PERFORMANCE APPRAISAL AND WORKERS PRODUCTIVITY OF ABUJA MUNICIPAL COUNCIL (AMAC), ABUJA

BY

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DECLARATION

I hereby declare that this research dissertation entitled ''Performance Appraisal and Workers Productivity of Abuja Municipal Council (AMAC), Abuja'' has been written by me and it is a report of my Research work. It has not been presented in any previous application for state of degree.

All quotations and sources are indicated and source of information specifically acknowledged by means of References.

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CERTIFICATION

The research dissertation entitled ''Performance Appraisal and Workers Productivity of Abuja Municipal Council (AMAC), Abuja'' meets the regulations governing the award of Master of Public Administration of the School of Postgraduate Studies, Nasarawa State University, Keffi and is approved for distribution to knowledge.

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TABLE OF CONTENTS

CHAPTER TWO

LITERATURE REVIEW

CHAPTER THREE

RESEARCH METHODOLOGY

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

ABSTRACT

The role of performance appraisal is widely acknowledged as a fair measure of employee work productivity, performance and improvement. The study employed case study design in order to facilitate intensive study of Abuja municipal Area Council. The targeted sample size was 117 respondents, however the sample size obtained was 100 to represent the whole Abuja Municipal Area Council. Both simple random and purposive sampling were used in selecting the respondents. Both primary and secondary data collection methods were used in this study. The result indicated that available performance appraisal policy is almost outdated to operate in the current work environment. Problems reported to face performance appraisal include lack of awareness of the PA, to extent that some of them fail to understand the essence of performance appraisal. Apart from that, another problem that was mentioned is lack of direct involvement and support of top management especially the issue of sufficient budget to conduct training for employees, lack of financial support in the process of setting the criteria and harmonizing them with subordinates. And lack of full commitment in conducting performance appraisal. The study concluded that AMAC take performance appraisal as an order from the top, which is contrary to other public institutions. On the other hand the study concluded that. The study recommends firstly, the management of AMAC has to review performance appraisal policy and make sure it is attractive and that every employee is aware about the criteria used for selecting the best performer and the criteria involved.

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

The long term success of an organization is related to its ability to measure how well its employees perform within a predetermined period, and how effectively it uses that information to ensure that performance meets set standards and also improves over time (Fisher, Schoenfeldt and Shaw, 2003).

Although systematic employee appraisals have been used in management since the 1920s, using the appraisal as a tool to promote employee growth did not begin until the 1950s. Most formal appraisals focus on the professional worker rather than the hourly paid worker who is often guaranteed automatic pay rises if work meets minimum acceptable criteria (Huston. 2006).

The evolution of Performance Appraisals is reflected in its changing terminology. Huston & Marquis (2006) assert that at one time the appraisal was called a merit rating and was tied closely to salary increases. More recently, it was termed performance evaluation, but because the term evaluation implies that personal values are being placed on the performance review, that term is used infrequently. Some organizations continue to use both of the terms or others, such as competency assessment, effectiveness report, or service rating. However, nowadays most organizations prefer to use the term performance appraisal because this term implies an appraisal of how well employees perform the duties of their job as delineated by the job description.

Different scholars have tried to define Performance Appraisal. Huston (2006) says that in Performance Appraisals, actual performance, not intent, is evaluated. Performance

Appraisal lets employees know the level of their job performance as well as any expectations the organization may have of them. Nzuve (2010) defines Performance Appraisal as the evaluation of an employee's work performance over a given period of time. It is a formalized review of the way in which an employee has been performing on the job.

Okumbe (1999) refers to Performance Appraisal as the evaluation of the effectiveness of workers in their work assignments. It is aimed at finding out the potentials of an individual employee. Performance Appraisal is a tool that assesses how well or badly work has been done and whether targets have been met. He continues to say that Performance Appraisal is a longer term, looking at bigger issues. It incorporates aspects of individual performance review but goes beyond what the worker has done and how well; it includes individual training needs analysis and possibly job review.

Sagimo (2002) defines Performance Appraisal as a continuous process of observation and evaluation of a staff member's action and results, and exists to bring to a staff member's attention of what is expected of him / her, how he / she is performing, and how he / she can improve. It doesn't exist merely to point out mistakes, nor should it ever be regarded as once- and- for- all occurrences.

Betts (2000) says Appraisal means a periodic review of a person's performance by conducting a formal documented interview, by referring to informal records, or operating an established system. It's conducted periodically, formally recorded, uses appropriate feedback, and recommends education, training and development needs. He further notes that, an effective Appraisal system is expensive in investment, time and effort. Provided

appraisal is taken seriously and conducted competently, there are many compensating benefits for the organization, the appraiser and the appraise (Betts 2000).

It is evident from the above definitions that Performance Appraisal has a wide scope, but whose fundamental goal is to: D'Souza (2004):" realize the individual worker's potential, and hence help them to improve and develop their performance or at least maintain an already existing level of performance, so that they can become more productive at successively higher levels of responsibility". The focus is on service delivery or job performance, and which is very essential. Performance is not behavior or knowledge, but rather the results of behavior and knowledge. In most cases, performance can be measured.

The Abuja municipal council uses performance appraisal and performance improvement to strengthen institutional support for supervision and better service delivery. According to the Government of Nigeria (2007), the development of sector performance standards marks important milestones in government implementation of performance contracting process. It further says that since the early 1990"s the government has been highly committed to public sector reforms despite the many challenges encountered such as discordant strategic plans with scant linkages to the national goals and aspirations and dominance of input and process performance indicators that fail to relate to the citizen's expectations. As a result of this, citizens have found it difficult to relate to performance evaluations.

The government has made human resource development a priority in national development strategy since independence, and this is evident from the training and development policies put in place. Besides, the public service reforms of the 1990"s

recognized the importance of training and capacity building as a prerequisite to improved performance in the public service.

1.2   Statement of the Problem

In Nigeria today, the general state of poverty makes economic reward a very important reason why people go out to work, thereby making money to rank highly as a critical motivator (Muo, 2007).This situation has made it imperative for Nigerian workers to pay particular attention to human resource (HR) practices which have direct bearing on their financial rewards and social status. One of such HR activities is performance appraisal (PA), which is the focus of this study. A major outcome of PA is promotion and its attendant increase in financial benefits plus enhanced professional and social status. Performance appraisal outcomes tend to have high motivational impact and are a major determinant of employee performance. It must be emphasized that an effective performance appraisal system is one that takes cognizance of all the components of an employee's job performance, and does not focus on selected ones. If used effectively, PA can improve motivation and performance, but if used inappropriately, it can have disastrous effects (Fisher et al, 2003). For PA to be effective, it must of necessity be anchored on the performance criteria that have been outlined for the job which in many cases is overlooked. Riggio (2003) describes performance criteria as the means for determining successful or unsuccessful job performance. They are one of the products of a detailed job analysis. Performance criteria spell out the specific elements of a job and make it easier to develop the means of assessing levels of successful or unsuccessful job performance. It can thus be inferred that an appraisal system not hinged on this all important criteria can neither be appropriate nor fair, particularly to the employee whose

performance is being evaluated. In fact, some key points in the arguments of those opposed to performance appraisal is that, most of the time, wrong things are rated and the wrong methods used (Deming, 1986;Gilliland and Langdon, 1998). Therefore the problem confronting this research is to appraise the effect of performance appraisal techniques on employee productivity.

1.3   Research Questions.

i.   What is the effect of performance appraisal technique on workers' productivity?

ii.   What is the nature of performance appraisal technique on workers' productivity in Amac?

iii.   What is the type of performance appraisal that exists in Amac?

iv.   What measure can be used by management to solve the problems of performance appraisal on workers performance in Amac?

1.4   Objectives of the study.

i.   To determine the significant relationship between performance appraisal and workers Productivity.

ii.   To examine the most effective performance appraisal that exist Amac.

iii.   To investigate factors that contributes to effective performance appraisal system.

iv.   To explore employees' perceptions about the outcomes of performance appraisal.

1.5   Statement of Hypothesis

H_O There is no significant relationship between performance appraisal and Workers

Productivity in Abuja Municipal Area Council.

H_1 There is a significant relationship between performance appraisal and Workers

Productivity in Abuja Municipal Area Council.

1.6   Significance of the Study

The public sector is undergoing major reforms, one of which is on service delivery or job performance. During this transition, the information from this study will contribute towards re-engineering a new look on public performance outfit.

