

## **APPRAISAL OF EMPLOYEES PERFORMANCE IN NIGERIA'S PUBLIC SECTOR**

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### **Abstract**

*The central focus of every public organization is to realize a significant increase in the level of productivity. Attaining this all-time goal is determined by the performance of the employees who handle the services of the organization. This implies that the productivity of any organization depend on the considerable extent to which its employees perform their assigned responsibilities in the organization. Employee's performance appraisal is one of the parameters used by the management to measure and improve the performance of the employees. The paper employed survey research design method; The population of the study consist both academic and non academic staff of the polytechnic amounting to a total of 1 450 population and arrived at 440 using Krecie and morgan (1970) table for determining sample size, Data were collected from both primary and secondary sources. Questionnaires were distributed to the targeted population and oral interviews were also conducted with the respondents. Simple random sampling technique was used in determining the sample size. The data collected were analyzed using regression. It was discovered that employee's performance appraisal exercise play a*

*vital role in boosting employee's productivity in public sector. It was also found that the increase in the level of productivity in public sector depend largely on employee's performance. In the end, it was recommended that organization's management should give emphasis on employee's performance appraisal exercise that will cover wide range areas such as on the job and off the job appraisal, employee's attitude to work and annual performance evaluation. Management should introduce new approach to employee's performance appraisal that is capable of boosting employee's productivity, such as Management by Objectives.*

**Keywords :**Appraisal, employee's,organization, performance, public sector productivity

### **Introduction**

Globally, organizations whether service or manufacturing, public or private do everything possible to ensure that all employees are adequately committed to their specialized work in order to attain organizational goals (Mullins, 1996). Performance appraisal, as an important evaluation system, has its roots in the early 20th century, stemming from Taylor's pioneering time and motion studies (1911). Performance appraisal as a distinct and formal management procedure, which really dates from the time of the Second World War, not more than 60 years ago, is used in the appraisal of work performance. It is a basic human tendency to make judgments about those one is working with, as well as about oneself (Dulewicz, 1989). International organizations may set regular targets on particular aspects of their performance like financial returns, efficiency, quality of services supplied, etc against which their performance is monitored and evaluated. It involves a structured process for both evaluating an employee's past performance and setting future targets/timetables for reaching them, (Cambridge Systematic 2000).

However, Public organizations in Sub-Saharan Africa are basically established to provide essential services with the view to improving the standard of living of the citizens. In order to provide the services efficiently and effectively these organizations are expected to be productive. The productivity of the public sector is determined by the performance of the employees who handle the affairs of the organizations. This means that result oriented employees perform their responsibilities in such a way that enhances organizational productivity.

Public sectors across the globe have long been battling with inefficiency and low productivity, which resulted from low performance of the employees. Employee's performance appraisal therefore, has a significant impact on organizational productivity since it has positive effect on individual, group and organization at large. It is worth mentioning that, the several efforts of the Nigerian government to improve the public sector are proved abortive. This necessitated for the introduction of performance management among other measures with the aim of improving public sector productivity in Nigeria. Thus, the need for employee's performance appraisal exercise is of paramount importance in this regard. The main idea behind

performance appraisal system is to examine how efficiently and effectively employees perform the responsibilities assigned to them.

Performance appraisal can be defined as the process of assessing and recording employee performance for the purpose of making judgments about employees that lead to decisions (Cook & Crossman, 2004), according to Gabris & Ihrke (2000) performance appraisal is a structured and formal interaction between a subordinate and supervisor, that usually takes the forms of periodic. Consequently, Public sector in Nigeria is facing serious challenges in terms of productivity which consequently contributed to the continues falling standard of public organizations in the country. This could be due to inadequate employee's performance appraisal exercise or other associated factors. So many measures were taken and enormous resources were invested in Nigeria, but yet the situation remains unchanged due to poor appraising system, low supervision and lack of motivation, as well as inability for the organization to select an effective and efficient appraising technique that would match with the needs and objectives of the organization. It has also been observed that in Nigeria most of the performance appraisal exercise/program is not well designed and focused. Management of organizations tends to view it as a punitive measure. These makes it loose its objectives and focus, performance appraisal no longer seek to actualize its objectives of correcting deviations, hence increasing productivity and jettison all hindrance that tends to hinder productivity (Adaeze, 2012).

