

**PUBLIC SERVICE STAFF APPRAISAL AND PERFORMANCE, A CASE
STUDY OF FEDERAL MINISTRY OF EDUCATION, NIGER STATE**

BY

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**BEING A PROJECT SUBMITTED TO THE SCHOOL OF
POSTGRADUATE STUDIES, NASARAWA STATE UNIVERSITY KEFFI,
IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTERS IN (MPA) IN PUBLIC ADMINISTRATION**

**DEPARTMENT OF PUBLIC ADMINISTRATION
FACULTY OF ADMINISTRATION
NASARAWA STATE UNIVERSITY, KEFFI NIGERIA**

APRIL, 2018

DECLARATION

I hereby declare that this research work entitled, “Public Service Staff Appraisal and Performance, (a case study of Federal Ministry of Education, Niger State)” was written by me and all relevant published and unpublished materials used in this research work have been acknowledged.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 for the award of Masters in Public Administration

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CERTIFICATION

This project entitled “Public Service Staff Appraisal and Performance, A Case Study of Federal Ministry of Education, Niger State” meets the regulations governing the award of Master Degree in Public Administration (MPA) of the School of Postgraduate Studies, Nasarawa State University, Keffi for its contribution to knowledge and literary presentation.

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DEDICATION

This research project is dedicated to the glory of God Almighty.

ACKNOWLEDGEMENTS

All thanks to God Almighty, the source of all life, all power, all wisdom and all knowledge and to him alone is all the glory. I acknowledge you Lord for who you are and what you have done in my life.

I am inestimably indebted to my supervisor Dr. Ishaya Habu for his tolerance, patience, criticisms, strict adherence and most importantly his friendly treatment and wealth of experience as an academia. Even when I was importuning he tolerated me, remained unruffled and taught me like an academic daughter. I must confess that I am blessed and privileged to have been under the supervision of such a humble, humane and magnanimous personality like him. It is on this note that I sincerely wish him God's favours and unlimited blessings in all spheres of life and all the days of his life.

I must not forget to acknowledge my beloved husband Mr. Olumuywa Disu who supported me from the beginning of this work up to the end and to my loving children, David Olumuyiwa, Olamideolu Muiyiwa for their patience and tolerance, and also to my parents who brought me into this world I say I am very grateful to have you.

I must equally express my profound gratitude to all wonderful lecturers in the Department of Public Administration who had through their lectures, advice and reading materials impacted me positively towards becoming an intellectual and academic giant. To you all I say a million thanks.

My sincere appreciation also goes to my entire course mates who were source of inspiration during the cause of study.

The accomplishment of this piece of work would not have been possible if not for the immense contribution and assistance of some people. I therefore, wish to acknowledge most sincerely some of those people even though, it is impossible in a brief acknowledgement like this to mention all the names of people who have contributed to the successful accomplishment of this work. May the good Lord bless and reward you abundantly (Amen).

ABSTRACT

This study is of great relevance and importance because it tried to examine performance appraisal and see how it relates to or enhances organizational productivity. It is important that an organization takes performance appraisal very serious because it will determine how well the workers have contributed to its set goals and how such goals are actualized. It is in this regards that this research project entitled performance appraisal and organizational productivity” is carried out. Therefore, the rationale behind this work is to highlight the problems associated with appraisal and performance of employees and how it can affect the productivity in an organization and attempt to provide remedies to these problems. Data for this project were largely gathered through both primary and secondary sources. It was concluded that despite the shortcomings identified in performance appraisal, it is still the only viable institutional mechanism for capacity building and measuring employee’s productivity specifically in Niger State Ministry of Education Minna.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Performance appraisal is one of the fundamental techniques of management by objectives (M.B.O). The essence of performance appraisal is to assess the strengths and weaknesses of subordinates in the work situation.

According to G.A. Cole, employee performance appraisal is one out of the numerous personnel functions that evaluate personnel's or employees as individuals, and important because its sensitive. In his words this is a task that is delicate as well as complex. In Nigeria, this "task has been carried out at one time as a confidential annual report" i.e, done by the manager/supervisor without the knowledge or any input by the employee being appraised; and at another time as an "open performance appraisal" system.

Atiomo (2000:92) perceived "performance appraisal as a system which provides organization with a means of identifying not only what people's performance levels are but in which areas these levels need to be improved if maximum use is to be made of human resources". An organization is set to achieve some specific objective(s). These objective(s) could be profit maximization or welfare maximization. The overall intention of this organization is to bring the greatest good or happiness to the greatest number. The process of appraisal lets each employee know how he . perceived by his boss, what have been the significant achievements in the period under review how his performance might be

improved in the future, and if areas of relative weaknesses are identified, what training or development might be in hand to strengthen them.

Abaraoye (1991) defined, performance appraisal as “the process of reviewing an individual’s performance and progress on job with a view to identifying his strength and weakness”.

The importance of human resources in the growth or decline of any organization cannot be over emphasized they (human resources) are needed to perform in accordance with organization’s goal and this could be achieved by the use of a management technique called performance appraisal, performance rating or performance evaluation. Appraisal provides an opportunity for discovering barriers to effective performance and for considering how these would be removed. It helps to improve motivation in an organization. It is usually done periodically. Effective performance appraisal should also be put into consideration, the legitimate desires of employees for progress in their professions. As put by Nwachukwu (198 5:473) “the essence of performance appraisal is to give or to obtain information for the promotion or demotion, of an employee”. From the above, performance appraisal may be defined as a structured formal interaction between a subordinate and supervisor that usually takes the form of a periodic interview in which the work performance of the subordinate is examined with a view to identifying weaknesses and strengths as well as opportunities for improvement on the job and skill development.

The attributes or factors to be appraised do vary from one job to another and from one organization or ministry to another. These attributes may include; honesty, Adaptability,

creativity, attitude, Judgement, loyalty, leadership, resourcefulness, industriousness etc.

Good performance appraisal is important for ensuring the most qualified persons rise to the top of the organization. It also helps to ensure that those with lesser qualification do not advance past their capacity level.

Job performance must be monitored so that performance meets some desired standard. Penalties are attached to performance which is below standard while extra-ordinary performance are considered and rewarded. It is therefore, natural and inevitable for humans to asses and evaluate one another.

1.2 STATEMENT OF PROBLEM

In Nigeria today most ministries and individuals do not know the problems of personnel management and ways and manners of tackling personnel related r::riems. Performance appraisal is an institutional mechanism for capacity building to be observed in staffing of any organization, be it private or public, ministry, agency or parastatal. There have been a number

of complaints that personnel appraisals are subjective and impressionistic and therefore, not elective. The subjectivity can be drastically reduced if appraisers avoid some of the common mistakes that result to poor state of performance and productivity in any organization.