The study is not only significant but timely. It will help inform policy makers on the areas to concentrate on when re-structuring the public sector .The study will also improve the image of the public sector as it will provide information that will enable all departments put a lot more emphasis on Performance Appraisal System for better service delivery.

This study will create awareness among management of organizations, especially AMAC's importance of performance appraisal and to make them to appreciate the need to maximize its benefit while minimizing its pitfalls to justify the use of performance appraisal as a yardstick for determining individual rewards in an organization. This research will benefit the student in carrying out further research on the effect of performance appraisal on workers' productivity.

1.7   Scope of the Study

This study is restricted to Abuja Municipal council. It is to be a cross pollination study. It means that the entire cross section or the unit parts of the world organization be involved in the study as they would constitute that population.

1.8   Operational Definition of Terms

i.   Appraisal: An act of assessing the performance of an employee or nature of something over a period of time.

ii.   Employee: A person employed for wages and salary.

iii.   Employer: A person or business that employs one or more people, especially for wages and salary

iv.   Performance: The action or process of carrying out a task or function.

v.   Performance Appraisal: The evaluation of the effectiveness of workers in their work assignments

vi.   Productivity: It describes various measures of the efficiency of production.

vii.   Organizations: A social unit of people that is structured and managed to meet a need or to pursue collective goals

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Framework

2.1.1 Concept of performance Appraisal

Performance Appraisal can be defined as a system that involves setting employee standards, looking at employee's actual job performance, assessing that performance against the standards, giving feedback to the employee on the performance, how to improve it in the future and setting new goals and expectations for another period (Dessler, 2008). According to Lubale (2012), Performance Appraisal (PA) is an on-going process throughout the performance period and it reflects the summation of the year's performance including: Ongoing performance (performance reporting); Quarterly; Mid-year performance review; and, End of year appraisal. Armstrong (2006) defined Performance Appraisal as the formal assessment and rating of individuals by their managers at, usually, an annual review meeting. While The Chartered Institute of Professional Development (CIPD) have a more comprehensive and in-depth definition which argues that 'Performance Appraisal is an opportunity for individual employees and those concerned with their performance, typically line managers, to engage in a dialogue about their performance and development, as well as the support required from the manager' (CIPD, 2013). Additionally, Performance appraisal is a process and a means of setting goals, measuring and enhancing individual and organizational performance. It also fosters professional and career development on behalf of ordinary staff members. With

reference to this study, Performance Appraisal is regarded as a means of determining the acceptability of an individual's level of performance at work over a given period of time.

Performance appraisal is the ongoing process of evaluating and managing both the behavior and outcomes in the workplace. Organizations use various terms to describe this process. Performance review, annual appraisal, performance evaluation, employee evaluation and merit evaluation are some of the terms used (Grobler etal 2002: 260). It is a periodic review (which can be monthly or quarterly but happens annually in most cases) to assess the standard and efficiency of the work accomplished by an employee. Performance appraisal is one of the important components of the HR function. The information obtained through performance appraisal is providing foundations for recruiting and selecting, training and development of existing staff, and also for motivating employees by properly rewarding the performance in order to maintain good quality of work. Without a reliable performance appraisal system, the HR system falls apart, and resulting in the total waste of the valuable human assets an organization has.

2.1.2 Performance Appraisal System

Performance Appraisal System (PAS) is a critical component of overall human resource management function in the public service (Lubale, 2012). He, (Lubale), perpetuated that PAS is founded upon the principle of work planning, setting of agreed performance targets, feedback and reporting. According to Rubin (2011), performance appraisal systems are a key tool for holding civil servants accountable and should be considered as a key variable of the larger performance management equation.

2.1.2.1 Graphic rating scale (GRS)

A graphic rating scale (GRS) presents appraisers with a list of dimensions, which are aspects of performance that determine an employee's effectiveness. Examples of performance dimensions are cooperativeness, adaptability, maturity, and motivation. Each dimension is accompanied by a multi-point (3, 5, or 7) rating scale. The points along the scale are defined by numbers and/or descriptive words or phrases that indicate the level of performance. The midpoint of the scale is usually anchored by such words as average, adequate, satisfactory, or meets standards. (Kane and Lawler, 2009).

Many organizations use graphic rating scales because they are easy to use and cost little to develop. HR professionals can develop such forms quickly, and because the dimensions and anchors are written at a general level, a single form is applicable to all or most jobs within an organization. Graphic rating scales do present a number of problems, however. Such scales may not effectively direct behavior; that is, the rating scale does not clearly indicate what a person must do to achieve a given rating, thus employees are left in the dark as to what is expected of them. For instance, an employee given a rating of 2 on attitude may have a difficult time figuring out how to improve (Meyer, 2001)

Graphic rating scales also fail to provide a good mechanism for providing specific, non-threatening feedback. Negative feedback should focus on specific behaviors rather than on the vaguely defined dimensions the GRSs describe. For example, if told that they are not dependable, most employees would become angered and defensive; they would become less angry and defensive if such feedback were given in behavioral terms: Six customers complained to me last week that you did not return their phone calls (Long, 2006)

2.1.2.2 Behaviorally Anchored rating scales (BARS)

Behaviorally Anchored Rating Scales (BARS) is a relatively new technique, which combines the graphic rating scale and critical incidents method. It consists of predetermined critical areas of job performance or sets of behavioral statements describing important job performance qualities as good or bad (for the qualities like inter-personal relationships, adaptability and reliability, job knowledge etc.). These statements are developed from critical incidents. In this method, an employee's actual job behavior is judged against the desired behavior by recording and comparing the behavior with BARS. Developing and practicing BARS requires expert knowledge.The specific purpose of the Behaviorally Anchored Rating Scale is to use behavioral procedures to design an instrument that can identify and measure the critical components that constitute effective performance in an occupation. The instrument has been used to identify performance competencies in such occupations as Nurses (Smith and Kendall, 1963), store managers (Campbell, et. al., 2003), college professors and for identifying the professional and career development activities needed by teachers (Latham and Kenneth, 1999). The instrument allows researchers to capture performance in multidimensional, behavior-specific terms (Holbrook, 2002).

2.1.3 Performance Management

According to Lubale (2012), this is the total system of gathering information on performance, reviewing/evaluating performance against the set standards, providing feedback to the individual employees, Storing information to improve institutional effectiveness. Also, Neely et al (1996) defined Performance management as an ongoing process that involves both managers and the employees in: Identifying the strategic

vision, goals and objectives of the organization; Identifying and describing essential job functions and relating them to the mission and goals of the organization;

Developing realistic and appropriate target standards of performance; implementing ways of measuring actual, compared with target performance; communicating constructive performance evaluations; and planning development opportunities to sustain improve or build on employee work performance.

The performance management process provides an opportunity for the employees and performance manager to discuss development goals and jointly create a plan for achieving those goals. Development plans should contribute to organizational goals and the professional growth of the employees (Carney, 1999). With regards to this study, performance management means a method of implementing performance appraisal techniques and administering any subsequent remedial actions based on the technique being used.

2.1.4   Effects of Performance Appraisal on workers' Productivity

Extant literature reviewed has shown that there are trends in effective performance management systems and the effects of such systems are opened for future debates. Cardy (2004) argue that the effect of the performance appraisal conducted in an organization can sometimes determine the overall success of the organization. Arguments such as that given by Cardy (2004) emphasize the fact that performance management system is as important as the business system. That is why it will make a lot of difference in organizational performance. Although how employees are been assessed and the approaches employed in recent years are changing; appraisers such as senior managers

must be conscious and responsive to such changes to performance management systems in their organizations.

Moreover, with the increasing recognition that permeates most organization's appraisal system, there should be an attempt to refashion appraisal to ensure that it contributes fully to the effective HR practice. This new mindset emphasizes on the use of discretionary effort and practical application of behaviors associated with emotional intelligence. For instance, Decenzo and Robbins (2002) revealed that successful organizations should realize that performance management is a critical business tool in translating strategy into results. Thus, performance management systems would directly influence some critical organizational outcomes such as; the financial performance, productivity, product or service quality, customer satisfaction, and employees' job satisfaction (see Bhattacharya, 2008). However, the strategic use of performance appraiser system to achieve organizational outcomes should be treated with some caution. That is, while reflecting on the importance attached appraising employees, many employers have focused on the role of performance management within a broader organizational context, in which appraisal is only part, albeit the key component of a systematic process of performance management. The key impetus for this development has been a more competitive environment in which organizations operate. This can place pressure on a firm's ability to measure and improve the performance(s) of their staff. Based on the arguments above, the following hypotheses are developed, to investigate the relationship between employees' appraiser and their performances. This is based on the assumptions that if employees' performances are assessed or appraised, they are most likely to perform better.