It is in the light of the above that this study attempts to ask the following fundamental questions. "What is the relationship between employee's performance appraisal and public sector productivity"? "What are the factors impeding employees performance leading to low public sector productivity"? "What extent does the application of sound appraisal methods is capable of boosting employee's performance that enhances public sector productivity in Nigeria"? One of the fundamental objectives of this study is to ascertain the extent to which appraisal of the employees performance improve productivity. The hypothesis was also stated in null form:  $H_{01}$ : There is no significant difference between Performance appraisal and improving public sector productivity in Nigeria,  $H_{02}$ : There is no significant difference between Appraisal of the performance of employees and public sector productivity in Nigeria

However, the scope of this study is restricted to employee's performance appraisal and public sector productivity with particular reference to Kano State Polytechnic. The study was more focusing on how Appraisal of the employee's performance improves public sector productivity. The study was intended to cover the years 2014 to 2019. The target respondents include both the teaching and nonteaching staff of Kano State Polytechnic. Furthermore, the study were limited to the following constrains, such as; financial problems, time constrains and copies of unreturned data by the target respondents. As such the study is of importance in the following ways;

The study will assist both public and private sectors in understanding the best way to

improve the level of productivity through the performance of employees in an organization. The study will significantly identify the sound performance appraisal method and provide explanation on how its effective application will help in boosting the morale of employees. The outcomes of the research will also contribute to the existing literature on the subject matter by providing new ideas and insight that will be preferred for academic consumption.

### **Literature Review**

#### **Concept of Performance Appraisal**

According to Edwin Flippo, "Performance Appraisal is the systematic, periodic and impartial rating of an employee's excellence, in matters pertaining to his present job and his potential for a better job." According to Dale Beach, "Performance Appraisal is the systematic evaluation of the individual with regards to his or her performance on the job and his potential for development." Periodic reviews help supervisors gain a better understanding of each employee's abilities. The goal of review process is to recognize achievement, evaluate job process, and then to design training for the further development of skill and strength. a careful review will stimulate employee's interest and improve job performance.

Also, Performance appraisal can be viewed as the process of assessing and recording employee performance for the purpose of making judgments about employee that lead to decisions (Cook & Crossman, 2004). In simple terms, performance appraisal may be understood as the assessment of an individual's productivity in a systematic way, the productivity being measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, cooperation, judgment, versatility, health and the like (De Waal, 2004). However, Performance appraisal is a structured and formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development (Gabris & Ihrke, 2000).

Performance appraisal is a systematic evaluation of the performance of an employee on his present job and also in relation to future jobs that he may be required to take up (Hartzell, 2006). It measures and evaluates the results of the performance of workers pointing out their potentialities and deficiencies so that they can improve over time. A good appraisal system is so fundamental to the management of people in any organization. The success of the organization itself depends largely on a good appraisal system. With a good appraisal system those who contribute more will be adequately rewarded and the right type of people are likely to be promoted into positions of higher responsibilities (Stonner, Freeman & Gilbert, 2005). Thus, for any evaluation system to work well, the employees must understand it, must feel it as fair, and must be work oriented enough to care about the results (Habibu, 1992). One way to foster this understanding is for the employees to participate in the system design and be trained to some extent in performance appraisal.

The underlying objective of performance appraisal in any organization is to improve the productivity of workers. Thus, performance appraisal provides adequate feedback on how staffs are performing, by exposing them to knowledge and the result of their work; clear and attainable goals of the organization; avenues for involvement in the setting of tasks and goals (Mullins, 1999). These activities lead to improvement in the performance of personnel, and higher productivity in the organization.

### **Public Sector**

According to Sani (2001) public sector is described as government owned organization that are established primarily to provide services for its citizens. Abdulsalam (1989) stressed that public sector consists of the organizations; enterprises etc owned and managed by government intended to serve all members of the community through the provision of basic and infrastructural services. In general terms, public sector comprising all publically, owned, controlled and funded agencies, ministries, parastatals and enterprises that are charged with the responsibilities of providing goods and services with the aim of improving the standard of living of the citizens. The public sector consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services. It is not however; always clear whether any particular organization should be included under that umbrella. Therefore, it is necessary to identify specific criteria to help define the boundaries.

