

**THE EFFECTIVENESS OF THE PERFORMANCE APPRAISAL
TECHNIQUES IN PROMOTING EMPLOYEES IN THE PUBLIC SECTOR
(A CASE STUDY OF FEDERAL HIGH COURT HEADQUARTERS
ABUJA)**

By

**OFFIONG, MARY COLLETE
NSU/MPA/GEN/0161/16/17**

**BEING A PROJECT SUBMITTED TO THE SCHOOL OF
POSTGRADUATE STUDIES NASARAWA STATE UNIVERSITY KEFFI
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTERS IN PUBLIC ADMINISTRATION**

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

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Performance appraisal is a broad concept that covers quite a number of activities that is connected to evaluate employees and improve their capability, skill, abilities through training and adequate rewards. To get the best out of every employee, it becomes imperative for organizations to have a continuous activities or programmes that will help in reviewing their staff performance and competence and thereby promoting effective communications among work groups in the organization. Performance appraisal techniques has been identified as an alternative paradigm to high productivity in employees in the public sector. The performance of the employees in the public sector affects every aspect of life in our nation. An effective public sector is a critical element in the development of a country and the quality of life experienced by its citizens, residents and visitors. Therefore, there is need to have a competent, motivated, professional, and forward thinking employees in the public sector. The assessment of the performance appraisal technique in the Nigeria public sector clearly defines how an employee's work contributes to the achievement of the Government's goals and identifies what needs to be done to ensure each employee is given the opportunity for personal growth and development in their work life. The employees' skills, talents and interest will be honed and guided for maximum performance and the Government will benefit from the combined performance of all staff. Performance Appraisal is the last step in the process of promoting employees in the public sector. In effect it indicates "after the fact" results based on performance previously demonstrated. At the time of appraisal, decisions can be

made for improving performance in the next cycle. During a given operating cycle, it is important that performance is managed to facilitate alignment and corrective action for better end results.

Performance appraisal has become a strategic tool for improving organizational effectiveness. Performance appraisal exercise is often used interchangeably with performance assessment, evaluations, and performance review or employee appraisal. The significant role of performance appraisal in any establishment or organizations has become indispensable in terms of organizational success. The success of any organization is dependent on how well the performance of every employee is effectively appraised and managed. The performance appraisal technique implore by the public sector is a unique and very important aspect of career development which entails a regular review of the performance of employees but doesn't stop there but goes further to communicate feedback to the employees (Smith, 2007). There are various applications of appraisals techniques like compensation, performance improvement, promotion, termination, test validation, and much more. Various performance appraisal methods are followed by organizations in the public sector to ensure fair appraisals to their employees. Appraisals facilitate communication between the management and the employees, which helps in conveying the expectations of the management to the employee and vice versa. The frequency of appraisals varies. Most organizations in the public sector offer them annually, some opt for shorter cycles like half yearly, or quarterly, or even monthly, if the employees perform exceptionally at his job. It is subjective to the performance appraisal method that is used, and the purpose of the appraisal. In case of startups, it has been observed that shorter cycles are preferred, so that they can motivate their employees more

frequently to perform better. The criteria for performance appraisal techniques are based on various aspects like productivity, quality of work, duration of service and training. In case of quality of work, precision of the work done is taken into consideration. Duration of services is used as a criterion by Government entities, where they assume the longest serving employee to be the deserved one for an appraisal. All things being equal, when an employee is hired in an organization, his appraisal is subjective to the speed at which he grasps things and information he is exposed to.

Performance appraisal is a systematic process that evaluates an individual employee's performance in terms of his productivity with respect to the pre-determined set of objectives. It is an annual activity, which gives the employee an opportunity to reflect on the duties that were dispatched by him, since it involves receiving feedback regarding their performance. It also evaluates the individual's attitude, personality, behaviour and stability in his job profile.

Performance appraisal is a continuous process of assessing and measuring the inputs of every employee with a view to knowing their strengths and weaknesses and communicating the results back to the employees. Smith (2007) posited that performance appraisal is an activity which includes the assessment of individual or other level of performance to measure and improve performance that will help in attaining corporate objectives. Performance appraisal is a process that contributes to the effective management of individuals and teams to achieve high levels of organizational performance. (Oyewole, 2008)

Public service in most countries, developed or developing are undergoing profound reorganization. They are trying to provide improved services in the same vein having to

drastically restructuring their work force in the face of major fiscal constraints emanating from the global economic meltdown. A significant reason of such restructuring in public administration is the need to reinvent governance, and enhanced services with fewer resources. One of the most popular instruments adopted for restructuring activities in public services of most countries, today is performance appraisal techniques. This argument is in the light of the view of Wholey (1989), that strengthening government performance, improving the productivity, quality, timeliness, responsiveness and effectiveness of public services and programmes through performance appraisal is important to all, as beneficiaries of public service and as taxpayers. The performance appraisal techniques includes assessment centre method, behaviourally anchored rating scale, critical incidence technique, essay evaluation, human asset accounting method, management by objective, paired comparison method, rating scale, traits focused appraisal and 360 degree feedback.

The concept of performance appraisal techniques in promotion employees originated after the World War 1 (1914 – 1918) and pioneered by Walter Dill Scott. The advent of performance appraisal system of technique which this Briton introduced is based on employee to supervisor rating system (or merit rating). Between 1920 and 1940, this system gained prominence and was used to evaluate hourly and daily paid workers. It was aggravated through awareness in training and retraining, management and development programmes. By 1950s, the management in both private and public sector organizations adopted performance appraisal system for the evaluation of technical, skilled, professional and managerial personnel as part of training for executive development programmes. This evolutionary trend, led to the change in nomenclature of

the term “merit rating” as a technique of performance appraisal. It was not a mere change in nomenclature, but a change in the assessment techniques in terms of the scope of the activity as the emphasis of previous techniques (merit rating) was limited to personnel traits / characteristics (otherwise referred to as subjective system). On the other hand, modern performance appraisal techniques in promoting employees covers merit, accomplishments and performance in terms of changing trends in the industry (otherwise referred to as objective system). Therefore, the concept of performance appraisal techniques received added impetus in Nigeria public administration at the instance of both 1988 Civil Service Reform and Ayida Civil Service Reform of (2000). The objectives of the performance appraisal techniques in Nigeria public sector is to maintain adequate feedback for employees regarding how their superiors view their overall performance, prepare criteria for promotion, compensation and transfer or termination decisions, identify the criteria for allocation of organizational rewards and incentive, evaluate the effectiveness of selection and job placement decision, ascertaining training and development needs along with criteria to evaluate the success of training and development decision, establishing effective communication between supervisors and subordinates (reporters and reportees, 2008).

Prior to 1979, Confidential Reporting System was used in the public sector where appraisal was done in secret and employees were not informed about the result or outcome of the evaluation. However, following the Udoji report of 1974, the Open Reporting System and Management by Objectives (MBO) techniques were introduced as part of the recommendation for the reform of the Civil Service system. This brought about major change in performance appraisal techniques in Nigeria public sector whereby

employees reads and agrees to whatever has been written on him/her and also has the right to challenge the ratings by the superior officer. The Panel also recommended continuous job evaluation and grading, unfortunately all the recommendations regarding performance appraisal technique criteria put forward by the Udoji report were partially or haphazardly implemented. This prompted the need to conduct a research study on the assessment of the performance appraisal techniques in promoting employees in the public sector.

1.2 Statement of the problem

In Nigeria, the public sector is experiencing low productivity and performance due to ineffective appraisal system. Performance appraisal is viewed and conducted solely in terms of its evaluative aspect thereby overlooking its use for facilitating growth and development in employees through training, coaching, counselling and feedback of appraisal information (Asamu, 2013). The inability of Government to install an effective performance appraisal technique has hindered the public sector from achieving competitive advantage (Obisi, 2011). Quite a number of challenges have been identified as confronting the effective and efficient practice of the performance appraisal technique in the Nigerian public service. Observation shows that employees in Nigeria public sector are generally lazy as many of them come late to work and absent from duties with files accumulated without being treated. Yet, these civil servants score very high in the Annual Performance Evaluation Report (APER) which is one of the appraisal techniques used in the Nigeria public sector for evaluating employee performance. Primordial relations underscore every aspect of performance appraisal in the Nigeria public sector. The merit system index in performance appraisal is supposed to be objectively practiced and serve

as the guiding principle for employee promotion in the Nigeria public sector but this has not been so. The objectivity in appraisal system has been compromised as a result of ethnicity, nepotism and bribery. Favoritisms in the Nigeria public sector are extended to ethnic bloc members, friends, relations and those generally known (Ajayi, 2001 and Ayo 1998).

Mustapha (2008) affirms that some of the challenges facing the effective implementation of the performance appraisal techniques in the Nigeria public sector includes inefficient feedback mechanisms, poor objectivity, lack of training and knowledge on the role of the appraisal structure, and fear of reprisals in case of adverse reports. This was further confirmed by Gilbert (2006) when he identified the factors responsible for the ineffective appraisal technique including lack of proper understanding; lack of objectivity and courage by the supervisors; desire to give close friends and relations more advantage over others; and ignorance of vision and mission of the organization. The major problems affecting performance appraisal are: failure of the superiors in conducting performance appraisal and post-performance appraisal interviews, most part of the appraisal is based on subjectivity not objectivity, less reliability and validity of the performance appraisal technique, negative rating affect interpersonal relations and industrial relations systems, influence of external environmental factors and uncontrollable internal factors, feedback and post appraisal interview may have a setback on production, management emphasizes on punishment rather than development of an employee in performance appraisal, some ratings particularly about the potential appraisal are purely based on guess work, relationship between appraisal rates and performance after promotions is not significant, some superiors completed appraisal reports within a few minutes, absence of inter-rater

reliability, superiors lack the tact of offering the suggestions constructively to subordinates, supervisors were often confused due to too many objectives of performance appraisal.

Some of the challenges currently facing the Nigeria public sector performance appraisal technique includes: embedded organizational culture, lack of participatory leadership, unclear Job description, inadequate training, discontinuous appraisal process, lack of commitment to employee development and subjectivity in assessment.

Performance appraisal is not properly practiced in many public organizations in Nigeria and this will lead to pseudo reports on subordinates with grievous consequences on the system. These among other problems are what the researcher will probe into and make attempt towards finding possible solutions. It is against this backdrop that the researcher seeks to conduct a thorough study on the assessment of the performance appraisal techniques in promoting employees in the public sector. The employees' performance appraisal is a critical component of the organization that determines the healthiness of a business. Therefore, a successful appraisal plan must focus on achieving organizational goals by driving the right behaviors in employees.

1.3 Research questions

To guide the conduct of this research, the following questions are raised to be addressed.

- i. Is there a relationship between effective performance appraisal technique and public sector efficiency in Nigeria?
- ii. Does punishment have any effect on the performance appraisal technique adopted for promoting employees in the public sector?

- iii. To what extent does ethnicity, nepotism and bribery impact on the performance appraisal techniques adopted in promoting employees in the public sector?
- iv. Does the use of subjectivity in the assessment of employees for promotion has a multiplier effect on the Nigeria public sector?
- v. Does lack of commitment to employee development hinders objectives of performance appraisal techniques in the Nigeria public sector?

1.4 Objectives of the study

The general objective of the study is to assess the performance appraisal techniques in promoting employees in the public service. The specific objective is to:

- i. Examine the relationship between effective performance appraisal technique and public sector efficiency in Nigeria.
- ii. Examine the effect of punishment rather than development of an employee in performance appraisal
- iii. Examine the impact of ethnicity, nepotism and bribery on the performance appraisal techniques in promoting employees in the public sector.
- iv. Examine the multiplier effect of using subjectivity in the assessment of employees for promotion in the public sector.

1.5 Statement of hypothesis

The following alternative hypothesis statements are formulated to draw inferences from the study.

- 1 H₁: There is a significant relationship between effective performance appraisal technique and public sector efficiency in Nigeria.

- 2 H₁: Punishment has an effect on the performance appraisal technique adopted for promoting employees in the public sector
- 3 H₁: Ethnicity, nepotism and bribery has a significant impact on the performance appraisal techniques in promoting employees in the public sector
- 4 H₁: The use of subjectivity in the assessment of employees for promotion has a significant multiplier effect on the Nigeria public sector

1.6 Significance of the study

The effectiveness of the Nigeria public sector has become a subject of concern. Therefore, this study will give an insight into the effectiveness of performance appraisal exercise in improving employee performance in the public sector. It will reveal the various factors affecting the effectiveness of performance appraisal technique in the Nigeria public sector and its effect on general employee promotion to the next cadre.

This study will help the management of the Federal High court to identify the effects of performance appraisal techniques adopted for assessing employees' performance, hence determine the areas where improvements through adjustment can be done. It will also help the management in planning for the development and implementation of effective and realistic employee appraisal technique that will lead to increased performance of the judicial sector.

It will assist the Government, office of the head of service of the federation & other policy decision makers to know when there is dearth in the performance appraisal technique used in the public sector and take appropriate measures to review the prevailing appraisal policies and boost efficiency.

This research study will be beneficial to the officers of the judicial service commission, students in tertiary institutions, the general readers, students of various disciplines as well as future researchers who may be interested in this kind of research work.

1.7 Scope of the study

This research study specifically concentrates on the assessment of the performance appraisal techniques in promoting employees in the public sector with particular reference to the Federal High Court, Abuja. The Respondents for data collection will be drawn from 5 selected departments in the Federal High Court, Abuja and the period of the study will be from year 2000 – 2016. A population of 400 employees will be engaged in order to effectively capture the required information and achieve the objective of this study.

1.9 Definition of terms

Public sector: is the part of the economy composed of public services and public enterprises

APER system: is an annual evaluation procedure whereby employee's work ethics, skills and capabilities are assessed for the suitability of promotion and training

Promotion examination: examination to be done for only 30 minutes in order to evaluate officers to be considered for promotion

Employees: a person usually below the executive level who is hired by another to perform a service especially for wages or salary and is under the other's control

Performance appraisal system: is the process by which a manager or consultant examines and evaluates an employee's work behavior by comparing it with preset standards,

Favoritism: the practice of giving unfair preferential treatment to one person or group at the expense of another

Corruption: is a form of dishonest or unethical conduct by a person entrusted with a position of authority, often to acquire personal benefit

Nepotism: the practice among those with power or influence of favouring relatives or friends, especially by giving them jobs.