Competent appraisal of individual performance in an organization or company serves to improve the overall effectiveness of the entity. Kane and Lawler, 2009, indicated that, the three main functional areas of performance appraisal systems are administrative, informative, and motivational. Appraisals affects the administrative in that it serves the role of facilitating an orderly means of determining salary increases and other rewards, and of delegating authority and responsibility to the most capable individuals. The informative function is fulfilled when the appraisal system supplies data to managers and appraises about individual strengths and weaknesses. Finally, the motivational role entails creating a learning experience that motivates workers to improve their performance. When effectively used, performance appraisals help employees and managers establish goals for the period before the next appraisal.

Appraises, appraisers (managers), and companies all reap benefits from effective performance appraisals. Appraises benefit in a number of ways; for example, they discover what is expected of them and are able to set goals. They also gain a better understanding of their faults and strengths and can adjust behavior accordingly. In addition, appraisals create a constructive forum for providing feedback to workers about individual behavior, and for allowing workers to provide input to their managers. Finally, appraises are (ideally) given assistance in creating plans to improve behavior, and are able to get a better grasp on the goals and priorities of the company.

2.1.5 Implementation of Performance Appraisal

Historically, 'Performance Appraisal became a widely used management tool in businesses around the 1980's. Its modern uses had previously been restricted to Army Officers and Senior Management' (Taylor, 2005). However appraisal has been present

throughout history and has advanced significantly over time. Performance Appraisal until to-date still plays a huge part in organizations today. A report carried out by the CIPD in 2009 found that 81.3% of organizations surveyed were carrying out performance appraisal in their organization as part of their performance management. In recent years, performance appraisals have been used in organizations for numerous reasons, as opposed to the historical method it was used for, making administrative decisions. According to Cleveland, Murphy and Williams (1989) there are four main uses for Performance Appraisal in organizations today. These are Between Individual Comparisons, Within Individuals Comparisons, Systems Maintenance and Documentation.

Between individuals relates to comparison of individuals in terms of performance, within individuals concentrates on identifying and developing individuals strengths and weaknesses. Systems Maintenance can mean using Performance Appraisal as a source to link company procedures and strategy with the performance of employees and the goals that they have achieved and are working toward. Linking Performance Appraisal to the business goals of the company has been seen as an innovative way of focusing employees' actions to the priorities of the business.

The purpose of Documentation is the use of performance appraisal to document or justify personnel decisions and ensure they are meeting legal requirements (Cleveland et al, 1989; Wiese and Buckley, 1998). Under the global economic crisis, almost every public and private organization is struggling with a performance challenge, one way or another. Various aspects of performance management have been extensively discussed in the literature. Many researchers and experts assert that sets of guidelines for design of

performance management systems would lead to high performance (Kaplan and Norton, 1996, 2006). In fact, the term "performance management" was not utilized until the 1970s (Armstrong and Baron, 2005). Since then, the language of performance has become an almost every-day feature of work in many public sector organizations, in some form or another and the language of performance has been associated with the establishment of standards or indicators to be achieved, and the audit of organizational systems to ensure conformance (Boland and Fowler, 2000). In general, performance management includes activities that ensure that organizational goals are consistently being met in an effective and efficient manner so that it involves shared vision, management style, employee involvement, incentives and rewards, competence framework, team work, education and training, attitudes, and dialogue.

For the individual level, many countries might have some sort of performance appraisal (or performance evaluation) system in the form of performance agreement, typical trait-rating methods, and/or 360-degree feedback as a supplementary evaluation. Individual-level performance assessment could be executed by the personnel authority of each agency and performance of government employees could be evaluated regularly. Based on the result of performance appraisal, incentives cold be provided to government employees. In general, an incentive system is based on the motivation theory and motivation theory is characterized by a diversity of models and theoretical frameworks. There are numerous motivation theories, but the two major theories of motivation are content and cognitive process theories of motivation. Content model of motivation focuses on identifying the substantive nature of individual needs, while cognitive process

theories attempt to explain how and why people are motivated (Gortner, Mahler, and Nicholson, 1997).

Increasingly, companies are relying on their human assets - the knowledge, competence and capabilities of the workforce - as a source of competitive advantage' (Nolan, 2002). The assessment of employees' performance is one of the most common practices in almost every organization, and so performance appraisal is an essential procedure for the better performance of employees and the organization itself (Karimi, Malik and Hussain, 2011). Many businesses regularly use performance appraisal scores to determine the distribution of pay, promotions, and other rewards; however, few organizations attempt to evaluate how employee perceptions of performance appraisal fairness impact employee attitudes and performance (Swiercz, Bryan, Eagle, Bizzotto and Renn, 2012).

It is vital that such appraisal systems are effective and for that reason the performance appraisal must be viewed as a tool for developing and motivating staff. The usefulness of performance appraisal as a managerial decision tool depends partly on whether or not the performance appraisal system is able to provide accurate data on employee performance (Poon, 2004). Many agencies around the world utilize the appraisal results as basic data for promotions and/or the performance-related pay. Descriptions of three approaches commonly used are as follows. First, performance agreements (perhaps for higher-level officials) became one of the common elements of the new management as a performance management mechanism applies to the higher-level in government and as a means to promote the implementation of major public policies. It is the individual appraisal system which contracts an agreement between the minister and managers with the performance objectives and measures based on the strategic plan of the agency. Major elements in the

performance agreement could include individual performance goals based on overall organizational strategic goals, performance indicators, measurement methods, performance targets, and accomplishment plans. It could promote the new management principle by clarifying differences between what we do and what we achieve. It also enhances objectivity and fairness of performance appraisal through the necessary processes (mid-year review and monitoring, performance record keeping and interview, and final review). Nevertheless, its effectiveness depends on higher-level officials' willingness to ensure that performance targets are specified in concrete terms and to appraise achievements fairly in terms of the targets.

Secondly, typical performance appraisal is a common evaluation mechanism of employee performance in the both public and private sectors. The approaches can be grouped as trait-, behavior-, and results-based systems. The main objective of performance appraisal is to measure each employee's annual performance and give feedback to the employee to improve subsequent performance. The performance appraisal is at the heart of the whole performance management system. Typical performance appraisal system based on check list or rating scale could be based on two major areas: (i) job performance in terms of timeliness, completeness, job difficulties, etc.; and (ii) job-fulfilling abilities or traits (core competency) in terms of planning, communication, cooperation, innovation, customer-orientation, etc. Performance appraisal should be the most important part of promotion to reflect the significance of employee in government. Appraisal could allow each ministry to decide the elements and scores by considering the case details. Third, 360-degree feedback (multi-ratter evaluation) supports the use of multiple ratters as an effective method of assessing performance both for developmental and appraisal

purposes. New 360-degree feedback could be used not only for promotions, but also to determine pay step increases, performance-related pay, training, position assignments, and other personnel practices. The 360-degree feedback program requires managers, subordinates and peers to participate in evaluating one another on work related items such as performance, attitude, and leadership (Kim, 2003).

However, in designing a performance appraisal system attention must be given to a number of aspects that impact on how effectively the system actually measures employee contributions in a work setting (Buford and Lindner, 2002). These include reliability and validity, what is to be measured (criteria), sources of appraisal information, timing of appraisals, and control of ratter errors (first impression, halo, central tendency, ratter patterns, similar-to-me effect, contrast effect, stereotyping, etc.). Therefore, designing an appraisal system requires not only establishing policies and procedures but also obtaining the support of the entire workforce and its unions. Top officials must publicly commit to the program by devoting sufficient resources to it and by modeling appropriate behavior, and managers need to be convinced that the system is relevant and operational (Berman et al, 2006).

