

**EFFECT OF PERFORMANCE APPRAISAL SYSTEM ON EMPLOYEES'
PRODUCTIVITY: A STUDY OF NIGER DELTA DEVELOPMENT COMMISSION
(NDDC)**

BY

JUMBO JERMIAH JASPER

MATRIC NO: 18020201017

**A RESEARCH PROJECT SUBMITTED TO THE DAPARTMENT OF BUSINESS
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DECLARATION

I, Jumbo Jeremiah Jasper declare that this project was written by me and to the best of my knowledge under the supervision of Dr. Ojo Olanipekun that the data contained in this project work are from my original research work and have not been submitted to any other university or institution for examination. All references in this work have also been duly acknowledged.

Jumbo Jeremiah Jasper

.....

Signature & Date.

CERTIFICATION

This is to certify that this research title Effect of Performance Appraisal System on Employees' Productivity: A Study of Niger Delta Development Commission (NDDC) was written by me in partial fulfilment for the award of B.Sc. in Business Administration, by Mountain Top University.

Dr. Ojo Olanipekun

PROJECT SUPERVISOR

.....

Signature & Date.

Dr. Ojo Olanipekun

HEAD OF DEPARTMENT.

.....

Signature & Date.

EXTERNAL EXAMINER.

.....

Signature & Date.

DEDICATION

This research project is dedicated to the Almighty God for his abundant grace, protection and blessing for seeing me through my first-degree journey in Mountain Top University.

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ABSTRACT

The general objective of the study was to determine the effect of performance appraisal on employees' productivity using a survey of Governmental Organizations in Port Harcourt, Nigeria as study location. The study was guided by the following specific objectives: To determine the effect of performance appraisal practices on employee productivity in Niger Delta Development Commission (NDDC), to determine the impact of Performance Appraisal feedback on employee productivity in Niger Delta Development Commission (NDDC) and to investigate the influence of reward systems on employee productivity in Niger Delta Development Commission (NDDC).

The study adopted a descriptive research design. The population of interest consists of all employees of NDDC. A sample size of 114 was selected using stratified sampling method. Data was collected using structured questionnaires. The data was analyzed using the Statistical Package for Social Sciences (SPSS) into frequency distribution, percentages and Pearson correlations. The data was presented using tables.

The study concludes that performance appraisal process on employee motivation established that the system is important for employee motivation. Different raters can increase the accuracy of performance evaluation (can reduce bias) and increase employee's perceptions. The manager's ability to address the skills gaps can have a significant impact on the employee's motivation.

The study recommends that the performance appraisal system is an important factor for employee productivity. Performance appraisal system helps improve employee job performance

and productivity at work. Different raters can be used to increase the accuracy of performance evaluation and increase employee's perceptions of fairness that can increase staff productivity.

Key Words: Productivity, Appraisal, Reward System, Performance

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CHAPTER ONE

INTRODUCTION

1.1 Background To the Study

Lord and Taylor in 1914 introduced Performance Appraisal and this resulted to a great influence on several companies to adopt the Frederick Taylor's "Scientific Management" in the early twentieth century. Therefore, it is believed that consistent success of a company depends greatly on Performance Appraisal. Performance Appraisal have for more reaching consequences on people. If Evaluators discriminate against employees in any way which might allow their favoritism, stereotypical attitudes and prejudices to have a negative impact on the outcome paving way for possibility of adverse judgments.

Indeed, Performance Appraisal has become a major tool for maximizing effectiveness, from staffing and development it moved to production and customer service for many companies. Moorhead and Griffin (1992) explains Performance Appraisal as a process of evaluating work behaviors by measuring and comparing to previously instituted standards, recording results and giving feedback to the employees. It's an activity between a manager and an employee.

A Performance Appraisal system is a reliable instrument that can be used to enhance the quality of an organization's workforce performance of which it is considered as an major aspect in Human Resources management and control process in management (Kavussi Shal, 1999).

The important aim of Performance Appraisal for an organization is to increase the employees' productivity and so, performance evaluation provides adequate feedback communicating employees' performance back to them, divulging them of being aware of the result of their work and knowledge, creating avenues for participating in setting goals/tasks which are clear and realistically attainable of the organization (Mullins, 1999). Performance Appraisal is an essential tool for human resource management which is systematic in process in measuring staff progress, goal accomplishment and organization's growth. There is an high need for a decent appraisal system so that employees deficiencies can be spotted out for address and potentialities can be improved upon overtime. In addendum to the above mentioned, a good appraisal system rewards those employees who contribute more and effectively either monetarily or likely to be promoted into positions of greater responsibilities and benefits (Stooner, Freeman and Gilbert, 2005).

The Niger Delta Development Commission (NDDC) formulate policies and guidelines for the expansion of the Niger Delta area, survey the Niger Delta in order to deduce measures to increase its physical and socio- economic development, tackle ecological and environmental problems arising from oil mineral exploration liaising with the various oil mineral and gas exploring and producing companies on matters of oil polluting, prevention and control. The degree of the above listed responsibilities and activities requires series of performance appraisal exercises resulting to their enhanced productivity. This is the motive behind this study.

1.2 Statement of the Problem

The leading challenge that faces managers in all types of organizations is how to get maximum performance from their employees. Performance appraisal, therefore, seems to be inevitable. In the exclusion of a judiciously structured system of appraisal, people will tend to examine the work performance of others, including arbitrarily, informally, naturally, and subordinates. The

human predisposition to judge in absent of a structured appraisal system can create serious ethical, motivational and legal problems in the workplace. Without a structured appraisal system, there is less chance of ensuring that the judgments made will be fair, lawful, accurate and defensible.

Many organisations still experience low productivity in spite of their acclaimed effective performance system (Armstrong, 2006). In Nigeria, due to bad or rather ineffective appraisal system many companies suffer low productivity/performance which is evident in several abandoned projects and programmes initially carried out by Niger Delta Development Commission (NDDC) such as the Fiber Optics/Telecoms project running into billions of naira which was abandon two months after it was created in 2015 (Sajuyigbe, 2017) . Also, the oil spill management in Port Harcourt training for youths of the Niger Delta region was abandoned and so on.

Although, the organization is a governmental one for region development and so the issue of competition and attaining competitive advantage is ruled out, the Performance Appraisal is viewed and conducted majorly in terms of its estimative aspect which overlooks its use for advancing growth and development in workers by training, reward for immense contribution and response of Appraisal Information.

There are findings that suggest performance management practices do have the same advantage to different companies that carry out performance reviews every year (Singh, Kochar & Yukse, 2010). There are a large number of issues facing the effective and efficient use of the reward system in boosting employee productivity. From a number of studies conducted by Erdogan (2012); Fletcher (2011); Broady-Preston and Steel (2012), they have stated that linking rewards with performance leads to commitment in employees in the appraisal system. Mone and London

(2010) study found that that unjust evaluation of employee performance makes them feel discourage and insecure leading to the development of poor relationship between the employer and employee. There is however, relatively little research to support the view that performance appraising activities have any impact let alone having a positive impact on Niger Delta Development Commission (NDDC).

Therefore, this study justifies the need for a detailed explanation of the relevance of Performance Appraisal on improving employees' productivity in NDDC.

1.3 Research Objectives

The objective of the study is sub-divided into two part, General and Specific objectives;

1.3.1 General Objective:

- a. To determine the effect of performance appraisal practices on employee productivity in Niger Delta Development Commission (NDDC).

1.3.2 Specific Objectives:

- b. To determine the impact of Performance Appraisal feedback on employee productivity in Niger Delta Development Commission (NDDC).
- c. To investigate the influence of reward systems on employee productivity in Niger Delta Development Commission (NDDC).

1.4 Research Questions

To achieve a comprehensive study, the following research questions are set to be answered;

- a. How does Performance Appraisal have impact on Employee Productivity?
- b. To what extent does giving constructive feedback on Performance Appraisal have effect on Employee Productivity?
- c. How is employee productivity in NDDC influenced by its reward system?

1.5 Research Hypotheses

Following the research objectives and questions, the following hypotheses are to be tested;

H0: Performance Appraisal has no significant impact on Employee Productivity.

H1: Performance Appraisal has significant impact on Employee Productivity.

H0: Feedback on Performance Assessment result has no significant influence on Employee Productivity.

H1: Feedback on Performance Assessment result has significant influence on Employee Productivity.

H0: Putting Reward System in place has no significant effect on Employee Productivity.

H1: Reward System set in place has significant effect on Employee Productivity.

1.6 Scope of the Study

The Study will focus on the effect of Performance Appraisal and two other of its sub-components which are; Reward Systems and Feedback on result on Employee Productivity.

However, the Niger Delta Development Commission (NDDC) has offices scatter in all Niger Delta States in the country but this study will center only on the NDDC Government office in

Port Harcourt, Rivers State. The Study will focus on both the management and non-management staff as they are very relevant to this study.

1.7 Significance of the Study

This study would contribute immensely to the wealth of knowledge by focusing on a governmental organization. The results of this study will be useful to the following stakeholders:

a. Researchers/Academicians:

This study will add to the body of knowledge on performance appraisal serving as a suitable platform and guide for researchers/academicians for the further study. Also, this study will play a major role of provide up-to-date information for reference.

b. Policy Regulators:

Major stakeholders and policymakers in the Human Resource Management function can use the findings of this research to influence their performance management systems formulation to become better as it will promote necessary tools of performance appraisal systems and basis for improvement.

c. Niger Delta Development Commission (NDDC):

Finally, and majorly, Niger Delta Development Commission (NDDC) itself. The findings of this study will provide fundamental information for the Human Resource Managers of Niger Delta Development Commission (NDDC) to digest so as to find the best ways of increasing the productivity of employees within the organization.

1.8 Limitation of the Study

There are however, several limitations of this study which are the major outbreak of the coronavirus causing stringent restriction policies to be formulated and implemented. Also, another is financial constraint of the researcher to assess all governmental offices of the NDDC scattered in all the Niger Delta States, Streamlining to just one Office located in Port Harcourt, Rivers State which is of the easiest access for the researcher.

Moreover, these limitations would not affect the validity and significance of this study.

1.9 Brief History of the NDDC

The Niger Delta Development Commission is a federal government agency established by Nigerian President Olusegun Obasanjo in the year 2000 with the sole aim of developing the oil-rich Niger Delta region of Nigeria. President Umaru Yar'Adua in September 2008 announced the formation of a Niger Delta Ministry, with the Niger Delta Development Commission to become a parastatal under the ministry. One of the major core ordinances of the Commission is to educate and train the youths of the oil rich Niger Delta regions to restraint militancy and hostilities, while developing key infrastructure to increase productivity and diversification.

The NDDC was created majorly as a response to the increasing demands of the rising population of the Niger Delta, a high populated area inhabited by a diversity of minority ethnic groups. in the 1990s these ethnic groups, most majorly Ogoni and Ijaw instituted organizations to tackle the Nigerian government and multinational oil companies such as Shell. The minorities of the Niger Delta have continued to fluster and eloquent demands for greater independency and control of the area's petroleum resources. They justify their disservice by reference to the extensive environmental pollution and degradation from oil activities that have occurred in the region since the late 1950s. However, the minority communities of oil producing areas have received little or

no gain from the oil industry and environmental remediation measures are negligible and limited. The region is highly underdeveloped and is poor even by Nigeria's standards for quality of life.