In Niger State Ministry of education performance appraisal is handled very seriously, which makes it productive, but to some extent, this productive ministry encounters problems of

appraisal among its workers. Some of the employees in the ministry are either strict or too lenient i.e some raters rate as they wish. Some rate high, some are very strict while others stick to the middle. Therefore, ratings tend to be higher if the manager knows they will be revealed to subordinates and vice-versa.

Another problem is ambiguity in understanding the various factors being assessed if not been explained properly by the raters themselves which leads to poor performance and low productivity.

More so, this ministry is faced with the problem of insufficient evidence from the ministry officials, whereby, results are difficult to measure particularly in a situation where the subordinates ability to get along with the boss yields a greater impact on the rating.

Therefore below are the general factors that bedevil performance appraisal among Niger state ministry of education's staff.

- i. Lack of adequate communication on the assessment of staff in the ministry.
- ii. High rate of autocratic and corrupt leadership which causes fear among subordinates hence decreases their rate of performance.
- iii. Appraisal measures in Niger state ministry of education follows a way which does not allow proper investigation before rating.

Basically, the problems of performance appraisal in Niger state ministry of education is attributed to its management style and autocratic administration. It is the major concern of

the researcher to find out how the administrative department of this ministry able to withstand the above mentioned problems.

1.3 RESEARCH QUESTIONS

1. How does subjective manipulation of knowledge of public servants affect their performance appraisal?
2. How does the reward of labour enhance productivity in the public service?
3. How does the criticism trailing in the reward system influence performance appraisal in the public service?
4. To what extent is appraisal the only mode of identifying category of employee in the public service?

1.4 OBJECTIVES OF THE STUDY

At the end of this study the researcher is expected to achieve the following objectives;

- i. The subjective manipulation of knowledge over individual in performance appraisal analysis will be studied and better solution/suggestion will be proffered.
- ii. To enhance productivity labour must be rewarded when deserved and the non-productive ones must be identified for admonishment, counselling and/or punishment.
- iii. Most of the criticism trailing the reward system influenced by the outcome of

annual performance appraisal system will be investigated and solution will be suggested.

- iv. Appraisal is the one and only mode of identifying category of employee, hence; improving on it will immensely assist the ministry and officer's involvement in the rating system. It is therefore the aim of this study to explore and expose those areas that performance appraisal contribute or has contributed to the growth and survival of the Niger State Ministry of Education, Minna.

1.5 SIGNIFICANCE OF THE STUDY

This study is very crucial and of immense importance to the ministry's efficiency, hence the result will be useful to the personnel and the ministry in developing effective and efficient performance appraisal plans and programmes to assist/aid the ministry in its goals accomplishment. The ministry will see the weaknesses or strengths of the current method and strive towards greater height. The personnel will as well see his or her worthiness, strengths and weaknesses and apply necessary measures to improve and move ahead. Also, the importance of the study is the nation, in the sense that human development and proper utilization are indices of development, personnel effectiveness will definitely enjoy the benefit of legitimate solidarity and stability involvement. In this way, foreign investors would be attracted and this will contribute to national development. Human development through performance appraisal is a right step in nation building and national development.

1.6 SCOPES AND LIMITATIONS OF THE STUDY

In carrying out this research it will be too complex and impossible to take a comprehensive study by reaching across all the ministries. The study shall therefore, be restricted to cover only Nasarawa state ministry of education, Lafia. The staff of the ministry would be the target group.

This study is limited to Niger state ministry of education due to time, space and resources constraints to conducts holistic study.

Another limitation of the study is that, the study shall cover only the activities of the ministry from 2004-2016.

1.7 STATEMENT OF HYPOTHESIS

The following hypothesis will guide the study;

- a) H_0 - performance appraise has on significant impact on productivity of workers in Niger state ministry of education productivity.

H_i - performance appraise has significant impact on the productivity of works in Niger state ministry of education.

- b) H_0 - performance of workers in Niger state ministry of education has not improved productivity.

H_r performance of workers in Niger state Ministry of Education has not improved productivity.

DEFINITION OF TERMS Performance Appraisal

This is the analysis, evaluation or assessment of an employee's capabilities and potentials drawn from the past and current work, behaviour, and performance, allowing decision to be made in relation to purpose-for instance, human resources development (HRD).

Organization

It is a group of like-minded people or individuals who consciously come together in a formalized structure and harmoniously working in a Collective manner to corporate good (s).

Productivity

This is the measure of the ratio of the output to the amount of quantity of the resources input which is utilized in relevant productive process. It has to do with quality or volume of the product or sendees that an organization provides. In this sense productivity dose not just denotes the average amount of output or income from given resources input, but also connotes the rate of changes of output which should which should be positive. Over a given time scale, productivity is a measure of the efficiency of an organization, enterprise, ministry or an economy.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAME WORK

2.1 INTRODUCTION

Studies have shown or proved that no organization can survive without the presence of relevant systematic appraisal system. Because performance appraisal is an important technique for development and sustaining an efficient an efficient work forces. This chapter therefore focuses on the explanation and descriptions of the literature of related authors that are relevant to the research work. It also reviews the summary of previous research works done by other authorities.

In the theoretical framework, the study seeks to provide models and theories relevant to the problem.

In this study it shall examine other studies in relation to performance appraisal and organizational productivity as seen by other scholars.

2.2 PRINCIPLES GUIDING PERFORMANCE APPRAISAL

One bedeviling factor has constantly existed in Nigeria organizations be it private or public; Ministry, Commission, Parastatal or enterprise is the issue of God-fatherism or man-know-man. It is even more rampant in public sector. The element of patronage relationship has standardized any meaningful attempt toward objective evaluation of

performance. These factors have led to nepotism in different organizations in Nigeria. It follows from what is said that appraisal should focus purely on the level of employee's performance on the job, rather than on patronage and ethnic affiliation. In Nigerian organizations/ministry the allocation position, if based on quota or the federal character principles is against the weberian doctrine of bureaucracy which emphasized the merit system of administration. One is employed based on state and ethnic origin. An effective and objective appraisal should avoid an traces of bias or hostility. To ensure this fairness and justice, it has been suggested that appraisal should if possible be reviewed by peers' colleagues of the appraises as well as his appraiser's work.