2.2 Theoretical Review

2.2.1 Rensis Likert Systems 1-4

Rensis Likert's management theory brought a new dimension to organizational development theory. It made it possible to quantify the results of all the work various theorists had been doing with group dynamics. According to Rensis Likert, the best managers in business and government point to a much more effective system of management. The theory is based on a system approach to management which views

organizations as system, and it proposes a theory which helps to think about management with knowledge of human behavior and helps to postulate conceptually the interrelationship of apparently separate and even contradictory ideas underlying management theory (www.mightystudents.com). The theory also delineated the characteristics of high- and low-producing organizations and identified the problems with traditional organizational structures.

System 1: Exploitative

In this system, management uses fear and threats, communication is top-down, and employees abide by the decision that is made by the managers and those who have higher status.

System 2: Benevolent

In this system, the management uses rewards. There is communication flowing upward and information is restricted to what management wants to hear. The responsibility is only at managerial levels but not at lower levels of the organizational hierarchy.

System 3: Consultative

In this style of management, management offers rewards and occasional punishments. However, the involvement is incomplete and major decisions still come from top management, but there is a degree of involvement in the decision-making process by Employees.

System 4: Participative group management

In this style, the management encourages group participation and involvement in setting high performance goals with some economic rewards. Management has complete

confidence in its employees, who are fully involved in the decision-making process. The result is high productivity and better industrial relations.

2.2.2 Maslow's Hierarchy Theory

According to Maslow, when needs occur, motivational tension develops and is directed towards the satisfactions of the felt needs. The intensity of the effort is a function of how strong the needs are (Grobler el, 2002). Maslow presents a hierarchy of needs which can be divided into five levels of needs: Physiological, safety, social, ego and self-actualization (Maslow, 1943). He argued that higher needs can only motivate employees when the lower needs are satisfied. Physiological needs are the primary needs for food, drink, shelter and clothing. Those basic needs can be directly satisfied by employees who get paid adequately and can provide for their needs. Once the basic needs have been satisfied, the safety needs become a motivational factor. From a human resource perspective, the needs can be seen as being job security. Other needs such as salary increases and benefits can also directly relate to the individual performance. Love and belonging represent social needs. Employees desire social relationships whether inside or outside the organization. They need love, caring and affection in the group once the two basic needs are satisfied. When employees have formed their relationship in the organization, the need for self-esteem takes precedence. They try to look for more responsibility, seek opportunities for promotions and other compensations. The highest needs are self-actualization. At this stage, employees seek more challenging and creative opportunities to feel fulfilled. Self-actualization can only be achieved when the lower needs are satisfied, otherwise an individual will continually strive to fill those needs. The highest needs are self- actualization.

2.2.3 Skinner's reinforcement theory

Skinner's reinforcement theory simply states that those behaviors of employees that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated (Skinner, 1953). Reinforcement is at the heart of merit increase, and examples of reinforcements include positive reinforcement, by presenting a reward after a desired behavior. It can be observed when a behavior is followed by a consequence that increases the behavior's likelihood of recurring. Negative reinforcement occurs when an undesirable behavioral consequence is withheld, with the effect of strengthening the probability of the behavior being repeated, an increase in the future frequency of a behavior when the consequence is the removal of an aversive stimulus. Punishment is presenting an aversive stimulus contingent on a response. The aim is to decrease the probability of specific behavior being exhibited. Punishment is the administration of an undesirable behavioral consequence in order to reduce the occurrence of the unwanted behavior.

Behaviorist B.F. Skinner derived the reinforcement theory, one of the oldest theories of motivation, as a way to explain behavior and why we do what we do. The theory may also be known as Behaviorism, or Operant Conditioning, which is still commonly taught in psychology today. The theory states that "an individual's behavior is a function of its consequences" (Management Study Guide, 2013). Behaviorism evolved out of frustration with the introspective techniques of humanism and psychoanalysis, as some researchers were dissatisfied with the lack of directly observable phenomena that could be measured and experimented with. In their opinion, it would make the discipline of Psychology more "scientific" and on par with the core sciences. These researchers turned to exploring

only the behaviors that could be observed and measured, and away from the mysterious workings of the mind (Funder, 2010). The science of psychology that is often associated with the current era may be considered inadmissible to those that follow Skinner's beliefs. Psychology has frequently been associated with the human mind and the evolution of cognitive awareness, causing Skinner to move in a different direction. By applying his thoughts on adjusting motivation through various stimuli, industries such as business, government, education, prisons, and mental institutions can gain a broader understanding of human behavior. "In understanding why any organism behaves the way it does, Skinner saw no place for dwelling on a person's intentions or goals" (Banaji, 2011). For him, it was outward behavior and its environment that mattered. His most important contribution to psychological science was the concept of reinforcement, formalized in his principles of operant conditioning. This was in contrast to Ivan Pavlov's principles of classical conditioning, which along with J.B. Watson's extreme environmentalism strongly influenced his own thinking.

Reinforcement theory has been used in many areas of study to include animal training, raising children, and motivating employees in the workplace. Reinforcement theories focus on observable behavior rather than needs theories that focus on personal states. Reinforcement theory is a form of operant conditioning and focuses on the environmental factors that contribute to shaping behavior. Simply put, reinforcement theory claims that stimuli are used to shape behaviors. There are four primary approaches to reinforcement theory: positive reinforcement, negative reinforcement, positive punishment, and negative punishment, which will be covered in a later paragraph. By analyzing the various components of the Law of Effect and the primary approaches, we can achieve

desired results, otherwise known as consequences, through its application within the workplace.

2.3   Theoretical Framework

Studies show that there are many approaches for evaluating employee behaviour and performance with respect to job tasks and organisational culture. As a result, various applications of PA have left government agencies in a state of confusion and frustration with the employee evaluation process (Gurbuz and Dikmenli, 2007). This situation seems to negatively impact the popularity of appraisal systems in many organisations. Most people support the concept and purpose of PA, in spite of their concerns about the process and application of appraisal outcomes by managers (Grote, 1996). The biggest complaint from managers is that they are not given sufficient guidelines to assess people; and the biggest complaint from employees is that the process is not equitable and fair. PA concentrates much in assessing past behaviours of employees, a situation some managers' exploit to victimize un-favoured employees (Bersin, 2008).

The appraisal process has been categorised into: (i) Establishing job criteria and appraisal standards; (ii) Timing of appraisal; (iii) Selection of appraisers and (iv) Providing feedback (Scullen et al., 2003). Early PA processes were fairly simple, and involved ranking and comparing individuals with other people (Milkovich and Boudreau, 1997). However, these early person-based appraisal systems were fraught with problems. As a result, a transition to job-related performance assessments continues to occur. Thus, PA is being modified from being person-focused to behaviour-oriented, with emphasis on those tasks or behaviours associated with the performance of a particular job (Wellbourne et al., 1998).

A second broad area related to ratters is the motivation of the ratter. Traditionally, researchers seemed to assume that ratters were motivated to rate accurately, and that the problems with the appraisal process involved cognitive processing errors and complexities (Levy and Williams, 2004). This position has, however, been questioned, leading to attempts to identify and understand other elements of ratters' motivation and how such motivation affects the appraisal process. The issues involved include individual differences and the rating purpose on rating leniency. Most practitioners report overwhelming leniency on the part of their ratters, and this rating elevation has been found in empirical papers as well as surveys of organisations (Murphy and Cleveland, 1995; Villanova et al., 1993; Bernadin et al., 2000). The role of attribution in the PA process has also attracted recent research attention on how the attribution those ratters make of ratees' behaviours affect their motivation to rate or their actual rating (Struthers et al., 1998).

Ratters consider ratees' behaviours and their reputations when drawing attribution inferences and deciding on appropriate rewards (Johnson et al., 2002). This implies that attribution processing is an important element of the rating process, and these attributions, in part, determine ratters' reactions and ratings. Another aspect of rater's motivation has to do with ratter accountability. Klimoski and Inks (1990) posit that ratters distort appraisal ratings more when they are to be held accountable to the ratee for those ratings. They emphasise that accountability can result in distortions of performance ratings. This view is confirmed by other research findings (Mero et al., 2003; Shore and Tashchian, 2002). There have also been calls from practitioners to use accountability as a

means of improving the accuracy of appraisal ratings, increasing acceptance of the appraisal system, and making the HR system more efficient (Digh, 1998).