Sometimes violent confrontation with the state and oil companies, as well as with other communities has restricted oil production as disaffected youth or organizations deliberately derange oil operations in attempts to implement change. These disruptions have been extremely costly to the Nigerian oil industry, and both the multinationals and the federal government have invested in interests in allowing uninterrupted extraction operations; the NDDC came on board as a result of these problems and has made attempt to satisfy the demands of the Delta's inhabitants.

The NDDC mandate:

- a. Formulation of guidelines and policies for the growth of the Niger Delta area.
- b. Conception, planning and implementation, in agreement with set rules and regulations, of programs and project for reliable development of the Niger Delta area in the field of transportation including waterways, jetties and roads, employment, health, industrialization, agriculture, urban and housing development, water supply, electricity and telecommunications.
- c. Surveying the Niger Delta in order to deduce measures required to improve its physical and socio-economic development.
- d. Formulating of master plans and schemes designed to increase the natural development of the Niger Delta region and the appraisal of the member states of the Commission.
- e. Execution of all the estimate approved for the growth of the Niger Delta region by the states and Federal government of the Commission.

- f. Identify factors impeding the growth of the Niger Delta region and supporting the member states in the formulation and implementation of policies to ensure sound and structure management of the resources of the Niger Delta region.

Source: Wikipedia and www.nddc.gov.ng (NDDC official website)

1.10 Operational Definitions of Terms

a. Employee Performance:

According to Mwanje (2010); Employee Performance refers to their output at a minimal cost from the use of their skills and raw materials in performing work responsibilities.

b. Performance Appraisal:

It is where a superior or appointed evaluator assess and evaluate the work performance of subordinates (Harter, Schmidt and Hayes, 2012).

c. Employee Productivity:

Refers to volume or quality of product or services that an organization provides (Moorhead and Griffin, 2012).

d. Feedback:

It refers to information reflecting past performance of subordinates (Harter, Schmidt and Hayes, 2012).

e. Reward System:

It is central to Human Resources Management Function. It can be in tangible or intangible form. It is given in recognition of service, effort or achievement (Oxford Dictionary and Research Gates).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, some literature will be reviewed on performance appraisal and how it affects the productivity of employees. In addition, it surveys the influence of reward systems on employee productivity. As well as guides at the influence of constructive performance feedback on employee productivity alongside the researcher's conceptual model. The chapter ends with the theoretical framework of which this study is based and empirical review of literature.

2.1 Conceptual Clarification

2.1.1 Performance Appraisal

Performance appraisal has been defined as “the process of identifying, observing, measuring, and developing employee performance in organization” (Carrol and Scheider, 2012). This definition is very significant, because it consists of all-important constituent needed for the well-performed appraisal process. Identification criteria incline the appraisal process to the determination of what

has to be appraise and the performance related yardstick. The observation component means that the supervisors need to constantly observe the identified characteristics (Moulder, 2011). The measurement component indicates that the superior has to construe the observations into a judgmental ranking. They have to be pertinent, but also must be similar across raters in the organization (Derven, 2010).

By growth component, the definition shows that the performance appraisal should not only be an evaluation of the past but consist of the present. The supervisor, who makes the appraisal, should focus on the future and on the advancement of the results (Dzinkowski, 2010; Mone and London, 2010). The definition also suggests that efficient appraisal can improve the employee performance in an organization, which also suggest increased employee motivation (Jackson and Schuller, 2012). Performance appraisal can be linked to performance advancement process and also it be used to recognize training needs and possible, agree future objectives, support a career development and solve existing problems (Brown and Benson, 2013).

Researches in Schraeder, Becton and Portis, 2007; Mone and London (2010); Macey, Schneider, Barbera and Young (2009) identified that the personnel appraisal methods goes a long way in attaining the competitive and successful positioning of an organization. Prowse and Prowse (2009) study indicates that a number of techniques that can be used to measure performance appraisals. This can be estimated by looking at an individual's performance in respect to another, evaluation of their performance in correlation to a given set of behaviors in measuring the operation of the workers against the goals of the organization (Mansor, 2011). Some of these methods as acquired in Prowse and Prowse (2009); Macey, Schneider, Barbera and Young (2009) and Mansor (2011) and are supervisory rating, subordinate rating method, peer rating and

the multi-source rating method is based on the information collected from a cross section of the stakeholders who account for the main performance appraisal.

2.1.2 Performance Appraisal as a Basis of Management Information

Performance appraisal could be an effective source of management information, given to employees. According to Malcolm and Jackson (2002) there are three main groups of purposes: performance assessment, potential reviews and reward reviews. In Performance reviews, the managers discuss with employees the progress in their current positions, their strengths and areas requiring further development. In regards to the potential reviews, the discussion is on the anticipation for advancement for employees, as well as the kind of job they will be fitted for in the future and how this can be attained. In relation to the reward reviews, the discussion is separate but linked to the appraisal system. The manager communicates decisions on rewards such as pay, benefits or promotion and provides feedback (Blau, 2009).

Performance assessment are focused on the level of contributions by employees to the attainment of organizational goals. performance appraisal outcome can lead to improvements in work performance and the overall business performance via, for example an increase in productivity or customer service. Malcolm and Jackson (2002) enlisted four different benefits for the organization. These include a tailored technique based on identified needs, future employee advancement decisions, effective reward decision bases, and enhanced employee retention. The relevance of performance appraisal for promoting needs and training is also viewed (Mullins, 2009). Mullins (2009) offers another advantage: performance appraisal can assist in identifying unproductive work practices or revealing prospective difficulties that are impeding the company's success, which are restricting the progress of the company. Derven (2010) and Mullins (2009) suggest that performance appraisal can enable a company in identifying bright

employees and future leaders. Derven (2010) believes that there is a straight connection between the job of an individual and the strategic goals of the organization and this can directly increase the profitability of the company. He gives an example that advantage can be achieved when a company builds its appraisal systems on measuring customer satisfaction.

2.1.3 Credit for Noble Performance

Performance appraisal gives an opportunity to the manager to officially recognize good performance and this would lead to more motivation from the workers (Derven, 2010). Modern systems for performance appraisal depersonalize issues. Supervisors focus on behaviors and results, rather than on personalities. Such systems support ongoing communication, feedback and dialogue about organizational goals. Also, they support communication between an employee and a supervisor. Performance appraisal provides a clear target of job standards and priorities and ensures more trust on the relation manager–worker (Derven, 2010). Other management benefits of Performance Appraisal are the identification of high performers and poor performers as well as the identification of strengths and development areas (Jackson and Schuller, 2012). However, performance appraisal has been criticized to have discrepancy between the theory and the practical implementation. Bernardin and Klatt (2005); Hall, Postner and Hardner (2009); Maroney and Buckley (2012), report there is a considerable gap between theory and practice and that human resources specialists do not make full use of the psychometric tools available. Counter argument maintained by line managers is that the process needs to be simple and easy to use; otherwise it becomes time consuming and cost ineffective. Another portion of criticism comes with the fact that performance appraisal increases the dependency of the employees on their superiors (Mone and London, 2010). Where the process is conducted by managers who are often not trained to be appraisers, the genuine feedback is obstructed because it includes

subjectivity and bias of the raters, which leads to incorrect and unreliable data regarding the performance of the employee (Jackson and Schuller, 2012). Many errors based on the personal bias like stereotyping, halo effect (one trait influencing the evaluator's rating for all other traits) may affect the appraisal process. Therefore, the rater is supposed to exercise objectivity and fairness in evaluating and rating the performance of the employees. Resistance is another challenge facing performance appraisal (Dzinkowski, 2010). The appraisal process may face resistance from the employees because of the fear of negative ratings. Therefore, the employees should be communicated and clearly explained the purpose as well the process of appraisal. The standards should be clearly communicated and every employee should be made aware of what exactly is expected from them (Derven, 2010). Armstrong (2006) suggests that the appraisal method must be simple and easily understandable for all people in the organization.

2.1.4 Accounting for Past Performance

Performance appraisal takes into account the past performance of the employees and focuses on the improvement of the future performance of the employees. It gives the staff the opportunity to express their ideas and expectations for the strategic goals of the company (Mullins, 2009). Employees can find what is expected from them and what the consequences of their performance are. Ideally they receive a fair and analytical feedback for their performance (Derven, 2010). Performance appraisal helps to rate the performance of the employees and evaluate their contribution towards the organizational goals. It helps to align the individual performances with the organizational goals and also review employees' performances. Besides, improving motivation appraisal is about involvement of the employees in committing to the long picture of the organization, encouragement, enhanced responsibility, recognition for efficient effort and delivery (Malcolm and Jackson, 2012). Performance Appraisal is a motivation for the employee,

who performs well in the present to go on doing so and in the future (Derven, 2010) Performance appraisal process can also be a bitter process which can create emotional pressures, stress and sometimes can adversely affect the morale and lead to demotivation. Performance appraisals are usually time consuming and use incorrect methods to measure performances. They are generating false results and the decisions taken can be politically influenced (Derven, 2010). A good example is the case of a call center employee. The appraisal of a call center employee is situated on the amount of work they do, the number of calls they receive, the amount of revenue they collect, the average time they spend on each call (Moulder, 2011). But if analyzed, all these factors depend on other factors like the response of the callers, the availability of the information asked for and the nature of the calls which are often not considered during appraisals. When an employee is being aware of all these secondary factors that have not been considered when they are assessed, the situation can create stress and dissatisfaction (Erdogan, 2012). There are also dissatisfaction involved in accounting for the past employee performance on employee productivity. Walters (2005) outlines the main challenges in the performance appraisal process as: determination of evaluation criteria, lack of competence, resistance, errors in rating and evaluation. Determining the evaluation of the performance criteria is one of the biggest problems faced by the top management (Blau, 2009). For the purpose of evaluation, the criteria selected have to be in quantifiable or measurable terms. Sometimes, the evaluation criteria lack competence. In this case, the evaluators are required to have the required expertise and the knowledge to decide the criteria accurately. They should have the experience and the training necessary to carry out the appraisal process objectively (Moulder, 2011). This calls for the most appropriate performance evaluation criterion for examining employee past performance.