2.3 CONCEPT OF PERFORMANCE APPRAISAL.

Oxford advanced learners Dictionary (7th Edition) defines performance as how well or badly you do something or the act or process of performing a task, an action etc. It defines Appraisal on the other hand, to mean a judgment of the value, performance or nature of something/somebody. Sansongu (2005:75), opines that "performance appraisal is an input to management decision as regards promotion, demotion, transfer, pay increase, Training and termination of appointment of employees". It could also provide vital information as regards skills and knowledge to be emphasized when next considering the employment evaluation of new ones "performance appraisal is the process of systematically evaluating each employees Job-related strengths, developmental needs and progress towards meeting goals and determining ways of improving the employee's Job- performance" Obiekeze

and Obi (2005:119).

Performance appraisal is the most used in the management activity(s) because it pinpoints the strength and weaknesses of individuals and groups and as well see as information source for reward and punishments, change, development, structural modification and Job designs.

According to Blumenthal (2003) performance appraisal is a formal judgment of the value, or nature of a person's work, s usually after a discussion. Performance appraisal data about the past, present, and anticipated future performance so that appropriate decision can be made. It is used to determine if employees are performing well on their jobs or not and what needs to be done to improve productivity, perhaps, retraining or position of employees, (Sansongu 1.5:175). Performance appraisal, meritrating employee appraisal as is fondly: called, are done by organization to enable the employees to enhance their skills or acquire new ones Obiora (2002) also Nwachukwu (1997) conceived that appraisal is an action process by which capabilities of the personnel can be —proved to meet the organizational needs in terms of their knowledge, skills and attitude required in performing organizational tasks and functions within relatively short period. Employees can be conducted formally or informally. Formal appraisal is usually conducted semi-annually or annually. Appraisal forms are filled by the employees and submitted to their comments. Informal appraisal is the continuing assessment of an individual performance by his immediate Boss in the course of work. Cole (1993:325). According to him,

performance appraisal in a task requiring a quality of managerial judgment, which places a considerable responsibility on the managers involved. It is a task that is delicate and complex.

Dec.enzo and Robbins (1989:358) perceived performance appraisal as designed for these purposes.

First, it can be used as a basis for reward for actions. Decisions as to who get salary increase, promotion and other rewards are determined by performance appraisal.

Furthermore, these appraisal' can be used for identifying areas where development effort are needed. The management needs to spot those individuals who have specific skills or knowledge deficiencies. The tool that can be used to identify those deficiencies is performance appraisal. Lastly, it can be used as a weapon, against which selection device and development programmes are related. Thus developing a valid, reliable and oasis free performance appraisal system can establish a satisfactory standaid. Unfortunately, environment al factors like inadequate work facilities, poor working conditions lack of co-operation in the department affects are performance of the employees. However, the above mentioned factors should be eliminated by the supervisors and what is expected of the employees should be communicated to the in due course.

2.4 OBJECTIVES OF APPRAISAL

The cardinal objective of performance appraisal is to improve the overall efficiency of an organization by trying to get the best individuals working for it. Performance appraisals

are used for some specific purposes:

- To satisfy individual needs, by knowing what the organization thinks of employee. To have guidance for self-development, to discuss his/her performance with the superior that future development and career potentials are given proper recognition.

The scheme provides an opportunity for the manager and his subordinates to review the latter's work in the light of set objective(s). The employee is told how well he has performed on the job. Luthans (1986:245).

Performance appraisal indirectly aims at bringing the manager close to his subordinates. The workers thus acquire a sense of belonging and consequently are more committed to the organization. It is an established principle of management that the supervisory manager know his subordinates intimately, not just part of him but the whole of him.

- The continuous nature of the appraisal scheme makes for the employee can now tell his efficiency rises or drops.

According to Pigers and Myers 1981: 28), appraisal has been frequently used as a basis for selecting candidates for promotion to better jobs and for making "merit increase in hourly rates salaries"

- Performance appraisal is also used as a check on: the success of recruitment, election, placement and training procedures. It is also used as a means of assessment how much is needed for increment in salary and fringe benefits.

- Performance scholars such as Drucker (1954) were enthusiastic about appraisal as they believed that to appraise a subordinate and his performance is part of manager's Job. Indeed unless he does the appraisal himself, he cannot adequately discharge his responsibility for assistance about and teaching his subordinates.

2 5 PERFORMANCE APPRAISAL PROCESS

Although performance appraisal processes differ from one organization to another. Decenzo and Robbins (1989:360), appraisal process begins with the establishment of performance standards. These should evolved out of job'analysis and job description. The performance standard should also be cleai and effective enough to be understood and measured. There must be a clarification die expected. Actual performance can be measured against them. It was served by them that once performance standards are established, it is necessary to communicate these appreciations. It should not be part of the employees' job to guess what is expected of them. There is a problem when these standards are not communicated.

Therefore, feedback is necessary from the subordinate to the superior manager. Satisfactory feedback ensures that the information communicated by the manger has been received and understood in the way it was intended.

Appraisal Process Chart

- Establish performance standard
- Communication performance expectation to employment

- Measure Actual performance
- Compare Actual performance standard
- Discuss the appraisal with the Employee
- If necessary initiate or develop corrective measures. (Decenzo and Robbins, 1989:362).

The third step in the appraisal process is the management of performance. To determine what actual performance is, it is necessary to acquire information about it. The organization should be concerned with how it measures.

Moreso, to measure actual performance, certain information are used by managers and some common sources of such information are personal observations, statistical reports, oral reports and written reports. A combination of them increases both the number of input sources and the probability of receiving reliable information. What we measure determines, to a great extent, what people in the organization will attempt to excel at.

When we tell an employee that she or he will be evaluated on criterion and appraisal based on criterion Y, we can expect to do a good job to decline. The fourth step in the appraisal process is the comparison of actual performance with standard. The attempt in these step is to note deviation between standard performance and actual performance.

The final step is the initiation of corrective action when necessary corrective action is of two types. One is the immediate deals predominately with symptoms. The other is basic and levels into causes immediately. Corrective action is of then described as "putting out

fires whereas basic corrective measure gets to the source of deviation and seeks to adjust differently (Decenzo and Robbins 1998:254).

They nevertheless, argued that immaculately correcting something right then are gets back on track. Basic action asks why and how performance deviates in some instances. Good managers should recognize and in situations, permanently correct the significant of actual performance.

2.6 ADMINISTRATING AND APPRAISAL PLAN.

According to Pigors and Myers (1983-289) performance appraisal is ultimately a responsibility of line management to be met with the assistance of the personnel administrator and his or her staff. Any plan will be worthless if it lacks the support of management, or if supervisors are not honestly used for the purpose intended.