Roberts (2003) identified the significance of participation in the PA process as an antecedent of rates' work motivation. The author suggests that participation is simply essential to any fair and ethical appraisal system. Pettijohn et al, (2001) identify participation and perceptions of fairness as integral to employees' perceptions of job satisfaction and organisational commitment. They conclude that PAS can be used to actually improve submit that participation, goals, and feedback impact on appraisal acceptance, which affects appraisal satisfaction and eventually employee motivation and productivity. Ratee reactions to PA has been categorised into: (i) reactions to the appraisal process, (ii) reactions to the appraisal structure or format, and (iii) reactions to multi-source appraisal or feedback (Levy and Williams, 2004).

There are many challenges which hinder the delivery of public service reforms in Nigeria (Lienert, 2003). The factors include those relating to human resources like manpower deficiencies and lack of psychological dispositions and shortage of financial and material resources necessary for effective delivery of services. The problems of accountability as well as ethical issues also continue to affect effective delivery of public service. In an effort to mitigate some of these challenges, the Government of Nigeria (GON) has in the past launched several reform programs to improve service delivery. Some of these reform efforts include the Civil Service Reform Program (CSRP) (GON, 1993) whose aim was to enhance public service efficiency and productivity. The program was designed to contain costs, improve performance in the public sector, and consolidate and sustain the gains made by reform initiatives (Opiyo, 2006). The other reform initiatives included the

implementation of Results Based Management that was guided by Economic Recovery Strategy for Wealth and Employment creation (GON, 2003) whose strategies included developing benchmarks and evaluating the performance of public institutions. In order to enhance the performance of public officers, the government introduced a program where rewards and sanctions were to be used to encourage provision of quality services in the public sector. This paved way for the piloting of the process of in state corporations in 2003 which saw the introduction and implementation of performance appraisals in the entire public sector.

According to the new PAS, the evaluation of staff performance is supposed to run concurrently with the duration of ministerial performance contracts and the Government Financial year. Targets should meet acceptable quality standards and benchmarks as determined in each category of service delivery; the system should be supported by training of staff, particularly those with managerial and supervisory responsibility; and the process should be regarded as interactive, for mutual agreement between supervisors and appraisers (GON, 2009). Longenecker and Goff (1992), observed that managers and human resource professionals belief that a PAS is a good tool for human resource management and performance improvement. If well designed and implemented performance appraisal can benefit to both the employees and the organizations (Coens and Jenkins, 2000). According to GON (2009), the PAS has caused a cultural transformation within the public service from a baseline of extremely poor performance before 2003. The GON has in the past made some efforts in launching and implementing Public Service Reform initiatives aimed at improving the performance of public servants in service delivery (GON, 1993; GON, 2003). However, these reforms have not achieved

the envisaged results (AAPAM, 2005; Opiyo, 2006). The introduction of the new PAS (GON, 2006) is yet another attempt by the Government to manage and improve performance of the Civil Service and Local Authorities by enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance.

Oluwakemi Owoyemi and Olusoji George (2013) the performance appraisal of managers has long been a mainstay of HR practice and its spread exemplifies the increasing uptake of the systematic and consistent approach to personnel practice. Employees' appraisals involve the determination of performance competence (strength) and failure (weaknesses) of the employees on their jobs. Appraisal results are used to determine promotion, compensation plan, training and counseling needs. This present study is based on the sample size of 220 employees of the public sector agency in Nigeria. The samples were drawn using simple random sampling technique and the data collected were analyzed using correlation. The findings of the study revealed a significant relationship between appraisers and employees' performance ($r = 0.358$; $P < 0.05$) and that in order for the organization to achieve her organizational goals and objectives, a good reward system for high performance must be established. The study recommends that the management of government agency should establish sound performance appraisal mechanism that will measure the actual performance of employees, detecting any deficiency in employees' performance.

Lawal Bello Dogarawa (2013) Performance measurement in the Nigerian Public Service (NPS) is based on Annual Performance Evaluation Report (APER). The volatility of staff disposition in the NPS is to such an extent that Public Servants may work under more than two direct superiors in two or more departments within a year. This makes the

APER system deficient and calls for another model that can suit any sporadic circumstance. This Paper therefore develops a new Public Service Performance Measurement Model (PSPM Model) which addresses chaotic staff disposition and provides continuous record of Public Servant's performance on a monthly basis. It is a simplified Performance Measurement System (PMS) which tasks the employee to report his monthly activities, identify key challenges and suggest ways to overcome them as well as prepare the next month's activities all of which are to be assessed by his direct superior. The Model is intended to enhance the productivity of Public Servants. However, the Model requires an automated system of operation so that all entries and submissions will be done using intranet. The Model can also be modified and adopted by private enterprises. But the Model should be used in a manner that only those who have a role in providing performance records and performance measurement can have access without the possibility to change anything once it is processed.

2.4   Empirical Review

From reviewing the literature, there appears to be no one single best method of Performance Appraisal, although there are certain common elements throughout all effective methods. 'Effective performance appraisals are commonly associated with clear goals that are attached to specific performance criteria and are well-accepted by both appraiser and appraise'(Mustapha and Daud). All effective performance appraisals include elements such as linking appraisal to rewards, the supervisor and employee working together to identify goals, performance goals clearly defined, feedback given to the appraiser on their effectiveness and compliance with legal requirements (Rankin and Kleiner, 1988). Basing on the above literatures from different authors, it is clear that a lot

has been exposed and explained concerning performance appraisal in Nigeria and in the world in general. But no one has covered the issue of effective performance appraisal in regard to workers' productivity in the public service. Therefore, it is from this background; this research emerges to access Performance Appraisal and Workers Productivity of AMAC.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Research Design

The study is devise to measure Performance Appraisal and Workers Productivity of AMAC.

Research design is the overall plan or scheme for carrying out research, which includes; what, how and where the researcher will do the investigation and analysis of the data collection (Umoru, 2005). In other words, research design is the structuring of investigation aimed at identifying variables and the relationships to one another. The essence of this is the accumulation of data in order to enable the researcher test hypothesis or answer research questions (Asika, 2000). Research design is thus because it facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible yielding maximal information with minimum expenditure of effort, time and money.

3.2   Population, Sample and Sampling Technique

The study is undertaken at Abuja Municipal Area council (AMAC) Abuja. A population is the total collection of elements about which the researcher wish to make inference. The researcher listing of all population element from the sample will be drawn the sample frame. A population element is the individual participant or object on which the measurements are taken.

In drawing up the sample size for this study, the simple random sampling method was employed. The type of sampling is also known as chance sampling or probability sampling where each and every item in the population has an equal chance of inclusion in

the sample and each one of the possible sample has the same probability of being selected. The basic idea of sampling is that by selecting some of the elements in a population, we may draw conclusion about the entire population.

3.3 Method of Data Collection

The method of data collection used by the researcher on this topic is survey methods through the instrumentality of questionnaire and the interview.

Questionnaire is used when factual information is needed. It's a list of questions given to individuals to fill either by answering the closed-end questions "yes or no" or by answering the open-end questions i.e. where the respondent is allowed to make input.

The questionnaire used for this research work has multiple opinions for the questions where respondents were provided with opinion of answers to choose only the right answer to their opinion. This form of research plan was choosing in order to ease the work of the researcher in the area of classifying and analyzing individuals (respondents) options. The researcher went further to conduct personal interview for answer not properly given when filling the questionnaire.

The research structured both open- ended and close- ended questions. Double barrel questions that is, those questions capable of attracting multiple interpretations were cautiously avoided. In the close ended questions, respondents were given a number of alternatives from which to select options they consider appropriate. In the open ended questions, respondents were provided with blank spaces in which to write down their own answers in their words. Dichotomous type of questions that demands "yes or No" type of answers was also used.

The method of secondary collection used are data already in existence like textbooks from library, manuals for AMAC different website on the internet and past project reports.

In analyzing the data collected using the questionnaire; the researcher used the simple percentages method of data analysis. The analysis was represented in tabular form for easy understanding and it consist the number of respondents and the corresponding percentage and chi – square was used as the statistical tools used for testing more than two population using data base on two independent random samples.

3.4 Technique for Data Analysis

The chi-square statistical tool is used for testing more than two population using data base on two independent random samples.

The test statistical thus becomes

$$X2 = \sum \frac{(o1 - e1)2}{e1}$$

Where   o1 = observed frequency

e1= expected frequency

3.5 Justification of methods

It can also allow for the subject being surveyed remains anonymous and help to eliminate bias in the interpretation of results. Its major attractions are its relatively low cost considering the fact that useful information will be collected about a large number of people from relatively small number (representative), it was easy to generalize the findings to large population once representativeness of the sample will be assured, and the flexibility of survey meant that a variety of data collection instrument, observation,

interview, questionnaires could be used. This allows one instrument to serve as a check on the other.