However, the concept of public sector is broader than simply that of core government and may overlap with the not-for-profit or private sectors. For the purposes of this guidance, the public sector consists of an expanding ring of organizations, with core government at the center, followed by agencies and public enterprises. Around this ring is a gray zone consisting of publicly funded contractors and publicly owned businesses, which may be, but for the most part are not, part of the public sector. At any of these levels, the public sector generally consists of at least three types of organizations.

**Core government** consists of a governing body with a defined territorial authority. Core governments include all departments, ministries, or branches of the government that are integral parts of the structure, and are accountable to and report directly to the central authority, the legislature and council, cabinet, or executive head.

**Agencies** consist of public organizations that are clearly a part of the government and deliver public programs, goods, or services, but that exist as separate organizations in their own right possibly as legal entities and operate with a partial degree of operational independence. They often, but not necessarily, are headed by a board of directors, commission, or other appointed body.

**Public enterprises** are agencies that deliver public programs, goods, or services, but operate independently of government and often have their own sources of revenue in

addition to direct public funding. They also may compete in private markets and may make profits. However, in most cases the government is the major shareholder, and these enterprises partly follow the acts and regulations that govern the core government. Outside this clear public sector area is a gray zone, or boundary zone, with two types of organizations that might or might not be part of the public sector.

**State businesses** are government owned and controlled businesses that sell goods or services for profit in the private market. Although they do not deliver what would be considered public programs, goods, or services, they might be considered part of the public sector.

**Public contractors** are legally independent entities outside government that receive public funding under contract or agreement to deliver public programs, goods, or services as their primary business. Due primarily to their limited public control, these organizations usually would be classified as not for-Profit or private sector entities.

### **Productivity**

Productivity has been generally defined as a ratio of measure of output to a measure of some or all of the resources used to produce this output (Yadar and Marwah, 2015). According to questioned productivity commission, productivity is referred to as the efficiently with which an entity such as firm or industry, or at the aggregate level on economy, is using its resources (labour, materials and capital) in the production process to generate output in the form of goods and services.

Boyle (2006) posits that productivity is a measure of the amount of output generated per unit of input. Productivity is an overall measure of the ability to produce a good or service. More specifically, productivity is the measure of how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality. Productivity may also be defined as an index that measures output (goods and services) relative to the input (labor, materials, energy, etc., used to produce the output). There are two major ways to increase productivity: increase the numerator (output) or decrease the denominator (input). Of course, a similar effect would be seen if both input and output increased, but output increased faster than input; or if input and output decreased, but input decreased faster than output. Productivity is an objective concept. As an objective concept it can be measured, ideally against a universal standard. As such, organizations can monitor productivity for strategic reasons such as corporate planning, organization improvement, or comparison to competitors. It can also be used for tactical reasons such as project control or controlling performance to budget.

Productivity is useful as a relative measure of actual output of production compared to the actual input of resources, measured across time or against common entities. As output increases for a level of input, or as the amount of input decreases for a constant level of output, an increase in productivity occurs. Therefore, a "productivity measure"

describes how well the resources of an organization are being used to produce input. Productivity is often confused with efficiency. Efficiency is generally seen as the ratio of the time needed to perform a task to some predetermined standard time. However, doing unnecessary work efficiently is not exactly being productive. It would be more correct to interpret productivity as a measure of effectiveness (doing the right thing efficiently), which is outcome-oriented rather than output-oriented.

Productivity improvement can be achieved in a number of ways. If the level of output is increased faster than that of input, productivity will increase. Conversely, productivity will be increased if the level of input is decreased faster than that of output. Also, an organization may realize a productivity increase from producing more output with the same level of input. Finally, producing more output with a reduced level of input will result in increased productivity.

Furthermore, one of the key issues that most organizations face nowadays is the need to improve employee productivity. Employee productivity is an assessment of the efficiency of a worker or group of workers. In actual terms, productivity is a component which directly affects the company's profits (Gummesson, 1998; Sels et al., 2006). Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average out for employees doing similar work. It can also be assessed according to the amount of units of a product or service that an employee handles in a defined time frame (Piana, 2001). As the success of an organization relies mainly on the productivity of its employees, therefore, employee productivity has become an important objective for businesses (Cato & Gordon, 2009; Gummesson, 1998; Sharma & Sharma, 2014).