2.1.2.1 Employee Productivity

Productivity means using resources effectively and efficiently. Resources include time, personnel, ideas, facts, finance, tools space, force and materials. Output/input ratio is what is referred to as Productivity. It is seen as an assessment of how establishments make use of elements like capital and labor in an efficient and effective manner in their production. When same amount of capital and labor is used to generate more productivity, it is also termed as increase productivity. It may be seen as performing things rightly and in a right way so as to get optimum efficiency and value. It assesses output and inputs relationship and may be seen as the ratio of production to that of the required production. It may also be perceived as the quantity and quality of products produced from the utilized resources (Grönroos and Ojasalo, 2004; Calabrese, 2012). It measures how some elements such as capital and labor are manipulated to give out a required output level. Productivity is taken to be a key element for economic growth and competition and, that is why it is seen as an elementary data for international statistical comparisons and national performance judgment. Wellins, Bernthal, Phelps (2006) define engagement as extent to which people enjoy and believe in what they do and feel valued for doing it. Employee engagement is assessed through attitudes or organizational climate surveys. Surveys are typically filled in by managers and employees. Scores from the survey are correlating with various business metrics including staff turnover, absenteeism, productivity and sales. Wellins, Bernthal and Phelps (2006) suggests that performance appraisal enables the right employees are place in the right jobs, exceptional leadership and organizational systems and strategies are the key drivers of employee engagement. An organization drives engagement by leveraging three sources of influence for change that includes the employees, leaders and organizational systems and strategies. Such systems foster employee engagements through hiring, promotion, performance management, recognition, compensation, training and career

development. Huselid (2009) found considerable support for the hypothesis that investments in high performance work practices are associated with lower employee turnover and greater productivity and corporate financial performance. Huselid (2009) results were based on a US national sample of nearly one thousand firms and indicated that HR practices that foster high performance also have an economically and statistically significant impact on both intermediate employee outcomes (turnover and productivity) and short and long term measures of corporate financial performance. Wright, Gardner and Moynihan (2013) ran a research whose results support the notion that businesses which manage employees by using more progressive HR practices can expect to see higher operational performance as a result. When employees are managed with progressive performance appraisal they become more committed to their organization. At least in part, this commitment leads them to exhibit proper role behaviour (and thus lower workers' compensation costs, higher quality and higher productivity). These operational performance outcomes result in lower overall operating expenses and higher profitability (Blau, 2009). Another important dimension of performance appraisal on employee engagement is closely related to business results. When the working environment is positive employees have a drive to do their best and the organization experiences higher level of productivity and profitability (Jackson and Schuller, 2012). Satisfied employees are positive and behave friendly to customers, which usually brings higher profits. Organizations with engaged employees have more satisfied customers because employees are also improving other factors, such as customer satisfaction, responsiveness, product quality, innovation. In the end, performance appraisal as a drive for employees' engagement results into higher and faster revenue growth (Erdogan, 2012).

2.1.2.2 Influence of Reward Systems on Employee Productivity

2.1.2.3 Reward Systems

Macey, Schneider, Barbera and Young (2009) points out that the rewards system should be capable of identifying the employees' strength and weaknesses for enhanced performance. If the employees fail to meet the set target a career development plan can be implemented through training and provision of appropriate reward system to enhance their performance (Mone and London, 2010). The reward should reflect the business objectives and the fair contribution of employee individual efforts to achieve high performance. Bannister and Balkin (2010) have reported that those appraised seem to have greater acceptance of the appraisal process, and feel more satisfied with it, when the process is directly linked to rewards. Rewards systems are important for any organization that aspires to meet its goals and objectives. This implies that the top management should outline the role of each employee clearly and appropriately for this to be accomplished (Schraeder, Becton and Portis, 2007). In every established organization it becomes important to have the goal and objectives clearly stated meaning that employer has to give detailed description of each person's role (Schraeder, Becton and Portis, 2007), communicate that role to them in a concise manner (Mone and London, 2010), and adequately reward or correct their performance (Macey, Schneider, Barbera and Young, 2009).

The development of reward management can be seen along the lines suggested by Etzioni (2005) in terms of coercive (work harder or lose your job), remunerative (work harder and receive more money) and normative (work harder to achieve organizational goals). Such findings are a serious challenge to those who feel that appraisal results and reward outcomes must be strictly isolated from each other. Randell (2014) reports implicitly that when good performance is observed and then rewarded, the chances of it being repeated are increased, while poor performance is discouraged or even punished to decrease the chance of it happening again. Important issues that

help ensure a successful reward process are: rewards can be used effectively to enhance interest and performance; rewards do not undermine performance and interest; verbal rewards lead to greater task interest and performance; tangible rewards enhance motivation when they are offered to people for completing work or for attaining or exceeding specified performance standards. Mone and London (2010) explains that the rewards given for creativity encourage generalized creativity in other tasks; reward systems should support the new dynamics of team-based organizations and reward the right kind of team behavior and performance; reward systems should recognize both the importance of co-operation and the differences in individual performance; problems can occur when reward systems stress individual results even though people have worked together in teams (Gichuhi, Abaja and Ochieng, 2014). If a company is just developing its appraisal system without a baseline performance to reward accordingly, there is likely to be a problem from the side of the employee which will in turn affect the goal of the organization in general. Appraisals are often developed mostly in the public sectors to reward or recognize employees for a job well done. This kind of motivation for high performers also serves as a challenge for the low performers (Mone and London, 2010).

2.1.2.4 Employee Elevation

It has been a culture in Kenya public sectors that when appraisals are done, they are often linked with bonuses and not to promotion. Also, it was also observed that appraisal system in the Kenya public sectors does not always ensure that high performer employees are treated fairly with regard to both the appraisal and resulting promotions. In developing an appraisal system for organizations, management needs to think through pay increases and promotions (Moulder, 2011). A number of studies like Prowse and Prowse (2009); Macey, Schneider, Barbera and Young (2009) have pointed that employees get motivated to work when they get frequent

promotions after appraisal system in their work place. While some also argued that factor such as promotion, training and career development, and appreciation and improved work place environment gives employees greater opportunities and this will either directly or indirectly influence their satisfaction on the job (Erdogan, 2012). When high performances are recorded for employees, it must be supported with a basis for pay increases and promotions (Jackson and Schuller, 2012).

However, when developing an appraisal system, the management of the public sectors needs to consider the connection between the appraisal and pay increases or promotions. While performance feedback for development/improvement purposes may be given verbally, a written summary of the individual's work performance must accompany a pay increase or promotion (or demotion or termination) (Derven, 2010). It is crucial that the manager regularly document an employee's job performance. On the other hand, employee promotions may actually serve to decrease productivity due to a lack of continued extrinsic incentives. Moulder (2011) explains that once an employee receives a promotion to indicate that they have achieved the desired goal. The potential for improved productivity may be limited once a goal is achieved because there is little inspiration to continue improving on their productivity (Derven, 2010). Factors such as employee personality and level of integrity play an important role in continued or improved productivity (Jackson and Schuller, 2012). In some cases, such as when the employees lack a sense of internal motivation, they may become unwilling to improve on their productivity (Erdogan, 2012). It is thus essential for managers to look for ways of motivating the employees to continually improve on their productivity.

2.1.2.5 Performance-Based Pay

One widely accepted notion for improving individual performance is tying pay to performance in order to increase productivity (Swiercz, 2009). Performance based pay is a system which specifically seeks to reward employees for their contribution as individuals or as a part of a group, or to reward employees on account of the organisations overall positive performance (De Silva, 2008). There are various types of schemes which fall within the description of performance-based pay. But all of them are designed to share with or distribute to employees the financial results of organizational performance. The schemes fall into the following broad categories: individual-based incentive schemes, profit sharing, gain sharing, employees share option scheme or skill/competence based pay. The performance-based pay approach has proven to be effective in improving an organisations success. According to Banket (2011) for example the implementation of a performance based incentive plan proved to lead to the attraction and retention of more productive employees. This selection effect occurs because a performance-based compensation contract can act as a screening device that encourages less productive employees to leave and that motivates more productive employees to join or remain with the organisation. Furthermore, the plan motivated remaining employees to continually improve their productivity. This effort effect occurs because a performance based incentive plan motivates employees to learn more productive ways to perform their tasks.

De Silva (2008) adds that further benefits of performance-related pay to management and employees are that: (1) where performance or profits increase, higher earnings accrue to employees, (2) employees identification with the success of the business is enhanced, and (3) variations in pay lead to employees becoming more familiar with the fortunes/misfortunes of the business. Some authors are not that convinced of the effectiveness of performance-based pay. Solmon and Podgursky (2010) argue that performance-based compensation programs encourage

competition rather than collaboration. Because everyone is concerned to secure their own success and thus his own pay, helping others to succeed is not advantageous for oneself. A related point concerning the tendency to undermine teamwork is recognized by De Silva (2008). De Silva (2008) argues that individual performance is often difficult to measure objectively, and an exclusively individual performance-related system can damage teamwork. Instead, De Silva (2008) proposes team-based criteria in cases where individual performance is difficult to measure, or where there is a need for a corporate culture to promote team values and cooperation, or where the roles of individuals are more flexible, or where the expected performance depends more on team, rather than individual efforts. On the other hand, Davis and Landa (2009) state that money will buy only a minimum level of commitment. This is distinguished between external and internal commitment and motivation. The externally committed employee operates at the level necessary to satisfy the demands of their leaders. Thus, they argue that internal commitment is the key factor in an organizations' success because internally committed or motivated employees are most likely to make significant contributions to the success of an organization. Also De Silva (2008) argues that performance related pay, if used in isolation, has little impact on motivation or performance.

2.1.3.1 Influence of Performance Feedback on Employee Productivity

2.1.3.2 Performance Feedback

Effective performance feedback between employees and supervisors is the key to successful organization productivity. Regular feedback helps employees focus their work activities so the employees, the department, and the organization to achieve their goals (Solmon & Podgursky, 2010). It builds accountability, since employees and supervisors participate in developing goals, identifying competencies, discussing career development and employee motivation. However,

there are some organizations that fail to provide feedback (Jackson & Schuller, 2012). Although a few managers may intentionally hold back employee feedback, many are overwhelmed with other management tasks that take up their valuable time. In addition, many organizations lack formal evaluation systems or the managers do not apply the systems that are in place (Banket, 2011).

Without any type of formal system and with many other demands, otherwise good managers often let feedback fall to the wayside. The lack of feedback also leaves good employees unrecognized. Even poor performance may not be given adequate feedback (Solmon and Podgursky, 2010). Many managers often are uncomfortable giving negative feedback to employees. This leads to significant problems where the organization finds itself at a crisis point. Further exacerbating the feedback dilemma is the lack of an organized feedback system in many organizations (Salau, Oludayo and Omoniyi, 2014).

Becoming frustrated with traditional performance appraisal systems, many companies have abandoned them altogether and feedback has become a hit or miss proposition. In doing so, feedback has become sporadic and unpredictable (Jackson and Schuller, 2012). But with the change of times, the desire for a more formalized feedback system is becoming essential. Managers have realized that they need to tell their workers when they have done a good job and when they have not. In this instance, silence is not golden (Banket, 2011). Hinkin and Schriesheim (2012) has revealed that there are three types of managers from those who look for good performance, those who look for poor performance, and those who do very little to reinforce either type of behaviour and those managers who provide the least feedback will have the least satisfied employees.

2.1.3.3 Feedback and Effectiveness

It improves the effectiveness and helps in decision making within the organization. The feedback directs the individual to the organization missions and objectives. In the ideal situation the employee receives information about how they are performing and where they could improve. Schraeder, Becton and Portis (2009) suggest that performance feedback can serve as way of knowing the employees strength and weaknesses. Performance feedback can also serve as a crucial element that enhances the performance of individual employees in the areas of weakness. For the sustenance of the organization performance, it is important for the top management to frequently provide employees feedback on their efforts and strengthen the progress of their jobs through unbiased feedback. In this regard, performance feedback records needs to be retained for future references (Macey, Schneider, Barbera and Young, 2009).

