence on their promotion when due, 54 of the respondents which represents 54% did not agree that performance appraisal has had any effect on their training and 14 which constitute 14% of the respondent have nothing to say.

Given the hypothesis above, the data is presented and interpreted in the table below

VARIABLES	QUESTION 16	QUESTION 19	TOTAL
Yes	30	32	62
No	50	54	104
I don't know	20	14	34
Total	100	100	200

The above table contains figures which are referred to as observed frequencies (OF). To arrive at the expected frequencies [FE) from the table, the formula below will be applied.

$$FE = \frac{CT \times RT}{N}$$

Where

FE = Expected Frequency

CT = Column Total

RT = Row Total

N = Grand Total of Responses

From the table above, the degree of freedom can be determined using the formula,

$$(c - 1)(r - 1)$$

Where:

Degree of freedom (d.F) - (3 - 1) (2 - 1)

$$D.F = (2)(1)$$

$$D.F = 2$$

Expected frequencies can be obtained from table below by use of formula, for

example:

$$FO = 30, FE = 31, OF - FE = -1, (-1)^2 = 1, T = 0.03$$

Table	FO	FE	OF - FE	(OF - FE) ²	(FO - FE) ² . FE
1	30	31	-1	1	0.03
2	32	31	1	1	0.03
3	50	52	-2	4	0.08
4	54	52	2	4	0.08
5	20	17	3	9	0.53
6	14	17	-3	9	0.53

From the computation above, the chi-square calculated value is,

$$\chi^2_{s} = \sum \frac{(FO - FE)^2}{FE} = 1.28$$

Fe

$$\begin{aligned} \text{Chi-Square table value: } DF &= (C - 1)(R - 1) \\ &= (3 - 1)(2 - 1) \\ &= 2 \times 1 \\ DF &= 2 \end{aligned}$$

The Chi-square value of 2 under 0.01 Level of significance is 9.21 and under 0.05 level of significance is 5.99.

The computed value is 1.28 while table value is 9.21 and 5.99 at 0.01 and 0.05 level of significance and degree of freedom respectively. This implies that the computed

value of X^2 is lesser than the table value of X^2 .

This means that Performance Appraisal in NEMA has no influence on training and promotion of workers.

4.3 **Discussion of Findings and Results**

The classification of essential resources for operation helps in the appraisal of human resources, material resources, financial resources, natural resources, ideational.

With regard to the theory of organizational functions propounded by three scholars, namely Chester Barnard, Wilfred Brown and E. Wight Bakker to explain the theoretical bedrocks of the study which gives a good background for the understanding and analysis of an organization, in term of functions, and resources available for the operation of the organization. This theory emphasizes that a clear explanation of goals will enable employees to recognize and understand what is expected from them and how they are to be done. Set goals allow workers to accomplish organisational aims and objectives. Most Coetsee (2003) affirms that the most performing workers are goal oriented.

The organisational theory recognizes perpetuations of activities, work flow, control, identification and homeostatic. The control activity designed to coordinate and unity the organization with view of evaluating people performances and therefore creates opportunity for improvement in performance standard.

In the course of this research, it was observed that National Emergency Management Agency (NEMA) has made several efforts to conduct performance appraisals of staff annually, which proves that the Agency recognizes the importance of formal review in providing a key performance and achieving organisational goals.

However, the exercise has being marred with various challenges and shortcoming which has defeated the aim of the exercise. This observation was reflected in the data collected for this study and analyzed.

One of those challenges is that most staff are not aware of their schedule of ditties and even the organizational goal is not clearly stipulated. Similarly, there are no regular meetings between/among superior officers and their subordinates in spelling out work flow towards achieving organisational mission and vision.

As both the individuals and organisations are entities' striving for self- actualization, the critical factor of staff self-evaluation plays an important role in reviewing staff job description, competencies, goals etc vis-a-vis stipulated organisational goals to be achieved.

The aim of performance appraisal which is to convey a clear message to people on how they are doing and can motivate them to improve performance and serve as a check on erring employee.

Unfortunately, the purpose of this exercise has not been attained, this is traceable to the abnormalities associated with the methods applied and the nature of the exercise.