These and other difficulties often prevent the successful operation of a systematic program. According to them, these may be avoided if personnel administration helps management by taking the following steps. - Secure full agreement of the management on the need of a formal performance appraisal plan and on the purpose of which it will be used. A choice has to be made among several types of appraisal.

- a. Point system with the weights for each other.
- b. Non-point system with a chart or form describing the factors to be appraised.
- c. The rank-order, paired comparison, or forced distribution method in which supervisor

rank employees on overall performance or divide them into groups, such as the 10% the next 20% etc.

d. The field review-method in which the performance as of each employee is reviewed in detail by supervisor with the help of the personnel department.

e. Appraisal by result of objectives.

- Study plan of other companies and existing literature on the subject to develop a plan suitable to the needs of particular organization, complicated plan should be avoided.

Enlist the co-operation of supervisors in drawing up the appraisal from including the discussion on the approach to be used and uniform Ascriptions or instruction to be followed.

Provide or secure careful training of the supervisor, in order to get unbiased, universal appraisal of the employees. Progress in rating will be almost directly proportionate, at least in the early stages of the programme to the amount of intelligent effort expected to improve the ability of the individual rates.

Achieve link and staff co-ordination and mutual checking of the employee's performance appraisal, in order to get consistency and uniformity within and between departments.

Arrange for period discussion of performance appraisal by the supervisor with each subordinate. Good points should be stressed, difficulties pointed out and better performance encouraged. All employees have the right to know from their supervisor how

they are getting along, and a good supervisor will let them know more frequently than at the formal appraisal review. The appraisal discussion should be on the nature of progress review with an opportunity for employees to respond as they feel differently about their job performance insert after every method of appraisal statistical representation of management's views on such method of performance should participate from the start on the development of the program me, for it is management responsibility to evaluation employee's performance.

2.7 METHODS OF APPRAISAL

As the organizations' goals differ from one another and the dynamic nature of human beings so there are several methods of performance appraisal and there is no one general method appropriate for all purpose. The concern of management is to determine what kind of performance appraisal method is adequate or appropriate, given the purpose to be serve. Therefore, some of the methods commonly used include.

A Forced Choice Method

Force choice is a process whereby the supervisor evaluates an employee's performance on the basis of the categories under the method. Luthan, et al (1978:48). The forced choice method forces the supervisors to make use of retards. The rater is forced to select a pair of sentences that best describe the employee. The purpose of this technique is to minimize bias as his lack of knowledge or in consistency is easy to detect from his choices. The appraiser here is to identify which statement is most descriptive of the

individual being evaluated. The appraiser for instance, like certain employee and may want to give him/her favorable evaluation, but this becomes difficult because one is not sure which response is most preferred.

On the other hand, the method tends to be disliked by appraisers; many do not like being forced to distinguish between statements that are difficult to differentiate amongst them. Raters may also be frustrated with a system where they do not know what represents a "good" or "bad" answer.

Force Distribution of Employee

Department Supervisor Date Period of evaluation

Direction: Begin with the excellent classification then proceeds to the above, average etc.

List names of the employees who fall into the classification, the total number with each category may not exceed the percentage allowance for the classification.

Poor%	Below average	Average	Above average	Excellence
- Mary	- Uncle	- John	- Slim	- Charles
- Gabriel	- Henry	- Ter	- Nelson	- Babangida
	- Elbert	- Brown	- Mercy	
	- Nnneka			
		- Vidic		
		- Michael		
		- Richie		
		- Kasim		
		- Zully		

Source: (Performance management) of Fluman resouices by Michael R. Carrel and Frank Kuzmits (1982:245).

B Paired Comparison

In the method two employees are compared at a time and the better one is noted; then those that are noted are paired again.

According to Carrel and Kuzmits (1982:250), paired comparison is where each employee is being given a positive comparison and a certain percentage of the total positive evaluation. This percentage of positive comparison given the paired comparison technique an advantage over the ranking and forced distribution methods. Like the ranking and forced distribution techniques, paired comparison is quick if few employees are involved and fairly easy to use. Supervisors prefer paired comparison to ranking or forced distribution because they compare only two employees to each other.

The demerit of this method is that employees are compared to each other on total performance rather than specific job criteria.

C Graphic Rating Scales/Method

This is one of the most popular rating methods. This technique measure up or areas of employee work characteristic.

- i. The basic work characteristic such as knowledge initiative dependability, leadership, loyalty etc.
- ii. The employee's contribution to the organization such as quality and volume of work done. The assessor goes down the list of factors and rates points along the scale that best describe the employee. The disadvantage of scaling is that there is more flexibility.

Graphic Rating Scale

Employee's Name

Date

Evaluator's Name

Period of evaluation

Direction: circle the point on each scale which best suit the employee's performance.

	Poor	Below Average	Above average	Excellence
1. Job knowledge				
2. Quality of work				
3. Quantity of work				
4. Co-operation				
5. Company loyalty				
6. Customer curtsey				
7. Ability to learn				
8. Dependability				
9. Safe habits				
10. Ability to follow direction				

Fig 1.2

~

Source: Personnel Management of Human Resources by Michael R. Carrel and Frank Kuzmits (1982:245)

Management by Objective

The MBO system is based on facts on what the appraiser actually did and if the target objective he is assessed on are the ones which have been agreed upon at the start of the assessment period.

In organization, many of the agreed targets and tasks are not within the absolute control of the appraiser. This method lays more emphasis on assessing potential rather than past performance.

The negative effect of M.B.O. is that each employee is rated on different factors and on setting scales. The system approach is very install in goal setting and is subject to all difficulties of forecasting stem and susceptible to the use of varying standards to establish performance objective.

Critical Incident Method

In this method the rater is expected to show incidents in the work - in which the employee being evaluated has shown positive or negative influence in work situations. Factors such as initiate, Judgment, creativity, etc. are to be shown.

APPRAISAL INTERVIEW

This is face-t-face meeting of the employee and his manager or supervisor its aim is to discuss the subjects of each item on the appraisal dorm.

Appraisal interview has a number of objectives. As listed by Cole these are:

- i. To evaluate the subordinates recent performance
- ii. To formulate job improvement
- iii. To identify problems and/or examine possible opportunities related to the job.
- iv. To improve communication between superior and subordinate
- v. To provide feedback on job performance to the employee.
- vi. To provide rationale for salary reviews
- vii. To identify potential performance/possibilities for promotion or transfer.