Evaluation: is an appraisal of something to determine its worth or fitness

Productivity: is the quality, state, or fact of being able to generate, create, enhance, or bring forth goods and services

Multiplier Effect: is a phenomenon whereby a given change in a particular input causes a larger change in an output

Training: Organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill

Participatory leadership: is a style of *leadership* in which the *leader* involves subordinates in goal setting, problem solving, team building etc., but retains the final decision making authority.

Organizational culture: is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, attention will be focused on the work of other authors that are relevant to the concept of performance appraisal techniques. The researcher will take a critical look at the various views expressed by them. Literature review will consider the concept of performance appraisal techniques and the various definition postulated by different authors on the subject matter. It will consider empirical review of previous research study carried out on performance appraisal in the public sector. The chapter commences with the conceptual framework of performance appraisal, detailing the nature and definition of performance appraisal, the underpinning theories of performance appraisal, as well as addressing the issue of performance appraisal in promoting employees in the public sector. Performance appraisal techniques is a very essential component of the overall Human Resource Management system in any organization. It serves as a very good developmental tool towards improving the performance of the employees' year after year. It also helps the employees to appraise themselves essentially and plan effective steps towards their work improvement and career development. For any organisation to be effective and achieve its goals, there is need to measure the performance of the employees on a regular basis and give timely feedback. This calls for the adoption of an appraisal technique that will assist the organization to achieve this objective.

Performance appraisal techniques have come to the fore in recent years as means of providing more integrated and continuous approach to the management of employees' performance. It is based on the principles of management by agreement or contract rather

than management by command. Performance appraisal is a management tool that helps management in its drive towards optimizing performance, primarily individual performance and therefore, organization performance now and in the future. The aim of performance appraisal can be achieved through assessing how effectively employees are working in their present jobs and what they need to do and know to perform even better (Bono, 2003). The selection of a performance appraisal technique is considered as important Human Resource function because it is used for managerial decision making and for variety of other purposes including administrative decisions, employee development and personnel research (Muhammad & Surayya, 2013). Performance appraisal is an instrument through which the Government knows the weaknesses and strengths of its employees in order to re-enforce the strengths and improve on the weaknesses for the overall benefit of the employees in the public sector (Ijewereme, 2013). Therefore, this research study seeks to carry out an assessment of the performance appraisal techniques in promoting employees in the public sector with particular reference to the Federal High Court, Abuja.

2.2 CONCEPTUAL FRAMEWORK

A concept is an abstract idea representing the fundamental characteristics of a subject matter. Concepts arise as abstractions or generalizations from experience or the result of a transformation of existing ideas. A conceptual framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply. The concept of performance appraisal is one of the most problematic components of human resource management (Messah and Kamencu 2011).

Performance appraisal is a process of setting employees' individual targets, monitoring those targets, measuring the results through documented reports and either correcting or rewarding the employees' performance. In other words, it is the evaluation of employees work. The main objective of any performance appraisal is to give positive or (negative) feedback to the employee on ways to improve subsequent performance, thereby enhancing productivity and efficiency in an organization's performance, whether public or private. The performance appraisal technique is based on the overall evaluation of employee's contribution to the organization on yearly basis. However, the public sector is ineffective and inefficient because performance appraisal is not conducted on regular basis for maximum output. Consequently, it creates room for subjective evaluation and favoritism in the sense that there is no proper data base for the recording of staff activities and tasks are not time dependent. Hence it becomes difficult for supervisors to evaluate objectively and accurately measure deliverability.

Gupta (2006) defines performance appraisal as a process of assessing the performance and progress of an employee or of a group of employees on a given job and their potential for future development. He further argues that performance appraisal consists of all formal procedures used in work organizations to evaluate personalities, contributions and potentials of employees. Performance appraisal is a process of identifying, observing, measuring and developing human performance in organisations and has attracted the attention of both academicians and practitioners. The process is also viewed as making an important contribution to effective human resource management as it is closely interlinked to organisational performance (Erdogan, 2002). Performance appraisal is a term used for a variety of techniques by superiors, peers, subordinates and the individual

employees themselves to rate, rank or describe the employee's work effectiveness (Fatile, 2010). Performance appraisal is also defined as "a structural formal interview between subordinate and supervisor, that usually takes the form of periodic interview (annually or semiannually), in which the work performance of the subordinate is examined and discussed, with the view of identifying the weaknesses as strengths as well as opportunities for improvement and development" (DEcEzo and Robbins, 1995).

Aighewi (2010) defines performance appraisal as the systematic evaluation of the individual employee with respect to his or her job performance and the potential for development. According to Muhammad and Suraya (2013), performance appraisal is not only an important tool of human resource management to develop the employees but is also used by different companies to reward their employees in form of bonuses, promotions, and pay raise. Aguinis (2007) defines performance appraisal as a continuous process through which performance of employees is identified, measured and improved in the organization. This process includes various practices like recognition of employees' achievements, providing them regular feedback and offering career development. According to De-Nisi and Pritchard (2006), performance appraisal is a diagnostic tool for evaluating employee performance against set objectives with a view towards identifying their potentials for improvement and development.

Grubb (2007) also sees performance appraisal as a process of assessing individual employee's performance and how it can be improved to contribute to overall organization's performance. Yong (1996) defines performance appraisal as "a grading exercise undertaken by an organization on all its employees either periodically or annually, on the outcomes of performance based on the job content, job requirement and

personal behavior in the position”. According to Armstrong (2009), performance appraisal is a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. Performance appraisal is concerned with aligning individual objectives to organizational objectives and encouraging individuals to uphold corporate core values; enabling expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviors (expected to be); providing opportunities for individuals to identify their own goals and develop their skills and competencies (Armstrong, 2009).

According to Maund (2001), performance appraisal is a key component of performance management of employees. When effective, the process reinforces the individual’s sense of personal worth and assists in developing his/her aspirations. Bekele et al., (2014) affirm that performance appraisal has positive and significant relationship with employee’s performance. Cumming (1972) writes that the overall objective of performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. Such appraisals achieve these four objectives including salary reviews, development and training of individuals, planning job rotation and assisting in promotions.

Meysen, Mohammad and Ebrahim (2012), Maimona (2011), and Behery and Patron (2008) also attest that performance appraisal has significant impact on employee’s performance. Cokin (2004) also admits that performance appraisal system is important for organizations, as it mainly focuses on employees to develop their capabilities. In the

same vein, Malcolm and Jackson (2002) summarize the benefits of performance appraisal to the organisation as the effective basis for retention of employees, reward decisions; targeted training based on identified needs and future employee promotion decisions. In another study, Jonsson and Jeppesen (2012) relate the benefits of performance appraisal to affective commitment on the part of the employees. They opined that employees can influence the growth of the organisation through commitment leveraged by effective relationship between individuals including supervisor-subordinate relationships

Ezeh (2002) opined that performance appraisal is the process of defining expectations for employee performance, measuring, evaluation and providing the feedback. It is used in an organization for so many other reasons which include: planning for future performance goals; determining training and development needs; assessing the promotional potentials of employees and merit pay increase. It could also be used to determine current levels of performance, identifying areas of improvement ascertains the success or otherwise of the programmes of training and development.

Performance appraisal as defined in (Lansbury, 1988) is the process of identifying, evaluating and developing the work performance of employees in the organization, so that the organizational goals and objectives are more effectively achieved, while at the same time benefiting employees in terms of recognition, receiving feedback, catering for work needs and offering career guidance.

Nwatu (2001) views performance appraisal as the systematic evaluation of the individual with respect to his performance on the job and his potential for development. He further stated that in order to evaluate a staff, definite standards of accomplishment (i.e. against which worker s performance is compared) should be established. Poole and Warner

(2001) posit that performance appraisal involves assigning a value to employee behaviours or work performance outputs in terms of a criterion of productivity effectiveness (quantity, quality, timeliness). Performance appraisal is defined by schuler (2003) as a formal structured system of measuring, evaluating, and influencing an employee's job-related attributes, behaviours and outcomes, and level of absenteeism to discover at what level the employee is presently performing on the job. That is, how productive the employee is, and whether he (i.e the employee) can perform as or more effectively in the future so that the employee, the organization, and society all benefit. Schuler went further to point out that performance evaluation can be anything on a printed format that supervisors and managers use to rate all employees periodically.

2.3 EMPIRICAL REVIEW OF LITERATURE

Pettijohn, et al. (1999) examined the relationship between performance appraisals and salesperson performance and concluded that “properly conducted performance appraisals can have positive impacts on performance”. Cleveland and her associates (Cleveland et al. 1989) presented a classification of the reasons for conducting appraisals in organizations, and these included documentation, within-person decisions (feedback on strengths and weaknesses) and between-person decisions (who to promote).

According to Waal (2007), there is a clear and strong relation between organisational productivity and the attention given to performance management and employee appraisal. The chances of actually achieving the objectives of the organisation are considerably improved when all management levels are in line with each other. In addition, this ensures that all organisation members know what is important for the organisation and what is expected from them. Everybody works under the same clear-structured regime.

Waal further points out that, since the assessment and reward criteria are related to the strategic objectives of the organisation, it means that these human resource tools directly support the achievement of the organisational strategy. Studies in (Lacho, Stearns, and Villere, 2000) examined the appraisal practices of the sixty largest cities in the United States. The findings showed that 72 percent of the cities had a performance appraisal system in place. The primary purposes of appraisal were rewards, raises, and promotions as opposed to development and training needs. The major method was the graphic rating scale combined with essay (68 percent). The typical employee appraisal systems and forms were poorly designed. They were not job related, and they used poorly defined job factors and performance levels.

Much earlier, Meyer, Kay, and French (1965) discussed the 'split roles' of performance appraisals, citing developmental feedback and decision making as the two major purposes for conducting appraisals. Those authors also noted that these purposes could often be in conflict and so it was important to keep them separate as much as possible. Yet, authors (Beehr, Ruh, Dawson, McCaa, and Kavanagh, 1978) pointed out that most of these purposes serve a larger underlying purpose organizations conduct performance appraisals largely to help them to improve employee performance, as part of a larger performance management system.

A study of supervisors in nearly 40 different organizations found that subordinates tend to be divided into two groups: in-groupers and out-groupers. This study, by Heneman et al. (1989) reported that in groupers are subordinates who seem to be favored by their supervisors. In their relationship with the boss, they enjoy "a high degree of trust, interaction, support and rewards." On the other hand, out-groupers do not do as well.

They appear to be permanently out of favor and are likely to bear the brunt of supervisory distrust and criticism. The effect is therefore similar to the horns and halo effect; supervisors tend to judge employees as either good or bad, and then seek evidence that supports that opinion. It was found that when an in-grouper did poorly on a task, supervisors tended to overlook the failure or attribute to causes such as bad luck or bad timing; when they did well, their success was attributed to effort and ability. But when an out-grouper performed well, it was rarely attributed to their effort or ability. And when an out-grouper performed poorly, there was little hesitation in citing the cause as laziness or incompetence. It is not clear how supervisors make the distinction between in-groupers and out-groupers. Whatever the criteria, it is clearly not objective, equitable or reliable. This bias must inevitably lead to a distortion of the appraisal process. It must also be a source of frustration for those employees who are discriminated against.

Basic components of appraisal format

According to Rao (1985) the key performance areas, self-appraisal, performance analysis, performance ratings and counselling are the important components of a performance appraisal system oriented to development of human resources in an organisation. He argued that the appraisal format should be designed in consonance with the objectives of the performance appraisal system, and also generate information on a number of important aspects.

1. Identification of key performance areas: The first step in an appraisal process is identifying key performance areas and setting targets for the next appraisal period. This may be done either through periodic discussions or at the beginning of the year, as in research institutions.

2. Self-appraisal by the subject: At the end of the appraisal period, employees appraise their own performance against the key performance areas, targets and pre-identified behaviour. Information on these issues is provided in an appraisal format. The employees also write their self-evaluation reports and hand them to their supervisors.
3. Analysis: The supervisor reflects on the performance of the employee, and identifies the factors which facilitated or hindered the employee's performance. The manager then calls the employee for a discussion to better understand his or her performance and provide counselling on further improvements. During this discussion, appraisal records (such as notes, observations, comments, etc.) are exchanged. The manager then gives a final rating and recommendations regarding the developmental needs of the individual. These are shown to the subject and his or her comments are recorded on the appraisal form. The appraisal form is then transmitted to the personnel department for the necessary administrative action. The personnel or human resource development department uses these forms for identifying and allocating training, rewards and other activities.
4. Identification of training needs: The use of a development-oriented performance appraisal system is based on a good understanding of the concept of human resources development. In other words, the need for developing employee capabilities, the nature of capabilities to be developed and the conditions under which these capabilities can be developed have to be appreciated. During the discussion between the supervisor and the employee, the development needs of the subject are identified and goals set for the next period.
5. Identification of qualities: The supervisor may also identify the qualities required for current as well as future tasks, and assess the employee's potential and capabilities to perform.

Process of performance appraisal

Performance appraisal is a multistage process in which communication plays an important role. Craig et al. (1986) have identified an eight-stage performance appraisal process. These are:

1. **Establishing standards and measures:** The first step is to identify and establish measures which would differentiate between successful and unsuccessful performances. These measures should be under the control of the employees being appraised. The methods for assessing performance should be decided next. Basically, management wants to: know the behaviour and personal characteristics of each employee; and assess their performance and achievement in the job. There are various methods available for assessing results, behaviour and personal characteristics of an employee. These methods can be used according to the particular circumstances and requirements.
2. **Communicating job expectations:** The second step in the appraisal process is communicating to employees the measures and standards which will be used in the appraisal process. Such communication should clarify expectations and create a feeling of involvement.
3. **Planning:** In this stage, the manager plans for the realization of performance expectations, arranging for the resources to be available which are required for attaining the goals set. This is an enabling role.
4. **Monitoring performance:** Performance appraisal is a continuous process, involving ongoing feedback. Even though performance is appraised annually, it has to be managed 'each day, all year long.' Monitoring is a key part of the performance appraisal process. It should involve providing assistance as necessary and removing obstacles rather than

interfering. The best way to effectively monitor is to walk around, thus creating continuous contacts, providing first-hand information, and identifying problems, which can then be solved promptly.