Salau, Oludayo and Omoniyi (2014) explain that the use of 360 degree feedback can also be adopted in evaluating the performance of individual. The purpose of 360-degree performance appraisal is generally the same as for normal performance appraisal, but it is assumed that the new process offers some advantages: Dalton (2006) argues that it provides people with information about the effect of their action on others in the workplace. From the viewpoint of the ratee 360 degree appraisal thus provides one with a rich, textured and multifaceted opportunity to see oneself as others do. Stark et al. (2008) also believe that a notion of behavioural change might be elicited through a process of enhanced self-awareness. Individuals are forced into a cognitive process of reflection that ultimately results in greater levels of awareness of their own actions and the consequences those actions have on others across various levels in and out of the organisation. One example for the usefulness of 360-degree appraisal stems (Raju and Collins, 2008). Raju and Collins (2008) propose that teambuilding skills of managers, which are one of the most effective means of changing employees` attitudes or satisfaction, might be evaluated by

relevant others. Managers may receive feedback from peers and subordinates and make comparisons how their skills are perceived by the two constituencies within a team. According to Salau, Oludayo and Omoniyi (2014), this degree affords the manager the opportunity to assess the performance of an individual employee through his interaction with different co-workers or departments, external customers, and the employee himself. As a company increases its staff, a more formal system using a written appraisal form developed internally or externally should always be used, with the results of the appraisal being tied to salary increases or bonuses. Whether the appraisal is provided verbally or in writing, organization needs to provide consistent feedback on a regular basis so that employees can improve their work performance.

2.1.3.4 Feedback as a Source of Appraising Performance

One of the most critical parts of the appraisal process is the direct communication between supervisor and individual. The information showing previous performance and results and given by the manager to the employee is called feedback (Solmon and Podgursky, 2010). Performance feedback requires a rater who has specialized knowledge to gauge performance, the ability to observe and note any performance gaps among the employees (Berry, 2003). There are a number of appraisal sources and the first one is the ability of the supervisor to know what is expected from the employee and how to carry out the performance appraisal process (Berry 2003).

The second source of performance feedback is by the work colleagues. These workmates are in a better position to observe and note their colleagues are performing at work. Workmate form an important source of employee appraisal feedback as compared to work supervisors who have little opportunities to observe the performance of the employees at work (Berry, 2003). Third, the employees themselves can become an important source of performance feedback. In other words, they can do what is called a self-evaluation. However, this kindly of employee appraisal

may be biased as most of the times the feedback comes out positive (Salau, Oludayo & Omoniy, 2014). The employees may fear rating themselves negative to avoid reprisal by their managers at work (Berry, 2003).

The source of the feedback must be perceived by the recipient as being trustworthy, credible, reliable, objective and properly motivated. Gupta and Upadhyay (2012) points out that there are a number of issues that raters face when conducting performance feedback appraisal. One of the mistakes is the rater halo effect where the employees are only rated based on only certain characteristics. There is also the error of contrast when the rating of an employee depends on other factors such as another employee performing similar jobs. There is also another mistake known as the central tendency error. This is a situation where the manager gives all the employees ratings above the normal level. There is also leniency rating where the rater gives employee good ratings and when the rator is strict everyone gets low ratings. Recency effect error occurs when the ratings of an employee are based on the occurrence of recent events instead of previous individual performance and the proximity error rating happens when a rater applies one rating technique to different characteristics of employee performance (Jackson and Schuller, 2012).

2.1.3.5 Feedback and Productivity

The performance appraisal feedback plays a vital role in employee productivity. This gives an opportunity for feedback on the past performance against objectives set earlier as well as to identify any performance gap. For managers and supervisors this is the process that identifies the current performance level, discuss strengths and weaknesses and future opportunities (Jackson and Schuller, 2012). The performance feedback provides a discussion that helps employees to understand how they are doing, receive coaching and feedback; clarify expectations about career

development (Brown & Benson, 2013). Performance feedback does a good job to make people aware of the objectives and outcomes of the performance appraisal process. Prevailing number of employees believe that their appraisal is fair and stimulates their performance. There is also a belief that managers and supervisors are handling relatively well the process of feedback (Mone and London, 2010). One of the most important conditions for enhancing employee productivity is to provide clear, performance-based feedback to employees (Caroll and Schneier, 2002). There should also be a workflow for tracking the feedback sessions. When a mistake is detected, immediately remedial steps are taken, with minimum loss to the company. This should be measured in terms of the extent to which he meets the performance criteria set by the management in fulfilling the organization objectives. Providing an employee with feedback is widely recognized as a crucial activity that may encourage self-development and employee productivity which are instrumental for the success of the whole organization (Baruch, 2006). Therefore the frequency of feedback is important and can influence future productivity of the employee (Denisi, 2006). The success of the feedback depends on the acceptance of the process. Feedback reactions are usually very different. The satisfaction with the performance appraisal is an indication of the degree to which subordinates are satisfied with the process and the feedback they have received. It stands as a response of the commitment and fair evaluations of the performance (Mone and London, 2010). The result satisfies individuals after the performance feedback will build up further working relationships between supervisors and colleagues (Jackson and Schuller, 2012). The result can also bring negative response from employees. If perceived unfair, the feedback can cause behavioral changes such as absenteeism, lack of cooperation, lack of focus on priorities, unhealthy competition and even can cause staff turnover (Dechev, 2010)

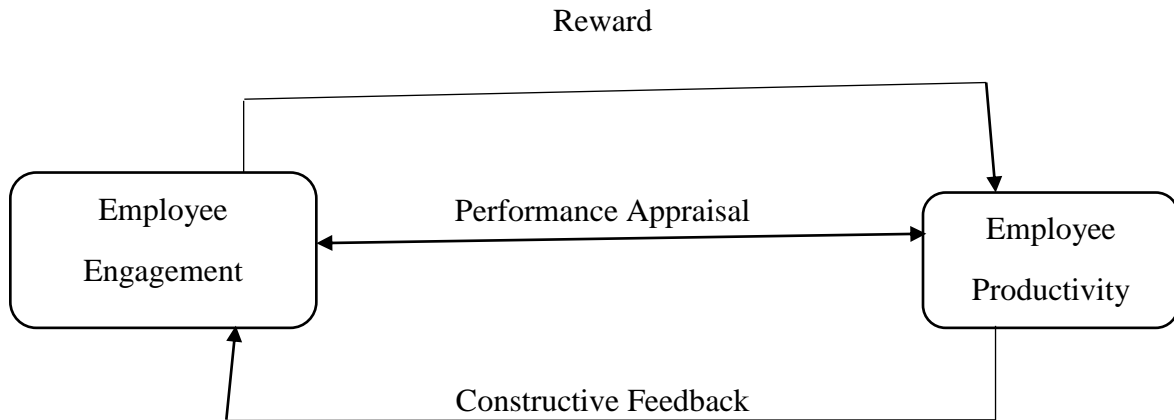


Figure 2.1; Researcher’s Conceptual Model (2021)

2.2 Theoretical Framework of the Study

There are several theories that could underpin this study, such as Edwin Locke’s goal setting theory, Behavior maintenance theory and the two-factor theory. However, for this study, two theories will be adopted as a theoretical foundation for this study which are; the equity theory developed by John Stacey Adams and the expectancy theory developed by Vroom.

2.2.1 Equity Theory

The equity theory, developed by John Stacey Adams, enacts that satisfaction is based on a person's perception of fairness. The use of this theory when conducting a company's performance appraisal involves balancing the employee’s evaluation when it comes to his contribution to his job with the recompense and other rewards related with his success. In general, high income and rewarded employees tend to be the most driven when it comes to performing well on the job (Luecke, 2006). In the 1960s, The Equity theory was developed by John Stacey Adams, a behavioral psychologist. This theory emphasizes the relationship between the sensation of worker motivation and fairness. People typically value fair treatment. Successful entrepreneurs

acknowledge this finds and pattern their small-business workplace to reward people according to their contributions. They also acknowledge that people have needs.

Other theories help explain how to understand these needs. Psychologist Abraham Maslow's need hierarchy theory, developed in the 1940s, states five levels of personal needs: physiological, safety, belonging, esteem and self-actualization. Business school professor, Victor Vroom developed the expectancy theory in the 1960s, demonstrating that motivated employees produce more. Behaviorist B. F. Skinner in the 1960s also worked to understand how reinforcement works. He came to conclude that negative reinforcement leads to negative outcomes. This can be applied by Effective managers for managing performance observation, by encouraging their employees through positive reinforcement and appraising them fairly on at least an annual basis (Tara, 2016).

Equity theory is based on enhancing a stable method towards supervision of the employees (Adams, 1965 cited in Akuoko, 2012). Equity theory is based on objective and impartial behaviors to all the employees. Employees feel motivated when they learn that they are considered equally and justly for rewards and recognitions and compensations along with unbiased and transparent performance assessment. Just the opposite happens when employees are treated biasedly. Equity theory is one of the major formulations relevant to financial compensation. It argues that people are motivated by their beliefs about the reward structure as being fair or unfair, relative to the inputs. People have a tendency to use subjective judgment to balance the outcomes and inputs in the relationship for comparisons between different individuals (Adams, 1963). According to this theory, the level of motivation in an individual is related to his or her perception of equity and fairness practiced by management.

According to equity theory, an employee is motivated by his perception of fairness in his work place and this influences his output. Effective performance management systems allows a manager to specify job expectations and responsibilities, develop an employee's capabilities, and align an employee's behavior to the company's strategic goals and values. An employee typically feels satisfied with the outcome of his effort, including his pay, when the compensation matches what he feels he puts into the job. If an employee perceives that others get more for doing less, he typically becomes less motivated to work hard.

Equity Theory calls for a fair balance to be struck between an employee's inputs (hard work, skill level, tolerance, enthusiasm) and his output (salary, benefits, intangibles such as recognition). Finding such fair balance, according to the theory, creates a strong and fruitful relationship with the employee, with the general result being contented and encouraged employees. the theory Employees become demotivated, both in relation to their job and to their employer, unless they believe their inputs are greater than their outputs, according to the theory. Employees can be expected to respond to this in diverse ways, including demotivation (generally to the level that employees perceive the imbalance between the inputs and the outputs), becoming disgruntled, reduced effort or, in more extreme cases, perhaps even disruptive. Equity theory propose that over rewarded individuals might be motivated to improve their performance and under rewarded individuals decrease their performance in an effort to restore equity. However, very often, over-rewarded employees will find ways to rationalize their over reward, assuming they "deserve" it (Adam, 1963).

2.2.2 Expectancy Theory

Expectancy theory states that a person's drive towards an action at any given time is determined by an individual's sensation that a precise type of action would lead to a

particular outcome and his personal predilection for this outcome. Expectancy is the chances that certain action will lead to a desired reward. Thus, if an individual has a specific goal, some behavior must be produced in order to achieve that goal. He will weigh the prospect that numerous behaviors will achieve the desired goals and if certain behavior is presumed to be more successful than others, that particular behavior will be preferred by the individual (Vroom, 1964). Employees are motivated to put more effort so as to produce better results because of the expected reward. However, in a Governmental organization set up the worker may lack the necessary skills and training to believe that his extra efforts will lead to better performance. The management could provide the relationship between efforts and performance. Also, similar performance may not lead to similar rewards. The reward policy may be inconsistent and may depend upon other factor other than performance, which the worker may not be aware of or may not consider fair. The management must re-evaluate the appraisal techniques and formulate policies that strengthen performance-reward relationship as just and equitable.

