

**EFFECT OF PERFORMANCE APPRAISAL ON EMPLOYEE  
PRODUCTIVITY IN NIGERIAA BOTTLING COMPANY PLC  
KADUNA**

**BY**

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**BEING A RESEARCH PROPOSAL SUBMITTED TO THE  
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## DECLARATION

This project report is the product of Khadija Ali Umar conducted under the guidance and supervision of **Mrs. Anna Igbasan** of the Department of Business Administration, Kaduna Polytechnic, Kaduna, and it is entirely original. However, references made to earlier writer's work and published literatures have been amply acknowledged both textually and under the references.

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Date

## APPROVAL PAGE

This is to certify that this research project titled “**Effect of Performance Appraisal on Productivity in Nigeria Bottling Company Plc. Kaduna**” written by **Abubakar Ibrahim (KPT/CBMS/18/40451)** and has been prepared in accordance with the regulation governing the preparation and presentation of research project in Kaduna polytechnic for the award of Higher National Diploma of the institution. It is hereby approved for its contribution to knowledge and literary presentation.

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## **DEDICATION**

This project is dedicated to Almighty Allah (SWT) for making it possible for the researcher who underwent this programme successful.

## **ACKNOWLEDGEMENTS**

First of all my gratitude goes to Almighty Allah for his mercy and wisdom gave to me towards the successful completion of my study.

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## ABSTRACT

*This research project titled “the effect of performance appraisal on employee productivity in an organization” attempts to find out the importance of performance appraisal as a tool for assessing employee productivity in an organization. Chapter two of this research work discusses the work of various authors in which Najeeb (2017) asserts that employees should be committed towards set targeted desired standards of job performance and they should improve job performance for long term sustaining profitable growth. The research methodology adopt by the research is survey method, The research instrument used in collecting data is questionnaire. The researcher dispatched 52 questionnaires to respondents, the sample size is derived based on the recommendation table of Krejcie and Morgan (1970). The research adopted the use of 5-point Likert rating scale as the decision rule, the range for acceptance is 3.0 and above while below 3.0 is rejected. The researcher found out that performance appraisal have become a fact of organizational life. If effectively implemented it will influence employees behaviour and lead directly to improved organizational productivity. It is hereby recommends that the organization should ensure that period appraisal is conducted in order to know the level of performance of the employee in the organisation and achieve the organizational set goals.*

## TABLE OF CONTENTS

<b>Content</b>	<b>Page</b>
Title Page	i
Declaration	ii
Approval	iii
Dedication	iv
Acknowledgement	v
Abstract	vi
Table of Contents	vii
<b>CHAPTER ONE: INTRODUCTION</b>	
1.1 Background of the Study	1
1.2 Statement of the Problem	4
1.3 Objectives of the Study	4
1.4 Significance of the Study	5
1.5 Research Questions	6
1.6 Scope of the Study	6
1.7 Limitation of the Study	6
<b>CHAPTER TWO: LITERATURE REVIEW</b>	
2.0 Introduction	9
2.1 Definition of performance appraisal	9
2.2 Uses and importance of performance appraisal	13
2.3 Approaches to performance appraisal	14
2.4 Methods of performance appraisal	16
2.5 Performance appraisal styles	27
2.6 Potential errors in performance appraisal	29
2.7 Overcoming errors in performance appraisal	30
2.8 Employees productivity	31
2.9 Effect of performance appraisal on employee productivity	32
2.10 Summary of the chapter	33
<b>CHAPTER THREE: RESEARCH METHODOLOGY</b>	
3.1 Introduction	34
3.2 Research Design	34

3.3	Area of the Study	34
3.4	Population of the Study	35
3.5	Samples Size and sampling Technique	35
3.6	Instruments of data collection	35
3.7	Validity of the instrument	36
3.8	Reliability of instrument	37
3.9	Method of data collection	37
3.10	Method of data analysis	38

#### **CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS**

4.1	Introduction	39
4.2	Characteristics of respondents	39
4.3	Data presentation and analysis	41
4.4	Discussion of finding	46
4.5	Summary of findings	47

#### **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

5.1	Summary	48
5.2	Conclusion	48
5.3	Recommendations	49
	Bibliography	51
	Appendix	54

## **CHAPTER ONE**

### **INTRODUCTION**

Performance appraisal is one of the surest ways of achieving result since employees unit or department in an organization in general are working towards achieving a particular objectives. The achievement of such objectives or lack of it indicates the failure or success of such an organization. Employee on the other hand, would like to know whether they are progressing, in other words, knowing their areas of weakness as well as knowing their strength. One of the role of a manager or a superior is to “motivate, encourage, build, reinforce and modify the behavior of these subordinate” therefore it become useful value to Nigerian bottling company P.L.C. to conduct performance appraisal from time to time. Furthermore since performance appraisal can be quite beneficial to every organization and to the individual as well, then there is no doubt that it will lead to increate in productivity and output and pave away for the success of the bottling company.

Performance appraised serves as one of the criteria used by most organization in order to,

- Determine the level of actual performance of individual employee output
- Make regular and frequent interaction between the supervisor and his subordinate for appraisal to be conductive

- Provide for important issues and the strategy most organization do allow to achieve their goals.

Further stressed that measuring the performance of an individual is an important aspect of managing .That it pave away for crucial and intelligent managerial decision to be made. Performance appraisal serve as an objective method to determine the actual state of performance, the capacity and the ability to which an employees can be able to mark, by so doing, it will enable the organization to know whether the employee is doing excellently well, those with average performance and those with low performance.