5. Appraising: This stage involves documenting performance through observing, recalling, evaluating, written communication, judgment and analysis of data. This stage is like putting together an appraisal record.
6. Feedback: After the formal appraisal stage, a feedback session is desirable. This session should involve verbal communication, listening, problem solving, negotiating, compromising, conflict resolution and reaching consensus.
7. Decision making: On the basis of appraisal and feedback results, various decisions can be made about giving rewards (e.g., promotion, incentives, etc.) and punishments (e.g., demotion). The outcome of an appraisal system should also be used for career development.
8. Development of performance: The last stage of performance appraisal is 'development of performance,' or professional development, by providing opportunities for upgrading skills and professional interactions. This can be done by supporting participation in professional conferences or by providing opportunities for further study. Such opportunities can also act as incentives or rewards to employees.

Techniques of performance evaluation

There are several techniques of performance evaluation, each with some strong points as well as limitations. Oberg (1972), Monga (1983) and Okoh (1998) have identified and discussed these various techniques. Notable among these techniques are;

1. Essay appraisal method: In this technique, the assessor writes a brief essay providing an assessment of the strengths, weaknesses and potential of the subject. In order to do so objectively, it is necessary that the assessor knows the subject well and should have interacted with them. Since the length and contents of the essay vary between assessors, essay ratings are difficult to compare. Again, this technique requires considerable time and thinking to write something meaningful for all subordinates. The rater must be very observant in order to 'get enough information to write on each employee. If the manager is a weak writer, his employee may get weak rating.
2. Graphic rating scale: A graphic scale assesses a person on the quality of his or her work (such as; average; above average; outstanding; or unsatisfactory). Assessment here could also be trait centred and cover observable traits, such as reliability, adaptability, communication skills, quantity and quality of work, job knowledge, cooperativeness, dependability, initiative, industriousness, attitude, judgment etc. For managerial positions, typical qualities include analytical ability, judgement, leadership, creative ability, initiative, knowledge of work, and emotional ability etc. At the end of the form, there is a section for general remarks and suggestions for future actions. Although graphic scales seem simplistic in construction, they have application in a wide variety of job responsibilities and are more consistent and reliable in comparison with essay appraisal. The utility of this technique can be enhanced by using it in conjunction with the essay appraisal technique. This technique is very common in many organizations in Nigeria.
3. Field review method: Since individual assessors differ in their standards, they inadvertently introduce bias in their ratings. To overcome this assessor-related bias, essay

and graphic rating techniques can be combined in a systematic review process. In the field review method, a member of the Human Resource Management (HRM) staff may meet a small group of assessors from the supervisory units to discuss each rating, systematically identifying areas of inter-assessor disagreement. It can then be a mechanism to help each assessor to perceive the standards uniformly and thus match the other assessors. Although field review assessment is considered valid and reliable, it is very time consuming.

4. Forced-choice rating method: Unlike the field review method, the forced-choice rating method does not involve discussion with supervisors. Although this technique has several variations, the most common method is to force the assessor to choose the best and worst fit statements from a group of statements. These statements are weighted or scored in advance to assess the employee. The scores or weights assigned to the individual statements are not revealed to the assessor so that she or he cannot favour any individual staff. In this way, the assessor bias is largely eliminated and comparable standards of performance evolved for an objective assessment. As good as this technique is, it is of little value wherever performance appraisal interviews are conducted.
5. Critical incident appraisal method: In this method, a supervisor describes critical incidents, giving details of both positive and negative behaviour of the employee. These are then discussed with the employee. The discussion focuses on actual behaviour rather than on traits. While this technique is well suited for performance review interviews, it has the drawback that the supervisor has to note down the critical incidents as and when they occur. That may be impractical, and may delay feedback to employees. It makes

little sense to wait six months or a year to discuss a misdeed, a mistake or good display of initiative with an employee.

6. Management by objectives: This technique has become very useful recently as an appraisal system. It attempts to improve the performance of the organization and the individual employee. At the beginning of the year, the employees are asked to set or help set their own performance goals. As time progresses, the manager monitors his employee towards the realization of the set objectives. All obstacles are removed. At the end of the year, the employee and his manager review jointly the achievement or non-achievement of the set objectives. This avoids the feeling among employees that they are being judged by unfairly high standards. This method is currently widely used, but not always in its true spirit. The main advantage of this technique is that it enables the organization to integrate its objectives with individual objectives. Furthermore, it encourages employee participation and increases job satisfaction by giving the employee a sense of achievement and involvement. The main disadvantage is that even though the employees are consulted, in many cases management ends up by imposing its standards and objectives. Also, in some cases employees may not like 'self-direction or authority.' To avoid such problems, the work standard approach is used.
7. Work standard approach: In this technique, management establishes the goals openly and sets targets against realistic output standards. These standards are incorporated into the organizational performance appraisal system. Thus each employee has a clear understanding of their duties and knows well what is expected of them. Performance appraisal and interview comments are related to these duties. This makes the appraisal process objective and more accurate. However, it is difficult to compare individual

ratings because standards for work may differ from job to job and from employee to employee. This limitation can be overcome by some form of ranking using pooled judgment.

8. Ranking methods: Some of the important methods of ranking for performance appraisal are as follows:

- (a) Alteration ranking method: Here the individual with the best performance is chosen as the ideal employee. Other employees are then ranked against this employee in descending order of comparative performance on a scale of best to worst performance. The alteration ranking method usually involves rating by more than one assessor. The ranks assigned by each assessor are then averaged and a relative ranking of each member in the group is determined. While this is a simple method, it is impractical for large groups. In addition, there may be wide variations in ability between ranks for different positions.
- (b) Paired comparison: The paired comparison method systematises ranking and enables better comparison among individuals to be rated. Every individual in the group is compared with all others in the group. The evaluations received by each person in the group are counted and turned into percentage scores. The scores provide a fair idea as to how each individual in the group is judged by the assessor.
- (c) Person-to-person rating: In the person-to-person rating scales, the names of the actual individuals known to all the assessors are used as a series of standards. These standards may be defined as lowest, low, middle, high and highest performers. Individual employees in the group are then compared with the individuals used as the standards, and rated for a standard where they match the best. The advantage of this rating scale is that the standards are concrete and are in terms of real individuals. The main disadvantage

here is that the standards set by different assessors may not be consistent. Each assessor constructs their own person-to-person scale which makes comparison of different ratings difficult.

- (d) Checklist method: In this method the assessor is furnished with a checklist of pre-scaled descriptions of behaviour, which are then used to evaluate the personnel being rated. The scale values of the behaviour items are unknown to the assessor, who has to check as many items as she or he believes describe the worker being assessed. A final rating is obtained by averaging the scale values of the items that have been marked.
- (e) Behaviourally anchored rating scales (BARS): This is a relatively new technique. It consists of sets of behavioural statements describing good or bad performance with respect to important qualities. These qualities may refer to inter-personal relationships, planning and organizing abilities, adaptability and reliability. These statements are developed from critical incidents collected both from the assessor and the subject.
- (f) Assessment centres: This technique is used to predict future performance of employees due to be promoted. The individual whose potential is to be assessed has to work on individual as well as group assignments similar to those they would be required to handle were they promoted. The judgment of observers is pooled, and paired comparison or alteration ranking is sometime used to arrive at a final assessment. The final assessment helps in making an order-of-merit ranking for each employee. It also involves subjective judgment by observers.

Some problems of performance appraisal techniques

Performance appraisal as a human endeavour is frequently subject to many human errors, although some methods are more prone to errors than others. There are some errors to

guard against in rating and other techniques (Baron, 1988; Larson, 1989; Krein, 1990; Okoh, 1998).

1. Halo effect: In this case, the judgment of raters is influenced by any particularly strong or weak characteristics of the subordinate. This causes the rater to take a generally favourable or unfavourable view of the subordinates other qualities. To reduce the halo effect, the rater, should judge all subordinates in one characteristic before going to the next characteristics and so on.
2. Leniency or strictness: This is the tendency of some assessors to be too liberal in their rating by consistently awarding high scores to their subordinates in all job characteristics. On the other hand, some raters also have the tendency to give consistently low scores to their employees. This error is due to the subjectiveness of man. The error can be minimized by proper training of managers on appraisal techniques. If not properly checked, it is capable of setting two departments at loggerheads i.e. a department with a high rater and a department with a low rater manager.
3. Central tendency: Many managers are often unwilling to use the extreme ratings and therefore settle with what is known as the central tendency. This tendency is caused by lack of adequate knowledge of the employees. Since it is obligatory that he must rate his employees, he plays it safe by neither condemning nor praising. If he rates too high or low, he might be required to defend his judgement before top management. So, he takes a central position and rates employees averagely.
4. Matthew effect: Gabris and Mitchell (1989) have reported a disruptive bias in performance appraisal known as the Matthew Effect. It is named after the Matthew of biblical fame who wrote, "To him who has shall be given, and he shall have abundance:

but from him who does not have, even that which he has shall be taken away." In performance appraisal the Matthew Effect is said to occur where employees tend to keep receiving the same appraisal results, year in and year out. That is, their appraisal results tend to become selffulfilling: if they have done well, they will continue to do well; if they have done poorly, they will continue to do poorly. The Matthew Effect suggests that no matter how hard an employee strives, their past appraisal records will prejudice their future attempts to improve. There are other researches to support the theory that poor performers might not be given a fair chance to improve.

5. Supervisor's bias: The extent of this bias was explored by Gabris and Mitchell (1989). They studied an organization with a quarterly performance appraisal system. The workforce was divided into two groups: those who had been given high appraisal results consistently, and those who had low results consistently. When the groups were asked if the appraisal system was fair and equitable, 63% of the high performers agreed, compared to only 5% of the lower performers. The groups were asked if their supervisors listened to them. Of the high performers, 69% said yes, while among the low performers, 95% said no. Finally, when asked if their supervisors were supportive, nearly half of the high performers agreed that they were, while none of the low performers agreed. Of course, not everyone who gets a poor appraisal result is a victim of supervisory bias. But to some extent, it appears that certain employees may be unfairly advantaged, while others are disadvantaged, by bias effects in the judgements of supervisors.

Benefits of performance appraisal to organization and employee

There are several advantages of performance appraisal both to the organization and individual employees (Bannister and Balkin, 1990; Martin and Jackson, 1997; Okoh, 1998). The main benefits of performance appraisal to organization are;

- (1) Improved communication of organizational goals: Performance appraisal will help to improve communication in the organization as every employee will have a clear understanding of what organizational goals and objectives are and how to pursue them.
- (2) Improvement in work performance and therefore overall organizational performance: The point here is that where performance appraisal is appropriately carried out it will lead to increased productivity and better service delivery in the organization. With this customers and clients will be better for it.
- (3) Identification of potential to aid succession planning: Performance appraisal will benefit an organization in the sense that it will make obvious to plan for succession of employees working in the organization. Without adequately and carefully planning for succession of employees an organization will run into problems.
- (4) Evaluation of effectiveness of selection criteria for new or newly promoted employees: Performance appraisal will also benefit an organization in the sense that it will enable organization to assess the effectiveness of certain used in promoting employees. If the criteria is ineffective then the organization discontinue or effect some necessary changes to strengthen it, otherwise the organization will continue to promote incompetent employees.
- (5) More objective distribution of rewards and Improve retention of employees: When performance appraisal is properly and objectively carried out, it will lead to more

objective distribution of rewards in the organization. By so doing grievances and other forms of passive resistance will be reduced to the advantage of the organization. Moreover, it can lead to retention of qualified, efficient and effective employees in the organization while the ineffective and inefficient ones may be retrained or even be shown a way out of the organization.

- (6) Increased understanding of strategic aims and own role in organization success: Performance appraisal will benefit an individual employee in the sense that the employee will see how his contribution will help the organization to achieve the strategic objective of the organization. This will enable to employee to have a clear view of what his roles entailed and the strategic position he occupies in fulfilling those roles in the organization.
- (7) Increased motivation and job satisfaction: Performance appraisal can have a profound effect on levels of employee motivation and satisfaction - for better as well as for worse. Performance appraisal provides employees with recognition for their work efforts. The power of social recognition as an incentive has been long noted. In fact, there is evidence that human beings will even prefer negative recognition in preference to no recognition at all. If nothing else, the existence of an appraisal program indicates to an employee that the organization is genuinely interested in their individual performance and development. This alone can have a positive influence on the individual's sense of worth, commitment and belonging. The strength and prevalence of this natural human desire for individual recognition should not be overlooked. Absenteeism and turnover rates in some organizations might be greatly reduced if more attention were paid to it.
- (8) Development of potentials: Performance appraisal will benefit an employee in appreciating the potential he has developed over a period of time and how those

potentials could be put to good use to his own advantage and that of the organization. This in essence gives the employee a sense of fulfillment and how to consolidate and improve on those potentials he has acquired.

- (9) Better informed career–planning: Performance appraisal will enable an employee to be better informed about his career planning. In other words, it will make obvious some of the strengths and shortcomings the employee has. With this, the employee will counsel on how to plan his career, by working to consolidate the areas of his strength and working to improve areas of his shortcoming. Better understanding of the link between effort, performance, reward and job security. Appropriate performance appraisal will enable an employee to understand and appreciate the intrinsic link between efforts, performance, reward and job security. These four items are linked and are the main concern of every efficient and effective employee in any organization.

Performance appraisal process in the civil service

In November each year, the annual appraisal process starts with the distribution of the appraisal forms to employees by the Human resource departments. The necessary portions of the forms are then subsequently filled and submitted to the reviewing officer. The well-defined time period for the distribution and subsequent submission of forms makes it possible for the evaluation process to be conducted on time. It further gives ample time to the employees and reviewing officers to prepare for proper evaluation and interview. The evaluation interview is structured in form of a coaching-style system. It normally takes a form of answers and questions session where both sides have to defend its position and reach an agreement on final grade for the ratee; however, the final decision falls on the rater.