#### **Empirical perspective of the related studies**

Adebayo and kolawole (2013) wrote on Appraisal system as a tool for performance in selected organization in Nigeria, the main objectives of the study was to investigate the performance appraisal as a management tool exercise to determine the retention, promotion and downsizing of staff in national petroleum investment (NAPISM) and national engineering and technical company (NETCO) in Nigeria, The study adopted survey research design method, primary and secondary data were generated from both staff of (NAPISM) and (NETCO) All the units were represented, 620 of the total workforce was purposively selected to respond to the questionnaire survey, stratified sampling were also employed for the study. The study revealed that the way and manner performance appraisal is done in most of the organization were characterized with bias, Therefore the research recommended that performance appraisal must be carried out without bias with aims of ensuring workers promotion and retention, However the research did not specifically identified the sample size that arrived at 620 of the total workforce, while this our research focused on enhancing employee productivity in public sector with particular reference to academic and non academic staff of Kano State Polytechnic.

Mengistus (2018) Concentrated on Assessment of Performance Appraisal Practice on Ethiopia, the main objectives of the study was to assess the performance appraisal practice of Ethiopian road Authority in kombolcha branch, descriptive research method was employed; the research utilized qualitative and quantitative research approaches. Both secondary and primary data sourced were also used, secondary data were used and obtained direct from written documents and primary data were obtained through questionnaire. The findings of the research revealed that reasonable result that could help management to take reasonable decision for their future activity such as employee's performance is evaluated on regular basis or procedure; the research found that the employees do not know for what purpose the performance appraisal conducted in their organization, the research shows that employees cannot know whether they are strong or weak at their performance and rates committees the error seen in this organization. The research recommended that the stakeholders should pay attention to awareness development with particular emphasis on those employees at performance appraisal; the research also recommended that the management should develop standard and criteria for various job types at every level of the organization through detailed job analysis and avoided such errors, however, the research was conducted in Ethiopia road authority with aims of assessing the performance appraisal of employees practice, while our research was conducted on enhancing productivity through Performance appraisal of the employees in Nigerian public sector with special emphasis on both academic and non academic staff of Kano State Polytechnic.

Mwema and Gachunga (2014) wrote on the influence of performance appraisal on employee's productivity in organizations, a case study of selected World Health Organization (WHO) offices in East Africa. Descriptive design was adopted and regression analysis was used to establish the effect of performance appraisal on employee's productivity. The research recommended that organizations should appraise their employees often through utilized target, accomplishments, organizational goals, time management & efficiency for performance, measure purposes as it would lead to increase in employee's productivity. The Mwema & Gachunga study did not actually show the relationship between performance appraisal techniques and organizational productivity. This research work will cover the gap left by Mwema & Gachunga's work.

Obi (2016) studied performance appraisal as a tool for enhancing productivity in an organization. Descriptive research design was adopted in the study. Both questionnaire and interview were used to obtain information in the three case study organizations. The overall result showed that performance appraisal helps organizations to position employee's adequately for optimum productivity. The research recommended that modern corporate organizations are advised to consider performance appraisal seriously in order to enhance higher productivity. The obi's work did not identify the best type of appraising system that produces higher productivity. However, this work was on appraising the performance of on employees and shows the best that produces higher productivity in public sector.



Zayum (2017) conducted a study on performance appraisal and employee productivity in Plateau State Internal Revenue Service (PSIRS), Nigeria. The research design used survey research where a structured questionnaire was adopted, the population of the study consist of 1585 employees of plateau state internal revenue service's where 319 was taken as sample which was determined using Taro Yamane formula. The research found out that Management by Objectives (MBO) and 360° feedback appraisal techniques enhances employee's productivity inPSIRS. The research recommended that the PSIRS should enforce MBO in order to enable staff participate in organization of goal setting and understand areas of responsibility so as to further improve productivity. While Zayum work is more concern with how performance appraisal is used to improve productivity in an organization, this work is more concern with the relationship between performance appraisal and organizational productivity and also the identification of the best appraisal technique that provides highest contribution to organizational productivity.