2.3 Review of Empirical Studies

2.3.1 Performance Appraisal System

Employee performance appraisal refers to an opportunity to take overall view of work content (loads and volume), and to look back at what has been achieved during the reporting period and agreed objectives for the next planning period (URT, 2011). To this end, performance appraisal system is an evaluation of individuals work performance and their potential to develop with the objective of improving their future performance. In other

words, the working goals or expectation has to be a joint venture between the supervisor and the employee. That's why performance appraisal is an integrated process that occurs regularly and frequently between supervisor and workers. Rao (2005) opines that performance appraisal is a method of evaluating the behavior of employees in the workplace and it normally includes both the quantitative and qualitative aspects of job performance of an individual employee. Performance appraisal can be an important tool for supporting and improving the quality of services provided by the Local Government employees to the Public. Admittedly, employee assessment is widely perceived as a formality that must be endured rather than a vehicle for improving employee productivity and growth. (Stronge and Tucker, 2003). As such; Performance Appraisal has been seen as a vital step to avoid making the operation look like yearly ended system. In other words, Performance Appraisal has been seen as a tool with no objective to achieve but to fulfil public service management policy which requires staffs to fill every year with no evaluations. Thus, Open Performance Review and Appraisal System have to document the quality of employee's performance, by helping them improve and hold them accountable for what they produce. It was reported that assessment of employees is an important exercise because without efficient, high quality staffs in the working environment, there will not be true public sector reform effort that can possibly succeed and bring the desired results (Decenzo, 2003). As a result, performance appraisal processes are focused on personal and his or her immediate supervisor, and they must interact about the individual's job successes over the previous six months or a year. According to Aswathapa, (2005), the major output of the appraisal process should be a set of agreed procedures to be conducted by the subordinate and supervisor for the next appraised period in attempt to improve the employee's performance. Decenzo (2003), on the other hand, took a

different approach to the appraisal process .To him, the appraisal process must begin with the formation of performance standards followed by communicating performance expectations to employee, estimation of actual performance, contracting actual performance with standard, discussing the appraisal with employees and if necessary initiating the action that can overcome the identified performance gap. The process of Open Performance Review and Appraisal System (OPRAS) has some elements mentioned by Aswathapa (2005) and Decenzo (2003). However, they failed to note the one element of OPRAS that is consistently monitoring an individual employee's performance, which is an important part of maintaining optimal productivity. Another attribute of OPRAS that defines it apart from the others mentioned by the scholars is the emphasis on agreement between the supervisor and supervisee on activities and output. To them, alliance on what should be attained implies that both of them should participate in determining the appraisal period's task, objective, and output. Specific, measurable, and time-bound performance targets and outputs against which the individual will be evaluated must be established jointly by the supervisor and supervisee (URT, 2011). Because the OPRAS system accentuate transparency and openness near the close of the financial year, the supervisee should wrap up his or her form and send it to his or her supervisor, who, upon obtaining the form, is to set - up an appraisal meeting with the supervisee to discuss past performance, future action plans, objectives, training, and developmental needs (URT 2011). Similarly, the head of section/supervisor also should rate the employee and provide remarks, and the supervisor also must convene the supervisee and a witness for the final step of the appraisal assessment. The final index is determined by averaging the employee's and supervisor's final scores, and the last section of the form necessitates the supervisor to recommend appropriate rewards, developmental measures, or sanctions against the supervisee based on agreed performance

targets during the planning process (URT 2011). To this end, commitment to the OPRAS process is essential to improving employee productivity. Aswathapa (2005) stated that from the beginning of an exercise to the end of the process, both the supervisor and the supervisee must always be totally committed. To guarantee a successful achievement of the desired objectives, an annual agreement on targets, objectives, performance criteria, and the resources required must be agreed upon by both the employee and the employer (Armstrong 2012). Therefore, it is advisable that supervisors and subordinates staff should discuss and agree on the objectives to ensure clarity and details of the job on which performance of the supervisee will be appraised during the appraisal period and also the rewards or sanctions expected by the appraisee.

2.3.2 Empirical review on determinants of Employee Productivity

In this section, prior studies will be reviewed covering two related concepts; Performance Appraisal and Employees' Productivity. There is however no consensus in the literature related to this topic leading to a divide among policy makers as to whether performance appraisal increases productivity or not. So many so many researches done relative to the topic of this study. Remarkably among those studies are; Mollel-Eliphaz et al. (2017) who studied the impact of performance Asian Journal of Contemporary Education, 2019, appraisal practices on employee productivity: A case of Muheza District, Tanzania. The researchers discovered that employee productivity in a company is affected by recognition and feedback. Similarly, Peleyeju and Ojebiyi (2013) studied the employee productivity of public universities in South-Western Nigeria related to lecturers' performance. They discovered a relationship quite significant and positive that exist between performance appraisal and employee productivity in the institutions. Similarly, Homayounizadpanah and Baqerkord (2012) looked into the performance appraisal and employee productivity, they discovered that performance appraisal seems to be integral and an

approach that is strategic in boosting employee and organizational productivity. Marsor (2011) investigated the performance appraisal and employee productivity, where he showed that structures that are laid properly may be reappraised and assume to be good in other parts in boosting the output of an employee. Odunayo et al. (2014) looked in to relationship modeling between organizational productivity and performance appraisal in the government own sector of Nigerian enterprises. They showed a relationship that is positive and significant that exist in performance appraisal and work output. Gichuhi et al. (2014) performed their research related to supermarkets in a Kenyan town of Nkuru. They saw a significant influence of employees' productivity to performance criteria, feedback, and frequency. Again, Onyije (2015) looked at the concepts related to Nigerian University. He saw a relationship that is significant and positive in performance appraisal and employees' productivity. But Hayford et al. (2016) digressed to look at "If performance appraisal is Anachronistic in tertiary institutions in Ghana": Evidence from University of Cape Coast. Their result proved that university staff there saw reason for performance appraisal pointing at it being for administration or for development. But Omusuebe and Kimcnichege (2013) collaboratively looked at the topic related to Mumias Sugar Company limited. They realized that between performance appraisal and employee productivity in a company a correlation really exists. In their own part Ajayi et al. (2011) scrutinized the topic related to South West Nigerian Universities' academic staff. In their part they found out that a positive and significant relationship exists in the performance appraisal and employees' productivity of the staff. Obiora (2002) investigated the topic as it relates to Nnamdi Azikiwe University, Awka and he came up with the realization of the existence of relationship between performance appraisal and employees' productivity in the time of the study.

Globally, employee productivity is usually determined by various factors developed by management in an organization one being performance appraisal. This is because; employee performance appraisal drives employees in an organization to produce excellent standards of performance and even beyond the expectations. Thus, employee productivity can be measured in terms of employee commitment, employee and customer satisfaction, quality and quantity service and low labor turnover to mention few (Sinclair, 2008) These factors have been identified as the important component that inspires employees to meet the required standard and produce acceptable results. Moreover, The Global Workforce Report, (2012) provides a comprehensive snapshot of the attitudes and concerns of workers around the world on what really motivate them to increase their performance. The purpose of the report was to enlighten people on how employee's perspective affect their satisfaction in their work and dedication to their employers, and ultimately, their conduct and performance on the job. Consequently, the report provides organizations and their leadership teams valuable insights into the elements of the work environment that help affect employee behavior related to what drive positive performance. However, Gundecha, (2012) the importance of organizational leadership needs to pay close attention to processes and practices that improve the-job assistance, strengthen the organizational sense of attachment, and account for the changing attributes of the work experience. Otherwise, the dangers of a continuing drop in sustainable engagement due to job dissatisfaction could be worsened and as a result begin to affect business outcomes in the long run. This risk is significant even in a growing economy, where retention is often a challenge. But, it is particularly problematic when organizations have to count on sustained employee productivity from a lean workforce. Clarifying more on that, Atif (2010) quoted it as:- "When employee commitment starts to decline, companies become vulnerable not only to a

measurable drop in productivity, but also to greater rates of absenteeism and poorer customer service and turnover” (Atif, 2010). From the above quotation, one can declare that employee commitment is the precondition to employee productivity. This is because, given that environment has all the required conditions in which to motivate employees and as a result Mollel et al. commitment is realized that eventually affect positively on performance. Consequently, employee loyalty helps organization to overcome the problem of employee absenteeism and turnover that have detrimental effects on organizational performance. Besides, in developed countries, a study on factors affecting labor productivity at a building construction project in the USA by Gundecha (2012) revealed that, employee productivity can be attained if project management could include the training and skills of education, the work method, motivational factors, personal health, the type of machines and tools required and materials, the workload to be executed, personal skills, the type of work to be done, expected work quality and the supervisory personnel skills available. To them, the efficiency and effectiveness of organizations to a large extent is dependent on numerous factors ranging from employee motivation, commitment, job satisfaction and skills of each particular employee as well as availability of the required resources to enable one to accomplish the required tasks. It is therefore worth noting according to Butler and Rose (2011) that motivation is the driving force to pursue and satisfy one’s needs while job satisfaction is an employee’s (individual’s) emotional feedback to the current job condition measured in terms of different incentive packages in an organization. Moreover, employee commitment has been expounded as ranging from work engagement, job involvement, and organizational commitment but empirically have distinct different observations (Hallberg and Schaufeli, 2006). To them, it also refers to an individual's psychological attachment to the organization, while employee engagement refers to a person’s

attitude and contribution towards their organization. To this end, employee engagement is the degree not an attitude to which an individual is absorbed and attentive in the performance of their roles (Saks, 2006). Furthermore, the study by Raskowska et al. (2015) on the determinant of employee commitment in Italy, Spain and Poland, they discovered that only 58% of employees in public sectors are fully engaged in their job; 31% strongly felt that they are valued; 31% are very satisfied with their job/working conditions; 20% strongly believe they are adequately compensated, 32% strongly believe they have the tools and training needed to do their jobs effectively. Basing on their findings, one can confidently declare that in developed countries, incentive and other motivational factors are not the only one constrains that increases employee commitment. From their study, they suggested that there is a need to define which factors play a major key role in increasing job engagement and employee commitment in the public sector organizations with particular attention to developing countries.

However, many studies have tried to find if there is a correlation between performance of a public service employee and their organizational commitment and came up with diverse results as follows. Seppala et al.(2009) and Turkyilmaz et al.(2011), among others, declared that there is a clear and direct relationship between performance of public service employees and organization commitment. Consequently, one can confidently declare that application of different incentives and motivational packages do affect positively public employee's commitment and their job satisfaction that in turn enhance their productivity. Nevertheless, it is worth mentioning that employee comfort is an essential factor to the prosperity of any business organization. Branham, (2005) noted that an increase in employee satisfaction is directly related to a lower turnover rate. Therefore, keeping employees satisfied with their careers should be a major priority for every employer. That's why, Saeed and Shahbaz, (2011)

asserts that there are numerous reasons why employees can become discouraged with their jobs and resign, including high stress, lack of communication within the company, lack of recognition, or limited opportunity for growth. Thus, it is advisable that management should actively seek to improve factors that demoralize employee satisfaction if they hope to lower their turnover rate. This is because; lack of communication in the workforce is a major contributor factor to job dissatisfaction that in turn affects employee productivity. This is usually a result of managerial staff that is isolated and does not know how to relate to their employees on a personal or professional level (Branham, 2005). This is due to the fact that; bad communication in terms of feedback leaves employees feeling disconnected from the organization; hence affect negatively the level of job satisfaction. And this is detrimental to the wellbeing of the organization because when an employee feels neglected, they will tend to perform at a lower level that in turn affect the quality of service provided to the public (Gregory, 2009). That is to say, when feedback is not provided to the employees through communication on how they have performed against the agreed targets, they will definitely fail to know how they can improve their performance in the future, and as a result they become dissatisfied with the job. In the study on Job satisfaction and organizational commitment of hotel managers in Turkey, Gunlu et al.(2010) found that if a company engage in performance appraisals, the results from the appraisal may be given in such a harsh tone rather than stimulating an employee, it intimidates and an employee may feel discomfort in the workplace, rather than encouraged to achieve more. Besides, a study on job satisfaction and employee performance among the Greek Banking staffs by Hyz, (2010) found that job satisfaction has been identified as one criterion for establishing the health of an organization to render effective services to its customers. The findings further suggests that