The appraisal system applies to all categories of service and civil servants; hence there is no difference between technical and administrative staff. Nevertheless, there are some variations between the senior cadre and the junior cadre. The yearly appraisal form is divided into five sections. The first part contains employee's personal record and leave records; part two contains tasks and targets set, job description, key achievements, training/course attended in the year under review and job performance; in this part the employee fills his tasks and targets based on his job description for the year to measure whether he has performed to expectation. The third part evaluates character traits, assessment of performance by superior, work ethics, leadership qualities, training needs and teamwork; the fourth part specifies next year's tasks and targets, comments by the employee on the assessment, declaration/signature by the employee and the reporting officer; the last part is the countersigning officer's report, who is normally the immediate superior of the reporting officer. The countersigning officer makes the process more transparent and creates room for feedback mechanism and monitoring which can control supervisors and reviewers from being subjective to some extent. The appraisal system is tied to a reward structure in form of performance based bonuses, which is to be paid at the end of each year for good performance. The bonus paid is calculated as a percentage of employee's annual pay based on his/her position in the organization. In contrast, civil servants who have not performed to expectation are either issued with a query or given a verbal warning.

However, Gilbert (2006) observes that by the use of appraisal forms, marks are so generously awarded to the extent that in a given group of employees to be assessed no one scores less than ninety-five percent with some exception scoring up to hundred

percent which is impractical and impossible in objective appraisal, yet no evidence of high performance or excellence exist in the Nigeria's public sector. However, it is merely in theory rather than practice because most promotions especially to managerial cadre, trainings and job placements are based on political affiliation, nepotism, tribalism, or favoritism. This practice leads to poor performance and ineffectiveness within the civil service. As confirmed by Echu (2010) that job appointment and promotion may not necessarily be based on competency and qualification. Furthermore, the Public Service Review commission main report (2004) asserts that "The present Annual Performance Evaluation Report (APER) system is unreliable as a means of assessment of an officer's performance". The report further stated that the system is cumbersome and complicated; lacks objectivity and the measures are not always quantifiable. the Public Service Review commission main report (2004) believes that the present appraisal system should be abandoned due to its inefficiency and the old confidential reporting system re-introduced, subsequently the employees appraisal form should be redesigned to conform with the confidential reporting system. On the other hand, Gilbert (2010) affirms that Government should commission consultants walking with in-house committee to redesign a standardized assessment format and develop new performance management system.

Mustapha (2008) affirms that some of the challenges facing the effective implementation of the employee appraisal system includes but not limited to inefficient feedback mechanisms, poor objectivity, lack of training and knowledge on the role of the appraisal structure, and fear of reprisals in case of adverse reports. This was further confirmed by Gilbert (2006) when he identified the factors responsible for the ineffective appraisal

system including lack of proper understanding; lack of objectivity and courage by the supervisors; desire to give close friends and relations more advantage over others; and ignorance of vision and mission of the organization. Furthermore, subjective evaluation may arise due to the annual evaluation of employees because the superiors may have forgotten certain aspects of the performance which failed to be recorded. This is confirmed by Dogarawa (2011) when he states that one of the main problems of performance rating is periodic appraisal which is often influenced by recent significant behavior rather than collective past effective and ineffective behaviors. Moreover, Mustapha (2010) suggests that employees' performance evaluation should be conducted continuously by direct superiors for maximum measurement of outputs rather than just inputs. The issue of favoritism and nepotism was noted by Gilbert (2006) that the appraisal system is constantly being abused by favoring some employees over others either due to personal relationships, or tribalism thereby making the system lose its credibility

THEORETICAL FRAMEWORK

Theory is a supposition or a system of ideas intended to explain something, especially one based on general principles independent of the thing to be explained. The theoretical framework is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory that explains why the research problem under study exists. However, a detailed analysis of the theories that explain the concept of performance evaluation report will be examined.

Equity Theory

Equity theory is based on the premise that a worker perceives the relationship between outcomes, what the employee gets from a job and organization, and inputs, what the employee contributes to a job and organization. Outcomes include pay, fringe benefits, job satisfaction, status, opportunities for advancement, job security and prestige. Inputs refer to the contributions made, such as the amount of time worked, the amount of effort expended, the number of units produced, education, work experience and anything else that employees perceive that they contribute to the organization. Equity theory is concerned with outcomes and inputs as they are perceived by those involved, and are not necessarily based on any objective standards.

Equity theory states that people compare their outcomes and inputs to those of others and judge the equitableness of these relationships in the form of a ratio. Specifically, they compare the ratios of their own outcomes/inputs to the ratios of others' outcomes/inputs. The "others" who serve as the basis of comparison may be other employees in a work group, other employees in the organization or individuals working in the same field.

Expectancy Theory

Expectancy theory, proposed by Vroom in 1964, is also known as the valence, instrumentality and expectancy (VIE) theory. Vroom realized that an employee's performance is based on individual level factors, such as personality, skills, knowledge, experiences and abilities. The theory suggests that, although individuals may have different sets of goals, they can be motivated if they believe that there is a positive correlation between effort and performance, and that favourable performance will result

in a desirable reward. The reward will eventually satisfy the need and the desire to satisfy the need is strong enough to make the effort worthwhile. The theory is based upon three aspects, valence, instrumentality and expectancy. 'Valence' refers to the emotional orientations people hold with respect to outcomes (rewards). It also means the depth of the needs of an employee for extrinsic reward (such as money, promotion, time-off, benefits, etc) or intrinsic (such as work satisfaction) reward. Management must discover what employees' values are

On the other hand, 'expectancy' suggests that employees have different expectations and levels of confidence about what they are capable of doing and management must discover what resources, training or supervision employees need. Whereas, 'instrumentality' means the perception of employees as to whether they will actually get what they desire, even if it has been promised by a manager. Management must ensure that promises of rewards are fulfilled and that employees are aware of that. Vroom suggested that an employee's beliefs about expectancy, instrumentality, and valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain. Expectancy theory is generally supported by empirical evidence (Tien, 2000; Vansteenkiste, et al., 2005) and is one of the most commonly used theories of motivation in the workplace (Mitchell and Biglan, 1971; Heneman and Schwab, 1972; Campbell and Pritchard, 1976).

Procedural Justice Theory

Procedural justice theory is concerned with the perceived fairness of the procedures used to make decisions about the distribution of outcomes (George and Jones, 1999).

Procedural decisions pertain to how performance levels are evaluated, how grievances or disputes are handled, and how outcomes are distributed across workers. In procedural justice theory, as in equity theory, workers' perceptions are key; workers' reactions to procedures depend on how they perceive the procedures rather than on what the procedures actually are (Ibid). Procedural justice theory holds that workers are going to be more motivated to perform at a high level when they perceive the procedures used to make decisions about the distribution of outcomes are fair. Workers will be more motivated, for instance, if they think that their performance will be accurately assessed. Conversely, if workers think that their performance will not be accurately assessed, because the supervisor is not aware of their contributions to the organization or because the supervisor lets personal feelings affect performance appraisals, they will not be as strongly motivated to perform at a high level. Procedural justice theory seeks to explain what causes workers to perceive procedures as fair or unfair and the consequences of these perceptions.

Goal-setting Theory

Goal-setting theory, as developed by Latham and Locke (1979), highlights four mechanisms that connect goals to performance outcomes, as follows:

- i) Direct attention to priorities
- ii) Stimulate effort
- iii) Challenge people to bring their knowledge and skills to bear to increase their chances of success

- iv) The more challenging the goal, the more people will draw on their full repertoire of skills.

This theory underpins the emphasis in performance management on setting and agreeing objectives against which performance can be measured and managed. Goal theory supports the agreement of objectives, feedback and the review aspects of performance management. Goal-setting theory asserts that people with specific and challenging goals perform better than those with vague goals, such as 'do your best', specific easy goals or no goals at all. Thus, goal-setting theory assumes that there is a direct relation between the definition of specific and measurable goals and performance: if managers know what they are aiming for, they are motivated to exert more effort, which increases performance (Locke and Latham, 2002). Challenging goals are usually implemented in terms of specific levels of output to be attained (Locke and Latham, 1990)

It may be argued that goal-setting theory is associated with individual task performance rather than organizational performance (Verbeeten, 2008). However, the effects of goal-setting have been shown to be applicable to individuals as well as to organizational units (Rodgers and Hunter, 1991; Maiga and Jacobs, 2005) and entire organizations (Locke and Latham, 2002). Review articles (Rodgers and Hunter, 1991; Locke and Latham, 2002) suggest a positive relationship between clear and measurable goals and performance. Mitchell and Daniels (2003) reported that more than a thousand studies had been conducted on the effects of goal-setting. It is not surprising, therefore, that Rynes (2007) reported that the positive effects of goal-setting was among the top five established findings in human resource management literature. More than 90% of the empirical studies have shown the positive effects of goal-setting on an employee's or a

team's performance (Locke and Latham, 1990). A number of researchers have also experimented with the effects of goal-setting on performance outcomes. One meta-analysis discovered goal-setting increased performance with an average effect size of 0.75 standard deviations (Guzzo, *et al.*, 1985). The reason why goal-setting has a positive effect on performance is that a specific high goal affects choice, effort and persistence. In other words, a specific goal or target increases a person's focus on what is to be accomplished as opposed to putting it off until a later date. Commitment to a specific high goal also leads to persistence until the goal is achieved (Latham, *et al.*, 2008).

The four main theories of equity, expectancy, procedural justice and goal-setting underpin the concept of the performance management system. These four theories are very much related to the performance aspects of individual employees, which in turn relate to its effectiveness. This research study will be premised on the goal setting theory. This theory places more emphasis on the process of actually selecting a goal and choosing to pursue it (in this case, the employee setting a goal to earn an 'excellent' grade in his/her appraisal in a given year). The employee expends much efforts in pursuit of the goal (i.e. how much the employee chooses to work) and continue in pursuit of the goal, even in the face of challenges (for example, continuing to strive for 'excellent' grade even after being sick and missing work). The goal-setting theory relates to what a person chooses to pursue (arousal and direction) and how he/she pursues it (intensity and persistence). In the Nigeria civil service, the goals to be pursue by an employee for the purpose of performance evaluation is pre-determined and different criteria are stipulated for selecting employee for promotion from the exercise. However, the use of examination for performance evaluation is to attain objectivity in the evaluation process. Though,

examination might not give appropriate performance measure because it is based on intelligence while the behavioral aspect of the employee which is a major determinant of the success of the organization may be lacking or not measured at all. Setting of goal for employees of an organization is central to its success, as it determines whether individuals will contribute the inputs the organization needs to be effective. For employees' appraisal system to be effective, the goals must have clarity, challenge, commitment, feedback and task complexity. Goals tell an employee what needs to be done and how much effort will need to be expended. The specificity of the goal itself acts as an internal stimulus. The more difficult the goals are, higher the level of performance. However, it's logical to assume that easier goals are more likely to be accepted. But once an employee accepts a hard task, he or she will exert a high level of effort until it is achieved, lowered, or abandoned. People will do better when they get feedback on how well they are progressing toward their goals because feedback helps to identify discrepancies between what they have done and what they want to do; that is, feedback acts to guide behavior. Goal-setting theory presupposes that an individual is committed to the goals, that is, the employee is determined not to lower or abandon the goal when the goal is made public, when the individual has an internal locus of control, and when the goal is self-set rather than assigned. Goal-setting has also been found to be culture bound. Today's civil service is much more dynamic and requires employees who are able to readily change tasks and move fluidly between teams. In such settings, it is probably more important that employees' goals fit with the overall organization's objectives than with the characteristics of any specific job.

2.5 SUMMARY

In this chapter, the literature relating to the subject matter has been reviewed with emphasis on the conceptual framework which briefly defines performance appraisal and looked at its effectiveness. The empirical framework reviewed researches carried out by other researchers and authors on the area of employee performance appraisal and other related sub-topics. This is done in order to draw inference from their contributions to performance appraisal. The theoretical framework considered four main theories which are equity theory, expectancy theory, procedural justice theory and goal-setting theory in explaining the concept of performance appraisal. However, the research work is premised on the goal setting theory by Edwin Locke and Gary Latham because it is applicable to the entire organization. The Nigeria civil service should have written goals for employees that will reflect the core objectives of the Government. These goals can describe what the Government plans to accomplish in terms of productivity, growth and promotion of staff morale. Goals may also be set for internal measurement like expanding staff or boosting employee morale. The Nigeria civil service should aim to have goals that are specific, measurable, attainable, relevant and timely. Literature review enables the researcher to identify the challenges, benefits and processes of performance appraisal with particular reference to Nigeria civil service which the Federal High Court, Abuja is affiliated to.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the various methods employed in carrying out the research, the sources of data collection and techniques of data analysis. It is devoted to explaining the research method, method of collecting and analyzing the data needed for this study and justification of the methods and techniques used. In this chapter, the procedures of data collection which was used in the research will be specified. This study will focus on the assessment of the performance appraisal techniques in promoting employees' in the public sector using the Federal High Court, Abuja as a case study

3.2 Research Method

The methods adopted by the researcher in this work is survey. However, for the testing of the hypothesis, chi-square analysis will be employed. The questionnaire consists of two sections i.e. A and B. Section A profiles the demographic data of respondents such as educational qualification, marital status, age range and sex. Section B seeks information from the respondents on the assessment of the performance appraisal techniques in promoting employees' in the public sector. The questionnaire was tested for content validity before it was administered. In this vein, two senior staff (of managerial status in their respective Department) were requested to assess the questionnaire for adequate coverage of relevant dimensions of the research objectives. After their suggestions, the final questionnaire was distributed. The questions do not follow a rigidly logical sequence either. It is the hope of the researcher that the absence of a rigid order would

eliminate the problem of response set, that is, the tendency to answer all questions in a specific direction regardless of the content of each question (Agbadudu and Ogunrin, 2006; Yomere and Agbonifoh, 1999).