- viii. To identify training and development needs. Omale et al, Cole (2005:103-104)

2.9 SOME COMMON OBSTACLES IN PERFORMANCE APPRAISAL

Despite the performance appraisal tools and techniques which help present an objective evaluation, there are still some factors that significantly impede objective evaluation and if not carefully overcome, performance appraisal will remain subjective. Some of the factors include:

- i. Halo effect: - The rater allows one outstanding negative or positive incident or trait to influence his rating of the employee.
- ii. Rating the man and not the job:- subjective evaluation of the employee based on the raters likes and dislikes or whether he gets along with the subordinate or not, or whether he likes his tribe, religions or language.
- iii- Rating every employee average:- This is the error of central tendency where the rates sees every employee as average. This problem often is an escapist attitude. He believes it is the most convenient and least contestable way out.
- iv. To improve communication between superior and surbodinate
- v. To provide feedback on job performance to the employee.
- vi. To provide rationale for salary reviews

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- iv. Recency: Tendency to rate one positive or negatively because of latest events that took place before the rating.
- v. Low appraisal motion:- Bemadine and Beatly (1987:270) view that if the evaluator

knows that a poor appraisal could significantly hurt the employee's future particularly opportunities for promotion or salary increase, the evaluator may be reluctant to give a realistic objective appraisal. There is obvious evidence that is more difficult to obtain accurate appraisals when important rewards depend on the result.

2.10 RESPONSIBILITIES FOR INCREASE AND DECREASE PRODUCTIVITY IN RELATION TO PERFORMANCE

"Productivity is the quality or volume of the major products or services that an organization provides".

In other words, Robbins, (1983:22), sees productivity as the amount of work that is being performed in the organization in terms of how much and how well. Without a good product or service to self problems in an organization are sure to arise. Subsequently, productivity improvement programmes are becoming more popular with organizations.

Productivity

is contingent on an employee motivation, the best trained employee, is the one who not only has the ability but has access to most advanced piece of productivity, we must import change on employee's attitude or in academic terms, increase his or her morale.

While productivity improvement can be achieved through a series of event such as proper equipment, increased motivation, one common threat exists. That threat is a worker ability to accept and implement changes. High performance depends on both

ability and motivation.

We therefore, desire to have capable employees who are also highly motivated. If a person is to perform effectively, extrinsic factors such as job design, working conditions, job security and supervision must be seen as satisfactory.

Many people also look for intrinsic factors such as achievement; recognition and responsibility from their work. The greater the output of a given input the more efficient is the process. Likewise, if the output is given, the lower input consumed to get that output results in greater efficiency, it is most desirable to have objective measures of productivity this consists of efficiency as well as effectiveness.

A good and genuine is one who not only performs well in terms of productivity but also minimizes problems for the organization by going to work on time, by not missing days and by minimizing the number of work related accidents.

Genuine employee interest and participation in increasing productivity are probably not achievable through any specific technique or system. When any system is successful, the common-goals of a productive enterprise or organization is achieved.

2.11 THEORETICAL FRAMEWORK LEADERSHIP THEORY

In this study, the leadership theory shall be adopted as a guiding framework, leadership is a crucial aspect of management and indeed, the eye's of any organization.

Manz and Slim (1987) has suggested that, although organizational provide individual employees with certain attitudes and values, people have their own value systems. Organization control system direct the behaviour of individual employees, but the influence is direct because it is on the self- control system and values that individuals bring to an organization. Tannenbaum et al have defined leadership as a process of Interpersonal influence exercise in situational and directed through the communication process towards the attainment of a specified goal(s). Therefore, leadership is the ability of a person to induce subordinates to work confidence and zeal so as to achieve increased productivity. In adopting this theory, emphasis is placed on the Authorities and Democratic types. This is appropriately explained in the mode of Tennenbaum.

Managers Authoritarian	Managers Authoritarian	Managers Authoritarian	Managers Democratic	Managers Democratic	Managers Democratic	Managers Democratic
			and make it	changes	decision	defined by superior

A continuum of leadership style

A leader from the perception of the researcher is the managers and chief executive officers and all those who have one or more subordinates under their supervision. In appraising the workers, it is expected that the appraising officer will understand the nature of the work and the conditions under which they work, appraisal becomes necessary and significant because no worker can single-handedly achieve his/her goal and that of the organization. He/She needs the union of other workers, motivation from the management in form of promotion, recognition and responsibility.

These cannot be done without proper appraisal by the management acting through the superior officers. This is where the leadership capability will play paramount roles. If this capability is not well played, it can lead to an abuse and therefore, render the intention useless. This can then affect the morale of the employees and the productivity at large.

There is no doubt that different situations will warrant the application of either authoritarian or democratic type of leadership, the appraising officers therefore, need to

know when to apply the right style. In this direction, it is important to point out that there are different approaches to concept of leadership. These are personal characteristics, situational, behavioural decisionmaking and international dimension, this is why a leader needs to be broad and above board in his/her deeds and action. On this ground Abdulsalami (1986), has attempted a distinction between leadership and headship. To him leadership and headship are two different phenomena although, it is possible to find them with a single personality. The head that is not the effective leader depends solely on the formal authority of the office to ensure obedience from members of the organization while the one who is also the effective leader relies mostly on his personal attributes.

The attributes may include:

- i. A thorough knowledge of one's Job
- ii. A spirit of enterprise and adventure
- iii. The ability to grasp total situation
- iv. Objectivity-the ability to observe, appraise and trace cause of events unemotionally
- v. A vision of the future
- vi. The ability to overcome resistance to change not only of employees but also have customers and other linkage groups on the environment. Notwithstanding, of all the shortcomings of a leader when appraising, it is expected that if workers are effectively

appraised and anticipated result implemented workers' productivity could be enhanced. This will be thoroughly evaluated in chapter three and four.

Learning Theory

Learning psychologists have over the years influence training. Quite a number of training and development techniques are now bonafied off spirit of theories. Learning as a concept is defined from different perspectives. Gagne (1970), defined learning as a change in human disposition or capacity which can be retained and which is not simply ascribable to the process of growth. Lowell (1973), Conceived learning as a change in behavior which is more or less permanent in nature and which result from active training or observation learning refers to change in behavior which correlated with experience of training, learning is when a person react to a situation process of adjustment or as a means of overcoming obstacles to the satisfaction of a need or motive .M.C Corel and Anderson (1984. 120- 125).

Learning occurs in many different situation for instance, connection with memorization the acquisition of physical or intellectual skills, solving problems, learning by trial and error rather than sudden or insightful learning the establishment of studies, interest and character, traits. Drawing from the many theories of learning, U.S department of labour gave six generalizations with describe conditions under which learning takes place.

- a. Motivation: The degree to which one is motivated determines the energy he will put into

learning process. In fact, motivation with interest facilitates learning and recall people to learn when they are physically, mentally and emotionally ready for it and through exposition to information.