an understanding of factors involved in job satisfaction is essential and relevant, on one hand in improving the well-being and life of significant number of people and the enterprise on the other. Thus; organizations may reach competitive levels of quality, either at a product level or a customer service level, if their personnel feel satisfied with the company. In connection to that, Chiu and Francesco, (2003) agree that the positive correlation between employee satisfaction and the quality of services offered does exist. That is to say, the level of employee gratification has direct influence on the quality and quantity of services rendered to the public. On the other hand, it is also true to say that the level of job satisfaction determines the willingness of the employee to leave or stay long with the organization. However, in developing countries like Pakistan, Kargar, (2012), noted that the incumbency of devoted employees leads to a rise in the credibility of the organization and makes available the prerequisite for the development and improvement of the organization and as a result, it leads the coordination towards economic affluence and betterment. The organizational commitment adds up to the general normative pressures that are retained by the employees to achieve their organizational responsibilities and the psychosomatic state that forces the employee to continue in the organization. To increase the degree of employee dedication and their performances, it is advisable that the supervisors should be fair in their actions and decision regarding their workers (Qaisar et al, 2012). That's why; organizational commitment has been described as a psychosomatic state that builds the workers behaviors prolonging their occupancy in an organization or alternatively not doing so. Additionally, in Nigeria, a study on the effects of organizational commitment on employee performance by Folorunso (2014) revealed that committed employees stay long with the organization and as a result, are found to contribute much to the accomplishment of the organization. The literature suggests that workers become

dedicated to organizations for a diverse reason, including an effective attachment to the worth of the organization, an understanding of the downside involved with leaving the organization, and a sense of commitment to the organization (Robbins and Judges, 2008).

CHAPTER 3

RESEARCH METHODOLOGY

3. 0 Introduction

This section will explain the research design, population and sampling procedure and size for this study. It will also provide research information on data collection technique adopted alongside the reason it is chosen ahead of the others. This section will end with validity and rationality of the research instrument and the method of data analysis.

3. 1 Research Design

Backlund and Suikki (2005) elucidates that descriptive research design allows the research aim to ascertain the aspects of the problem which are fundamental for thorough analysis and for this, the descriptive research design will be used where the problem is well pointed out for analysis without having examine the relationship existing between the variables giving the opportunity to have a clear view of the problem. In this study, the researcher will adopt a technique characterized by specificity and almost detailed facts when carrying out the study and so, the quantitative approach will be adopted on the influence of Performance Appraisal on Employee Productivity. The independent variables includes; Performance Appraisal, Constructive Feedbacks and Reward Systems and the implications on employee productivity as the dependent variable.

3.2 Population and Sampling Design

3.2.1 Population

A population has defined by Frankel and Wallen, in 2000 refers to the group to which the results of the research are envisage to apply (Frankel and Wallen, 2000). A population is usually individuals who possess a set of characteristics the study aims to examine and analyze, that is, it is the total group of people/entities from which research information is intended to be obtained

from. The total population comprise 114 Niger Delta Development Commission employees in the Port Harcourt region which includes management staff also.

3.3.2 Sampling Design and Sample Size

3.3.2.1 Sampling Frame

A research sampling design is that part of the research plan that indicates how cases are to be selected for observation. The design therefore maps out the procedure to be followed to draw the study's sample. A sampling frame consist of elements from which the sample is actually drawn and is closely interrelated to the population under study (Cooper & Schindler, 2003). In this study, the sampling frame constituted of employees of Niger Delta Development Commission (NDDC).

3.3.2.2 Sampling Techniques

Stratified sampling was used to divide the population into two strata. This was done to allow the researcher to draw inferences about both sub groups. This method also leads to more efficient statistical estimates. Both management and non-management staff, the respondents were randomly chosen from different sections. The researcher ensured that all the team of employees were represented. This is the process of selecting the number of individuals from the population so that the population contains constituent representative of the characteristics found in the entire group (Orodho and Kombo, 2002).

3.3.2.3 Sample Size

The sample size is a smaller set of the larger population (Cooper and Schindler, 2003) designated to the study. Cooper and Schindler argue that the sample must be cautiously chosen to be representative of the population and the need for the researcher to ensure that the sub-divisions entailed in the analysis are accurately catered for. However, the study was based on a census. A census is defined as a particular type of survey that counts the total number of population in an area. For this case, the sample size was based on a census of 114 respondents. The total number of respondents who were sampled with questionnaires is believed to be large enough for the study given the purpose and goals of the research.

Table 3.1: Sample Size Distribution

Management Staff	21
Non-Management Staff	93
Region's Total	114

3.4 Source of Data Collection

The researcher will use the primary and secondary data for this study to ensure reliability of information to be obtained from this study.

3.4.1 Primary Data

Primary data consist of the first-hand data observed and obtained from the employees of Niger Delta Development Commission (NDDC). The primary sources for this study will therefore be gathered through the administration of questionnaires to the employees of NDDC.

3.4.2 Secondary Data

Secondary data consists of existing information, having been collected for another purpose (Kotler, 1997). Secondary data as a source of information is very essential for any research as they will help to offer answers to the research questions. The secondary data included in this study were from journals, textbooks, financial statement of various companies and internet sources.

3.5 Data Collection Method

Due to the new normal being adopted by the world to curb to spread of the coronavirus (Covid-19), the data collection technique that will be employed for the research include the use of structured questionnaires. The questionnaires was used for the attainment of data from the respondents. The questionnaire embodied both open and closed-ended questions for randomly selected members of the various groups. A survey questionnaire is designed to apply to a various sample selected from the large population of respondents (Burns, 2000). A questionnaire is defined as a codified schedule or form, which contains an assembly of carefully, contrived questions for data generation (Wong, 1999). The questionnaire was structured in four comprehensive areas that include the demographic information of the respondents, a measure on the influence of performance appraisals on employee productivity, the impact of performance feedback on employee productivity and the effect of reward systems on employee productivity. The variables on the key objectives of the study will be measured in interval scales on a five

point Likert scale (1-representing strongly agree to 5– strongly disagree) to determine respondents' agreement with effects of performance appraisal on employee productivity.

3.6 Research Procedures

A pilot test involving 5 respondents will be carried out to evaluate the precision, completeness, accuracy and clarity of the questionnaires. This will ensure the authenticity of the data collection instruments used. After the amendment of the final questionnaire, the final questionnaires will be distributed to the respondents with the help of research assistants to enhance the speed of data collection. Each completed questionnaire will be tested, as a unique case and a sequential number given to each. The accumulated data was modified and entered into the Statistical Package for the Social Sciences (SPSS) software to enable the carrying out of the analysis.

3.7 Data Analysis Methods

The questionnaires was pre coded; the coded answers from the questionnaire will be entered onto Statistical Package for Social Sciences (SPSS, version 21) to be used for the descriptive and multivariate statistical analysis. Tables of frequencies (percentages) will be created for the categorical variables and presentation using graphs or charts as appropriate. Correlation analysis will be done to assess for any linear relationships among the factors, reporting the coefficients and respective P-values. Univariate analyses will be done using Linear Regression models that fit to assess the aggregated contribution of the performance appraisal, reward systems and performance feedback on employee productivity (outcome). The coefficients and their 95% confidence interval was reported as well as P-values. The regression model was presented as follows:

Translated into a statistical model below:

$$Y = a + b X_1 + b X_2 + b X_3$$

Where Y = Employee Productivity,

a = Constant (Regression coefficient)

bX₁ = Performance Appraisal,

bX₂ = Reward System,

bX₃ = Performance Feedback,

The data collected were edited and coded. A data matrix was established from which suitable statistical techniques such as working out the mean responses were presented using tables.

3.8 Validity and Reliability of the instruments

On the basis of an extensive and in-depth review of literature covering a wide range of source material collected to date, a draft questionnaire was designed. This was assessed in detail in terms of layout, content, and structure through a pilot study. As a result of pilot study, the questionnaire was pilot tested to ensure that the items in the questionnaire are clear and appropriate. Borg and Gall (1996) recommend Pre-testing of research instruments before use in research. A pilot study will be carried out taking a very minute number of six (6) for stringent evaluation to reduce any form of human inconsistency that may occur.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter deals with the presentation of data and thorough analysis of data collected from the questionnaires which were administered on the sample selected. The researcher used tables to display the findings in order to make it easier for the reader to analyse the results. After the response rate has been well presented, the chapter will look next at the demographic statuses or background information of the respondents, it will then go on to examine and discuss the responses to the questions and the statements that were presented to the respondents in the questionnaire. The findings will look to achieve the objectives set out or answer the questions being asked in Chapter One.

4.1 Response Rate

One hundred and fourteen questionnaires were distributed to the respondents but the response rate was 65% which is Seventy-Four questionnaires were returned filled and usable. This shows slightly above the industry standard of 40-60% (Mugenda and Mugenda, 2003). The response rate was adequate enough to comprehensively answer the research objectives.

4.2 Background Information of Respondents

4.2.1 Age of Respondents

Figure 4.1 below shows the age structure of the employees of the Niger Delta Development Commission (NDDC) who were sampled for the study. A quick glance of table below indicates

that (27) 36.5% were between 26 -40 years. Only (14) 18.9% and (23) 31.1%, (10) 13.5% of the respondents were below 25, 41 -50 and above 51 years respectively. This trend is encouraging since the statistics indicates youthful employees in the study area.

		Age			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Below 25	14	18.9	18.9	18.9
	26-40	27	36.5	36.5	55.4
	41-50	23	31.1	31.1	86.5
	above 51	10	13.5	13.5	100.0
	Total	74	100.0	100.0	

Figure 4.1 Age of Respondents

4.2.2 Gender of Respondents

From figure 4.2, (35) 47.3% of the respondents were male while (39) 52.7% of the respondents were females. This trend shows female outnumbered their male counterparts in the sampled population.

		Gender			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Male	35	47.3	47.3	47.3
	Female	39	52.7	52.7	100.0
	Total	74	100.0	100.0	

Figure 4.2 Gender of Respondents

4.2.3 Level of Education

Education indicates one of the vital success factors that a company needs in order to succeed in their business activities. It provides the basis for academic development. A critical look of figure 3 shows that (20) 27% had attended secondary or technology school, (49) 66.2% had Graduate

University education and (2) 2.7%, (3) 4.1% went further to acquire higher university degrees and professional qualification respectively. It must be noted that high literate employees are essential incentives for successful business and the result shown in figure 4.3 below is somewhat fair.

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	20	27.0	27.0	27.0
	Graduate	49	66.2	66.2	93.2
	Post Graduate	2	2.7	2.7	95.9
	Professional Qualification	3	4.1	4.1	100.0
	Total	74	100.0	100.0	

Figure 4.3 Level of Education of Respondents

4.2.4 Length of Service with Niger Delta Development Commission

Fig 4.4 shows the length of service with NDDC. A careful look at figure 4.4 depicts that (13) 17.6% have been with NDDC for not more than 3 years, (30) 40.5% have been with NDDC for 3 – 5 years, (24) 32.4% have been with the company for 5- 7 years and only (7) 9.5% joined NDDC over 7 years. This indicates that there are employees who have worked with the institution for quite a long time and with their experience and knowledge about the work, the institution can get better productivity and not profit since it is a governmental organisation.