3.3 Research Design

In this study, after searching the literature for an appropriate methodology and considering the nature of our study environment, it has been found appropriate to use the survey research design for this study. Research design is a specification of the structure and strategy for investigating the relationship among the variables of under study (Asika, 2002). Research design serves as a guide to the researcher at various stages of his or her research work. The survey method identifies a population of study and from this population, a sample is drawn for investigation and data collected is subjected to statistical analysis. This is done through the use of questionnaire. The researcher asked questions on the issue under investigation to solicit responses from the respondents. Survey is the best method to study a population too large to observe directly for descriptive, exploratory or explanatory studies (Chukwuemeka, 2002).

Ijaya (2000) viewed survey research as a study which involves an investigation on entire population of people or items by collecting data from samples drawn from population and assuming that these samples are true representatives of the entire population. The study made use of descriptive and empirical methods. The descriptive method of the research will be used in areas where the subject matter being examined do not require figures while the empirical method will be used where figures are unavoidable. The study will focus on the six sampled departments for intensive study.

In addition, this study adopted the case study method. Kumekpor (2002) observes that case studies provide precedence as well as a source of reference for future cases. It also helps track the root cause of an issue or problem to a number of, hitherto, unsuspected factors and may result in probing into real meanings of phenomenon likely to be otherwise overlooked. Case studies also help in developing analytical and problem-solving skills and allows for further exploration of solutions for complex issues. The method is also useful for research, especially in cases where the subject matter is of a unique nature rather than the normal or expected conditions. Because of the usefulness of the case study method, as enumerated above, the case study method of data collection was used for this study.

3.4 Population, Sampling Techniques and Sample Size

Population is a summation of respondents that will participate in this research study. It consists of all the staff of the Federal High Court, Abuja. The population of the study which is 400 respondents is made up of entire staff from the sampled departments as shown below

I.C.T. Dept.	-	-	-	-	-	-	65 Respondents
Litigation Dept.	-	-	-	-	-	-	66 Respondents
Library Services Dept.	-	-	-	-	-	-	70 Respondents
Account & Procurement Dept.	-	-	-	-	-	-	68 Respondents
Information & Protocol Dept.	-	-	-	-	-	-	65 Respondents
Administration Dept.	-	-	-	-	-	-	66 Respondents
Total							<u>400 Respondents</u>

Source: Field Survey, July 2018

The study determines the sample size using 5 percent (%) margin statistical error and this was used in order to make inference from the sample of the population that is relevant to the research questions and also meet the objectives stated in chapter one.

The statistical formula applied to determine the size of the study is stated thus:

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

where n = Sample size

N = Population

e = Sample error (5%)

Source: Yamani (1964) and Onwumere (2005)

$$n = \frac{400}{1 + 400(0.05)^2} = 200$$

It is based on the sample size of 200 respondents that questionnaire was randomly distributed to selected staff of all the selected departments in the Federal High Court, Abuja. This method was employed in order to have an equal representation because the population of the selected departments for this study does not constitute a homogenous group (Kothari, 2004).

3.5 Methods of Data Collection

There are two major sources of data that were used in this study. They are primary and secondary sources. These two sources were utilized to give result of the findings.

3.5.1 Primary data: This is referred to as first hand data due to its originality from the source.

The data is derived from questionnaire, interview and observation. These three mediums of sourcing for primary data were employed in this research work. The questionnaire was

drawn and distributed randomly to staff in selected departments of the Federal High Court, Abuja.

The questions on the questionnaire were designed in close ended questions. The close ended was in a two ways and scaling form. The close ended questions afford the researcher the opportunity to control the type of responses desired from the respondents. The closed ended questions gave the researcher a little control of what to expect from the respondents in order to maintain focus.

The interview technique adopted was face-to -face with the staff in the selected department of Federal High Court, Abuja. This was made possible through interview schedules designed by the researcher. During the course of interview, the researcher observed some vital issues relating to employees' performance appraisal for promotion purposes. However, these issues are duly explained in chapter two of this research work.

3.5.2 Secondary data: The secondary data used in this work were sourced from official documents and publications such as Newspapers, Journals, Handbook on condition of civil service, files, official publications of the establishment department of office of the Head of civil service of the Federation. It also includes gazettes and historical reports of the Federal High Court, Abuja.

3.6 Procedure for Data Analysis and Model Specification

After data has been collected, it is imperative to analyze it, test the relevant hypotheses postulated or questions related to the subject under investigation. This is possible using one or combination of statistical tools available in research. All data are raw and until they are presented and analyzed, they are of no value. This study made use of tables,

frequency counts and percentages in presenting and analyzing the data collected for this study.

Data are collected from the sample, analyzed and interpreted, and conclusions are drawn about the population on the basis of observation made from the sample. Inferential statistics therefore provides the means for evaluating relationship that exist within the data collected from a sample of the population. The chi-square test is the statistical formula used to assess the degree of agreement between the values actually obtained and that expected under a particular hypothesis. This is given by the formula:

$$X^2 = \frac{\sum (F_o - F_e)^2}{F_e}$$

Where:

Σ = Summation notation

X^2 = Chi-square distribution

F_o = The observed frequency or actual number

F_e = The expected frequency or expected number

Source: Yamani (1964) and Onwumere (2005)

The statistical tool was earlier used to determine the correlation between appraisal technique and employee performance (Adebayo, 2001). The results obtained will be used to draw deductions and conclusions on the subject matter of study in the concluding chapter.

3.7 Justification of Methods

This study adopted the use of primary and secondary data coupled with personal observation and interview of respondents at Federal High Court, Abuja. It uses simple percentage which entails the diverse response or answer from respondents and drawing

the represented percentage for each of the group. This is done in a tabular form and the response is analyzed based on this percentage.

This is given by the formula:

$$S/n * 100/1$$

Where: S = response figure

n = sample size

(Source: Unamka, P.C. and Ewurum U.J.F (2005), Business statistics: Enugu; Precision)

Similarly, in order to test the hypotheses and establish the degree of dependence or independence of the variables under consideration, the chi-square statistical technique was used for this purpose. Chi-square test is a very versatile statistical technique which is of wide applicability. Chi-square test is an inferential statistic and a non-parametric technique used as a tool for establishing the degree of association or relationship between two variables. When changes in one variable can cause a change in another variable, the two variables are said to be related, dependent or correlated. Joe (in Chukwuemeka, 2002) contends that in inferential statistics, one does not work with all individuals (entire population) but with selected representatives or sample of the population.

The use of closed ended questions also allows for easy analysis and interpretation of the research findings. The fixed choice or close-ended questionnaires were used but the danger in the fixed-choice approach adopted by social psychologists like Thurstone and Likert is that it is overly restrictive. This is because it compels respondents to compress a variety of opinions into a single alternative which may not exist in reality. This weakness was however minimized with conscious attempt at moderation in the design of the questionnaire. A Likert scale was chosen for this research because Likert scales are widely used in social and management science research and have been substantially

tested in social and management science literature. The survey method applied is used for the purpose of coherence and un-ambiguity. It is also capable of capturing all relevant data that are supposed to be part of the sample. In order to achieve the objectives of this study, a questionnaire was designed and administered to the respondents.

3.8 Summary

In this chapter, the methodology and procedure of data collection which was used in the research is specified. The Federal High Court, Abuja. was examined as a case study for this research work. Deriving from the objectives of this study, a questionnaire was designed specifically for the study and administered to respondents in the sampled department. The method adopted for this research is descriptive and empirical methods respectively. However, chi-square statistical technique was implored to test the research questions. Every research method has its limitations; some of the limitations of methods adopted here include the following: In using survey method which the study adopted, it may not be feasible to cover the whole population (sampling frame) which makes sampling necessary. Sampling can produce varying degrees of error depending on the size of the sample. Despite the fact that the questionnaire was simple and direct, some were not answered properly; notwithstanding that the respondents were assured of confidentiality of information obtained to be used purely for academic purpose. In summary, this chapter attempted a methodological approach to the study. The chapter also established both primary and secondary sources for data collection in the study. Finally, the instruments for the analysis and interpretation of the data generated in this study were provided.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents and analyzed the data collected for this research work. It analyzed the responses to the research questions by respondents as well as the various relevant variables considered in the study. Data collected were presented using tables, frequencies count and percentages. The data were subsequently analyzed to test the hypothesis earlier stated in chapter one.

4.2 Historical Background of Federal High Court, Abuja

The Federal Revenue Court (as Federal High Court was then called) was established by the Federal Revenue Act 1973 (1973 No.13). The court was renamed the “Federal High Court” by Section 228 (1) and 230 (2) of the Constitution of the Federal Republic of Nigeria, 1979. Although the need was noted during the constitutional Conference leading to Independence, to establish a High Court for the determination of causes and matters within the Exclusive Legislative list, as is the customary in countries with the Federal System of Government, no step was however taken in that regard until the promulgation of the Federal Revenue Court Decree in 1973.

The court as Federal Revenue Court (began with a President as the head of the court was then called) and four judges. From its inception, controversies over its jurisdiction dogged every step of the Court. However, such controversies were finally settled with the enactment of Section 230(1) of the constitution of the Federal Republic of Nigeria 1979. Section 231 of the 1979 Constitution was replicated in the Federal High Court decree

(Amendment) 1991(60) which amended Section 7 of the Federal High Court Act (1973); and conferred exclusive jurisdiction on the court in relation to the subject matters covered by section 7 of that Act, as amended. Section 7 of the Federal High Court (Amendment) 1991 has now being re-enacted Civil Causes and Matters as section 251(1) (a) to (s) and of the constitution of the Federal Republic of Nigeria 1999 as amended. Its jurisdiction in criminal matters are as provided in Section 251 (2) and (3) of the constitution of the Federal Republic of Nigeria, 1999 as amended and in such criminal matters as the National Assembly may by Act, confers jurisdiction on it.

The Federal High Court has concurrent jurisdiction with the High Court of the FCT and State High Court in respect of fundamental Rights matters by virtue of Section 46(1) of the Constitution of the Federal republic of Nigeria, 1999. To facilitate the expeditious determination of Civil Causes and Matters before the Court, the Federal High Court (Civil Procedure) Rules 2000 was enacted by the Chief Judge of the Federal High Court pursuant to Section 254 of the Constitution of the Federal Republic of Nigeria, 1999 as amended. The new Rules have several innovative provisions which cover all aspects of practice and procedure before the Court and have a (Fundamental objective) for a (just and expeditious disposition of cases) in view. In 2011, a new Admiralty Procedure Rules were made by the Chief Judge in order to aid a more expeditious hearing of maritime claims in which the Federal High Court has exclusive jurisdiction and which claims as with intellectual property rights, trade marks, patents and designs sometimes have international dimension which may involve foreign companies and interests.

The Federal High Court as a premier court of first instance has recorded impressive growth since its inception in 1973 and has become, unarguably an important pillar

amongst the courts in the Federal Judiciary of Nigeria. From the pioneering five judges, the court now has sixty-nine (69) Judges. The court has also grown structurally in terms of opening new divisions in almost all the states of the federation with Lagos state with two divisions having regard to the volume of cases filed there as the (Commercial Capital) of Nigeria. The court established three judicial divisions within two years of its creation. Now, the court has thirty-six judicial divisions, spread across in thirty-six States of the country. The Federal High Court has recorded impressive growth since its inception in 1973.

4.3 Data Presentation and Analysis

The data collected for this study were presented, analysed and interpreted below. The analysis of the data was based on the data collected from the respondents to the questionnaire, which helped to unravel the necessary information.

Table 4.1: Analyses of Questionnaires Distributed and Retrieved

Sampled Departments	Total Distributed	Total Retrieved	Percentage Retrieved %	Total Not Retrieved	Percentage Not Retrieved %
I.C.T. Dept	32	26	13.00	6	3.00
Litigation Dept	33	28	14.00	5	2.50
Library Services Dept	35	29	14.50	6	3.00
Account and Procurement Dept	34	30	15.00	4	2.00
Information & Protocol Dept	33	28	14.00	5	2.50
Admin Dept	33	26	13.00	7	3.50
Total	200	167	83.50	33	16.50

Source: Field Survey, July 2018

A total of 200 questionnaires were issued to the respondents. Out of the 200 questionnaire issued, only 167 were dully filled and returned to the researcher by the respondents. 33 questionnaires were however not returned to the researcher which represents 16.50% of questionnaire not returned. Therefore, the 83.50% of the questionnaire which was dully filled and returned to the researcher were used for the presentation and analysis for this research study as shown in the table above.

The questionnaire forms, which consisted of twenty questions, were administered on different levels of staff both the top management, senior officers and junior staff respectively. The Chi-square statistic will be used to test the stated hypothesis of the study. It is a non-parametric test of significance. It is used in comparing actually observed frequency with the frequency expected. The findings are presented in the tables for easy comprehension, explanation and decision-making.

Data Analysis

In calculating chi square, the level of significance is given as 5% or 0.05 with degree of freedom in the contingency table given by

$$DF = (R-1) (C-1).$$

Where:

R = the number of row

C = the number of column

DF = the degree of freedom

Therefore, the responses will be collated and analyzed using the simple percentage ratio. The following are the analysis and interpretation of the data (responses) of the respondents

TABLE 4.1: Gender Distribution of the Respondents.

Gender	No of Respondents	Percentage (%)
Male	117	70.06
Female	50	29.94
Total	167	100

Source: Survey Questionnaire, July 2018

On the sex distribution of the respondents, 117 (70.06%) of the respondents were male, while 50 (29.94%) of the respondents were female.

TABLE 4.2: Age Distribution of the Respondents.

Age Range	No of Respondents	Percentage (%)
18 – 25 years	10	5.99
26 – 35 years	62	37.13
36 – 45 years	70	41.92
46 years & above	25	14.97
Total	167	100

Source: Field Survey July, 2018

Concerning their ages, 10 (5.99%) of the respondents are below 23 years, 62(37.13%) of the respondents are between 24 - 35 years, 70 (41.92%) of the respondents are between 36 - 45 years, while 25 (14.97%) of the respondents are 46 years and above.