- b. Objective: Learning is more efficient while the trainee know the objective towards which he should direct his efforts. The long range, far away goals and a general idea of the immediate and intermediate goals are known. Trainee must know exactly what is expected of him/her.
- c. Doing: In acquiring ability to perform a job well, the actual doing repeated until proficiency attained its essential to learning. A trainee learns more from doing, learning or reading.
- d. Realism: When learning, conditions approximate the situation that exists in actual practice, learning is more impressive.
- e. Background: A trainee acquires learning by building on what he knows. The experience acquired in previous situation has direct meaning with learning. It facilitates the learning of anew task in that particular filed or similar.
- f. Appreciation: When the immediate results are satisfying, the trainee learns quicker. He is encouraged to go ahead and acquire emotional control, the attitudes, appreciation, interest, ideas and habit of conduct that will enable him to repay the things he learned. To achieve the above, quick et al (1957), indicate that, five key factors influence the

reaction of knowledge and the transfer of learning.

Namely:

- i. Training and learning goals
- ii. The knowledge delivery mechanism
- iii. Knowledge organizing framework
- iv. Style of learning of the participant
- v. The trainee's institutional style

According to United Nation's (1978), the transfer process of learning depends on individual who may possess different ideas and attitudes in the organization. They are:

- i. The individual Boss support an inhabit changes in behaviours
- ii. The individual peer
- ,iii. The individual subordinates

The organization climate.

Conclusion

To sum it up, the analysis set out to investigate performance appraisal and organizational productivity in Niger State Ministry of Education. It is apparent for one to point at the most significant theories. The theories have significant impact on the kind of research

carried out and the antecedent effect on the ways they do their work. Consequently, the attempt to evaluate the performance of the employees in Niger State Ministry of Education involved the appreciation of the existing leadership and learning theories. Nevertheless, the researcher predicted the analysis on the framework: Lowell (1973), the United Nations (1973) e.t.c, and at the end discovered among others that productivity will be enhanced by a leadership which sets the direction, encourages achievement and provides support to employees in their efforts to reach goals and improve their performance as a whole. I also discovered people are more likely to be motivated, if they work in an environment in which they are valued for what they do.

Lastly, in this regard, I suggest that the Niger State Ministry of Education should develop reward systems which provide opportunities or avenue for both financial and non-financial rewards, to recognize achievements. There is also the need to provide facilities and opportunities for learning through such means as personnel development plan.

Therefore Niger state ministry of Education should devise competence frameworks which focus on leadership qualities and the behavior expected of managers/Administrators and team leaders.

2.12 IMPLICATION OF PERFORMANCE

The challenging opportunities that are of interest in every industrial organization is for people to assume responsibility, achieve status, acquire new skills, learn develop and exercise creatively become apparent once this area of collaboration is carried out. The idea that workers are paid to tell them not only to prevent effective collaboration but automatically creates the feeling of psychological failure. It leaves either to indifferent passivity or to achieve hostility. Genuine anticipation problem solving removes the cause of these common reactions (Douglas McGregor, 1989:92).

As productivity has increased, gains have been shared with employees through general wages and salaries increases, pay incentive system and other methods.

However, to share these gains in a way that will develop an enthusiastic and willing to work force is a persistent problem for management. Should all gains go to which methods of some proportion? What approaches and what methods of gain sharing will encourage employees towards higher productivity?. These are among the perplexing questions, which continue to face management. All members of line management and staff specialists, such as personnel administrators and industrial engineers are to be informed on possible approaches in dealing with these continuing problems.

Worker interest in higher productivity does not develop without some stimulation by management either directly or through the creation of an environment in which the employee wants to contribute their quota to the best.

Too early in the past, workers and their unions had felt that high productivity benefited someone than themselves. Often, they have not been convinced that there is any direct relationship between higher productivity benefited and lower costs and increased productivity on the other hand and more job security and higher wage or salary incomes on the other hand. The measurement of labour productivity is the increase in output per unit of output better and more efficient machinery, better work, improved processes, more skilled workers and increased efficiency and efforts by workers of the same skill. The latter may be relatively less important, because historically, the largest increase in the output per production employee hour have occurred because more was introduced by management in the capital labour mix.

When productivity measurement are available for a particular industry these are good reasons for not precisely adjusting wage and salary changes in that industry, to change in the organization's Ministry labour productivity index. If it is true that wages and Salaries are higher in those industries which have experienced the greatest increase in labour productivity such as air transportation, utilities, telephone communications and petroleum refining, among others. Thus management and unions have tended to negotiate agreement that shared some of the increased productivity gains in such industries.

If higher productivity industries are also expanding industries and needs to attract more labour, then economists would agree that higher wages and salaries are necessary for optimum allocation of labour. But this allocation function is not always involved in wages decision.

Management and stockholders have benefited from lower cost, better ability and less for supervision. Management's job under a plan of this sort is not easy but it is different. Management officials must "keep on their toes" to plan work ahead and arrange for an adequate flow of order and materials to work place. Thus the planning function of management is increased.

Directing the work forces and giving order are less difficulty, since real team-work and self-disciplined have developed.

Success is not normally due to hard work from any group of employees but also saving

results from suggestion to eliminate waste, to reduce the number of operations required,

or to co-ordinate the work of group of employees.

Critics may say that an efficient management would have made these changes without the benefit of employee's suggestions through a joint labour management committee.

But the fact is that the actual level of efficiency in many Ministries is below the optimum level. This is so part of work group or convinced that higher output will be their benefit as well as to the Ministry at large.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter tries to look at the procedure adopted in the process of this research or study. Methodology is very imperative for conducting any scientific research. This is based on the fact that the research methodology enables the researcher to guarantee the reliability as well as the validity of the research findings.

The research has the simplistic notion of discovering new facts or gathering additional information for the purpose of this study that is more scientific in nature, it involves more organized and systematic procedure that is reliable and can be validate. Research is "the process of arriving at dependable solutions to problems through the planned and systematic collection, analysis and interpretation of data". Osuala (2001). This means that research involves systematic procedures that will lead to the analysis of empirical data.

Methodology can be best understood by describing what method is. To Cohen and Marcon (1980:26), method refers to the range of the approached use in research to gather data, which are to be used as a basic for inference, interpretation, explanation and prediction. Therefore methodology in the world kaphan (quoted in coshen and marco 1980) is to describe and analyses this methods, throw light on their imitation and resources, clarified their pre supposed and consequences, relating their potentiality to the twilight zone at the frontiers of knowledge.