		Employment			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 3	13	17.6	17.6	17.6
	3-5 years	30	40.5	40.5	58.1
	5-7 years	24	32.4	32.4	90.5
	above 7 years	7	9.5	9.5	100.0
	Total	74	100.0	100.0	

Figure 4.4 Length of Service of Respondents

4.2.5 Departments of Niger Delta Development Commission

The Figure 4.5 below shows the Department the respondents works in. Audit and finance has the lowest number of 3 (4.1%), ICT has 11 (14.9%), Operations signifies to be the department with the biggest number of respondents which is 35 (47.3%), Administrations also holds a fairly large number, 19 (25.7%) and finally Human Resources has 6 of the total respondents which is 8.1%.

		Department			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Audit and finance	3	4.1	4.1	4.1
	ICT	11	14.9	14.9	18.9
	operations	35	47.3	47.3	66.2
	administrations	19	25.7	25.7	91.9
	Human resources	6	8.1	8.1	100.0
	Total	74	100.0	100.0	

Figure 4.5 Departments of Respondents

4.3 Testing of Hypotheses

The sections focuses on the testing the various hypotheses of the study, what the study intended to investigate following from the effect of performance appraisal, constructive feedback of performance assessment and improved reward system (dependent variables) all on employees' productivity (Independent variable). This would be achieved using correlation and regression analysis because this study aims to achieve connections between two variables, measure the connections, and make predictions.

4.3.1 Effect of Performance Appraisal on Employees' Productivity

The study majorly intended to investigate the effect of Performance Appraisal on Employees' Productivity from the respondents involved in the study. Following first from the table below (Fig. 4.6) indicates the correlation between Performance Appraisal and Employees' Productivity. The findings suggest that there is a strong correlation between Performance Appraisal and Employees' Productivity at ($r=0.874$, $p<0.01$).

		Appraisal	Productivity
Appraisal	Pearson Correlation	1	.874**
	Sig. (2-tailed)		.000
	N	74	74
Productivity	Pearson Correlation	.874**	1
	Sig. (2-tailed)	.000	
	N	74	74

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 4.6: correlation of Performance Appraisal and Employees' Productivity

Below also shows the regression analysis to test the above hypothesis. The result of the regression model indicates the value of the regression coefficient $R=0.874$, $R^2= 0.765$ and adjusted $R^2=0.761$ and the model $F=233.803$ and significance level of $p=.000$ indicates that the model is significant at 1%. Therefore, the prediction of employees' productivity by performance appraisal is not due to an error.

The beta coefficient of the model indicates a beta value of the constant is 1.355 whereas, the beta value for employees' productivity is 2.272. This apparently shows a strong positive significance of performance appraisal on employees' productivity.

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Productivity ^b	.	Enter

- a. Dependent Variable: Appraisal
- b. All requested variables entered.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.355	1.075		1.261	.212
	Productivity	2.272	.149	.874	15.291	.000

- a. Dependent Variable: Appraisal

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874	.765	.761	1.075

1	.874 ^a	.765	.761	1.53460
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a. Predictors: (Constant), Productivity

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	550.603	1	550.603	233.803	.000 ^b
	Residual	169.559	72	2.355		
	Total	720.162	73			

a. Dependent Variable: Appraisal

b. Predictors: (Constant), Productivity

In conclusion, the first hypothesis involving both the null and the alternate respectively;

H0: Performance Appraisal have no significant impact on Employee Productivity.

H1: Performance Appraisal have significant impact on Employee Productivity.

The null hypothesis is rejected. The hypothesis 'Performance Appraisal have significant impact on Employee Productivity' is accepted.

4.3.1.1 Discussion of Findings

The research study focused mainly on the effect of performance appraisal on employees' productivity. Specifically, the study shows the level of awareness of existence of performance appraisal, measures the impact of performance appraisal on employees' performance and lastly, identifies problems to effective performance appraisal system in NDDC. The developed findings shows that the level of performance appraisal awareness is relatively high among the employees and performance appraisal has significant impact on employee's performance.

The performance appraisal cycle consists of established performance standards, a method of determining individual performance, comparison against standards and an evaluation of performance based on the comparison (Hodgetts, 2002). The performance standards specify what the worker is supposed to be doing. These standards are quantified and pegged against an individual evaluation which is essential for employees' productivity. Selvarajan and Cloninger (2008) indicate that some organizations experience dissatisfaction with their performance appraisal procedures. This dissatisfaction may signal that performance appraisal is not fully successful as a mechanism for developing and motivating employees. Performance appraisal rating can be considered as a technique that has a positive effect on work performance and employee motivation. The study established that a number of the respondents suggested that their performance rating was based on how well they were doing. The rating scale method offers a high degree of structure for appraisal and motivation. The greatest advantage of rating scales is that they are structured and standardized. Ali, Mahdi and Malihe (2012) advises that a low appraisal rating may not mean that an employee lacks initiative; it may reflect that fact that an employee has few opportunities to use and display that particular trait.

The employees may be motivated if the appraisal process is based on accurate and current job descriptions. The study revealed that a number of the respondents suggested that they were satisfied and motivated with the way appraisal system is used to evaluate their performance. This means that the appraisal process is accurate according to the current job description and experience which may have a direct impact on the employee's motivation to give their best. Similarly, Shaw et al. (2008) argues that a well implemented performance appraisal system cannot afford to neglect any constituency and has to show all- round performance. However, on the negative side, receiving feedback from multiple sources can be intimidating, threatening, and

expensive and time consuming (Shaw et al., 2008). *Actual performance is more a function of attitude of person than potential.* The study established that a few number of the respondents claimed that they were satisfied with the way the performance appraisal system is used to set performance goals for each rating period. In addition, it was revealed that the respondents mentioned that the performance appraisal identifies performance problems to improve employee productivity and motivation. Typically the employees identify the skills needed for them to achieve the organization objective. They do not rely on others to locate and specify their strengths and weaknesses. Similarly, Porter (2008) argues that the employees are expected to monitor their own development and progress. Clearly, Ohabunwa (2009) also suggests that the performance appraisal system is highly prone to biases and regency effect and ratings can be manipulated because the evaluations are linked to future rewards like promotions and good postings.

4.3.2 Effect of Constructive Feedback on Employees' Productivity

Starting with the correlation method of statistical analysis comparing the relationship between a fundamental theme under Performance Appraisal which is Constructive Feedback on Employees' Productivity. Using the Pearson correlation table making use of the value of constructive feedback of performance appraisal result and its possible changes to predict the value of employees' productivity. As seen in the Pearson correlation table, the Pearson correlation between feedback and productivity is 0.606 which tends to be closer to +1 this shows a strong positive relationship between both variables, that is, the increase in the former(feedback) leads to a significant increase in the latter(productivity). Now leaving $p < 0.05$.

Correlations

		Productivity	Feedback
Productivity	Pearson Correlation	1	.606**
	Sig. (2-tailed)		.000
	N	74	74
Feedback	Pearson Correlation	.606**	1
	Sig. (2-tailed)	.000	
	N	74	74

** . Correlation is significant at the 0.01 level (2-tailed).

As usual as discussed in this study, the regression result analysis follows given four tables and their respective presentations. The first table shows variables to being recorded. As this whole method is a form of inferential statistics which on the face of it, it uses measurement from a sample of subjects in the experiment to compare the treatment groups and make generalizations about the larger population. And so, we will focus on the p-value which helps to determine to determine whether the relationships that is observed in the sample exist in the larger population.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Productivity ^b	.	Enter

a. Dependent Variable: Feedback

b. All requested variables entered.

In this model summary table, R is the multiple correlation coefficient between all the predictor variables and the dependent variable. In this model, the value is 0.606, which indicates that there is a great deal of variance shared between by both the independent and dependent variable. R square is simply the square value of R.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606 ^a	.368	.359	2.96066

a. Predictors: (Constant), Productivity

The Anova table describes the overall variance accounted for in the model. The F statistics tests whether the R square proportion of variance in the dependent variable accounted for by the predictors is zero. If the null hypothesis were true, then that would indicate that there is not a regression relationship between the dependent variable and the predictor variable. But, instead, it appears that the four predictor variables in the present example are not all equal to each other and could be used to predict the dependent variable, feedback, as indicated by a large F value and a small significance level.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	366.897	1	366.897	41.857	.000 ^b
	Residual	631.116	72	8.766		
	Total	998.014	73			

a. Dependent Variable: Feedback

b. Predictors: (Constant), Productivity

The coefficient table on the other hand, provides information about the effects of individual predictor variables. Generally, there are two types of information in the coefficient table; coefficients and significance tests. The unstandardized coefficients indicate the increase in the value of the dependent variable for each unit increase in the predictor variable. Observing the significance value in the table below shows .000 , indicates that the null hypothesis, that states this variable’s regression coefficient is zero when all other predictor coefficients are fixed to zero, can be rejected.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.185	2.074		2.017	.047
	Productivity	1.855	.287	.606	6.470	.000

a. Dependent Variable: Feedback

Summary of findings

Both hypotheses (Null and Alternate) have been tested and as the result clearly states that the null hypothesis goes below thus;

H0: Feedback on Performance Assessment result has a no influence on Employee Productivity, has been rejected while the other (alternate) as stated below is accepted as supported by the statistical analysis tool.

H1: Feedback on Performance Assessment result has influence on Employee Productivity.

4.3.3 Impact of Improved Reward System on Employees’ Productivity

As usual, the correlation coefficient table is to begin with being the most common measurement of comparison method. The correlation between Reward and Productivity shown in the table below indicate a positive correlation coefficient (0.551) and there is a statistically significant ($p < 0.05$) linear relationship between these two variables such that the more reward either financial or otherwise apportioned to an employee or employees, the more the employees' productivity is increased.

Correlations

		Productivity	Reward
Productivity	Pearson Correlation	1	.551**
	Sig. (2-tailed)		.000
	N	74	74
Reward	Pearson Correlation	.551**	1
	Sig. (2-tailed)	.000	
	N	74	74

** . Correlation is significant at the 0.01 level (2-tailed).

The regression analysis has been explained abundantly clear in the previous sections of this study. Without further repetitive explanation, the summary linear regression result shows that the reward is the significance value is below 0.05 this shows a positive significance between predictor variable (reward) and the independent variable (productivity). This literally indicate that the increase in the reward system significantly increases the productivity level.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Productivity ^b	.	Enter

a. Dependent Variable: Reward

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.551 ^a	.304	.294	3.26604

a. Predictors: (Constant), Productivity

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	335.324	1	335.324	31.436	.000 ^b
	Residual	768.027	72	10.667		
	Total	1103.351	73			

a. Dependent Variable: Reward

b. Predictors: (Constant), Productivity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.537	2.288		2.857	.006
	Productivity	1.773	.316	.551	5.607	.000

a. Dependent Variable: Reward

Summary of findings

The null hypothesis which reads; *Putting Reward System in place has no significant effect on Employee Productivity* is rejected by the analysis report and the alternate hypothesis is accepted which reads; *Reward System set in place has significant effect on Employee Productivity*.

4.3.3.1 Discussion of Findings

The reward or compensation system is also considered. Being financial or otherwise, also plays a major in employee productivity. An employee well remunerated encourages or triggers more vie to do and meaning to do more is doing more productively. Almost all respondents affirmed to this. It was also noticed that the NDDC reward system is has been built to the necessary standards to instill or eradicate any room for complacencies amongst its employees.