### **Gap of the study**

This study is highly needed to cover the gap left by various previous studies on performance appraisal. Although many researches have been conducted in the same or similar field, yet none of such researches studies deeply to establish the actual relationship between performance appraisal and organization productivity in public sector, hence this research was conducted to make a difference from the previous researches and was therefore designed and aimed to fill the gap mentioned above.

### **Theoretical Framework**

The paper adopts the Justice Theory propounded by Rawls in (1971) to explain performance appraisal and employee productivity in the public sector. The theory states that organizational justice refers to perceived fairness in the working place which comprises: Procedural, Distributive, Interpersonal, and Informational Justice related to performance appraisal exercise in an organization. The study incorporated all four justice dimensions into one theoretical framework. The procedural, distributive, interpersonal, and informational justice were related to social relationship, either with the organization (i.e. procedural and distributive justice) or with the supervisor (i.e. interpersonal and informational justice), whereas distributive justice is related more to an economic exchange relationship.

The procedural justice concerned with the perceived fairness of the procedure that used during the appraisal of employees' productivity. The procedure can be in terms of involving employees in the process of organizational goals setting, and setting criteria of measuring employee's productivity. Distributive justice deals with the proportional relationship between employee's inputs in terms of effort, ability, time and training, and the outcomes they receive e.g. payment, promotion and other rewards that are fair to employees in public sector organization. Also, interpersonal justice involves perception of fairness that relate to the way rater treats the person being evaluated; it concerned with the perceived fairness of interpersonal interaction between superior and subordinate during the performance appraisal session in the

organization, while informational justice concerned with the perception of fairness in terms of information about procedures in form of honest, sincere and logical explanations and justifications of any component of the appraisal process.

Within the context of performance appraisal system of improving employees productivity is the most common information justice will involve the clarification of goals, productivity expectation and standards, routine feedback, and explanations during the performance appraisal period.

### Methodology

The study adopted survey research design. The study employed both primary and secondary sources of data. The primary sources of data were generated through the Administration questionnaires and interview. Simple random sampling technique and judgmental sampling were used in selecting the respondents from both academic and non-academic staff of Kano State Polytechnic amounting to a total population of 1450 and arrived at 440, Krejcie and Morgan (1970) table of determining sample size was used, The simple random sampling technique was adopted in order to give equal chance of being included in the sample, while the judgmental sampling was used to elicit information from the respondent. The secondary source of data includes newspapers, books, government's publication, conference proceedings, gazettes, Journal, unpublished dissertations, magazines, as well as internet. The study also adopted both descriptive and inferential statistics in describing and analyzing the data. Linear regression was used as a tool for analysis.

### Results and Discussions

The rate of return of questionnaire at each category of respondents under study was measured below

**Table 1; Rate of return of questionnaires**

Questionnaires	Numbers	Percentage %
Administered	440	100
Retrieved	410	93.1
Unreturned	30	6.8
Valid	400	90.9
Invalid	10	2.3
Total	440	100

Source: Resources Survey 2019

Table 1 shows the copies of questionnaires distributed by the researcher to the respondent's amount to 440 questionnaires. Among which 410 were retrieved by the respondents while 30 of the questionnaires were not returned. Therefore the copies of the valid questionnaires used for the study was 400 while the invalid questionnaire was 10.

### Data Presentation and Analysis

Analysis of data collected relating to hypothesis one which stated that "Performance

appraisal has no significant effect on public sector productivity in Nigeria.

**Table 2; Public organizations with effective performance appraisal policy tend to be more productive in Nigeria.**

	Frequency	Percentage	Valid percentage	Cumulative percentage (%)
Strongly disagreed	40	10	10	10
Disagreed	76	19	19	29
Undecided	4	1	1	30
Agreed	160	40	40	70
Strongly agreed	120	30	30	100
<b>Total</b>	<b>400</b>	<b>100</b>	<b>100</b>	

Source: Resources Survey 2019

Table 2 shows the respondents opinions on the statement that public organization with effective performance appraisal policy tend to be more productive in Nigeria with 120 (30%) strongly agreed, 160 (40%) agreed, 4 (1%) undecided, 76 (19%) disagreed and 40 (10%) strongly disagreed. The findings confirms that 280 (70%) constituting the majority of the respondents agreed with the statement.