The data generated from the questionnaires as shown in the tables are summarized thus: The Agency conducts performance appraisals of staff annually. This proves that the Agency recognizes the importance of formal review in providing a key performance and achieving organisational goals. The disparity by respondents on the criterion being measured vis-a-vis their overall duties in the office clearly conveys the inability of the assessment been a valid instrument for providing feedback,«n employee job performance including steps to improve or redirect activities as needed. Similarly, 74 of the respondents which represents 74%

opine that their [lead; of Department HOD appraises them as against their immediate superiors who are aptly abreast with their day-to-day activities at work. The confidence of staff on the person appraising them can be adduced to high scores which are incomparable to organisational goals achievements/failures and a result of appraisal bias. The inability of staff to make input(s) in their appraisal results forms a critical factor as self- evaluation is important in reviewing staff job description, competencies, goals etc vis-a-vis stipulated goals to be achieved. The positive and negative responses on the relationship between performance appraisal and training /promotions are almost at par showing little or no significant correlation. Performance appraisal has in no way improved work productivity in NEMA as this is the opinion championed by majority of the respondents. It has a poor record of success defeating the purpose for its institution. Despite the presence of Trade Union(s) in NEMA, they do not have inputs or role(s) in performance appraisals. On sustainability of performance

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS:

5.1 Summary

The success of any organisation depends largely on the activities of the employees. Subsequently, various efforts has been put in place by the management of NEMA, one of such is the Performance Appraisal system to evaluate worker's performance for increased productivity.

Performance Appraisal exercise in NEMA has not produced a positive impact on workers' productivity despite the time and huge cost involved in the conduct of the annual exercise.

Research however revealed that the exercise is marred with various challenges and shortcoming. TI outcome of the study shows a negative result.

Nevertheless, the result of the collated data for this research work has shown no relationship between performance appraisal and incentives to employee of National Emergency Management Agency (NEMA)

The first chapter of this study handles the introductory issues. The review of literature and theoretical framework was discussed in chapter two and chapter 3 dwells on the methodological matters which border on population of the study, sample and sampling techniques, methods of data collection, method of data analysis. The historical framework of the Study was considered in chapter four and chapter five wraps up the study into summary, conclusion and recommendations tied to the appraisals In NEMA, a high percentage disagrees. Performance appraisals have failed in developing the

capacity of staff to meet and exceed expectations and to achieve their full potentials to the benefit of themselves and the organization findings, suggestions were made on how to improve on this exercise to achieve desired aim and positive result

5.2 **Conclusion**

Considering the objectives of the study and the outcome of the study, it can be concluded that performance appraisal in National Emergency Management Agency (NEMA) needs to be overhauled due to so many Irregularities associated with the performance appraisal system in NEMA that has defeated the aim of the exercise.

Findings revealed that the problem is from the rating scale method, the yardstick of performance appraisal, wrong usage of the results obtained from the appraisal, the duration of appraisal and there is no feedback which is a factor for self-evaluation. Feedback is very paramount, it is the only way the appraised staff will know the areas where he is to put in more effort and improve on his general performance.

Unfortunately, whether appraised or not staff are promoted to their respective grades and levels without recourse to their score/grades. This shows the poor record of success of the performance appraisal exercise despite the huge cost involved, it has defeated the purpose for its institution.

5.3 **Recommendations**

This section contains a set of suggestions on how to improve on performance appraisal in both the general departments and specialized department of NEMA and in every other public and private organisations. Recommendations are strictly tied to the findings of the study. The following actions are recommended to tackle the problems of performance appraisal

system,

- h. Regular system of appraisal should be conducted to substitute the annual

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management of NEMA If possible, a redesigning of the “APER” to meet moaem

challenges based on the peculiar nature of responsibilities of each department

of NEMA.

There should be a form of feedback after the appraisal exercise. The inability of the management to allow employees to make contributions affects the smooth

judgment of the appraiser and also helps the employee to also know

his/her area
of strength, weakness opportunity and threats (SWOT)

- iii. The management should bridge the communication gap with the employees and create awareness of the importance of Performance Appraisal so that employees will no longer see it as a regular exercise that add no value to the employees.
- iv. That Performance Appraisal should be linked to attractive incentive to employees, this will enable them to demonstrate higher productivity.

5.4 Limitations of the Study

The researcher was confronted with the following limitations:

- ❖ Lack of enough funds in carrying out this research work which has hindered the smooth conduct of the research.

v The staff of Diamond bank refused the researcher access l information which was considered as confidential. certain

- ❖ The period used for the collection of data was too short.
- ❖ Lack of enough material for a comprehensive and desirable research.

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