



STAFF PERFORMANCE APPRAISAL AND OCCUPATIONAL EFFECTIVENESS AMONG STAFF OF CALABAR MUNICIPALITY COUNCIL, CROSS RIVER STATE, NIGERIA.

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ABSTRACT

The main purpose of the study was to investigate the relationship between staff performance appraisal and occupational effectiveness among staff of Calabar Municipality Council of Cross River State, Nigeria. To achieve the purpose, one null hypothesis was formulated to direct the study. Ex-post facto research design was adopted for the study. A sample of two hundred and forty (240) staff were randomly selected for the study using stratified random sampling technique. Performance Appraisal and Occupational Effectiveness Questionnaire (PAOEQ) was the main instrument used for data collection. Pearson product moment correlation coefficient was the statistical tool adopted in testing the hypothesis under study. The hypothesis was subjected to testing at 0.05 level of significance with relative degrees of freedom. The instrument was subjected for validation and reliability using trial test and Cronbach Alpha method which ranges from .78 to .88.

The result of the analysis revealed that, staff performance appraisal significantly relates with occupational effectiveness among staff of Calabar Municipality Council. Based on the finding of the study, it was recommended among others that staff performance appraisal should be done periodically to ascertain their performance as relate to their occupational effectiveness.

KEYWORDS: Performance, Appraisal, Occupational, Effectiveness.

INTRODUCTION

In a developing country like Nigeria, an employee has a great role in influencing work outcome in an organization and this constant performance is a determining factor in occupational effectiveness. Employees who have the intention to increase productivity and effectiveness must have the idea of his or her job specification, description and content (Ekpo, & Onabe 2024).

There is a need for periodic staff appraisal, employees may become obsolete and ineffective if they do not update themselves with their work, organization and environment. The entire organization may also be obsolete if the lack a systematic means of continually appraising and reviewing occupational capabilities (Ndum & Ekpo, 2020).

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Asamu (2013) observed that the main factor which causes mal-administration and non-performance in any organization include lack of effectively conducting staff appraisal within the organization. Candy and Leonard (2011) identify performance appraisal as an interaction that is formal and structural which exist between an individual and his overseer which comes in shape of interviews that are periodic where output of that individual is assessed and appraised with the intention of pointing out the strengths and weakness together with chances for likely improvement and skills development. Armstrong (2012) pointed out that performance management system is used to manage and direct resources of an organization so as to set the optimum likely performance. Staff performance appraisal refers to the regular process of evaluating an employee performance and documenting it to estimate how well an employee is doing at their jobs or role irrespective of stress. (Ekpo & Ndum, 2021). In employee performance appraisal, the management assess the employee performance across certain period, even though some stress indicators also play a vital role in determining the employee's performance (Ekpo & Ndum, 2021). According to Nnaji, Ekpo and Onabe 2023, staff can be appraised on service delivery through the use of information communication technology resources.

Statement of the problem

Staff performance appraisal which is one of the best approaches to increasing organizational productivity is neglected. The general objective of staff appraisal is to ascertain staff skills, knowledge, attitude and behavior required for the discharge of their duties and responsibilities. Undoubtedly, it is obvious, that staff appraisal in

Calabar Municipality Council is not up to expectation.

The frequent lopsided staff performance appraisal in Calabar Municipality has always raised public concern. Unperiodic staff appraisal has led to the decline in professionalism and lack of zeal in the workers. Hence the study seeks to investigate the relationship between staff performance appraisal and occupational effectiveness among staff in Calabar Municipality Council.

Objective of the study

The study investigated the relationship between staff performance appraisal and occupational effectiveness among staff in Calabar Municipality Council.

Research question

Is there any relationship between staff performance appraisal and occupational effectiveness among staff in Calabar Municipality Council?

Research Hypothesis

There is no significant relationship between staff performance appraisal and occupational effectiveness among staff in Calabar Municipality Council.

Methodology

The research adopted ex-post facto design. The population of the study comprises of 1,000 (one thousand) council staff, 400 senior and 600 junior staff of Calabar Municipality Council. Stratified random sampling and simple random techniques were adopted for the study. Sample of 20% were drawn from each of the stratum (i.e senior and junior). The sample size for the study was two hundred out of the one thousand staff of the council, senior staff were 80 (Eighty) while junior staff were 120 (one hundred and twenty).

As shown in table 1 and table 2

Table 1: Distribution of population of study (N=1000)

Senior Staff	400
Junior Staff	600

Source: Payroll unit, Calabar Municipality Council 2024

Table 2: Distribution of sample of study (N=200)

Staff Category	Sample
Senior Staff	80
Junior Staff	120

Source: Field work 2024

The instrument used for the data was Staff Performance Appraisal and Occupational Effectiveness Questionnaire (SPAQEQ). SPAQEQ was divided into 3 sections. Section A dealt with the respondents demographic data, Section B and C consisted of Ten (10) items each used to measure the Staff Performance Appraisal and Occupational Effectiveness. The study adopted a 4 point Likert scale model, with items which required the respondents to specify their level of agreement or disagreement i.e Strongly Agree =4, Agree (A) =3, Disagree (D) =2 and Strongly Disagree (SD) =1. The instrument was validated by experts in measurement and evaluation. The reliability of the instrument was obtained through a trial test using Cronbach Alpha reliability co-efficient to determine the reliability

coefficient of the instrument which ranges from 0.76 - 0.86. Data collection was analysed using Pearson product moment correlation coefficient to test the null hypothesis at .05 level of significance.

Presentation of result

Ho: There is no significant relationship between staff performance appraisal and occupational effectiveness.

The independent variable is staff performance appraisal while the dependent variable is occupational effectiveness. To test this hypothesis, staff performance appraisal was correlated with occupational effectiveness using Pearson product moment correlation coefficient. The result of the analysis is presented in table 3

Table 3: Pearson product moment correlation coefficient of the relationship between staff performance appraisal and occupational effectiveness (N=200)

Variable	\bar{x}	SD	r-value	Sign
Staff performance appraisal	16.24	1.42	0.32	.000
Occupational effectiveness	14.82	1.36		

Significant at .05; df=198

Source: Field work 2024

The result of the analysis as presented in table 3 revealed that the calculated r-value of 0.32 higher than p-value of .000 at .05 level of significant with 198 degrees of freedom. With the result, the null hypothesis fail to be accepted which implies that the alternate hypothesis is accepted. It implies therefore, that there is a significant relationship between staff performance appraisal and occupational effectiveness.

DISCUSSION OF FINDINGS

The result of the hypothesis revealed that there is a significant relationship between staff performance appraisal and occupational effectiveness. The findings of the hypothesis is in agreement with the finding in a study carryout by (Chris, 2011) on employee's performance appraisal and its implication for individual and organization growth.

The result of the study revealed that employee performance appraisal has a significant relationship with organizational productivity. The study result is also in line with the view of Yanuar (2019) which states that the performance appraisal is a systematic and periodic process of measuring an individual's work performance against the established requirement of the organization.

CONCLUSION:

Based on the finding, the study revealed that there is a significant relationship between the staff performance appraisal and occupational effectiveness.

RECOMMENDATIONS

It was recommended that employers should take the staff performance appraisal exercise more seriously and should be conducted most oftenly as this will encourage and motivate employees who need to step up a bit or be more serious with their work.

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