TABLE 4.3: Marital Status of Respondents.

Marital Status	No of Respondents	Percentage (%)
Single	60	35.92
Married	107	64.07
Divorce	0	0.00
Total	167	100

Source: Field Survey July, 2018

On marital status, 60 (35.93%) are single, 107 (64.07%) are married, while none of the employee is divorced.

TABLE 4.4: Educational Qualifications of the Respondents.

Formal Education	No of Respondents	Percentage (%)
WASC / GCE	12	7.19
OND / NCE	55	32.93
B.Sc / HND	60	35.93
M.Sc / MBA	40	23.95
Total	167	100

Source: Field Survey, July 2018

On the educational qualifications of the respondents, 12 (7.19%) hold WASC/GCE, 55 (32.93%) hold OND/NCE, 60 (35.93%) hold B.Sc/HND, while 40 (23.95%) hold M.Sc/MBA.

Table 4.5: Impact of favoritism on performance appraisal techniques in Nigeria public sector

Response	No of Respondents	Percentage (%)
Yes	142	85.03
No	15	8.98
Indifferent	10	5.99
Total	167	100

Source: Field Survey, July 2018

The respondents were asked whether favoritism has an impact on performance appraisal technique in Nigeria public sector. Responding, 142 of them which constitute 85.03% said Yes, 15 which is 8.98 percent said No, while 10 which is 5.99% said they don't know.

Table 4.6: Employees' commitment and performance appraisal technique

Response	No of Respondents	Percentage (%)
Yes	142	85.03
No	25	14.97
Total	167	100

Source: Field survey, July 2018

The respondents were asked whether lack of commitment by employees an impact on the performance appraisal technique has adopted. Responding, 142 of them which constitute 85.03% said Yes while 25 which is 14.97 percent said No

Table 4.7: Relationship between effective performance appraisal technique and public-sector efficiency in Nigeria

Response	No of Respondents	Percentage (%)
Strongly agree	105	62.87
Agree	34	20.36
Disagree	13	7.78
Indifferent	15	8.98
Total	167	100

Source: Field survey, July 2018

The respondents were asked whether there is a relationship between effective performance appraisal technique and public-sector efficiency in Nigeria. Responding, 105 of them which constitute 62.87% said strongly agree, 34 which is 20.36% said agree, 13 which is 7.78 percent said disagree while 15 which is 8.98% said they don't know.

Table 4.8: Training of Superiors on performance appraisal technique

Response	No of Respondents	Percentage (%)
To a large extent	91	54.49
To some extent	50	29.94
Not certain	20	11.98
Don't know	6	3.59
Total	167	100

Source: Field survey, July 2018

The respondents were asked whether to what extent does inadequate training of superiors on performance appraisal technique hinder the objectives of the public sector.

Responding, 91 of them which constitute 54.49% said to a large extent, 50 which is 29.94 percent said to some extent, 20 which is 11.98 percent said not certain while 6 which is 3.59 percent said don't know.

Table 4.9: Impact of discontinuous appraisal process on the employee performance

Response	No of Respondents	Percentage (%)
Strongly agree	95	56.89
Agree	64	38.32
Not certain	3	1.80
Don't know	5	2.99
Total	167	100

Source: Field survey, July 2018

The respondents were asked whether discontinuous appraisal process has an impact on employee performance. Responding, 95(56.89%) said strongly agree, 64 (38.82%) said agree, 3 (1.80%) said not certain while 5 (2.99%) said they don't know.

Table 4.10: Personal Relationship and Level of Employees' Performance

Response	No of Respondents	Percentage (%)
Yes	127	76.05
No	40	23.95
Total	167	100

Source: Field survey, July 2018

The respondents were asked whether personal relationship influence the level of employees' performance. Responding, 127(76.05%) said Yes while 40 (23.95%) said No.

Table 4.11: Frequent assessment of employee performance through approved appraisal technique

Response	No of Respondents	Percentage (%)
Yes	130	77.84
No	37	22.16
Total	167	100

Source: Field survey, July 2018

The respondents were asked whether frequent assessment of employee performance through approved appraisal technique has an impact on the public sector. Responding, 130 (77.84%) said Yes while 37 (22.16%) said No.

Table 4.12: Effectiveness of Employee Performance Evaluation in the Public Sector

Response	No of Respondents	Percentage (%)
Yes	138	82.63
No	29	17.37
Total	167	100

Source: Field survey, July 2018

The respondents were asked whether the current appraisal technique in the Nigeria public sector reflect a true evaluation of employee performance. Responding, 138 (82.63%) said Yes while 29 (17.37%) said No.

Table 4.13: Influence of Nepotism on employee performance appraisal

Response	No of Respondents	Percentage (%)
Yes	160	95.81
No	7	4.19
Total	167	100

Source: Field survey, July 2018

The respondents were asked whether nepotism hinder the objectives of employee performance appraisal in the public sector. Responding, 160 (95.81%) said Yes while 7 (4.19%) said No.

Table 4.14: Effect of punishment on Performance Appraisal technique in the public sector

Response	No of Respondents	Percentage (%)
Strongly agree	85	50.90
Agree	58	34.73
Disagree	22	13.17
Indifferent	2	1.20
Total	167	100

Source: Field Survey, July 2018

The respondents were asked whether punishment has an effect on performance appraisal technique in the public sector. Responding, 85 (88.02%) strongly agree, 58 (34.73%) agree, 22 (13.17%) disagrees while 2 (1.20%) are indifferent.

Table 4.15: The impact of ethnicity, nepotism and bribery on the performance appraisal techniques

Response	No of Respondents	Percentage (%)
Strongly agree	85	50.90
Agree	38	22.75
Disagree	31	18.56
Indifferent	13	7.78
Total	167	100

Source: Field Survey, July 2018

The respondents were asked whether ethnicity, nepotism and bribery have an impact on the performance appraisal techniques. Responding, 85 (50.90%) said strongly agree, 38 (22.75%) said agree, 31 (18.56%) said Disagree while 13 (7.78%) are indifferent.

Table 4.16: Lack of objectivity and appraisal technique in the public sector

Response	No of Respondents	Percentage (%)
Yes	130	77.84
No	37	22.16
Total	167	100

Source: Field survey, July 2018

The respondents were asked whether lack of adequate objectivity constitute a major cause for the failure of appraisal technique in the public sector. Responding, 130 (77.84%) said Yes while 37 (22.16%) said No.

Table 4.17: Multiple Employee Assessment and Public Sector Efficiency

Response	No of Respondents	Percentage (%)
Yes	154	92.22
No	13	7.78
Total	167	100

Source: Field Survey, July 2018

The respondents were asked whether multiple assessment of employee performance hinder efficiency in the Nigeria public sector. Responding, 141 (84.43%) said Yes while 16 (15.57%) said No.

Table 4.18: Impact of Negative Rating and Employees' Relationship

Response	No of Respondents	Percentage (%)
Yes	141	84.43
No	26	15.57
Total	167	100

Source: Field Survey, July 2018

The respondents were asked whether negative rating affect inter-personal relations & industrial relations systems. Responding, 154 (92.22%) said Yes while 13 (7.78%) said No.

Table 19: Performance Feedback and employee appraisal in the Public Sector

Response	No of Respondents	Percentage (%)
Yes	160	95.81
No	7	4.19
Total	167	100

Source: Field Survey, July 2018

The respondents were asked whether lack of feedback concerning previous performance evaluation hinders effective appraisal exercise in the public sector. Responding, 160 (95.81%) said Yes while 7 (4.19%) said No.

Table 20: Subjectivity assessment of employees' performance in the public sector.

Response	No of Respondents	Percentage (%)
Yes	150	89.82
No	17	10.18
Total	167	100

Source: Field Survey, July 2018

The respondents were asked whether using subjectivity in the assessment of employees for promotion in the public sector. Responding, 150 (89.82%) said Yes while 17 (10.18%) said No.

4.3.1 Test of Hypothesis One

H_0 : There is no significant relationship between effective performance appraisal technique and public sector efficiency in Nigeria

H_1 : There is a significant relationship between effective performance appraisal technique and public sector efficiency in Nigeria.

Question 6 - 9 are related to the first hypothesis but question 7 will be used to test this hypothesis which is reproduced below.

Table 4.21: Test of hypothesis one with related question on Nexus between effective performance appraisal technique and public sector efficiency in Nigeria.

Options	I.C.T. Dept	Litigation Dept	Library services Dept	Acc. & Procreu. Dept	Info. & Protocol Dept	Admin Dept	Total	%
Strongly Agree	12	15	15	21	22	20	105	62.87
Agree	10	10	7	2	2	3	34	20.36
Disagree	2	2	4	3	1	1	13	7.78
Indifferent	2	1	3	4	3	2	15	8.98
Total	26	28	29	30	28	26	167	100

Source: Field Survey, July 2018

Table 4.21 are the observed frequencies (F_o). The next step is the calculation of the chi-square contingency table and the expected frequency (F_e). It is done through the chi-square formular.

$$X^2 = \frac{\sum (F_o - F_e)^2}{F_e}$$

Where:

Σ = Summation notation

X^2 = Chi-square distribution

F_o = The observed frequency or actual number

F_e = The expected frequency or expected number

Table 4.22: Computation of contingency table for hypothesis One

Response	Fo	Fe	Fo - Fe	$(F_o - F_e)^2$	$\frac{(F_o - F_e)^2}{F_e}$
Strongly Agree	105	41.75	63.25	4000.56	95.82
Agree	34	41.75	- 7.75	60.06	1.44
Disagree	13	41.75	- 28.75	826.56	19.80
Indifferent	15	41.75	- 26.75	715.56	17.14
Total	167				$X^2 = 134.20$

Source: Researcher's Computation, July 2018

Where

$$F_e = \frac{\text{Grand Total}}{\text{Number of responses}}$$

$$F_e = \frac{167}{4} = 41.75$$

$$X^2 \text{ Calculated} = 134.20$$

Degree of freedom is given as (R-1) (C-1)

Where

R= number of row

C = number of columns.

$$DF = (4 - 1) (6 - 1) = 15$$

Level of significance = 5% Or $5/100 = 0.05$

From the critical values of chi-square table, χ^2 critical value = **24.996** at the degrees of freedom of 15. while the χ^2 **calculated = 134.20**

Decision Rule

Thus, since χ^2 calculated (134.20) is greater than χ^2 critical value (24.996) we therefore, reject the null hypothesis and accept the alternative hypothesis. Hence, it was concluded that there is a significant relationship between effective performance appraisal technique and public sector efficiency in Nigeria.

4.3.2 Test of Hypothesis Two

H_0 : Punishment has no effect on the performance appraisal technique adopted for promoting employees in the public sector.

H_1 : Punishment has an effect on the performance appraisal technique adopted for promoting employees in the public sector

Question 10 - 14 are related to the second hypothesis but question 14 will be used to test this hypothesis which is reproduced below.

Table 4.23: Test of hypothesis two with related Question on effect of punishment on Performance Appraisal technique in the public sector

Options	I.C.T. Dept	Litigation Dept	Library services Dept	Account & Procurement Dept	Information & Protocol Dept	Admin Dept	Total	%
Strongly Agree	13	14	11	13	16	18	85	50.90
Agree	10	10	12	13	8	5	58	34.73
Disagree	3	4	5	3	4	3	22	13.17
Indifferent	-	-	1	1	-	-	2	1.20
Total	26	28	29	30	28	26	167	100

Source: Field Survey, July 2018

These figures shown in the table above are known as the observed frequencies (F_o). The next step is the calculation of the chi-square contingency table and the expected frequency (F_e). It is done through the chi-square formular

$$X^2 = \frac{\sum (F_o - F_e)^2}{F_e}$$

Where:

Σ = Summation notation

X^2 = Chi-square distribution

F_o = The observed frequency or actual number

F_e = The expected frequency or expected number

Table 4.24: Computation of contingency table for hypothesis two

Response	Fo	Fe	Fo - Fe	(Fo - Fe) ²	$\frac{(Fo - Fe)^2}{Fe}$
Strongly Agree	85	41.75	43.25	1870.56	44.80
Agree	58	41.75	16.25	264.06	6.32
Disagree	22	41.75	- 19.75	390.06	9.34
Indifferent	2	41.75	- 39.75	1580.06	37.85
Total	167				X² = 98.31

Source: Researcher's Computation, July 2018

.Where

$$Fe = \frac{\text{Grand Total}}{\text{Number of responses}}$$

$$Fe = \frac{167}{4} = 41.75$$

$$X^2 \text{ Calculated} = 98.31$$

Degree of freedom is given as (R-1) (C-1)

Where

R= number of row

C =number of columns.

$$DF = (4 - 1) (6 - 1) = 15$$

$$\text{Level of significance} = 5\% \text{ Or } 5/100 = 0.05$$

From the critical values of chi-square table, x^2 critical value = **24.996** at the degree freedom of 15. While the x^2 **calculated = 98.31**

Decision Rule

Thus, since χ^2 calculated (98.31) is greater than χ^2 critical value (24.996) we therefore, rejects the null hypothesis and accepts the alternative hypothesis. Hence, it was concluded that punishment has an effect on the performance appraisal technique adopted for promoting employees in the public sector

4.3.3 Test of Hypothesis Three

H_0 : Ethnicity, nepotism and bribery has no significant impact on the performance appraisal techniques in promoting employees in the public sector

H_1 : Ethnicity, nepotism and bribery has a significant impact on the performance appraisal techniques in promoting employees in the public sector

Question 13 - 18 are related to the third hypothesis but question 15 will be used to test this hypothesis which is reproduced below.