Performance appraisal gives the management a view in knowing the category of employee to be appraised, those who deserves not be appraised, those who need to be developed, and whose performance is below started. This can be done by sending them on training and development programmes.

Performance appraisal has three major roles in an organization

- One is the administrative role, development role and investigation
- Administrative use for the purpose of making administrative decision about an employee example in terms of reward,

- The development role is concerned with the potential development of an individual by the organization for example a manager being a judge
- To investigate the role of performance appraisal system and its effect on employee loyalty to their job.

## **1.2 Statement of the problem**

Most of the performance appraisal exercise/program is not well designed and focused. Management of organization tends to view it as a punitive measure. This makes it lose its objective and focus, performance appraisal no longer seeks to actualize its objective of correcting deviations, hence increasing productivity and jettison all hindrances that tend to hinder productivity in the bottling company,

Another major problem is lack of interactive skills by supervisors to carry out effective appraisal, lack of skills supervisors most often do not want to be seen as being wicked especially if they want to avoid conflict between them and their colleagues. Human resources are very important to the organization and for any meaningful productivity to reach, the employees must be periodically appraised time to time.

### **1.3 Objective of the study**

The main objective of this research work is to determine the increase in productivity in the Nigerian bottling company with particular reference to the one located at Kakuri industrial layout Kaduna.

Other specific objective of the studies are

1. To examine the effect of performance appraisal of the employees of the Nigeria bottling company Kaduna
2. To examine whether the use of performance appraisal has been successful in Nigerian bottling company Kaduna
3. To identify ways by which effective performance appraisal can be conducted to ensure that workers productivity is up to set standard
4. To identify the pitfall associated with performance appraisal exercise and provide solution to them

### **1.4 Research question**

1. To determine whether performance appraisal can be administered in Nigerian bottling company
2. What are the ways by which effective performance appraisal can be conducted to ensure that workers productivity is up to set standard?

3. What are the methods used in appraising the employees of Nigerian bottling company?
4. What are the problems of performance appraisal?

### **1.5 Significance of the study**

Performance appraisal is of great important to the bottling company in order to know the performance level of employees, this is because success or failure in any organization depends on the performance of its employees. The research will be of benefit to the following

- The management and workers of Nigerian bottling company will find this research work worthy in the process, method and techniques they used in appraisal to enhance productivity
- Nigerian bottling company will see this research as an insight to conduct performance appraisal activities of its employees by taking appropriate decision on how and when to appraise employees to ensure better performance and to increase their output.
- This research study is important to the external society in the sense that, when employees are appraised, they will be effective to render their services to the public as a whole which helps to increase productivity, output, and to the overall economy.

- Finally, it shall be a source of material for future research in related problem.
- It will also serve as prerequisite for the award of HND in Business Administration of Kaduna Polytechnic, Kaduna.

## **1.6 Scope of the study**

The scope of this study is confined to performance appraisal in enhancing productivity in Nigerian bottling company P.L.C. kakuri-kaduna. The essence is to come out with the result which enable them to know how the organization conducts it's appraisal system yearly. The study covered the activities of the company between 2015 and 2021.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter is concerned with the review of related literature, it will focus on the view and opinion of scholars and business executives in relations to the subject matter.

There are a multiple number of authors who have expressed their views giving various ideas concerning the subject matter of performance appraisal as a vital tool to the productivity of the organization in order to boost the or increate their performance. Periodic appraisal is an effective way of moving the organization formed. This is because the present state of performance of an employee will be known to the organization.

#### **2.2 Performance Appraisal Definition**

Various scholars and writers have given a different perspective on the definition of performance appraisal. However according to malthis and Jackson (2019), Defined performance appraisal as the process of evaluating how employees do their jobs compared with the set standard and communicating that information those employees, they also mention that it can called employee rating, employee evaluation, performance evaluation and result appraisal.

Saiyadan (2018) defined performance appraisal as an objective method of judging the relative worth or ability of individual employee in performing his or her task.

Another definition of performance appraisal was given by Nwachukwu (2019) as a way of assessing the character, attitude, potentials, and past performance of an employee on a particularly job,

Flippo (2018) said that all employee are appraisal on their job in some ways or manner, he stated three possible approaches this

- Performance appraised can be a casual, the unsystematic and often haphazard kind of appraisal
- It can be tradition and highly systematic measurement of employee characteristics, employees contribution or both
- A mutual goal getting through a management by objectives program (MBO) in order to achieve certain objectives.

### **2.3 Objectives of performance appraisal**

The main purpose of performance appraisal is to improve the overall efficiency of an organization by trying to get the best of individual working for it within these concept therefore, performance appraisal schemes are used for specific purposes

- The scheme provides an opportunity for the managers and his subordinate to review the latter's work in the light of set objectives. The employee is, thus told how well he has performed on the job (luthans, 2011:245)
- According to pigers and myers "(2011), appraisal have been frequently used as a basis for selecting candidate for promotion to better jobs and for making merit increase in hourly rates or salaries.
- performance appraisal is also used as a check on the success of recruitment, selection placement and training procedures. Appraisal of probationary employee can help determine if they should be retained or not at the end of 30 to 60 days period for new employees. It is also used as a means of assessing how much increment in salary a worker is to get in comparison to his colleagues. The belief here is that output level varies directly with increment in salary and fringe benefits.
- Another aim to satisfy the individual needs, by knowing what the organization thinks of the employee. To have guidance for self development, to discuss his or her performance with superiors and seek ways of improving it, to be satisfied that future development and career potential are given proper consideration

- performance appraisal indirectly aims at bringing the manager close to his subordinates. The worker thus acquires a sense of belonging and consequently is more committed to the organization. It is an established principle of management that the supervisory manager must know his subordinates intimately, not just part of him but the whole him, therefore continuous contact, observation and discussion between managers and appraisees is encouraged.
- The continuous nature of the appraisal scheme makes for the employee optimum performance since the employee can know when his efficiency rises or drops. Therefore, managers must not wait for twelve months before writing reports in December.