**Table 3; Performance appraisal improves employees Loyalty and quality.**

	Frequency	Percentage	Valid percentage	Cumulative percentage (%)
Strongly disagreed	50	12.5	12.5	12.5
Disagreed	68	17	17	29.5
Undecided	0	0	0	29.5
Agreed	152	38	38	67.5
Strongly agreed	130	32.5	32.5	100
<b>Total</b>	<b>400</b>	<b>100</b>	<b>100</b>	

Source: Researchers Survey, 2019

Table 3 presents the opinions of the respondents that “performance appraisal improves employee's loyalty and quality” with 130 (32.5%) of the respondents strongly agreed with the statement, 152 (38%) agreed, 0 (0%) undecided, 68 disagreed, while 50 (12.5%) strongly disagreed. The findings shows that 280 (70%) constituting the majority of the respondents with the assertion.

**Table 4; Performance appraisal serves as Organization's Mechanism for Control**

	Frequency	Percentage	Valid percentage	Cumulative percentage (%)
Strongly disagreed	50	12.5	12.5	12.5
Disagreed	74	18.5	18.5	31
Undecided	6	1.5	1.5	32.5
Agreed	150	37.5	37.5	70
Strongly agreed	120	30	30	100
<b>Total</b>	<b>400</b>	<b>100</b>	<b>100</b>	

Source: Respondent's survey, 2019

Table 4 shows respondents opinions on the statement that “performance appraisal serves as organization's mechanism for control with 50 (12.5%) of the respondents strongly disagreed with the statement, 74 (18.5%) disagreed, 6 (1.5%) were undecided, 150 (37.5%) agreed, while 120 (30%) strongly agreed. The findings disclosed that 280 (67.5%) which constituted the majority of the respondents agreed with the statement.

**Table 5; Performance appraisal promotes organizational objectives**

	Frequency	Percentage	Valid percentage	Cumulative percentage (%)
Strongly disagreed	60	15	15	15
Disagreed	52	13	13	28
Undecided	8	2	2	30
Agreed	100	25	25	55
Strongly agreed	180	45	45	100
<b>Total</b>	<b>400</b>	<b>100</b>	<b>100</b>	

**Source: Researcher's survey, 2019**

Table 5 presents respondent's opinions on the statement that “performance approval promotes organizational objectives” with 60 (15%) of the respondents strongly disagreed with the statement, 52 (13%) disagreed, 8 (2%) were undecided, 100 (25%) agreed, while 180 (45%) strongly disagreed. The findings show that 280 (70%) constituting the majority of the respondents agreed with the submission.

**Table 6; Performance appraisal improves employee's quality of work and efficiency.**

	Frequency	Percentage	Valid percentage	Cumulative percentage (%)
Strongly disagreed	20	5	5	5
Disagreed	44	11	11	16
Undecided	14	1	1	17
Agreed	200	50	50	67
Strongly agreed	132	33	33	100
<b>Total</b>	<b>400</b>	<b>100</b>	<b>100</b>	

**Source: Researcher's survey, 2019**

Table 6 shows the opinions of the respondents on the statement that “performance appraisal improves employee's quality of work and efficiency” with 20 (5%) of the respondents strongly disagreed with the statement, 44 (11%) disagreed 4 (1%) undecided, 200 (50%) agreed, while 132 (33%) strongly agreed. The findings discovered that 332 representing eighty three percent (83%) which constituted the majority of the respondents agreed with the statement.

**Table 7; Absence of performance appraisal leads to low productivity and failure in public sector**

	Frequency	Percentage	Valid percentage	Cumulative percentage (%)
Strongly disagreed	30	7.5	7.5	7.5
Disagreed	54	13.5	13.5	21
Undecided	6	1.5	1.5	22.5
Agreed	140	35	35	57.5
Strongly agreed	170	42.5	42.5	100
<b>Total</b>	<b>400</b>	<b>100</b>	<b>100</b>	

Table 7 shows the opinions of the respondents on the statement that “absence of performance appraisal leads to low productivity and failure in public sector” with 30 (7.5%) of the respondents strongly disagreed with the statement, 54 (13.5%) disagreed, 6 (1.5%) remained undecided, 140 (35%), while 170 (42.5%) strongly agreed. The findings disclosed that 310 (77.5%). Constituting the majority of the respondents agreed with the assertion.