Table 4.25: Test of third hypothesis with Related Question on the impact of ethnicity, nepotism and bribery on the performance appraisal techniques

Options	I.C.T. Dept	Litigation Dept	Library services Dept	Account & procurement Dept	Information & Protocol. Dept	Admin Dept	Total	%
Strongly Agree	17	15	10	13	14	16	85	50.90
Agree	4	5	8	8	8	5	38	22.75
Partially agree	4	6	8	5	4	4	31	18.56
Disagree	1	2	3	4	2	1	13	7.78
Total	26	28	29	30	28	26	167	100

Source: Field Survey, July 2018

These figures shown in the table above are known as the observed frequencies (F_o). The next step is the calculation of the chi-square contingency table and the expected frequency (F_e). It is done through the chi-square formula

$$X^2 = \sum \frac{(F_o - F_e)^2}{F_e}$$

Where:

Σ = Summation notation

X^2 = Chi-square distribution

F_o = The observed frequency or actual number

F_e = The expected frequency or expected number

Table 4.26: Computation of contingency table for hypothesis three

Response	Fo	Fe	Fo - Fe	$(F_o - F_e)^2$	$\frac{(F_o - F_e)^2}{F_e}$
Strongly Agree	85	41.75	43.25	1870.56	44.80
Agree	38	41.75	- 3.75	14.06	0.34
Disagree	31	41.75	- 10.75	115.56	2.77
Indifferent	13	41.75	- 28.75	826.56	19.80
Total	167				$X^2 = 67.71$

Source: Researcher's Computation, July 2018

.Where

$$F_e = \frac{\text{Grand Total}}{\text{Number of responses}}$$

$$F_e = \frac{167}{4} = 41.75$$

$$X^2 \text{ Calculated} = 67.71$$

Degree of freedom is given as $(R-1) (C-1)$

Where

R= number of row

C =number of columns.

$$DF = (4 - 1) (6 - 1) = 15$$

$$\text{Level of significance} = 5\% \text{ Or } 5/100 = 0.05$$

From the critical values of chi-square table, x^2 critical value = **24.996** at the degrees of freedom of 15. While the **x^2 calculated = 67.71**

Decision Rule

Thus, since x^2 calculated (67.71) is greater than x^2 critical value (24.996) we therefore, rejects the null hypothesis and accepts the alternative hypothesis. Hence, it was concluded that ethnicity, nepotism and bribery has a significant impact on the performance appraisal techniques in promoting employees in the public sector.

4.3.4 Test of Hypothesis Four

H_0 : The use of subjectivity in the assessment of employees for promotion has no significant multiplier effect on the Nigeria public sector

H_1 : The use of subjectivity in the assessment of employees for promotion has a significant multiplier effect on the Nigeria public sector

Question 13 - 18 are related to the third hypothesis but question 15 will be used to test this hypothesis which is reproduced below.

**Table 4.27: Test of fourth hypothesis with Related Question on subjectivity
effectiveness of employees' performance in the public sector**

Options	I.C.T. Dept	Litigation Dept	Library services Dept	Account & Procurement Dept	Information & Protocol. Dept	Admin Dept	Total	%
Yes	24	24	26	27	25	24	150	89.82
No	2	4	3	3	3	2	17	10.18
Total	26	28	29	30	28	26	167	100

Source: Field Survey, July 2018

These figures shown in the table above are known as the observed frequencies (F_o). The next step is the calculation of the chi-square contingency table and the expected frequency (F_e). It is done through the chi-square formula

$$X^2 = \sum \frac{(F_o - F_e)^2}{F_e}$$

Where:

Σ = Summation notation

X^2 = Chi-square distribution

F_o = The observed frequency or actual number

F_e = The expected frequency or expected number

Table 4.28: Computation of contingency table for hypothesis four

Response	Fo	Fe	Fo - Fe	$(F_o - F_e)^2$	$\frac{(F_o - F_e)^2}{F_e}$
Yes	150	83.50	66.50	4422.25	29.48
No	17	83.50	- 66.50	4422.25	260.13
Total	167				$X^2 = 289.61$

Source: Researcher's Computation, July 2018

.Where

$$Fe = \frac{\text{Grand Total}}{\text{Number of responses}}$$

$$Fe = \frac{167}{2} = 83.50$$

$$X^2 \text{ Calculated} = 289.61$$

Degree of freedom is given as (R-1) (C-1)

Where

R= number of row

C =number of columns.

$$DF = (2-1) (6-1) = 5$$

$$\text{Level of significance} = 5\% \text{ Or } 5/100 = 0.05$$

From the critical values of chi-square table, x^2 critical value = **11.070** at the degrees of freedom of 15. While the x^2 **calculated** = **289.61**

Decision Rule

Thus, since x^2 calculated (289.61) is greater than x^2 critical value (11.070) we therefore, rejects the null hypothesis and accepts the alternative hypothesis. Hence, it was concluded that the use of subjectivity in the assessment of employees for promotion has a significant multiplier effect on the Nigeria public sector

4.4 Summary of Findings

From the analysis of data presented and analyzed, the following findings were revealed

- There is a significant relationship between effective performance appraisal technique and public sector efficiency in Nigeria
- Punishment has an effect on the performance appraisal technique adopted for promoting employees in the public sector
- Ethnicity, nepotism and bribery has a significant impact on the performance appraisal techniques in promoting employees in the public sector
- The use of subjectivity in the assessment of employees for promotion has a significant multiplier effect on the Nigeria public sector

4.5 Discussion of Findings

This study investigated the assessment of the performance appraisal techniques in promoting employees in the public sector using the Federal High Court, Abuja as a case study. To effectively do this, four hypotheses have been tested to meet the research objectives outlined. From Table 4.21, the first hypothesis tested sought to confirm that there is a nexus between effective performance appraisal technique and public sector efficiency in Nigeria. However, the nature of the relationship is positive because they do not differ in their objective and outcome. When employee performance is measured in the appraisal system, it seeks to pursue the development of employees via training and coaching and also enables the management to achieve the purpose of selecting those that will be favoured with promotion, bonuses and other benefits that may not be possible to be allocated to everyone at once. The nature of the relationship between public sector efficiency and appraisal technique is a causal-effect relationship. Thus, appraisal technique is a measurement tool for employees' performance and is usually conducted on

a regular basis. It is merged with training to serve as corrective measures for skill-deficient employees. One of the important factors that contribute immensely to public sector efficiency is employees' appraisal report. Thus, continuous appraisal sessions will impact positively on the efficiency of the public sector.

From table 4.23, the second hypothesis is tested to consider the effect of punishment on performance appraisal technique in the public sector. Since the calculated value is greater than the tabulated value, the alternative hypothesis is accepted. However, performance appraisal system acts as a catalyst to employees' motivation and productivity. It encourages proper documentation of employees rating in the appraisal process which serves as a benchmark for allocation of certain benefits to employees. Based on the result obtained from the findings of this study, it is observed that, if adequate performance appraising technique is implemented in the public sector, it will promote motivation and productivity in the long run. Performance appraisal system is regarded as a vital aspect of any organization, therefore activities to use it as a tool to boost motivation and productivity must be targeted to the long-term basis. However, for every appraisal session, there is a coaching need identified which is being viewed as punishment for employees who are required to under-take the exercise. It is advisable that the management of Federal High Court must as a matter of urgency begin to fashion measures of re-tracing its appraisal technique to shift to a suitable one that will ensure long term motivation and productivity in the organization. Also, the idea of portraying employees identified coaching needs as punishment should be eliminated in order to boost confidence and avoid unnecessary manipulation of the performance appraisal process to the detriment of the organization.

The third hypothesis sought to confirm the impact of ethnicity, nepotism and bribery on the performance appraisal techniques. Since the calculated value of the chi-square statistic is greater than the critical value, we reject the null hypothesis and accept the alternative hypothesis which states that ethnicity, nepotism and bribery has a significant impact on the performance appraisal techniques in promoting employees in the public sector. When the appraisal technique adopted by any organization does not encourage participation of the employee in the assessment exercise, then it will be prone to bias and other malpractices that tends to undermine the entire process. Ethnicity, nepotism and bribery are social problems that have eaten deep into the fiber of the Nigerian society and constitute major hinderance to the actualization of the objectives of the employees' performance appraisal. In Nigeria, especially in the civil service, the superior tends to regard the subordinate as a brother or sister whose appraisal assessment should not be based on pre-determined indicators in the form but the need to fill every important position in the organization with employees from a particular tribe in the country. It is unfortunate to know that employees' performance appraisal which is supposed to be a tool of advancing the progress of the organization is being used as a tool of disunity and separatism in the organization. It is advisable that the management of the Federal High Court should ensure that the employees appraisal technique adopted should reflect transparency and be subjected to third party scrutinizing in order to make the appraisal process credible.

The fourth hypothesis sought to confirm subjectivity assessment of employees' performance in the public sector. Since the calculated value of the chi-square statistic is greater than the critical value, we reject the null hypothesis and accept the

alternative hypothesis which states that the use of subjectivity in the assessment of employees for promotion has a significant multiplier effect on the Nigeria public sector. There are strategic alternatives of measuring the performance of employees. However, the approach of different appraising techniques differs but they seek to achieve one purpose which is improving the performance of employees. The use of superior personal judgement to appraise the subordinate should be eliminated. It leads to interpersonal conflict in the organization. Some superiors view performance appraisal sessions as payback time to get back at employees who have turned down ridiculous offers from their superiors that tends to undermine their social stance.

The impact of using subjectivity in employee performance appraisal may be observed in the area of promotion, wage increase, selection for training, job placement, etc. It tends to lower the performance standard set in an organization. It is vivid that subjective assessment has an impact on employees' performance. It is advisable that the management of Federal High Court should implore promotional examination at the lower cadre of the managerial ladder for measuring employee performance due to the large number of employees that will be considered for one appointment or the other while APER system should be used to measure output of employees at the top managerial ladder for measuring performance because, there are few numbers of employees to be considered for appointment and other privileges when the need arises. The indicators in the APER form should be pre-determined and personal judgement by the rater should be avoided as much as possible. This will enable the organization to fulfill its objectives of achieving higher employee productivity.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter is intended to highlight what are the findings and recommend positive ways in which the research work can be of benefit to the users.

5.1 Summary

The performance appraisal for civil servants in Nigeria has not being effective in ensuring transparent and objective assessment of civil servants. Much work and planning wait to be done to ensure its success. The introduction of promotional examination as an alternative to cushion the adverse effect of subjectivity measure of employee performance failed abruptly to achieve its purpose due to wrong application and the invasion of corruption into the process. In this research, scholarly literature has been reviewed with emphasis on the definition of performance appraisal in general; its objectives and the criteria for conducting the process. It is evident from the review that performance appraisal is an important management tool which is used for measuring employee's performance on the job over a period of time and his/her potential for development. Furthermore, most scholars agreed on the need to align individual's goals and objectives to organizational goals in order to achieve maximum productivity. However, the purpose for which the employee performance appraisal is conducted is to check the strength and weakness of the employees with a view to improve on the identified deficient skills by scheduling training sessions that will revive the needed performance. In addition, to achieve a standard for appraisal technique for employees' performance in the Federal High Court, it must involve career development, motivation and productivity criteria as captioned by the objectives of this study. Ultimately, for the

objectives of any appraisal technique adopted to be achieved in the Federal High Court, it must be anchored on long term performance standards. The objectives of the study was achieved. In answering the questions highlighted in this research study, it can be revealed that employees' performance in the public sector is not effective hence, the need for improvement. Even though the performance appraisal exercise is functioning but its failure overrides its success as mentioned in the statement of the problem in chapter one of this research study. The challenges arose due to focus on short term achievements rather than long-term goals.

The study looks at the general background of the subject-matter and the problems were also identified. It was within these previews that the objectives of the study, scope, limitation and the significant of the study was outlined. The key concept of the study was also defined. The various literatures on the concept of performance appraisal was reviewed. Also, the theoretical framework was used to explain the context of performance appraisal. This research study was premised on the goal-setting theory due to its applicability on every cadre of worker within an organization. Goal setting theory involves setting objective or target and putting all efforts to achieve the set targets for the organization. This research study adopted methodology which includes method of research, data collection, determination of sample size, data analysis and data procedure. The historical background, structure and function of Federal High Court, Abuja was considered in this research study. The primary data collected were tested and analyzed for results based on the hypothesis formulated.

The study reveals that there is a significant relationship between effective performance appraisal technique and public sector efficiency in Nigeria, punishment has an effect on the

performance appraisal technique adopted for promoting employees in the public sector, ethnicity, nepotism and bribery has a significant impact on the performance appraisal techniques in promoting employees in the public sector and the use of subjectivity in the assessment of employees for promotion has a significant multiplier effect on the Nigeria public sector. However, the level of performance appraisal awareness is high and the performance appraisal techniques plays a very vital role in contributing to the performance of employees. However, when employees' loss confidence in the appraisal process due to lapses from their various superior (corruption) or the supervisor evaluating an employee is not a direct reporting channel of the employee and might not be able to know its weakness or strength (subjective appraisal) but will carry out performance evaluation base on guess work. Also, this study reveals that inability to provide on time feedback, lack of objectivity during appraisal, favouritism and bias of the supervisors, non-rewarding of hard work or overtime, non-compliance with the appraisal outcome and lack of continuous documentation are major short comings of employees' performance appraisal system in the Federal High Court.

5.2 CONCLUSION

Performance appraisal is no doubt a management tool for the measurement of employees performance. It is an exercise that all organizations whether service or manufacturing must always embark upon to justify every employee's retention in the workplace but it is noteworthy that in Nigeria, most organizations do not carry out this management exercise faithfully. That is, performance evaluation is a tall dream in most organizations because the cankerworm of corruption has eaten deep into the fibers of the economy such that, it is seen as a way of life. Perhaps the public sector is not bothered with the quality of

Human resources vis-a vis other current global challenges. Unfortunately, the few organizations that practice performance appraisal, are not conscious of its objectivity and its implementation in the workplace. That is, implement the practice of performance appraisal with gross bias. There is no inclusion of scientific methods in the appraisal process such that it will benefit all the employees and the organization at large. This affects negatively the morale of the employees who blatantly refuse to put in their total commitment in their specialized work in order to attain organizational goals

In 1996, the Government introduce the use of promotion examination as one of the components for selecting employees that will benefit from certain incentive and personnel promotion. It is supposed to compliment the APER system and be used in the year an employee is due for promotion in order to make the process of performance appraisal efficient. Both techniques have failed because they do not address the career development needs of the employee but serves as a selection tool. It is advisable that the management of Federal High court and other agencies in the public sector should set goals using the SMART principle: Specific, Measurable, Attainable, Relevant and Timely. This will enable employees to gauge their progress, see how their efforts are having an impact and assess how far they have yet to go to reach the goal.