## **2.4 Method of performance appraisal**

There are many methods of performance appraisal. There is no general method appropriate for all purposes. The problem of management is to determine what kind of performance appraisal method is adequate given the purposes to be served.

- (a) Graphic rating scale is the most popular method of appraisal. It is used for assessing factors such as quantity and quality of work, job knowledge, cooperation, loyalty, dependability, attendance, honesty, integrity, attitudes and initiative, however, this method according to Decenzo and

robbins (2017) is most valid when abstract traits like loyalty or integrity are avoided unless they can be defined in more specific behavioural terms. The assessment goes down the list of factors and notes the point along the scale that best describes the employee. This is often rated alongside the tradition method. The advantages of scaling is that there is more flexibility.

Graphics rating scale

Date

Employee name

period of evaluation

Evaluators name

which best approximate to the

Directions

employee performance

	Poor	Average	Good	Excellent
Job knowledge			√	
Quality of work			√	
Quantity of work			√	
Cooperation			√	
Company loyalty			√	
Customers loyalty			√	
Customer curtesy		√		
Ability to learn		√		
Dependability			√	
Safe habit			√	
Ability to fellow direction			√	

(b) Forced choice

Luthan,etal (2017) looks at force choice as a process whereby the supervisor evaluate an employee performance on the basis of the categories of tracks listed under the trait method, but the supervisor is forced to make a yes or no judgment. In this check list, the rater has choice between two or more statement all of which may be favourable or unfavourable. The appraisers is to identify which statement is most descriptive of the individual being evaluated.

Decenzo and Robbins (2018) gave advantages of found choice method by viewing that since the appraisal does not know the right answers, it reduces bias and distortion. The appraiser may, for example like a certain employee and intentionally want to give her favourable evaluation, but this becomes difficult if one is not sure which response is most preferred.

On the negative side, this method tends to be disliked by appraiser, many do not like being forced to make distinctions between statement that are difficult to differentiate among them raters may also become frustrated with a system where they do not know what represent a “good or ”bad “ answer

Forced distribution of employee

Department -----supervisor-----

Date ----- period of evaluation -----

Directions: begin with the excellent classification then processed to the above average, etc. list names of the employee who fall in to the classification, the total number within each category may not exceed the percentage allowance for the classification begin with the excellent classification

<b>Poor</b>	<b>Below average</b>	<b>Average</b>	<b>Above Average</b>	<b>Excellent</b>
<b>10%</b>	<b>20 %</b>	<b>40%</b>	<b>40%</b>	<b>10%</b>
Ward	Licking	White	Meeham	Vahaly
Johns	Ehlercoe	Jones	Smith	Wilber
	Elbert	Tyan	Nelson	
		Sharbrough		
		Dean		
		Brown		
		Alexander		
		Henderson		

(c) Essay Appraisal

Decenzo Robbin viewed essay appraisal method as the simplest of appraisal where the rater rights a narratives description of an employee

strength, weakness past performance potential and suggestions for improvement.

The strength of the essay appraisal lies in its simplicity it requires no complex forms. It can be letter written by former employee teachers or associates concerning an individual's qualification one and past performance. However the essay appraisal can provide considerable information which can be read and assimilated by the employee

(d) Critical incident appraisal

Here, the rater's attention is focused on those critical behaviors that make the difference between doing effectively and doing it effectively.

The writer down little anecdotes that describe what the employee did that was especially effective or ineffective the strength of the critical incident on a given employee provides a rich set of examples from which the employee can be shown of his or her behaviors are desirable and which one call for improvement. its disadvantages is that appraisers are required to regularly write this incident down but doing this on a daily or even weekly basis for all of their subordinates is time consuming and burdensome for managers. Secondly, critical incidents suffer from problems of comparison and ranking of subordinates

(e) Paired comparison

According to Carmel and Kuzmits (2012) paired comparison where each employee is being given a positive comparison total and a certain percentage of the total positive evaluation. The percentage of positive comparison gives the paired comparison techniques an advantage over the ranking forced distribution method like the ranking and forced distribution techniques paired comparison is quickly if few employee are involved and family easy to use. However supervisors prefer paired comparison to ranking or forced distribution because they compare only two employees to each others. The disadvantages paired comparison is that employee are simply compared to each other on total performance rather than specific criteria.

(f) Management by objective

According to John Humble (2013) management by objective has induced a move to result oriented approach to assessment stemming from the basic axiom that managerial effectiveness is the extent to which achieves the output requires of his position. In favour of management by objective is the fact that such system are based on facts about what the appraiser actually did and the target objectives he is assessed on are the ones which have been agreed between himself and the assessor at the start of the assessment period. The difficulty lies in deciding what yard sticks to use a measure of performance and upon which to set objectives in banking

many of the agreed target and key tasks are not within the absolute control of the appraiser. Time changes circumstance and I turn the agree target it is consequently difficult to disentangle the two. Moreover quantitative target are of doubt full value in services department where quality standard are obtained assessment center have a further role to play in this connection where the employee assemble in other to undertake group task under observation. These lay greater emphasis on assessing potential rather than past performance. Studies now observed that t it is necessary to give a clear idea of where they stand in the organization opinion and the is not easy research has shown that interviews tend to leave interview with an over optimistic view especially of their promotion prospect

### **Advantages**

Management by objectives (M.B.O) focus directly on the achievement of business results not the personal characteristics that may contribute to result. The annual establishment is agreed plan business and personal objective adjust the program to changing business needs and personal development requirement.