Therefore, the justification for using this methodology in this study is to investigate the contemporary phenomena with regard to Performance Appraisal and Workers Productivity of AMAC.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATIONS

4.1   Introduction

This chapter focuses on findings of data and presentations. This study was conducted at Abuja Municipal Area Council (AMAC). The study sought to examine the role of performance appraisal towards effective employee productivity. Karlinge (1973) argues that, the analysis of data and information does not by itself provide answers for research questions, thus it is necessary to interpret the data for proper understanding of the findings

In order to achieve the objectives of the study, a set of questionnaire and interview schedule were used in data collection. Out of 90 distributed questionnaires, due to un avoidable circumstances including lack of time to fill questionnaires, careless, low return rate of some respondents, only 73 questionnaires were returned which is equal to 81% , and only   27   respondents   were   interviewed, making   a   total of   100 informants to this study.

4.2   Findings as Per Study Objectives

How performance appraisal attribute toward employee productivity at Abuja municipal Area Council? This section analyzes the findings of the study in relation to the research objectives and questions presented in the first chapter of this study.

Employees perception towards performance appraisal system in creating commitment in achieving better employee productivity within Abuja municipal Area Council, employees' obligation in putting more effort in achieving the agreed targets and objectives in the formal meeting between them in employee productivity .

4.3   Data Presentation and Analysis

In answering the objectives of the study, one of the variables analyzed was the management taking part in preparation of performance appraisal policies, as one of its roles this was done hence all of the ordinary employees and management staff agreed that the department has performance appraisal policies. The questions were directed to both ordinary employees and management staff. The analyzed data are presented below.

4.3.1   Table 4.1: The Management Taking Part in Setting Performance Appraisal

Responses	Frequency	Percentage
Do participate	26	36
Do not Participate	13	18
Do not Know	34	46
Total	73	100%

Source: Field survey 2018

The findings in the Table 4.1, are results from staff shows that 26(36%) of the respondents have said the management do take part in setting performance appraisal, hence the management is general machinery body in decision making in any organization, therefore it is one of the management task to ensure objectives are reached. One of the ways to ensure goals are reached is preparing performance appraisals. Also the study shows that 13(18%) of the respondents have pointed that the management do not participate in preparation of performance appraisal. And 34(46%) of the respondents have argued that do not know if the management do participate or not. The findings give an impression that the management do take part in preparation of setting performance

appraisal system at the Abuja Municipal Area Council but unfortunately most of staff are not are aware of the management participation.

4.3.2   Table 4.2: Management Participation on Performance Appraisal

Responses	Frequency	Percentage (%)
Do Participate	7	70
Do not Participate	3	30
Total	10	100

Source: Field Survey 2018

The data presented in the Table 4.2 shows that 70% of the respondents who were from management staff admitted that they do participate in the preparation of performance appraisal policy. While 30% of the respondents in this group denied their participation in the preparation of Performance Appraisal.

4.3.3   Table 4.3: Availability of Appraisal Strategy

Response	Frequency	Percentage (%)
I don't know	53	79
No	14	18
Yes	6	8
Total	73	100

Source: Field Survey 2018

Table 4.3 shows findings from staff, 73% of the respondents indicated that are not aware of the availability of performance appraisal system. While 19% of respondents denied that there is no any kind of performance appraisal strategies. And 8% of the respondents have admitted there are performance appraisal strategies at Abuja Municipal Area Council. Basing on the findings, it is clear that majority of the respondents were those who said they do not know if the PA is available. It was further noted that performance appraisal is prepared for the purpose of assessing employee work performance.

Table 4.4: Availability of Performance Appraisal Strategy

Responses	Frequency	Percentage (%)
I don't know	2	20
No	2	20
Yes	6	60
Total	10	100

Source: Field Survey 2018

However, data presented in the Table 4.4 from managerial staff shows, 20% of the respondents are not aware of the availability of the performance appraisal strategy , other 20% have declared that that there are no performance appraisal strategies at the institution and 60 % of the respondents from managerial staff have admitted that there are performance appraisal strategies. Respondents from managerial position (name withheld) said that, the reason as to why employees claim that there is no performance strategy may be due to the fact that some employees fail to understand the real meaning and application of performance appraisal strategy in the organization.

4.3.5   Table 4.5: Employee productivity Improvement Due to Performance Appraisal

Reponses	Frequency	Percentage (%)
Highly Improved employee productivity.	12	16
Just improved employee productivity.	34	47
Not Improved	27	40
Total	73	100

Source: Field Survey 2018

The findings being presented in the Table 4.6 shows that Employee productivity has been highly improved due to the use of performance appraisals at the AMAC, this has been presented by 16% of the respondents. While 47% of the respondents who were staff from AMAC have argued that the employee productivity has just been slightly improved. And 40% of the respondents have said that there is no any improvement. The findings suggest that there have been slight improvement of employee productivity due to the role played by the management through appraisal system.

4.3.6   Table: 4.6: The Frequency of Conducting Performance appraisal

Responses	Frequency	Percentage (%)
After Every project	4	5
Three Times	5	9
Two Times	14	19

Once a year	47	64
I don't know	7	10
Total	73	100

Source: Field survey 2018

Findings in Table 4.6 show that 64% of the respondents have argued that performance appraisals are conducted once a year. While 19% of the respondents have argued that the PA is always conducted twice a year, once in the middle of the year and the other at the end of the year. Also 9% of the respondents have pointed out that the PA is always undertaken three times a year. And 5% of the respondents have said the PA is conducted after every project, which is being carried out at AMAC.

4.3.7   Table 4.7: Conducting Performance appraisal

Response	Frequency	Percentage (%)
After Every project	2	20
Three times	0	0
Two times	0	0
Once a year	8	80
I don't know	0	0
Total	10	100

Source: field Survey 2018

Table 4.7 shows that 20% of the managerial staff has said that performance appraisal is always undertaken. Since there are many tasks which are being assigned as special tasks

when being undertaken, upon its completion PA is always under take. And 80% admit

that the appraisal system is always undertaken once a year. However the findings suggest

PA is always undertaken once per year.

4.3.8   Table 4.8: Employees Perception on Performance Appraisal

Response	Frequency	Percentage (%)
Very Good	12	16
Just Good	29	40
Normal	15	19
Not Good	18	25
Total	73	100

Source: Field Survey 2018

 As presented in the Table 4.8; 16% of the respondents see PAs at AMAC as very good; hence

do give them morale to work effectively and efficiently. 40% of the respondents have argued that

the performance appraisal is just good and 19 % of the respondents have said it's just normal.

And 25% of the respondents have said it's good. This implies that the application of PA at

AMAC is good hence it monitors and evaluates the overall performance, therefore it positively

perceived by the employees.

4.39 Table 4.9: Employees Obligations

Response	Frequency	Percentage (%)
Agree	32	45
Do not Agree	22	30
I don't Know	18	25

Total	73	100

Source: field Survey 2018

Table 4.9 show that 45% of employees agree that they have obligations to consolidate their efforts towards the objectives. They elaborated that the performance appraisals do clearly state their roles to reach in specific period of time. While 22(30%) of the respondents in this group have disagreed that have no any obligations. 25% have said do not know if have any kind of obligation to delegate. The findings suggest that employees have obligations towards effective goals achievement at AMAC.

4.3.10 Table 4.10: The Management Obligation

Response	Frequency	Percentage (%)
Better Processes	3	30
Availability of Human Resources	4	40
Availability of Financial Resources	3	30
Total	10	100

Source: Field Survey 2018

The findings shown in Table 4.10 on the management obligation is ensuring   the whole process of setting the appraisals are well and effective. This was argued by 30% of the respondents. While 40% of the respondents have argued that the management ensures there is available human resource, the management ensures that. And   30% of the respondents have pointed out the management ensures that financial resources is available. This implies that the management is the administrative machinery body that has to ensure all of operations are well set.