**Table 8; Public sector productivity increases despite the existence of poor appraising technique.**

	Frequency	Percentage	Valid percentage	Cumulative percentage (%)
Strongly disagreed	124	31	31	31
Disagreed	190	47.5	47.5	78.5
Undecided	2	0.5	0.5	79
Agreed	60	15	15	94
Strongly agreed	24	6	6	100
<b>Total</b>	<b>400</b>	<b>100</b>	<b>100</b>	

Source: Resources Survey 2019

Table 8 shows the respondents opinions on whether “public sector productivity increases despite the existence of poor appraising technique or not” with 124 (31%) strongly disagreed, 190 (47.5%) disagreed, 2(0.5%) undecided, 60 (15%) agreed and 24 (6%) strongly agreed. The findings revealed that 314 (78.5%) constituting the majority of the respondents disagreed with the statement.

**Table 9; one of the best mechanisms for realizing public sector productivity is sustainable performance appraisal technique.**

	Frequency	Percentage	Valid percentage	Cumulative percentage (%)
Strongly disagreed	44	11	11	11
Disagreed	40	10	10	21
Undecided	6	1.5	1.5	22.5
Agreed	178	44.5	44.5	67
Strongly agreed	132	33	33	100
<b>Total</b>	<b>400</b>	<b>100</b>	<b>100</b>	

Source: Resources Survey 2019

Table 9 shows the opinions of the respondents regarding the statement which stated that “one of the best mechanisms for realizing public sector productivity is sustainable performance appraisal technique” with 44 (11%) strongly disagreed, 40 (10%) disagreed, 6 (1.5%) undecided, 178 (44.5%) agreed while 132 (33%) strongly agreed. The findings confirms that 310 (77.5%) constituting the majority of the respondents agreed with the statement.

**Table 10; optimum productivity could be achieved with the absence of performance appraisal in Nigeria's public sector.**

	Frequency	Percentage	Valid percentage	Cumulative percentage (%)
Strongly disagreed	134	33.5	33.5	33.5
Disagreed	182	45.5	45.5	79
Undecided	2	0.5	0.5	79.5
Agreed	60	15.5	15.5	95
Strongly agreed	20	5	5	100
<b>Total</b>	<b>400</b>	<b>100</b>	<b>100</b>	

Source: Resources Survey 2019

Table 10 presents the opinions of the respondents on whether “optimum productivity could be achieved with the absence of performance appraisal in Nigeria's public sector or not” with 134 (33.5%) strongly disagreed, 184 (45.5%) disagreed, 2 (0.5%) undecided, 60 (15.5%) agreed while 20 (5%) strongly agreed. The findings discovered that 316 (89%) constituting the majority of the respondents disagreed with the statement.

### Test of Hypotheses

Simple linear regression was used to determine the Appraisal of the performance of employees on improving productivity in the Nigerian public sector. However, all computations were done using the Statistical Package for Social Sciences (SPSS), Version 23.

All parameters are judged on the basis of their respective probability values which is denoted as Sig. in SPSS output. Where this value is less than 0.05, irrespective of the size or direction of the coefficient of the parameter, the parameter is said to be significant at 5% level of significance or 95% confidence level and the null hypothesis is rejected and the alternate accepted. However, where the p-value is greater than 0.05, the parameter is said to be insignificant at 5% level of significance and the null hypothesis is accepted

### Hypothesis 1

$H_{01}$ : There is no significant difference between Performance appraisal and public sector productivity in Nigeria

Table 11; Regression Output

Variables	Coefficient	t-statistics	Sig.
Constant	-.453	-5.218	.000
Performance Appraisal	1.047	9.301	.000
R-squared	.459		
F-statistic	24.626		.000 <sup>b</sup>

Source: SPSS Output, 2019

Table 11 shows the results from the simple regression analysis, which tests the effects of the Performance appraisal public sector productivity. The F-statistic which measures the adequacy and fitness of the model used in the study stood at 24.626 with a sig-value of 0.000<sup>b</sup> which is significant at 5%; this shows that the model is fit for the data. The empirical findings show that  $R^2$ , the coefficient of determination of the variables stood at 0.459 indicating that about 45.9% of the total variation in public sector productivity is explained by variations in the Performance Appraisal as captured in the study.