### **Disadvantages**

In management by objective, each employee is rated on different factors and on different scales. Furthermore, the system is susceptible to the use of varying standard to establish performance objective the M.B.O approach is very difficult of forecasting.

## **2.5 Administration uses of performance appraisal**

According to Mathis and Jackson (2013) that performance appraisal system is often the link between the reward employee hope to receive and their productivity. They explained the links as follow”

Productivity → performance → appraisal → reward

Source Mathis and Jackson (2013) the appraisal focuses on the idea that raise (reward) should be addressed on merit rather than seniority. Under the merit system employees do receive their reward base on their performance and not base on seniority.

This implies that a new employee can receive a better reward than the present employees if this performance is more outstanding. According to Mathis and Jackson (2013), the administrative uses of performance appraisal are compensation, promotion, downsizing and layoff. They further stated that these administrative uses are very important to the employee in the organization. For example, in the process of

compensation, promotion or demotion which is done based on performance.

## **2.6 Timing of Appraisal**

According to Mathis and Jackson (2013), timing is the process of conducting performance appraisal from time to time. The systematic appraisal should be conducted once or twice a year, but at least it should be done. In a year, they mention that for new employees on appraisal should be done three months after employment, and again size moths the short period for the new employees will enable the organization to identify or know those employees capable of doing the job completely and those who cannot.

Mathis and Johnson (2013) further mentioned that his regular timing of appraisal is a feature of formal appraisal that differentiated them from informal appraisal.

Timing appraisal notifies both the manager and the employees to be aware so that they can plan for performance discussion, if there are changes to be made or any modification in addition to performance appraisal scheme.

## 2.7 Who Conduct Appraisal

According to Anderson (2010) it is of great importance for any performance appraisal scheme to know who should conduct performance appraisal. Most employees tend to be inquisitive to know who will be their appraiser, however, appraisal can be done by anyone familiar with the performance of the individual employees. There are several methods as to know who is to conduct performance appraisal giving by many writers.

- (a) Supervisory Rating of subordinate; According to Mathis and Jackson (2013), traditional rating of employees by supervisors is based on the assumption that the immediate supervisor is the person most qualified to evaluate the employees performance realistically, objectively and fairly, this approach was given from the idea to unity of command principles that every subordinate should have not more than one boss.
- (b) Employee rating of managers; Mathis and Jackson (2013) mentioned that the employees who unite under a supervisor or manager have a good perspectives of that person. Also they will know the manager's performance and contribution to the organization, which is why some organization show interest in subordinate assessing their supervisor as part of appraisal process.

A good example, of this type of rating is in the industry, where employee ratings are considered for development purpose. According to them, this type of appraisal has the following advantages and disadvantages

### **ADVANTAGES**

1. It can help the manager to be more responsive to employees.
2. Where the manger employee relationships are criteria, employee rating can be quite useful in identifying a competent manager.
3. It serves as a basis for coaching as part career development effort for the manger. The hope is that feed back will assist their managerial development.

### **DISADVANTAGE**

1. There is negative reaction when many supervisors are rates by employees. This is because tat the nature managed employee relations may be violated when workers rate their managers.
2. Another disadvantages is that the employee may have a kind of fear to give actual, realistic rating about their supervisor because they don't perceive it as part their job
3. Out side sources (Raters): According to Mathis and Jackson (2013) performance appraisal rating can be also be conducted by outsiders

not belong to the organization. For example, an outside expert or a panel of divisional managers may be called to evaluate an employee's potential for advancement in an organization. Outside raters can help a manager with professional assistance in making an appraisal. Some of the disadvantages of this method, according to Mathis and Jackson, is that the outsider may not know all the important contingencies within the organization. Client appraisal of an organization is a good example of sources of outside appraisal.

## **2.8 Raters error**

According to Mathis and Jackson (2019), there are a lot of mistakes and shortcomings in the process of performance appraisal done by the rater. However, these errors are as follows:

- (a) Problem of varying standards in the process of appraising employees: The manager or supervisor should avoid using different standards and expectations to judge the performance of employees performing similar jobs. This is because using different standards may result in different expectations on the part of employees, who may assume that performance evaluations are not done fairly.
- (b) Recency effect: Mathis and Jackson (2013) state that the recency effect is an error made where the rater gives great weight to recent

occurrences that took place lately to appraise individual performances. For example an employee may be unserious or weak during the precious months in the beginning of the year and the rater makes his decision to rate the employee considering his performing lately.

- (c) Central tendency error: this is where the rater rates a number of employees focusing on throne section or level of the rating scale this different level are the extreme low middle and extreme high point on the rating scales. For example a superior who is very tough may rate the employee with low side of the scale while is soft. Individual supervisor may rate his employee on the higher side of the same scale while an average rater may place his subordinate on the middle side of the small scale.
- (d) Rater bias: Rater bias may be intentional or variation such as electricity, religion, sex appearance and other may reflect in his appraisal rating precisely. If the appraisal process is not properly designed mathis and Jackson (2013)
- (e) Halo effect: Nwachukwu (2017) the halo effect occurs when a superior characteristics for example an employee may be good in one aspect and he is generally rate as good in all aspect.