3.2 RESEARCH DESIGN

Survey research design was used to access opinion thereby there by investigating performance appraisal and organizational productivity in Niger State ministry of Education, Minna.

3.3 METHOD OF DATA COLLECTION

The data we use for this study were collected from both primary and secondary source

- i. Primary data were collected through the use of questionnaires which tabulated and

analyzed which the use of simple percentage for easy understanding.

- ii. Secondary data. In these the researcher use part of some already written literature in order to obtain relevant information relating to the subject of the study, documentary source were also consulted including seminal papers, textbooks, and other officers publications in order to arrive at empirical findings and conclusion.

3.4 POPULATION OF THE STUDY

The population was made up of workers of the Niger State ministry of Education, Minna. The population of interest to this study covers fifty (50) works workers ranging from senior, middle, and lower management levels.

3.5 SAMPLE AND SAMPLING TECHNIQUE

A stratified random sampling technique was used to select the sample for this study. This is to ensure that all member of the population have equal and on restricted chance of been represented.

3.5.1 DETERMINATION OF SAMPLE SIZE, THE RESEARCHER USED

“BOURLONGY’S ROLE” which has the formula giving below:

$$Nn/I + Ne^2$$

When

n = sample size

N = Total population

e = error margin which is normally 5%

I = constant.

The Bourlogy: formula is concerned with the application (or normal approximation with 95% confidence level and 5% allowable error in order to determine the sample size of group).

$N = 150$ $e = 0.05$ (5%)

$N = 150 + 150(0.005)^2$ $n =$

$50/1 + 5(0.0025)$ $a = 50 + 0.125$

50.125 $n = 50.13$

$n = 50$ approximately

3.6 INSTRUMENT FOR DATA COLLECTION

In understanding this study, data was collected from both primary and secondary sources. Questionnaires were administered to the chosen population of the research study location, which is Niger State Ministry of Education, Minna as primary source, while magazines, journals, Government publications and official documents were all consulted and used as sources of secondary data for the completion of this study.

3.7 METHOD OF DATA ANALYSIS

Questionnaires will be the major source of primary data collection in this study. The questionnaires will be analyzed according to the percentage of respondents to each question, chi-square will be used to test the hypothesis in order to give a sound and coherent analyzed of data. The data collection for the research was analyzed and presented in form of table, percentages well as textual narratives to give quick and easy understanding of the data analyzed. Chi-square (X^2) method was used in testing the hypothesis at 5% level of significance. The Chi-square formula was used as given below

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

Where: X^2 = chi-square

O = observed frequency

E = expected frequency

The steps comprising the following:

Step 1: Statement of hypothesis to be tested i.e the null and alternative

hypothesis. Step: the test statistics using $X^2 = X$

Step 3: The level of significant used is 5% = 0.05

Step 4: The Degree of freedom. The formula is $df = (C-1)(R-1)$

Where C = number of column R number of row

Step 5: The critical value is $X_{0.05} = 7.815$ Step 6: computation of statics. Step 7: compare

X^2 with the critical value Step 8: Decision on either to reject or accept.

3.8 VALIDATION AND RELIABILITY OF THE HYPOTHESIS

Validity refers to measure. On the other hand, reliability is the extent to the consistency between independent measurements of the same phenomena (Osuagwu2006). By implication despite variance in time, the same set of elements must yields dame result.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

This chapter analyses the data collected through the use of simple percentage and chi-square (χ^2) as statistical tools to test the hypothesis and to determine whether performance appraisal increase the ministry's productivity.

However, it is presumed that some performance appraisal conclusion may be inferred from productivity alone. The compilation of relevant percentage helps to measures productivity in this study.

The data collected from, the sample was analyzed and interpreted below. The data and response records from the questionnaires designed were presented analyzed and interpreted here by the use of tabular percentage.

4.2 ANALYSIS OF QUESTIONNAIRES USING SIMPLE PERCENTAGE

In respect to the sex distribution of respondents, 30 respondents representing 60% of the total respondents were male, while 20 respondents representing 40% of the total respondents were female.

Obviously, the table below shows that 5 respondents out of the total number of respondents have been in active service between 1-2 years and between 35 respondents representing 40% of the total number of the respondents has been in active service. From 6-10 years 10 respondents, representing 25% of the total number of respondents has been in service and 10 respondents have been service for more than 10 years.

Table 4:2:2: Respondents Number of years in Service

Option	No. of Respondents	Percentage%
1-2	5	10%
3-5	25	50%
6-10	10	20%
10 and above	10	20%
Total	50	100%

Source: Administered Questionnaire 2015

Regarding the grade levels of the workers 15 respondents are between 04- 07 grade level representing 30% of the total respondents, also 1 of the respondents were between 08-12 grade level. 10 respondents are between grade level 13-14, likewise 10 of the respondents representing 20% of the total respondents were between 15 and above grade level. The is shown in the table below.

Respondent Table 4:2:3: Administered Questionnaire 2016.

Option	No. of Respondents	Percentage%
04-07	15	30%
08-12	1	2%
13-14	10	20%
15- and above	10	20%
Total	50	100%

On the marital status of the respondents 25 were single, 20 are married, 5 of the respondents are widowed and none is divorce. Here is the illustration below.

Table 4:2:4: Marital distribute of the respondents

Option	No. of Respondents	Percentage%
Single	25	50%
Married	20	40%
Divorced	0	0%
Widowed	5	10%
Total	50	100%

The education qualification of the staff shows that 5 respondents hold FSLC, also, 5 respondents equivalent to (10%) of the respondents have ASC as their highest.

Equally 10 respondents hold OND/NCE as highest qualification and 15 respondents representing 30% of the respondents hold B.Sc/HND. 10 respondents hold Ph.D as their highest qualification. It is however shown on the table below:

Viewing the opinions of the respondents whether, they agreed that the employees objectives has to be integrated with the ministry's goal (s) for enhanced productivity, 40 representing 80% of the total respondents said yes while 10 representing 20% said no. The table below shows the distribution. Table 4:2:6: views of the respondents on the ministry goal(s)

Table 4:2:6: Views of the respondents on the ministry goal(s)

Option	No. of Respondents	Percentage%
Yes	40	80%
No	10	20%
Total	50	100%

Source: Administered Questionnaires 2015.

In relation to the views of respondents on employees appraisal 40 respondents representing 80% agreed with the fact employees performance have to be appraised for increased productivity, while 10 representing 20% of the total respondents disputed the, views held. The table below shows the distribution.