Speaking on reward system in organizations, the word bonus(es) will be frequently used in this section as it is described as a payment that was not expected from the employees and the old line to some of the organization (Bardot, 2014). The decision made to pay is either to a group of employees or a person. The management needs to decide what criteria needed to reward the past achievements of the employee. For instance, the employee reaches specific profit or achieve sales target for the organization, and influence employees' behavior to achieve the objectives by providing an incentive such as a bonus to define an incentive as a progressive plan for the employee. The incentive aims to work towards the goals. Another definition of bonus by scholar, it is defined as one payment made at the end of the year to reward extraordinary employees who achieve organization goals (Romanoff, 2008). Most of the bonus is a tangible reward such as cash. Despite there is a difference in bonuses and incentives, both are designated to motivate employee. Some straightforwardly give the worker money. Rewards based on execution against spending plan, quality or different norms might be utilized as prompt money

related motivating forces. According to William (2010), the board remunerates by rewards have gotten prevalent in a few organizations as methods for furnishing representatives with a prompt buster for a culmination of a venture or action. Most organizations utilize monetary pay intend to motivate their workers. A previous study conducted by Hameed et.al (2014) and Sayuyigbe (2014) showed that the result of reward such as bonus has positive and significant effect towards employee performance.

	N	Minimum	Maximum	Mean	Std. Deviation
Appraisal	74	9.00	25.00	17.5676	3.14090
Productivity	74	4.00	10.00	7.1351	1.20869
Feedback	74	8.00	25.00	17.4189	3.69749
Reward	74	5.00	25.00	19.1892	3.88772
Valid N (listwise)	74				

Fig. 4.7: Descriptive Statistics

Fig. 4.7 shows a descriptive analysis of the data for all the indices used in the study. The total number of observation of the variables is 74. These are performance appraisal, employee productivity, feedback and reward. Performance appraisal has a maximum value of (25.00) and minimum value of (9.00) with a central tendency single observation mean value of (17.5676) having a standard deviation of value of 3.14090. Productivity shows a minimum value of 4.00, maximum value 10, mean value of 7.1351.

The feedback has an average of 17.4189, with a minimum and maximum value of 8 and 25 respectively which indicates a standard deviation of 3.69749. The reward has a minimum of 5, a maximum of 25 with a central tendency value of 19.1892 with a standard deviation value of

3.88772. This implies that performance appraisal is the best performance indicator of employee productivity among all the variables used in the study due to the fact that the result revealed that the index of employee performance appraisal has slightly the least standard deviation with a value of (3.14090).

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this section, the researcher provides a discussion on the findings of the research in relation to the literature review. The summary, conclusion and recommendations in regards to the effect of performance appraisal on employees' productivity are comprehensively discussed with the specific research objectives in mind.

5.2 Summary of Findings

The general objective of the study was to determine the effect of performance appraisal on employees' productivity using a survey of Governmental Organization in Port Harcourt, Nigeria.

The study was guided by the following specific objectives:

- a. To determine the effect of performance appraisal practices on employee productivity in Niger Delta Development Commission (NDDC).

b. To determine the impact of Performance Appraisal feedback on employee productivity in Niger Delta Development Commission (NDDC).

c. To investigate the influence of reward systems on employee productivity in Niger Delta Development Commission (NDDC).

On the effect of performance appraisal process on employees' productivity established that the system is important for employee productivity. Performance appraisal system has helped improve job performance at work. The regular assessment of performance leads to employee motivation. The performance standards are quantified and pegged against an individual evaluation which is essential for employee performance. Performance appraisal rating can be considered as a technique that has a positive effect on productivity and employee motivation. The employees may be motivated if the appraisal process is based on accurate and current job descriptions. The performance appraisal identifies performance problems to improve employee productivity and motivation.

On the effect of performance appraisers on employee motivation established that the different raters can increase the accuracy of performance evaluation (can reduce bias) and increase employee's perceptions of fairness. Customers can recognize the employees when they do a good job evaluation process that are important for employee's motivation. Subordinate evaluations may give valuable information to improve on the employee's motivation. Peers or co-workers often know the job of the individual employee better than the supervisor does and they are more directly affected by the employee's actions, either positive or negative. On the challenges of performance appraisal on employee productivity established that some managers tend to be liberal or strict in their rating of staff which may affect the employees' motivation and ultimately productivity. The manager's ability to address the skills gaps can have a significant

impact on the employee's motivation. Regular ratings may affect the performance and motivation of the employees. Fair assessment of the employee's performance may enhance their motivation. Employers should also note that performance evaluation is a continuous process and not one that happens only once a year. The reasonable expectations of the ratings can lead to honest feedback for employee productivity.

5.3 Conclusions

Performance appraisal system is often considered one of the most important factors for employee motivation and productivity. A substantial proportion of the respondents suggested that the performance appraisal system has helped improve job performance at work. The regular assessment of performance leads to employee motivation. Performance appraisal system is essential for measuring job performance and employee motivation. The performance standards are quantified and pegged against an individual evaluation which is essential for employee motivation. Performance appraisal rating can be considered as a technique that has a positive effect on work performance and employee motivation. The employees may be motivated if the appraisal process is based on accurate and current job descriptions. The performance appraisal identifies performance problems to improve employee productivity and motivation.

5.4 Recommendations

From the above findings and conclusion, the research study recommends that:

1. Organizations should enhance their employee's productivity by appraising employee's performance. The organization should then utilize accomplishments, targets, time management, organizational goals and efficiency for measuring performance purposes and evaluation process as it will help increase employee's productivity. From the research findings, the research study propose that organizations should develop and implement performance appraisal methods that would facilitate effective appraisal of the employees and hence providing opportunities to the organization in classifying performance targets, enhance employees performance, finding staff training needs and assisting employees on time management through proper planning and setting of deadlines.

2. The research study propose that companies should implement behavioural performance evaluation scheme and management by objectives as the appraisal methods were initiated to be statistically important in swaying employees relationship and enhancing employees productivity.

3. Performance appraisal, which is an annual exercise, should be properly carried out because it has a great impact on employee productivity/performance. It is what managers use to review and rate employees. It helps to identify and overcome the problems faced by the employees on his/her work. Employees should also know what is expected of them while carrying out their duties and this can be achieved if the employers let the employees know their various assignments. The employees should be informed about the importance of appraisals.

4. The organization should provide a conducive working environment for the employees. That will go a long way to increase productivity. Performance appraisal should provide accurate and relevant ratings of an employee performance as compared to pre-established criteria. The supervisors who are to rate the employee during the appraisal exercise should go on training. The

set criteria should be used. Workers should not be appraised based on their personal trait, but the performance variables should be considered.

5.5 Suggestion for Further Studies

The current study investigated on the effect of performance appraisal on employees' productivity in Governmental Organization in Port Harcourt, Nigeria. The researcher recommends that future can apply the same research objectives to determine the effect of performance appraisal on employees' productivity in governmental institutions in Nigeria.

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APPENDIX

MOUNTAIN TOP UNIVERSITY,

Km 12, Lagos-Ibadan Expressway, MFM Prayer City, Ogun State, Nigeria,

COLLEGE OF HUMANITIES, MANAGEMENT AND SOCIAL SCIENCES,

THE DEPARTMENT OF BUSINESS ADMINISTRATION,

May 29, 2019.

Dear Sir/Madam,

Request for Completion of Questionnaire

I am a final year student of the above named institution conducting a research titled; ‘Effective Performance System deployment and employees’ productivity: A study of Niger Delta Development Commission (NDDC).

I hereby ask for your assistance in honestly responding to the questions contained in the attached questionnaire with the assurance that any information supplied shall be held in strict confidence and only be used for the research purpose.

Thanks for your anticipated cooperation.

Yours faithfully,

Jumbo Jeremiah Jasper

(Researcher).

This questionnaire is aimed to obtain information on the effects of performance appraisal on employees’ productivity at Niger Delta Development Commission. This research is being done as part of the requirements for the award of Bachelor of Science in Business Administration. You will be contributing efficiently to the feat of this research by providing unprejudiced answers to this questionnaire. The research is being conducted for academic purpose, you are, therefore, assured that the information you give will be treated confidential.

Thanks and regards,

Jasper

A. RESPONDENT PROFILE

INSTRUCTIONS: Please tick the responses to the questions

1 .Age of respondents: Below 25 26 – 40 41 - 50 above 51

2. Gender of respondent: Male Female

3. Level of Education of the respondent: SSCE Graduate Post-Graduate

Professional Qualification (e.g ACA, AIIN, ACIPM etc.) Others

4. How long have you been with Niger Delta Development Commission {NDDC} ?

Below 18 years 18-21 years 22- 25 years 26 years and above

5. Which department do you work with?

Audit and Finance ICT Operations Administration

Human Resource

THE FOLLOWING OTHER PARTS (B, C AND D) AIMS TO INVESTIGATE THE EFFECT OF PERFORMANCE APPRAISAL, CONSTRUCTIVE FEEDBACK AND REWARD SYSTEM ON EMPLOYEES' PRODUCTIVITY.

Indicate the extent to which you agree with the following statements by using a scale of 1 to 5 where SD= Strongly Disagree, A= Agree, N= Neutral, D= Disagree, SD= Strongly Disagree.

Tick which best describes your opinion of the statement.

B. THE IMPACT OF PERFORMANCE APPRAISAL ON EMPLOYEES' PRODUCTIVITY

S/N	Statements	SD	D	N	A	SA
		1	2	3	4	5
1.	In your opinion, performance appraisal can measure/assess employee productivity.					
2.	Performance Appraisal results has an impact on your behavior, attitudes and performance.					
3.	Performance Appraisal affects your productivity as an employee					
4.	Performance Appraisal is used as a benchmark for increasing productivity					
5.	The current Performance Appraisal system of your organization is satisfactory					

**C. EFFECT OF CONSTRUCTIVE FEEDBACK OF PERFORMANCE APPRAISAL
RESULT ON EMPLOYEES' PRODUCTIVITY**

S/N	Statements	SD	D	N	A	SA
		1	2	3	4	5
1.	Your manager or performance assessor communicates with you frequently about					

	your performance					
2.	I wish to improve my result score after getting feedback on my performance result					
3.	My Appraisal result helps me understand areas for development					
4.	Performance Appraisal objectively reflects my performance					
5.	The Appraisal system manages me better					

D. INFLUENCE OF REWARD SYSTEM ON EMPLOYEES' PRODUCTIVITY

S/N	Statements	SD	D	N	A	SA
		1	2	3	4	5
1.	Promotion Opportunities is fair and satisfactory					
2.	Productivity of employees may be increased by rewarding them.					
3.	Rewarding mechanism/ level of wage effects employee performance					

4.	Appreciation and praises for improved productivity by employees further increases their success at work					
5.	To achieve high productivity level of employees, it is effective to motivate employees at the workplace with reward intrinsically (encouragement) or other incentives					

E. INTERVIEW

These interview questions is supplementary for the above questionnaire which would further enhance this research and cover for the questionnaire excesses.

1. Are staff members able to express their grievances after appraisal?
2. If yes, are those grievances acted upon?
3. Who appraises employees?
4. Are there any shortcomings in the performance appraisal system?
5. If yes, are there measures put in place eradicate them to the barest minimum?

6. Finally, are you satisfied with the performance appraisal system so far?