## 2.9 Performance appraisal feedback interview

According to Anderson (2010) for an appraisal scheme to be effective, conducting appraisal interview is necessary and appraisal interview provides an opportunity for managers to inform the employees about their performance and to develop plans for the future.

According to Anderson (2010) appraisal interview contain the following objectives

1. To make the employee aware of where he/she stands in the organization particularly on performance
2. Providing an opportunity for discussion about the employee job performance over the period under review
3. Agreeing action to improve the performance of the employees including setting of objective for an effective appraisal interview to be made it has to contain the following characteristics
  - (a) Employee participation: the more the employees participation in the appraisal interview the greater the feeling of satisfaction of the employee toward the interview and the interview.
  - (b) Interview's support: the more supportive the interview in understanding the employee's point of view and help to solve

problem, the more the accept the result on appraisal and be ready to change his performance base on the feed back

- (c) Emphasis on performance rather than personality emphasis should be made on job performance and not on personal grounds, because this will make the interviewers to be more accepted by the employees.
- (d) The interview should be timely, it should be rushed or delayed (Anderson 2010). Productivity is in essence a measure of the work efficiency of an individual, work under unit or entire organization. Productivity can be measured in two ways .One way relates the output of the output of an enterprise, industry or economic sector to a single input such as labour or capital.

According to Kent and Hining (2011) an employees is said to be a servant who is answerable to his employer, employees are of the same time concerned with the survival of the business entity not necessarily because the love it so well but because the love it so well but because they fear the insecurity of searching their economic income and perhaps their psychic income elsewhere.

As productivity has increased, gained have been shared with employees through general wage and salary increase pay incentive system and other

methods. But how to share these gains in a way that will develop an enthusiastic and willing work force is a persistent problem for management. Should all gains go to employees or only some proportion? How can we measure the gain sharing will encourage employee toward higher productivity these are among the perplexing question which continue to face management .Member of line management and staff specialist need to be informed on possible approaches in dealing with these continuing problems. Employee interest in higher productivity does not develop without same stimulation my management, either directly or through the creation their best of an atmosphere in which the employee want to contribute of their best effort to the job. Too often in the past, employee (and their unions) had felt that higher productivity benefited someone than themselves. Often, they have not been convinced that there is a direct relationship between higher productivity and lower costs and increased on the one hand and more job security and higher wage or salary income on the other hand.

The measurement of labour productivity is the increase in output resulting from all factors that contribute to the reducing labour input per unit of output better and more efficient machinery, better workflow, reduce waste improved processors ,more skilled workers, and increased efficiently and efforts by workers of the same skills. The latter may be

relatively less important, because historically the largest increases in the output per production employee hour occurred because more and better machinery that is capital was introduced by management in the capital labor mix when productivity measurement are available for a particular industry there are good reasons for not precisely adjusting wage and salary would be increased when an industry productivity was unchanged or falling. It is true that wages and salaries are higher in those industries which have experienced the greatest increases in labour productivity, such as air transportation, utilize telephone communications and petroleum refining, among others. This management and unions have trended to negotiate agreement that share some of the increased productivity industries. If higher productivity industries are also expanding industries and needed to attract more labour, then economist would agree that higher wages and salaries are necessary for optimum allocation of labour. But this allocation function is not always involved in wage decision.

## Process affecting individual productivity

Low	High
Pressure from foreman	Resentment of management
Desire to do four days work	Social pressure of group set rate
Desire for promotion	Fear of rate change
Dear for loss of job	Reluctant to work too hard
Egostic drive to accomplish	Fear of working self out of work

Management and stock holders have benefited from lower cost, better clarity and less need for supervision. Management job under a plan of this sort is not easy, but it is different. Management official must: keep on their toes: to plan work ahead and arrange for an adequate flow of orders and materials to the work place .Thus, the planning function of management is increase. Directing the workforce and giving orders are less difficult, since real team work and self- discipline have developed. Success is usually not due to hard work from any group of employees, saving result from suggestion to eliminate wastes to reduce the number of operation require, or to coordinate the work of group of employee m for example in a book publishing plant a press room found that some ink companies would process waste ink and return it in usable form at a cost of ₦10 to ₦5 as compared with ₦50-₦95 for row ink. Ti is suggested stacking word in a different manner in order to save floor space in an outside warehouse this space was worth ~~₦50~~ a square foot.

In another firm, that did machine shop and sheet-metal machine operations on a job-shop basis, new methods of cooperation and cost reduction developed. Each mechanic agreed to pool his own tools and fixtures (formally jealously guarded) and to share his ideas with fellow mechanics to reduce the time necessary to complete orders.

Critics may say that an efficient manager would have made these changes without the benefit of employee suggestion through a joint labour management committee. But the fact is that the actual level of efficiency in many firms is below the optimum level. This is so partly because employees are neither motivated to produce as a part of work group nor convinced that higher output will be to their benefit as well as the company.

## **2.10 Summary of the chapter**

This chapter provided an in-depth literature about effect of performance appraisal of employee productivity in an organization, the chapter discusses definition of performance appraisal, uses and importance of performance appraisal, approaches to performance appraisal, methods of performance appraisal, performance appraisal styles, potential errors in performance appraisal, overcoming errors in performing appraisal, employee productivity as well as effect of performance appraisal on employee productivity were discussed.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The term methodology is a system of explicit rules and procedures in which research is based and against which claims of knowledge are valuated (Ojo 2019), therefore, this section focuses on the research techniques that will be adopted and use for this study with the aim of achieving the research objectives.