Table 4:2:7: Respondents views on employees appraised

Option	No. of Respondents	Percentage%
Yes	40	80%
No	10	20%
Don't Know	-	-
Total	50	100%

Source: Administered Questionnaires 2015.

To ascertain whether the workers enjoy cordial relationship with their supervisors 43 representing 86% of the respondents said they enjoy cordial relationship while 7 representing 14% of the total respondents do not know. It is analyzed in the table below.

Table 4:2:8: Respondents relationship with supervisors

Option	No. of Respondents	Percentage%
Yes	43	86%
No,	-	-
Don't Know	7	14%
Total	50	100%

Source: Administered Questionnaires 2015.

25 respondents attested that they are properly appraised and motivated towards their job. While 40% (20) of the respondents are not properly motivated towards their job and 5 respondents representing 10% of the respondents don't know whether they are motivated or not. The analysis below shows the distribution.

CHAPTER FIVE

5.1 SUMMARY, CONCLUSION AND RECOMMENDATIONS

The study was conducted on staff appraisal and productivity of Nigerian Public Service: A study of Niger state Ministry of Education (NSM1-) Minna, The main aim of any organization be it private or public. Ministry or Parastatal is indeed, to maintain a unified and efficient manpower or personal through which the goals and objectives of such organization could be attained. In other words, enhancing the growth of and survival of such organization.

It therefore follows that the caliber and performance of its employees from the top management to the lowest workers reflect the success or failure of the ministry. In Nigeria today and in Niger state in particular, most ministries and individuals lacks the knowledge of personnel related problems. Performance appraisal is seen as an instrument for addressing personal related problems in assuring increased productivity in every ministry or organization. More or less, without systematic and objective appraisal, a worker may not know his/her strengths and weaknesses, which will affect the employee and the organization as a whole.

In the lights of this, the study was conducted to establish the linkage between performance appraisal and the Ministry's productivity.

In this efforts, the aim being significant to the ministry, the individuals and the nation at large. The study aimed to benefit the ministry and the employees in the sense that, it sees the weaknesses and strengths and mapped out necessary strategies to improve them accordingly. In the same vain, the study was significant to the state because, when the ministry is stable, growing and developed, adequate education and training will be given to youths which will dramatically affect the state and the nation's economy.

5.2 CONCLUSION

This research was able to bring out formidable factors in Niger state Ministry of Education, which enhances the staff performance, their outputs and condition of service. It -provides importance on the performance of individual workers in

relation to the ministry. The ministry owes a lot to the government, its customers and staff. Therefore, cannot afford to allow its performance level to fall. In Niger state ministry of education this research has proved that the performance appraisal is a powerful control and competition device, any ministry, organization, or parastatal wishes to survive must properly monitor its activities through performance appraisal. The need for agreement between the boss and the subordinates is imperative. The role of the ministry in a state like Niger is very important.

It is anticipated that performance appraisal will continue to be a vital control mechanism leading to the accomplishment of the ministry's goals and objective

5.3 RECOMMENDATIONS

In respect of the findings, the researcher wishes to make the following recommendations.

- Performance appraisals should be improved with emphasis on the merit system and by incorporating the employees in setting the ministry's goal(s). The importance of the tasks collectively set would be collectively carried out, with sense of devotion, commitment and dedication to duties and responsibilities.
- Performance appraisal should be able to identify the strengths and weaknesses of an individual, the identification can be the standing point of a career plan.
- The personnel strategy should be designed to utilize overcome strengths and

weaknesses in order take advantage of career opportunities (Heinz Wehrich and Harold Koontz 1993:392).

Supervisor should be told that performance appraisal is an integral part of their job and that they themselves would be evaluated on how serious they have been taken this exercise. (SAIYADAIN, 1988-208).

The supervisor should monitor now and always whether the improvement in performance in the areas found wanting is taking place or not, and if not, help the employee to achieve the required improvement.

Management needs to identify which evaluation technique employees react most positively to. Also supervisors need proper orientation on how to accomplish the task, so that the employees welcome it.

- The Supervisor and all the management should not be right but should adopt flexible and dynamic style of leadership in appraising, motivating among other incentives.

Evaluation process aims to bringing out the best out of employees. It is therefore, crucial that employees are well motivated, using integrated motivational approaches.

- Employees under appraisal should be humble, disciplined and courageous-enough to counter sign the disagreement with the superior officer when given the appraisal form to agree or disagree with reporting officer.
- A good and formal system of appraisal should go a long way towards evolving a training needs analysis in which everyone is studied from same point of view. In the section for training and development of appraisal form, the appraisee is asked to indicate

the type of training and development which could help him improves his performance.
(Atiomo, 2000:96). Training of junior staff will broaden their minds towards higher
responsibility and productivity.

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APPENDIX

School of Postgraduate Studies,
Nasarawa State University, Keffi Faculty of Administration.
Department of Public Administration

Dear Respondent,

I am a Post Graduate Student of the above Department and institution. As a prerequisite for the award of Masters of Business Administration (MBA), I am undertaking a research on "Public services Staff Appraisal and Performance of the Niger State Ministry of Education; I will therefore, appreciate your cooperation in filling the questionnaire to the best of your ability. Any information supplied will be used for the purpose of this research work. Please tick and write in the appropriate answer spaces provided.

Note: It is for academic purpose and every information will be treated with strict confidentiality, please.

Yours Faithfully,

DISU CAROLINE T.
NSU/MP A/GEN/0188/16/17

SECTION

GENERAL INFORMATION

1. SEX (A) Male (b) Female
2. No: of years in service
(a) 1-2 years (b) 3-5 years (c) 6-10 years (d) 10 and above
3. Grade levels
(a) 04-07 (b) 08-12 (c) 13-14 (d) 15 and above
4. Highest Educational Qualification
(a) FSLC (b) SSCE (c) ND/NCE (d) B.Sc/HND (e) M.Sc (f) Ph.D (g) Others Specific

SECTION B

1. Do you agree that to achieve ministry productivity, the goals of employers and employees must be harmonized?
(a) Yes (b) No (c) I don't know
2. Do you agree that each supervised worker should be appraised?
(a) Yes (b) No (c) I don't know
3. Do you enjoy a cordial relationship with your supervisor?
(a) Yes (b) No (c) I don't know
4. Are you properly appraised and motivated towards your job?
(a) Yes (b) No (c) I don't know
5. Does your supervisor accommodate inputs from you before taking major decisions?
(a) Yes (b) No (c) I don't know
6. Does your supervisor explain his/her points well and give you the necessary support to do your work?
(a) Yes (b) No (c) I don't know
18. Does your ministry have any training scheme for its employees?
(a) Yes (b) No (c) I don't know