4.3.11 Table 4.11: PAs on Overall Performance

Response	Frequency	Percentage (%)
Increased Job Satisfaction	3	30
Improved sense of Loyalty	4	40
The firms overall Improvement	3	30
Total	10	100

Source: Field Survey 2018

The findings in Table 4.22 shows that there is a direct link between PA s and increased job satisfaction hence more effective performance leads to better   clarification of the job and communication is enhance. While 40% of the respondents have said there is a linkage between PA and improved employee sense of loyalty. And 30% have argued that the performance appraisal has to do with the organizational overall success. This shows PA has to ensure the overall of performance of an organization is well monitored and evaluated.

4.4   Test of Hypothesis

The statistical tool used to test the hypothesis is chi-square (X^2).

The hypothesis is tested using statement on Table **4.5**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	52.288[a]	12	.001
Likelihood Ratio	57.058	12	.000
Linear-by-Linear Association	19.350	1	.000
N of Valid Cases	205		

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	52.288[a]	12	.001
Likelihood Ratio	57.058	12	.000
Linear-by-Linear Association	19.350	1	.000
a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is 2.44.			

H$_O$ There is no significant relationship between performance appraisal and Workers productivity in Abuja Municipal Area Council.

H$_1$ There is a significant relationship between performance appraisal and Workers productivity in Abuja Municipal Area Council.

From the Chi-square table above, it shows that the null hypothesis is accepted since the P-value of 0.001 is less than 0.05 level of significance. This implies that there is significant relationship between performance appraisal and Workers productivity in Abuja Municipal Area Council.

4.5   Discussion of the Findings

4.5.1   The Existence of Performance Appraisal Policy

Since the study was carried out to find out the role of performance appraisal towards effective employee productivity. Therefore it was researcher's concern to find out if there is performance appraisal policy in AMAC. The findings shows that the respondents have argued that there is the performance appraisal policy at AMAC, hence the policy clearly stipulate that there should be constant checks and balance on the employees performance so as to ensure the department's objectives are effectively reached.

While the findings show that the respondents have argued that there is performance appraisal policy AMAC. As per Kiando (2009) who argued that appraisal Policy are committed to supporting every employee to reach their potential and achieve their personal goals, which in turn will assist the organization to achieve its objectives. The performance appraisal policy supports the performance appraisal scheme. The scheme is a formal process centered on an annual meeting of each employee and their line manager to discuss his/her work. The purpose of the meeting is to review the previous year's achievements and to set objectives for the following year. These should align individual employees' goals and objectives with organizational goals and objectives. While Kiamba (2012) in his study has shown the key principles of performance appraisals which are commonly used in the government sectors. The appraisal process aims to improve the effectiveness of the organization by contributing to achieving a well-motivated and competent workforce. Appraisal is an ongoing process with an annual formal meeting to review progress. The appraisal discussion is a two way communication exercise to ensure that both the needs of the individual and of the organization are being met, and will be met in the next year.

The appraisal discussion will review the previous year's achievement, and will set an agreed Personal Development Plan for the coming year for each member of staff. All directly employed employees who have completed their probationary period are required to participate in the appraisal process. The appraisal process will be used to identify the individual's development needs and support the objectives of the Training and Development Policy. All staff will receive appraisal training as appraisees, and where appropriate as an appraiser. The appraisal process will provide management with

valuable data to assist succession planning. The appraisal process will be a fair and equitable process in line with our Equality Policy.

4.5.2 The Role of Management in Complying with Agreed Roles and Standards

One of the objective in this study is to find out that the role of the management in ensuring compliance with roles and standards in achieving effective employee productivity, analysis was done by looking on how the management take part ensuring service standards are being reached, the rewards offered for effectively or infectively employee productivity as far as performance appraisal is concerned. The respondents have said the management do take part setting performance appraisal, hence the management is general machinery body in decision making or any organization, therefore it one of the management task to ensure objectives are reached. One of the ways to ensure goals are reached is preparing performance. Mashashinga (2012) argues that one of the most important things you can do to ensure the success of your employee performance appraisal is to actively prepare for it. Whether your company includes a self-evaluation step in their process or not, you don't have to play a passive role where you are merely the recipient of feedback and direction from your manager. By properly preparing for your appraisal meeting with your manager, you can ensure your manager has a broader picture of your performance and career goals, foster dialogue, and take charge of your career progression.

4.5.3 Employees Perception towards Performance Appraisal System

As far as there is the practice of performance appraisal at AMAC, the researcher wanted to find out how employees perceive the practices. Analysis was made by first looking at

how often the organization conducts the Performance Appraisal system and how do employees perceive it. The findings show that performance appraisals are conducted once a year.

According to Simbia (2013) Performance appraisals (PAs) are conducted at least annually, and annual employee performance reviews appear to be the standard in most American organizations. However, "it has been acknowledged that appraisals conducted more frequently (more than once a year) may have positive implications for both the organization and employee." It is suggested that regular performance feedback provided to employees may quell any unexpected and/or surprising feedback to year-end discussions. In a recent research study concerning the timeliness of PAs, "one of the respondents even suggested that the performance review should be done formally and more frequently, perhaps once a month, and recorded twice a year." According to the new PAS, the evaluation of staff performance is supposed to run concurrently with the duration of ministerial performance contracts and the Government Financial year. Targets should meet acceptable quality standards and benchmarks as determined in each category of employee Productivity; the system should be supported by training of staff, particularly those with managerial and supervisory responsibility; and the process should be regarded as interactive, for mutual agreement between supervisors and appraisers.

The study findings revealed that though performance appraisal on paper was built on solid principles, its implementation as relates to the scope of application, highlights of the old performance Appraisal system, implementation of the new system, training as a direct result of Performance Appraisal, advantages and shortcomings of Appraisal at AMAC including use of Appraisal interviews, feedback process and quality and the relationship

between Appraisal and Performance, motivation, reward and sanction management to a large extent falls short and thus greater sensitization was required to harness its full potential and benefit.

The perception of employees toward the effectiveness of Performance Appraisal system helps human resources employees and researchers to obtain the benefit expected from Performance Appraisal system. Therefore, the employees' perception of the outcomes and detriments of an effective Performance Appraisal system were investigated in this research. According to the findings of the study, the perceptions of employees toward the Performance Appraisal system have an effect on their thoughts of their own Appraisals. Besides, it was determined that women perceive the Performance Appraisal system as more effective than men and the employees who work as a manager have a more sensitive perception toward the detriments of Performance Appraisal systems than who do not. It is thought that, the findings of this research may be beneficial to both the researchers who study Performance Appraisal and Human Resources employees to evaluate the effectiveness of Performance Appraisal systems.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Summary of the Main Findings

It was revealed that Abuja Municipal Area Council has Performance Appraisal policy, though some employees were not aware as whether Abuja Municipal Area Council has Performance Appraisal policy or not. However, it was observed that Performance Appraisal policy is not applied properly in AMAC hence making some employee to feel not much recognized to make them put more effort in enhancing productivity. This implies that the nature of Performance Appraisal policy in Abuja Municipal Area Council attribute to the feeling of not recognized and valued in the AMAC. This is due to the fact the policy is not properly applied to bring the intended results.

The study information revealed that in Abuja Municipal Area Council like many public sectors, Performance Appraisal is conducted once a year more especially at the middle of the year. The findings show that management do take part setting Performance Appraisals, hence the management is the general machinery body in decision-making of any organization; therefore it is one of the management's task to ensure objectives are reached.

Also the study has shown that Performance Appraisals are conducted once a year. Also management sets performance appraisal target, standard, rules and the criteria that might be used in evaluating employee Performance and Productivity which are all done by the planning section. The department incorporates with other sections (involvement of the

stakeholders) in order to give them awareness of the issue and to end up with the intended goals.

Moreover, it was showed that employees perceive Performance Appraisal system as a fair system and that they were happy as the system acts as a feedback for employees Productivity, work performance and hence makes it easier for employees to take measures towards rectifying any shortfall that happens during work performance in general.

5.2   Implications of the Findings

The study findings imply the following:

The study findings imply that Abuja Municipal Area Council has performance appraisal policy, though some employees were not aware as whether Abuja Municipal Area Council has performance appraisal policy or not.   However, it was observed that performance appraisal policy is not applied properly at AMAC hence making some employee to feel not much recognized to make them put much effort in the Job Productivity. This implies that the nature of Performance Appraisal policy at Abuja Municipal Area Council attribute to the feeling of not being recognized and valued at AMAC. This is due to the fact the policy is not properly applied to bring the intended results.