In this chapter, the researcher will focuses mainly on how to go about the collection of data, method of research and sources of data. This is necessary because it will enable the reader to appreciate the data .This chapter will also asses the types or methods that will be adopt by the researcher in carrying out the research, why they will be adopt and whether they will be successful in the area.

#### **3.2 Research Design**

According to Ojo (2003), research design refers to the plan researcher has designed to enable him/her carry out his/her study. He further explained that research design is a detailed discussion on ways and means by which data is to be collected as well as how data will be analyzed.

Survey research design will be adopted in this study. Survey research design will be chosen because the sampled element and the variables that will be studied and will also be observed without making any attempt to control or manipulate them.

### **3.3 Area of Study**

This study will be conducted in Nigeria bottling company (NBC) Plc, located in Kakuri industrial estate by Pan Avenue, Kaduna.

### **3.4 Population of the Study**

According to Robert (2018) population is a collection of elements about which the research wishes to make inference. This refers to a set of all possible cases of interest in a given research activity. It is a collection of set of individual or objects whose properties are to be analyzed.

The population of staff of the company (NBC) at the time of this investigation was three hundred and twenty (320) staff from various departments of the organization.

### **3.5 Sample Size and Sampling Techniques**

Sampling is a systematic process used to select a required portion of a target population. The sample size for the research work is going to be based on the Krejcie and Morgan table and Likert scale rating.

Where:

N = population

N = sample size

The Likert rating scale entails generation list of statement about what is being measured and providing a set of guaranteed response options, an individual is expected to indicate his/her degree of agreement or disagreement with the statement. The response options are weighted accepted rating by the researcher was 3.0, meaning that, from 3.0 upward the research was also used by the researcher to weight the degree of responses and the formula used is giving by the regulation below:

Mean =

$$\frac{\sum fx}{Ef}$$

Where:

$\Sigma$  = Summation

Fx = Total frequency

F = frequency

### 3.6 Instruments for Data Collection

There are basically two means through which data are classified they (data) are either gotten through a primary or secondary source. The secondary includes records such as diaries, case history, autobiography,

journals, magazines text book etc, while the primary sources include questionnaire, interview, and observation.

Two different instruments for data collection will be adopt for the purpose of this study, which is aimed at arriving at the target result. The instruments are interview method and questionnaire

(a) Interview method

Interview method could be described as a face to face interaction between the researcher and the respondent in an attempt to gather certain information to solve a specific problem. Under the interview any particular question may ask for more time before responding to it research work.

(b) Questionnaire method

Questionnaire method is a list of questions With blank spaces for respondents, explaining the objectives of the enquiry and making a request to full them and return them back. The researcher will design both an open ended and close ended and close ended questionnaire to generate data for this research study. The close-ended questionnaire is to ensure the reliability and authenticity of the information obtained from the respondents, while the open ended questionnaire will be target at getting

more objectives responses. The instrument will be designed on 5 points likert scales.

### **3.7 Validation of instrument**

To obtain the validity of the instrument, an expert will be required to vet and cross check the item generated in the questionnaire in order to ensure accuracy and clarity of the instrument (Ubeku, 2019).

To this end, supervisor of this project In the person of Mrs. Anna T., T Basan was require to judge the appropriates of the questionnaire.

### **3.8 Reliability of Instrument**

A pilot test will be conduct in 50 respondents from the company to pretest the efficacy of the questionnaire. This is inconformity with the views of Ubeku (2019).

### **3.8 Method of Data Collection**

The administration of research instrument with respect to this study will be carried out by researcher. The intervention method will be conducted through the use of one on one interview method, group interview and direct observation, while the questionnaire will be administer through the issuance of questionnaires forms directly to the staff of Nigeria bottling company and retrieving them back from the respondent by the researcher.

### **3.9 Method of data presentation and analysis**

The data will be collected from the respondent and will be presented in a table and analyze using descriptive method. However, the basic analytical tools were tables, likert rating scale and mean. The choice of these techniques was because it provides accurate and absolute measure of data, and it makes the data very easy to be interpret.

## CHAPTER FOUR

### DATA PRESERVATION AND ANALYSIS

#### 4.1 INTRODUCTION

This chapter deals with the presentation and analysis of data collected from the respondents that is the staff of Nigerian bottling company. The researcher classified the respondents, in terms of age, sex the level of education and so on. Data collected through questionnaires were analysed to arrive at concrete conclusion and provide as summary of the research finding and as well discuss such findings. A total 155 questionnaires were distributed to employees 4 were wrongly filled and 1 was returned blank, while 150 were answered and return by the respondents. The analysis of the data was subsequently presented using cross-tabulation and likert scales.

**Table 4.1: Questionnaires Distribution**

<b>Options</b>	<b>No of questionnaires</b>	<b>Percentage (%)</b>
Response	150	85.7
Non- response	5	14.2
Total	155	100

Source: Administered questionnaire, (2018)

## 4.2 Characteristics and classification of respondents

Table 4.2: sex distribution

<b>Options</b>	<b>No of questionnaires</b>	<b>Percentage (%)</b>
Male	65	40
Female	85	60
Total	155	100

Source: Administered questionnaire (2018)

Table 4.2.2 shows that 85 of the sampled staff representing 60% of the total respondents were female and 65 workers which represent 40% of the total respondents were male.