5.3 RECOMMENDATIONS

The following recommendations were advanced:

1. It is advisable for the Government and the management of organizations in the public sector to revert to a performance appraising technique where adopted appraisal technique will be linked to career development exercises in order to achieve the desired result or outcome.

2. The Government and the management of agencies in the public sector should prepare performance appraisal techniques to reflect motivation packages attached to each performance level. Also, non-monetary welfare packages should be introduced to boost the level of productivity.
3. The Government and the management of organizations in the public sector should ensure that appraisal technique and any other assessment exercise for evaluating employee performance must have the same objective. Also, subjective assessment should be discouraged. It is advisable that the element of character and learning on-the-job should be incorporated into the evaluation benchmark in order to have a balance process that is devoid of inefficiency.
4. It is advisable that newly employed personnel must be acquainted with the required duties for their position in the organization. It will enable them to carry out pre-assessment of their effort to know if they qualify for certain benefits or not based on their performance. It will also help to reduce unnecessary rival and dispute arising from performance appraisal process between the superior and the subordinate.
5. Negative social attitude such as Favoritism and nepotism should be discouraged in the public sector. This is achievable by ensuring that the superior and the subordinate do not hail from the state of origin or geo-political zone. This will help to make any evaluation technique adopted in the public sector to be efficient
6. The performance evaluating process in the public sector should be a continuous exercise such that the employees will have confidence in the process and participate effectively.

7. The superiors and those in charge of evaluating employees performance should be compel to embark on training in order to improve their skills on the exercise and also include the evaluation of employees performance in their job description.
8. Identified skill gap in employees during performance appraisal process should not be used as a yardstick for punishment rather, employees should be encourage and given the necessary support required to excel and increase productivity.

5.4 SUGGESTIONS FOR FURTHER STUDIES

There is no single research work that will address all the issues around a specific phenomenon. It is therefore expeditious for scholars to look inward with a view to exploring other areas that seem to address the weakness of the existing research study. For this particular research work, it is therefore suggested that scholars should endeavour to probe into the impact of organizational culture on performance evaluation technique. In carrying out this research attention should be given to the sample size and the private sector should be incorporated into the research study and the findings should be compared with the findings of this research study for purpose of divergence or convergence of existing knowledge. The population size of subsequent studies should be increase in order to give a true reflection of the results of the findings. It is believed that this will contribute to literal knowledge and also assist the Government to strengthen the management performance evaluation process in the country.

References

- Adebayo, A. (2001). *Principles and Practice of Public Administration in Nigeria*, Ibadan: Spectrum Books Ltd.
- Akpala, A. (1993), *Management, An Introduction and the Nigerian Perspective: Precision Printers and Publishers*, Enugu.
- Anso, H..S. (2014). *The Impact of Performance Appraisal on Employee Performance. A Case Study of First Bank of Nigeria Plc. Master's Thesis of University of East London*
- Aquinis, H. (2007). *Performance Management*. Pearson Prentice Hall; Upper Saddle River, New Jersey.
- Armstrong, M. (2006). *Performance Management: Key Strategies and Practical Guidelines*, London: Kogan and Page
- Azelama, J.U (1995). *Office Organization and Management*, Benin City, Ambik Press, p. 62
- Bannister BD, Balkin DB (1990). "Performance evaluation and compensation feedback messages: an integrated model" *J. Occup. Psychol.* Vol. 63, June, British Psychological Society
- Behery, M. H., & Patron, R. A. (2008). *Performance Appraisal-Cultural Fit: Organisational Outcomes within the UAE. Education, Business and Society: Contemporary Middle Eastern Issues*. 1(1), 34- 49.
- Bekele, A. Z, Shigutu, A. D., & Tensay, A.T. (2014). *The Effect of Employees' Perception of Performance Appraisal on Their Work Outcomes. International Journal of Management and Commerce Innovations* 2(1),136-173.
- Cokins G (2004). *Performance Management. Finding the Missing Pieces and Closing the Intelligence Gap*. John Wiley and Sons. Australia.
- Craig SE, Beatty RW, Baird LS (1986). "Creating a performance management system" *Train. Dev. J.*, April: 38-42; May: 74-79.
- Cummings, M.W. (1972). *Theory and Practice*; William Heinemann Ltd. London
- David M. Rosch, Barry L. Boyd and Kristina M. Duran (2014)., *Students' Self-identified Long-term Leadership Development Goals, Journal of Leadership Education*, **13**, 3, (17),

- Deming, W.E. (1986). *Out of the Crisis*. United States of America: Cambridge University Press.
- DeNisi, A. S., & Pritchard, R. D. (2006). Performance Appraisal, Performance Management and Improving Individual Performance: A Motivational Framework. *Management and Organization Review*. 2(2), 253-277
- Derrick, T., Laura H. & Taylor S. (2008). *Human Resource Management 7 th ed.*, Prentice Hall
- Ezeh, F.C. (2002), *Human Resources Management in Nigeria: The Key Components*, Enugu. Mekan and Publishers.
- Gabris, G.T. & Mitchell, K., (1989). The impact of merit raise scores on employee attitudes; the matthew effect of performance appraisal, *Public Personnel Management*, Vol 17, No 4 (Special Issue)
- Grubb, T. (2007). Performance Appraisal Reappraised: It's Not All Positive".*Journal of Human Resources Education*, 1(1), 1-22..
- Heneman, R.L., Greenberger, D.B. & Anonyou C., (1989). Attributions and exchanges: the effects of interpersonal factors on the diagnosis of employee performance, *Academy of Management Review*, Vol 32, No 2.
- Heneman, R.L. & Gresham, M.T., (1998). *Performance-Based Pay Plans in Smither, J.W., Performance Appraisal: State-of-the Art Methods for Performance Management*, San Francisco, Jossey-Bass, 1998. *International Conference on Economics, Trade and Development IPEDR Vol. 7 (2011) IACSIT Press, Singapore.*
- Imaga, E. U. L. (2000), *A Manual of Corporate Planning and Strategic Business Policy*. (2nd Edition) Published by Rhyce Kerex Publishers, 56 Moore House/Denton Street Ogui, Enugu Nigeria.
- Imaga E.U.L. (2001), *Elements of Management and Culture in Organizational Behaviour*. Enugu; Rhyce Kerex
- Jain, D., and Garg, S. (2013). "Awareness towards the Performance Appraisal Systems in HRH Group of Hotels- A Case Study" in *International Journal of Marketing Financial Service and Management Research*, Vol.2, No.4, P.28
- Jönsson, T. & Jeppesen, H. J. (2012). A Closer Look into the Employee Influence: Organizational Commitment Relationship by Distinguishing between Commitment forms and Influence Sources. *Employee Relations*, 35(1), 4-19.

- Lawal, E. E. (2009). Performance management: the next generation. *Compensation and Benefits Review*, 26(3): 10 – 20.
- Latham, Gary P. and Kenneth N. Wesley (1994). *Increasing Productivity through Performance Appraisal*. 2nd ed. Reading, MA: Addison-Wesley, 1994.
- Malcolm, M & Jackson, T (2002). *Personnel Practice Edition*. Chartered Institute of Personnel and Development, 3rd edition.
- Martin M, Jackson T (1997). *People and Organisation: Personnel Practice*. London: The Cromwell Press.
- Maund, L. (2001). *An Introduction to Human Resource Management Theory & Practice*. Palgrave, Macmillan.
- Meysen, F, Mohammad, R. J., & Ebrahim, D. (2012). The Effect of Performance Appraisal on Employee's Output Implying on the Moderating Role of Motivation in Workplace. *International Journal of Business and Management Tomorrow*. 2(4), 1-9.
- Monga ML (1983). *Management of Performance Appraisal*. Bombay: Himalaya Publishing House.
- Muhammad, S.M., & Surayya, A. (2013). Performance Appraisal and Employee's Motivation: A Comparative Analysis of Telecom Industry of Pakistan. *Pakistan Journal of Social Sciences*. 33(1), 179-189
- Rao TV (1985). *Performance Appraisal Theory and Practice*. New Delhi: Vikas Publishing House.
- Nnabuko, J.O. (2007), *Managing Performance Enugu*, (Being a Paper Presented at a Workshop Organized by Nigerian Institute of Management (Chartered) for members on Mandatory Continuing Professional Education Programme (MCPEP) on 7th and 8th March. pp 1 9.
- Oberg W (1972). Make performance appraisal relevant. *Harvard Bus. Rev.* pp.61-67.
- Okoh AO (1998). *Personnel and Human Resource Management in Nigeria*. Lagos: Amfitop
- Poole, M. and Warner, M. 1998. *The IEBM Handbook of Human Resource Management*. London: International Thomson Publishing Company.
- Poole, Michael and Warner Malcom (2001), *The IEBM Handbook of Human Resource Management*: UK Thomson learning.

- Robbins, S.P. and Makerji, D. 1990. Managing organisations. Sydney: Prentice-Hall.
- Schuler, R.S. 1995. Managing Human Resources. 5th ed. St. Paul Minn.: West Publishing Co.
- Schuler, R.S. and Huber, V.L. 1993. Personnel and Human Resource Management. 5th ed. St. Paul Minn.: West Publishing Co.
- Udeze, J.O. (2005), Business Research Methodology. Enugu: Chiezugo Printing and Publishing.
- Ugbaja, C. O. (2000), Production Management, Benin City: Sakpoba Pub. Co.
- Unamka, P.C. and Ewurum U.J.F (1995), Business Statistics: Enugu; Precision
- Vroom, V. H. (1990). Manage People, not Personnel: Motivation and Performance Appraisal. Harvard Business Review, Boston, U.S.
- Wesley, D. E. (2004). Subordinate influence and the performance evaluation process: Test of a model. Organizational behavior and human decision processes, 58(1), 101-135.

APPENDIX 1

School of Management Sciences,
Faculty of Public Administration
Nasarawa state University Keffi
Nasarawa State

17th July, 2018

The Chief Registrar
Federal High Court, HQ
Shehu Shagari Way
Central Business District
Abuja

Dear Sir,

Letter for Authorization to share questionnaires for Academic Research

I write to seek your permission to distribute questionnaires to members of your staff for the purpose of academic research on the topic " effectiveness of the performance appraisal techniques in promoting employees in the public sector" to be conducted for the fulfillment of the requirement for the award of Master of Public Administration degree of the Nasarawa State University Keffi.

Kindly find attached a copy of the questionnaire for your perusal and validation.

Thank you.

Yours sincerely,

Offiong, Mary Collete
NSU/MPA/GEN/0161/16/17
Research student

APPENDIX 2

LETTER TO RESPONDENTS

School of Management Sciences,
Faculty of Business Administration,
Nasarawa State University
Keffi

17th July, 2018

Dear respondents,

**EFFECTIVENESS OF THE PERFORMANCE APPRAISAL TECHNIQUES IN
PROMOTING EMPLOYEES IN THE PUBLIC SECTOR CASE STUDY OF
FEDERAL HIGH COURT**

This questionnaire has been designed to obtain information for a project on the above subject matter.

This is done in partial fulfillment of the requirement for the award of Master of Public Administration Degree of the Nasarawa state University, Keffi

It will be appreciated if your response to these questions is sincerely and objectively done.

Be assured that all information given shall be treated with utmost confidentiality and will be used for research purpose only.

Your prompt response to this questionnaire will be highly appreciated.

Thank you for your anticipated cooperation.

Yours sincerely,

Offiong, Mary Collete
NSU/MPA/GEN/0161/16/17
Research student

APPENDIX 3

QUESTIONNAIRE FOR STAFF OF FEDERAL HIGH COURT, ABUJA

INSTRUCTION: Please tick (✓) in the boxes provided.

SECTION A

1. Gender of the Respondent (a.) Male () b. Female ()
2. Educational qualification of the Respondents a. OND / HND () b. B.Sc ()
c. M.Sc () d. Ph.d ()
3. Age of the Respondents a. 24 -35years () b. 36 - 40years () c. 41 - 50years ()
d. 51years and Above ()
4. Years of experience of Respondents a. 0 – 3 years () b. 3 – 5 years () c. 6 – 9 years ()
d. 10 years & above ()

SECTION B

5. Impact of favoritism on performance appraisal techniques in Nigeria public sector
a. Yes () b. No () c. Indifferent ()
6. Employees' commitment and performance appraisal technique a. Yes () b. No ()
7. Relationship between effective performance appraisal technique and public-sector efficiency in Nigeria a. Strongly agree () b. Agree () c. Disagree () d. Indifferent ()
8. Training of Superiors on performance appraisal technique a. To a large extent ()
b. To some extent () c. Not certain () d. Don't know ()
9. Impact of discontinuous appraisal process on the employee performance a. Strongly agree () b. Agree () c. Disagree () d. Indifferent ()
10. Personal Relationship and Level of Employees' Performance a. Yes () b. No ()

11. Frequent assessment of employee performance through approved appraisal technique
a. Yes () b. No ()
12. Effectiveness of Employee Performance Evaluation in the Public Sector a. Yes ()
b. No ()
13. Influence of Nepotism on employee performance appraisal a. Strongly agree ()
b. Agree () c. Don't know () d. Indifferent ()
14. Effect of punishment on Performance Appraisal technique in the public sector
a. Strongly agree () b. Agree () c. Don't know () d. Indifferent ()
15. The impact of ethnicity, nepotism and bribery on the performance appraisal techniques a. Strongly Agree () b. Agree () c. Indifferent () d. Disagree ()
16. Lack of objectivity and appraisal technique in the public sector
a. Strongly Agree () b. Agree () c. Indifferent () d. Disagree ()
17. Multiple Employee Assessment and Public Sector Efficiency a. Yes () b. No ()
18. Impact of Negative Rating and Employees' Relationship. a. Yes () b. No ()
19. Performance Feedback and employee appraisal in the Public Sector a. Yes () b. No ()
20. Subjectivity assessment of employees' performance in the public sector
a. Yes () b. No ()