The study findings implied most respondents were not aware on the organization's performance appraisal strategy. This implies that some employees fail to understand the real meaning and application of performance appraisal strategy. Nature of the work

organization can also contribute to this situation because employees are not oriented on the strategy of performance appraisal in the organization.

Also management sets performance appraisal target, standard, rules and the criteria that might be used in evaluating their performance towards preparing motivation and rewards for the best performer in the organisation. It was further noted that management also uses Performance Appraisal reports to make decision for employees' future use in the organisation. The study implies that majority respondents said that management is setting performance targets in the organisation. On the other side, a few respondents said that, they don't know" whether management is participating in joint meeting in setting performance targets. The few who were not aware about the participation of management in joint meeting might be the newly recruited employees who due to the nature of their work do not participate in joint meeting to set performance targets. The data implies that AMAC does not fully involve employees in the process of setting Performance Appraisal criteria and therefore making the process not participatory between management and employees. However, it was showed that employees perceive Performance Appraisal system as a fair system and that they were happy as the system acts as a feedback for employees work productivity, performance and hence make it easier for employees to take measures towards rectifying any shortfall happened during work performance and productivity in general.

5.3   Conclusion

In conclusion: It has been observed that management is complying with the agreed rules and standards in achieving effective employee productivity. However, the available Performance Appraisal policy is not displayed to all employees to create sufficient

understanding. Performance Appraisal policy was supposed to be available to every employee during orientation process.

Secondly, the study concluded that employees see Performance Appraisal as a tool that is useful to the organization, though the organization is still facing a serious problem in implementing Performance Appraisal policy due to lack of awareness. Some of them fail to conceptualize the essence of Performance Appraisal process. Also, lack of direct involvement and support of top management especially on the issue of sufficient budget to conduct training on Performance Appraisal for employee, lack of financial support in the process of setting criteria and harmonizing to subordinate, lack of full commitment in conducting Performance Appraisal process frequently.

Thirdly, the study concluded that employees were willing to put in more effort in achieving and enhancing productivity; Performance Appraisal is conducted once a year more especially at the middle of the year. This practice was seen as not better because does not give employee an opportunity to reveal their weakness and probably to rectify their mistake before the end of the year when sometimes employee might have committed a lot of mistakes that in one way or another can affect the organisation as well as the performance and productivity.

The study concluded that complying with agreed rules and standards; Management sets Performance Appraisal targets, standards, rules and criteria that are used in evaluating employee productivity. Also management is responsible in participating in the process of setting performance standards conducted by planning section and end up with intended goals. Data from the study indicate that management is providing rewards to the best

employee and promoting teamwork among employees. The organization has a good linkage between Performance Appraisal in relation to individual and overall institutional objectives in improving employee productivity, whereby management is convening employee - management meeting and discussing challenges that employees were facing and providing necessary solutions to those challenges for smooth performance and productivity.

5.4   Recommendations

Based on the findings and conclusion drawn from the study, the following are some of the recommendations proposed to the management and government so as to make sustainable use of performance appraisal exercise and report to enhance employee productivity at AMAC.

Firstly, the management of Abuja Municipal Area Council has to review Performance Appraisal policy and make sure it is attractive and that every employee is aware about the criteria used for selecting the best performer and the criteria involved. Also the policy should aim at offering equal opportunities to every employee as longer as he/she has performed according to the set and accepted criteria and standards.

Secondly, the administration of Abuja Municipal Area Council should convince the Ministry of budget and national planning to push the possibility of increasing Performance Appraisal budget to meet the intended results of increasing Employee Productivity. They should convince the ministry if possible to allow the AMAC use internal sources to boost the budget to meet the intended objective of the Abuja Municipal Area Council.

5.5 Suggested Areas for further Studies

The researcher suggests that further research should be conducted in the following areas; Firstly, further study using the same or different methodology/strategy should be taken in other Ministries and regions to make critical evaluation of the role of Performance Appraisal towards employee productivity among public sectors in Nigeria or even the same may be conducted in private sectors using different methodologies. Also there is a need to conduct detail analysis to measure the effects of Performance Appraisal results in organization's training or recruitment programme to the Nigerian society. This will enable researchers to have cooperative analysis, which will lead to formulation of the best National policies to conduct and utilize Performance Appraisal results for the betterment of Nigerians.

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Department of Public Administration,
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Nasarawa State University, Keffi Nigeria.

Dear Respondent,

REQUEST TO COMPLETE A RESEARCH QUESTIONNAIRE.

I am OJO YEMISI BISOLA, a student of the above name institution and department with registration number NSU/MPA/GEN/0012/16/17. As part of the requirements for the award of Masters in Public Administration, I am carrying out a research work on: PERFORMANCE APPRAISAL AND WORKERS PRODUCTIVITY OF AMAC.

I would humbly like you to assist me fill this questionnaire to enable me get the relevant information on the research work as titled above. Please note that any information given will be treated with utmost confidentiality and used adequately for the purpose of the project work only.

Thanks for your co-operation

Yours Faithfully,

OJO YEMISI BISOLA

NSU/MPA/GEN/0012/16/17

Appendix II:

Questionnaire

<u>**Instruction**</u>

Tick in the bracket provided for your appropriate response and fill your answer in the space provided.

Specific Information

1.   Does your organization have a performance appraisal policy?

    (i)   Yes   (   )

    (ii) No   (   )

    (iii) I don't know   (   )

    If it does, briefly explain how it works……………………………………….

2.   Is the department facing a problem in implementing performance appraisal policy?

    (i) Yes   (   )

    (ii) No   (   )

    (iii)I don't know   (   )

3.   If Yes for question 2 above, please mention the problems that your department is facing

    in implementing performance appraisal policy?

    ……………………………………………………………………………………………

    …………………………………………………………………………

4.   How often does the organization conduct performance appraisal?

    (i) Four times a year   (   )

    (ii) Three times a year (   )

(iii)Two times a year   (   )

(iv)Two time a year   (   )

(v) Once a year   (   )

(vi)I don't know   (   )

(vii)   Others, please mention…………………………………………………

5.   What is the role of management in complying with rules?

…………………………………………………………………………………

………………………………………………………………………………….

6.   Does management play part in setting performance standards?

(i) Yes (   )

(ii) No (   )

7.   What role does management play in setting performance standards?

…………………………………………………………………………………………………

……………………………………………………………………………

8.   Does employee participate in joint meeting to setting performance targets?

(i) Yes   (   )

(ii) No   (   )

(iii)I don't know   (   )

9.   How does management play part in achieving optimum workers' productivity?

…………………………………………………………………………………………………

……………………………………………………………………………

10. Does your organization involve employees in the process of setting performance appraisal criteria?

    (i) Yes   ( )

    (ii) No   ( )

    (iii)I don't know   ( )

11. How do you perceive performance appraisal policy in your organization?

    …………………………………………………………………………………………

    ……………………………………………………………………

12. Does performance appraisal help in creating commitment in improving workers' productivity?

    (i) Yes   ( )

    (ii) No   ( )

    (iii)I don't know   ( )

13. How does a performance appraisal result play part in stimulating employee's work ethics?

    …………………………………………………………………………………………

    ……………………………………………………………………

14. How do your clients perceive your services?

    (i) Best   ( )

    (ii) Better   ( )

    (iii)Normal   ( )

    (iv)Please Mention others…..…………………………………………………

    (v)

15. Does your client participate in setting performance appraisal standards?

(i) Yes ( )

(ii) No ( )

(iii)I don't know ( )

16. If yes, to question 15 above, how does client perceive performance appraisal policy?

……………………………………………………………………………………………

………………………………………………………………………

17. How long does your department take to offer services to your client?

(i) 1-4 days ( )

(ii) 5-8 days ( )

(iii)9-12 days ( )

(iv) 13 days and above ( )

18. Does management award the best employees obtained from performance appraisal?

(i) Yes ( )

(ii) No ( )

(iii)I don't know ( )

……………………………………………………………………………………………

………………………………………………………………………

19. To what extent does service delivery improved due to the use performance appraisal?

(i) Highly improved ( )

(ii) Just improved ( )

(iii) Not improved ( )

20. Explain the measures that should be taken by AMAC to improve working condition and worker's productivity

……………………………………………………………………………………

……………………………………………………………………………………

Thank you for spending your precious time on this questionnaire