Table 4.4: Classification of qualification

<b>Option</b>	<b>No of questionnaires</b>	<b>Percentage (%)</b>
MBA-Ph.D	40	26.7
B.SC-H.N.D	75	50
N.D-CERT	25	20
SSCE_BELOW	10	3.3
TOTAL	155	100

Source: Administered questionnaires (2018)

Table 4.2.3 shows the education qualification of respondents. The analysis shows that the category of bachelor degree higher national diploma holders in the organization have the highest percentage of 75 staff members representing 50% of the respondents, while national diploma and certificate holders were 20% those with SSCE and below

were 3.3% and the remaining 26.7% of the sampled respondents have professional master and doctorate degree. Based on this obvious situation, the workforces are highly educated.

### 4.3 Data presentation and analysis

Here, the researcher presents and analyses the data collected from the respondents.

Below are the summary of questions prepared from the questionnaires and their analysis in table.

Table 4.5= table 1- what are the effect of performance appraisal on employee's performance in Nigeria bottling company.

S/N	STATEMENT	SA	A	UD	D	S D	TOTAL	TC	REMARK
1	Performance exercise can be used to improve employees productivity	375	200	0	50	0	625	4.2	Agreed
2	Performance appraisal helps to achieve fair, decent and consistence rewards or outcome	175	200	45	50	25	495	3.3	Agreed

Item on the questions one has a mean of 4.2 which means that, it has agreed that performance appraisal exercise can be used to improve employee's productivity.

Under the same question above the second mean score of 3.3 which that the respondent agreed to the question above.

Table 4.6= table 2- what are the uses of performance appraisal and success in Nigerian bottling company.

S/N	STATEMENT	SA	A	UD	D	SD	TOTAL	T.C	REMARK
1	Performance appraisal is geared at recognizing employees effort	125	400	20	0	5	550	3.7	agreed
2	Performance appraisal is the best way of accessing employees performance	175	100	30	75	45	425	2.8	Disagreed
3	Performance appraisal helps in indentifying both individual and organizational training and development	250	300	30	30	0	610	4.1	Agreed

Item one on the above table has a mean score of 3.7 meaning that the respondent agreed that performance appraisal is a geared toward recognizing employee's effort item two on the table has a mean score of 2.8 which indicate that the respondent disagreed that performance in an organization.

Item three has a mean score of 4.1, this means or implies that the respondent opinion is that appraisal; feedback helps in identifying the gap between employee's current performance against the set standard.

Table 4.7 = table 3- what are the ways by which effective performance appraisal can be conducted to ensure that worker's productivity is up to set standard?

1	Performance appraisal feedback types to identify the gap between employees current performance against set standard	250	280	0	10	25	565	3.8	Agreed
2	Performance appraisal is best achieved when it is conducted periodically	150	0	0	0	0	150	5.0	Agreed
3	Raking is the best way to appraise	200	180	45	50	55	500	5.5	Agreed

- Item one the above table has a mean score of 3.8 which means that the respondent agreed that feed back helps to identify the gap between employees current performance against set standard.
- Item two on the table has a men score of 5.0 which means that the respondent agreed that performance appraisal is the best achieved when it is conducted periodically.

- item three on the table with mean score of 3.3 indicates that respondent agreed that ranking is the best way to appraise.

Table 4.8 table 4- what are the problems associated with performance appraisal exercise in Nigeria bottling company.

S/N	STATEMENT	SA	A	U	D	S.	TOTAL	T.C	REMARK
1	Appraisal data can be used to monitor success of the organization recruitment and induction exercise	125	120	75	30	15	365	2.4	Disagree
2	The organization method of appraising employees performance in rating scale	150	0	0	0	0	150	5.0	Agreed
3	The best way to overcome performance appraisal error is to improve the skills of the ratter	125	120	75	60	40	42	2.8	Agreed

Base on the above table the first item has a mean score of 2.4 which means the respondents disagreed that appraisal data can be used to monitor success of the organization recruitment and induction exercise.

- On the second item above, it has a means score of 5.0 which implies that the respondent agreed that the organization method of appraising employee's performance is rating scale.

- The 3<sup>rd</sup> item has mean score of 2.8 which also means that the respondent agreed that the best way to overcome performance appraisal error is to improve the skills of ratter.

#### **4.4 Discussion of Findings**

1. Findings from the study is indicative of the fact that performance appraisal exercise are mostly conducted at recognizing and appreciating employee's efforts helping to identify the gap between the employee's current performance against the set standard by the organization. It also goes a long way in revealing the training need of the organization in terms of capacity building.
2. Furthermore, conduct of performance appraisal helps to ascertain the level of robustness of recruitment and induction exercise conducted for employees. However, it is not the most efficient way to ascertain employee's total effectiveness.
3. Finding of the study further reveal that the performance of employees are usually compared with industry key performance

indicators (KPI) when it is conducted performance as it provides an efficient rating and ranking scale for measurement

4. Bias on the part of rater cannot be over looked as it is a factor in the rating of the employees. Hence, training and professional experience is necessary to achieve a fair rating is a good option.

#### **4.5 Summary of Findings**

From the responses gotten from every respondent, the researcher summarize various suggestion and comments base on some of the question that were asked, the researcher made findings as follows:

1. Nigeria bottling company has used work as a yard stick to conduct performance appraisal of its worker in order to increase the level of performance of the staff.
2. The organization normally conduct appraisal an it staff for the organization to make appropriate as well as crucial actions on worker due for promotion those to be transferred those to be sent on training as well as demotion of workers
3. The organization also use two different system of appraisal to appraise it staff, both the informal and formal systematic appraisal are used.