Performance Appraisal as a variable gave a coefficient which stood at 1.047 which is positive. This implies that an increase in the current performance appraisal procedure would lead to an increase in public sector productivity. However, the t statistics stood at 9.301 with a sig-value of 0.000 (less than 0.05) indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the study has enough statistical evidence to reject the null hypothesis.

Based on the above analysis, the study rejects the null hypothesis  $H_{01}$ , which states that performance appraisal, has no significant effect on public sector productivity in Nigeria; and accept its alternate hypothesis,  $H_{11}$ , which states that that performance appraisal has significant effect on public sector productivity in Nigeria.

## Hypothesis II

$H_{02}$ : There is no significant difference between Appraisal of the performance of employees and public sector productivity in Nigeria.

Table 12;Regression Output

Variables	Coefficient	t-statistics	Sig.
Constant	.051	.934	.351
Performance Appraisal	.654	7.405	.000
R-squared	.528		
F-statistic	50.683		.000 <sup>b</sup>

Source: SPSS Output, 2019

Table 12 shows the results from the simple regression analysis, which tests the effects of the on performance appraisal on public sector employees' productivity. The F-statistic which measures the adequacy and fitness of the model used in the study stood at 50.683 with a sig-value of 0.000<sup>b</sup> which is significant at 5%; this shows that the model is fit for the data. The empirical findings show that  $R^2$ , the coefficient of determination of the variables stood at 0.528 indicating that about 52.8% of the total variation in public sector employees' productivity is explained by variations in the performance appraisal as captured in the study.

Performance Appraisal as a variable gave a coefficient which stood at 0.654 which is also positive. This implies that an increase in the current performance appraisal

procedure would lead to an increase in public sector employees' productivity. However, the t statistics stood at 7.405 with a sig-value of 0.000 (less than 0.05) indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the study has enough statistical evidence to reject the null hypothesis.

Based on the above analysis, the study rejects the null hypothesis  $H_{02r}$  which states that performance appraisal, has no significant effect on public sector employees' productivity in Nigeria; and accept its alternate hypothesis,  $H_{12r}$  which states that that performance appraisal has significant effect on public sector employees' productivity in Nigeria.

The study investigated how an Appraisal of the performance of employees improved productivity in Nigeria's Public Sector. From the analyses of data, the following findings were arrived at.

### **Discussion of Findings**

It was found that Performance Appraisal has a positive effect on public sector productivity in Nigeria which is significant. This implies that the research revealed that some certain factors has been identified for declining productivity in an organization such as poor appraising system, low supervision and lack of motivating employees. It was also found that Performance Appraisal has a positive effect on public sector employee's productivity in Nigeria which is also significant. This implies that Most of the organization performance appraisal fails due to their inability to select an effective appraising technique that will match with the organization's needs and objectives. The research indicated that Management by Objectives (MBO) improves the capability of the appraising technique towards realization of organizational productivity. In this regards, the appraising technique created through MBO tend to be the best due to its capability in motivation of staff and flexibility where errors could be identified and rectified while the appraisal exercise is still on.

### **Conclusion and Recommendations**

It concluded that appraisal of the performance is a tool for identification deficiencies which pointed out weaknesses of employees and spot the areas where development effort needed in the organization, it however concluded Appraisal the performance of employees on improving organizational productivity believes to be difficult and complex activities which is often not performed by many organization due to its capability in motivation of staff and flexibility where errors could be identified and rectified while the appraisal exercise is still on.

Based on the findings, the following recommendations are made;

1. The research recommended that organizations should put more emphases on



eradication of decliners to productivity such as low motivation, poor appraising system and lack of effective management.

2. It is pertinent to recommends that organizations should consider the application of an effective appraising technique in order to boost organization productivity. Organizational productivity and performance appraisal are significantly related.

3. Also, the study recommended that M.B.O should be applied as management technique because it gives employee's self-respect and recognition which are part and parcel of energizers with aims of improving productivity.

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