4. The organization also conduct appraisal to boost the performance of workers monthly and the final result of appraisal is relieved annually.
5. The organization also send some of this staff on training and development courses to make them. Specialize more in their various field of mark, which will contribute for better performance of work.
6. There is a good cordial relationship between the subordinates and the superior in the organization.
7. The success of any organization depend largely on the competency of the works. That level of productivity can only be achieved by proper appraisal of workers where as low productivity of employees result due to poor appraisal of workers.
8. Periodic appraisal of employees from time to time remind them of their areas of weakness and strength which can lead to increase in productivity.
9. Lastly all organization striker toward success in order to achieve their goals and objectives for any organization to be successful there is need to have a cordial friendly relationship between the subordinate and their supervisors. It is only by so doing that the

methods of appraisal used by the organization will yield meaningfully results.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary**

The main purpose of this study is to evaluate performance appraisal in enhancing productivity in Nigeria bottling company, where performance appraisal is a key element in improving employee's productivity and as well as sustaining the competitive advantage of the company.

The essence of performance appraisal in Nigeria bottling company is to identify the level of job performance to develop employees for future purpose, to increase productivity and profitability.

The adoption of performance appraisal is the organization has a great effect on the company's productivity. The administrative purpose of performance management system server as a means for acquisition and

utilization of information for the day to day decision on salary, benefit, recognition, employee's movement and discipline in the company.

Performance appraisal result serves as base for developing employees knowledge and skills.

## **5.2 Conclusion**

The conclusion drawn out by the research are that, Nigerian bottling company as a manufacturing organization must be consumer oriented in order to survive. Hence, performance appraisal for increased productivity cannot be over- emphasized. The organization owes a lot to its consumers, share holders and employees. Therefore, it can not afford to allow its performance level to fall.

The study has shown that performance appraisal is a very powerfully control and competitive tool. In today's business world of high competition any organization wishing to survive must properly monitor its activities through performance appraisal. For this reason, it is hoped that performance appraisal will continue to be an important control tool leading to, the achievement of organizational goals and objectives, especially in Nigeria bottling company.

### **5.3 Recommendations**

Based on the research findings the following recommendations were made:

1. The organization should make more effective, the channel of communication, that is feed back to the employees regarding their performance. This is because the workers would not know their actual level of performances, if they don't know their results.
2. The organization should give more concern to the junior cadre of workers, because they complained that the organization is more concern in conducting appraisal for certain class of workers particularly the senior staff, and not giving much attention to junior workers like the cleaners and messengers.
3. The organizations should make some correction to cover the shortcomings and mistakes in its appraisal system by conducting appraisal not on personal traits or favoritism
4. Adequate time and materials resources should be provided during the appraisal exercise for workers.
5. The organization should try to send more number of their workers to benefit from training and development because it plays a vital role in the performance of workers.

6. Finally, it was strongly recommended that, the ,management of the organization should make better effort to uplift their workers by ensuring good communication system flow in the organization and also allow their workers opportune to get further studies so as to acquire more knowledge skills and experience toward uplifting the organization.



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## Appendix II

### Unit/ Department of Respondents

- a. Customer care [    ]
- b. Cash and teller [    ]
- c. Human resource [    ]
- d. Fund transfer [    ]
- e. Administration [    ]

### Research Question 1: The effect of performance appraisal on employee productivity

S/N	Variable	SA	A	UD	D	SD
1	Performance appraisal can used to improve employee productivity					
2	Performance appraisal is geared towards recognizing employee effort					
3	Performance appraisal helps in identifying both individual and organisations training and development needs					
4	Performance appraisal helps in identifying both individual and organizational training and development need					
5	Performance appraisal exercise helps to achieve fair descent and consistence reward outcome					
6	Appraisal data can be used to monitor skills of the organisation, recruitment and induction exercise					
7	Appraisal is the best way of assessing employee performance in an organisation					

**Research Question 2: Organizations method of performance appraisal**

S/N	Variable	SA	A	UD	D	SD
8	Performance appraisal objective are best achieved when it is conducted periodically					
9	The organisation's method of appraising employee performance is the rating scale method					
10	The best way to appraised					
11	The best way to overcome performance appraisal error is to improve the skills of raters					

**Research Question 3: An analysis of the impact of performance appraisal on employee productivity**

S/N	Variable	SA	A	UD	D	SD
12	Performance appraisal exercise can be used to improve employee productivity					
13	Performance appraisal is geared towards recognizing employee effort					
14	Performance appraisal feedback helps in identifying the gap between employee current performance against set standard					
15	Performance appraisal helps in identifying both individual and organizational training and development need					
16	Performance appraisal exercise helps to achieve fair descent and consistence reward outcome					
17	Appraisal can be used to monitor success of the organisations recruitment and induction exercise					
18	Performance appraisal is the best way of assessing employee in an organisation					

**Research Question 4: An analysis of data on the organisation's method of appraisal**

<b>S/N</b>	<b>Variable</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
19	Performance appraisal objectives are best achieved when it is conducted periodically					
20	The organisation's method of appraising employee's performance is the rating scale method					
21	The best way to appraise an employee is through the developmental approach of performance appraisal					
22	The best way to overcome performance appraisal error is to improve the skills of raters					